

DEVELOPMENT AND INSTITUTIONALISATION OF COMPETENCY-BASED HR SYSTEMS¹

The intervention laid the foundation for developing Competency-based HRMD Systems in CSC with its new core, organisation, leadership and technical competencies. It now gives CSC clear standard criteria and procedure in recruiting and promoting people.



BACKGROUND

Civil Service Commission (CSC) presented its strategic priorities for development in 2010, which provided the commission's reform framework, programs, and activities from 2010-2015. Among its priorities was to develop competent and credible civil servants in the Philippines – including within CSC itself. This highlighted the need for CSC to identify which competencies it needed to enhance so that its workforce can deliver its mandate better. Competencies for positions in CSC were not defined at that time and job descriptions were limited to task lists. Its recruitment process was also not competency-based. CSC nurtured an internal culture of competency but needed help in building a competency-based Human Resources (HR) system. In 2011, PAHRODF implemented the Development and Institutionalisation of Competency-Based Human Resource Systems in the Public Sector in the Philippines to assist the Commission in adopting a competency-based HR system for recruitment, selection and promotion, performance management, talent development and career management. ■

¹ Development and Institutionalisation of Competency-Based HR Systems in the Public Sector in the Philippines

INTERVENTION OVERVIEW

Development and Institutionalisation of Competency-Based Human Resource Systems in the Public Sector in the Philippines was meant to assist CSC in adopting a competency-based HR system and develop competency requirements of 73 positions. It intended to help the Commission learn how competency-based HR systems are practiced at the local and international levels. The intervention benchmarked best practices of two local companies - to generate lessons on how the system is run by private organisations, and several public offices in Singapore - to show how the system is run in government setting. Workshops were conducted following the benchmarking missions to equip CSC with skills on developing competency-based qualification standards, job descriptions, competency models and profiles of positions; conducting competency-based interviewing techniques; and building competency-based HR systems. The intervention was envisaged for CSC to “model the way” before the deploy competency-based HR systems in the bureaucracy. ■

COMMITTED RESULTS



IMPLEMENTATION PROGRESS

The intervention generated notable outcomes since its implementation: 1) The commission approved the core, organisation, leadership, and functional competencies developed through the intervention. To this view, the Office of Human Resource Management and Development (OHRMD) assessed the mission critical competencies of CSC employees using competency-based systems. 2) One hundred percent (100%) of intervention participants are now technically equipped to develop competency-based qualification standards and job descriptions. 98% are technically equipped to develop competency tables and profiles. Using their skills, they developed competency-based job descriptions using competency-based qualification standards. 75% of the 1,329 plantilla positions now use competency-based job descriptions. 3) OHRMD used the Competency Based Recruitment Process on the Personnel Selection Board (PSB), the body that conducts assessment for the different government agencies in the Regions. It used behavioural event interviewing (BEI) to match talents in the organisation. ■

ASSESSMENT



Relevance

The intervention is relevant. It responded to CSC's need of introducing competency in HR Systems in the Philippine bureaucracy - beginning with CSC itself. The Facility provided a timely assistance aligned with CSC's strategic objective of enhancing competencies of its workforce. It provided in-depth training on developing a competency-based HR system with activities ranging from benchmarking to intensive training on developing competency tables (CSC earlier implemented activities to develop competencies, but these were limited to half-day orientations). The intervention is a prerequisite for CSC's other interventions and initiatives.



Effectiveness

The intervention is effective. It gave CSC a clear standard criteria and procedure in recruiting and promoting people. It helped develop competency tables, including the position profile and the proficiency level required. It also helped develop competency based qualification standards (QS) and competency-based job descriptions, with focus on needed education, relevant training and experience. It also started the Competency based Recruitment Process in CSC and the eventual renaming of the Office of the Personnel Management and Development to the Office of Human Resource Management and Development. Delivery of outcomes was, however, mitigated by varying absorption capacity as well as competing commitments of intervention participants.



Sustainability

The intervention is sustainable. CSC issued a resolution on 5 September 2012 institutionalising the outputs (competencies) of the intervention. CSC now uses the intervention outcomes in preparing its HR Development Plan. CSC has also been using the tools in assessing competencies of its personnel over the last two years. However, to ensure that these results are further sustained, concerns related to resource limitations (budget to roll it out, number of available staff, competing priorities) need to be addressed. ■

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Director
Edith dela Pena
OHRMD

FACTS AND FIGURES

INVESTMENT

 **AUD292,499.91**

NUMBER OF CORE PARTICIPANTS

 **13**

project team members were technically equipped to develop Competency Tables and Profiles for the 73 position in the Commission, do nationwide validation of the Competency Profiles, and develop Competency Based QS and Job Descriptions

Duration

September 11 - July 2012

of REAPs

13

Produced Output

1. Core, Organisational, Leadership, and functional Competencies;
2. Position Profiles for 73 positions; Recruitment Manual using Competency Based Systems ;
3. Restructuring of OHRMD creating Competency Development maintenance and competency based recruitment capabilities within the Office;
4. Benchmarking Reports – International and Local Benchmarking results
5. Recruitment Policy and Recruitment Manual

EMERGING LESSONS AND GOOD PRACTICES

- 1 Top Management involvement is key to implementing any change process in the organisation
- 2 There is a need to mindfully align the Competency-Based Recruitment Process implementation into the Strategic Performance Management System
- 3 International and local benchmarking activities are necessary to allow top management to appreciate the latest trends in Competency Based HR Systems.

RECOMMENDATIONS

- 1 The implementation of Competency-Based Systems in the organisation should be assessed and audited to allow for calibration of results in matching talents nationwide.
- 2 SPMS and Talent Development should be aligned to ensure the success of the recruitment process.
- 3 The members of the PSB should be spot-checked and assessed in their capabilities to use behavioural event interviewing to tap and match talents within CSC.

Producing Competent Civil Servants

CSC's mandate, as the central human resource institution of the Philippine bureaucracy, is to implement "efficient and effective human resource management and development for the Philippine bureaucracy."

From the time CSC was established, however, its function has always been focused on giving exams, processing appointments and ensuring that people appointed to positions in government agencies have the knowledge and skills called for by the job.

"Before, we thought that as long as our recruits get a high score in the examination and they express themselves well, that is enough. Our recruitment assessment was numerical – we gave a rating of 1, 2, 3, 4, 5 or a rating of 75, 80, 85 – it's all about numbers," said Director Edith Dela Peña, CSC OHRMD.

In 2012, the Facility introduced "competency models" to the commission through an intervention called Development and Institutionalisation of Competency-Based HR Systems. This intervention aimed to develop the competency requirements for different positions in CSC and assist them in adopting a competency-based HR system for recruitment, selection and promotion, performance management, talent development and career management.

Through a series of capacity-building initiatives, i.e. workshops, simulations, coaching, brainstorming sessions and

benchmark meetings with local and international private and public organisations who have competency modelling, the Facility's intervention gave CSC an entirely new perspective on recruitment and talent management.

BEYOND NUMBERS: COMPETENCY-BASED RECRUITMENT

“In the past, you can ask anything you want in our recruitment interview and then rate the applicant based on your assessment. Now, because of the support of the Facility, our recruitment assessment has depth and substance. We are now using behavioural event interviews (BEI) to assess competencies, and we develop write-ups about our recruits. For example, does the applicant speak well? Before if the applicant speaks English fluently, then, usually that is enough. But now speaking English effectively is just one of the competencies we look for,” said Director Dela Peña.

With guidance from the Facility, CSC completed a competency model reflecting the core, leadership, and technical competencies critical to CSC and its strategic priorities. The commission updated its qualification standards to reflect not just “education, experience, training and eligibility criteria” in recruiting personnel, but also the necessary competencies relevant to the position. In 2012, the intervention participants cascaded their learnings on competency-based systems to members of the personnel selection board (PSB), the body that conducts assessment for the different organisations of the government in the Regions.

By applying the concepts of a competency-based system, the CSC recognised that (i) competencies are better predictors of effectiveness and (ii) its inclusion in the recruitment process ensures placement of the right people in the job vacancies.

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