

PROGRAM FOR LEARNING AND DEVELOPMENT

The intervention gave CSC a Competency-based Learning and Development (L&D) Plan that allows it to offer a package of strategically developed L&D interventions for CSC employees and other government agencies.



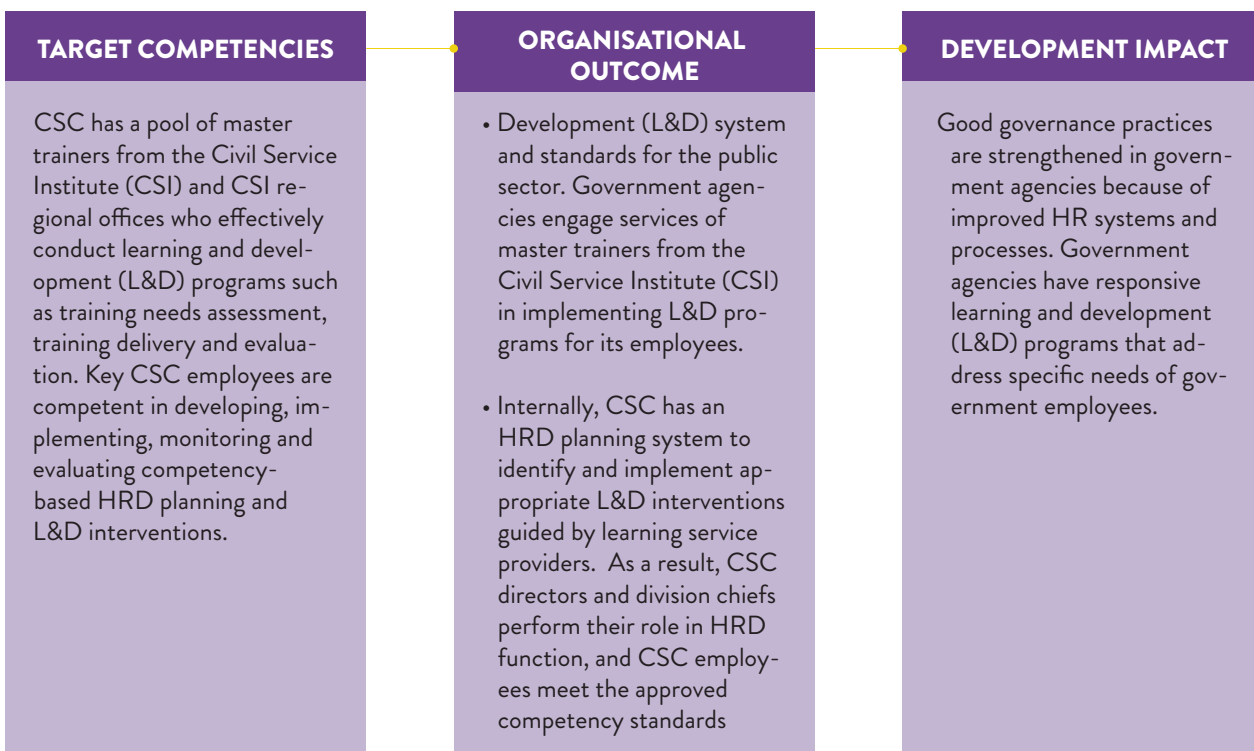
BACKGROUND

Civil Service Commission (CSC), recognising the importance of continuous learning and development (L&D) to produce competent and efficient government personnel, partnered with PAHRODF in 2013 to develop a program for L&D for CSC employees and for the entire Philippine bureaucracy. While the Commission has an existing L&D plan for CSC officials and employees, it recognised the need to improve and make the plan competency based. The plan also needed greater evaluability considering it has no established method for determining and measuring effectiveness beyond reaction level. Meanwhile, the Civil Service Institute (CSI), the training arm of CSC tasked to formulate, administer and evaluate training programs for government employees, did not have L&D systems and standards to guide technical staff in responding to the needs of government employees. Establishing an effective L&D system would greatly help CSC achieve its mission of developing competent civil servants who are “lingkod bayani” or servant heroes. ■

INTERVENTION OVERVIEW

Program for Learning and Development was implemented to establish an L&D system for the public sector, including the CSC, that would ensure the delivery of responsive programs to address specific needs of government employees. It was meant to develop the competencies of CSC's Office of Human Resource Management and Development (OHRMD) in crafting an HRD plan and conducting L&D programs for CSC employees, and to develop master trainers in the CSI who will effectively deliver training programs for the public sector. The intervention covered five components: developing CSC strategic HRD planning system; organisation and individual learning and development needs; developing CSC 3-Year Strategic HRD plan and L&D program designs and instructional materials; effective L&D management and delivery; and developing HRD and L&D monitoring and evaluation. ■

COMMITTED RESULTS



IMPLEMENTATION PROGRESS

OHRMD and CSI identified and developed policies and processes for their respective L&D systems. OHRMD developed an HRD Plan with prioritised HRD modes and interventions that was approved by the Commission. It created five courses addressing mission critical competency gaps at CSC. Some courses enable CSC directors and division chiefs to

perform their role in the HRMD functions of CSC. Both OHRMD and CSI developed ten new competency-based L&D interventions for CSC employees and other government agencies. Re-entry action plans of participants would ensure implementation of these interventions. While there is still no master trainer for CSI, participants were able to develop training competencies as a result of the intervention. The on-going online competency assessment at CSC is another offshoot of this intervention. The assessment will improve the 180 degree assessment practiced at CSC to 360 degrees. Employees can also “manage” their career in their improved online individual development plan. ■

ASSESSMENT



Relevance

This intervention is a necessary follow up to Strengthening of CSI. This intervention gave the Commission an L&D Plan where there used to be none. The plan allows CSC to offer a package of L&D products that are strategically developed with the end in view of improving its service delivery to its clients. Since CSI is a training institute, the members of the staff were expected to be competent trainers.



Effectiveness

The L&D intervention built the competency of participants to conduct L&D activities. Whereas before, only Directors and Division Chiefs speak during these activities, now it is the graduates of the L&D intervention who do the speaking. The results of the intervention are successful enough that even external stakeholders (e.g. ISO assessors) are impressed with CSC's L&D outcomes.



Sustainability

The intervention was designed not as a simple Technical Assistance where the consultants prepare all outputs without transfer of technology. The intervention made sure that competencies of CSC employees are built to allow them to produce the outputs themselves in the future.

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Director
Edith dela Peña
OHRMD

FACTS AND FIGURES

INVESTMENT

 **AUD280,000**

NUMBER OF PARTICIPANTS/BENEFICIARIES

 **52**

Duration

August 2013 - July 2014

of REAPs

12

Produced Output

1. Training needs analysis (TNA) Instruments
2. CSI and OHRMD TNA Reports
3. HRD (L&D) Planning Guide Book (Internal and external)
4. CSC HRD Plan (L&D)
5. Enhanced L&D Policies for CSI and OHRMD
6. 10 Course Designs
7. CSC Master Trainer Competency Assessment System
8. Final Competency Assessments
9. Master Trainers

EMERGING LESSONS AND GOOD PRACTICES

- 1 Team cohesion and integration are success factors particularly when it harnesses strong communication, collaboration and complementation. Constant communication among CSC, learning service provider and PAHRODF ensures seamless implementation of the intervention.
- 2 Conduct of change management strategies, on top of trainings and workshops, is crucial in ensuring that intervention participants do not just understand, but also appreciate and use the learnings of the intervention.

RECOMMENDATIONS

- 1** Assessment tool should be introduced earlier to give participants enough time to prepare their portfolio. This can make the interventions more purposive.
- 2** CSC may sustain the Master Trainer Accreditation and make it bureaucracy-wide.
- 3** Strengthen regional ownership of the L&D Process. Capacitate practitioners and formalise process and structure in the regions

Enhanced Talent Management system for Quality Public Service

In 2011 the Civil Service Commission (CSC) set targets for its performance governance system (PGS). Led by Director Edith Dela Peña, CSC's Office of Human Resource Management and Development (OHRMD) set off to meet the target, i.e. 70% profile match of CSC employees by 2013. This means that CSC employees should meet the critical competencies required of their positions by 2013.

With a competency model already in place, CSC has clear basis for its talent development and assessment initiatives, job standards and promotion criteria, as well as performance management work. This is critical to CSC's achieving its Learning and Growth objective of a 70% match of all CSC staff to the competency profiles of their positions by 2013.

CSC first designed and implemented a competency-profiling tool to determine the percent of CSC employees who match their positions' profile. "Now that we already have competencies in place, we are regularly doing assessment of the competencies of our people and it is easier. Now, we are working on our Learning and Development (L&D) using the competency assessment results," said Director Dela Peña. She also said that in the past, it was not clear to them who among the employees should receive HR interventions. L&D programs therefore used to focus on people who they considered good performers. Through the Facility's intervention, Director Dela Peña's team strategically worked on the competency development of their people.

“It is not just about giving any training or any program that we can think of. We now have a basis. If there are a certain percentage of our people who need to acquire certain competencies, we provide the right program for them. We realised that it is important to bring the people who don’t meet the required competencies of their job to the level where they are supposed to be because it will benefit the entire organisation,” said Director Dela Peña.

With this as their motivation, CSC already surpassed their 70% target. Director Dela Peña reported that in 2013 76.4% of their people are already meeting the mission critical competencies of their positions. Aside from surpassing the target, this result is also a big improvement from their 53% score in 2011 when they first did the assessment on the CSC employees’ competencies.

FROM REGULATORY TO STRATEGIC

Director Dela Peña has been with CSC for thirty years now and has seen the evolution of HR in the commission from the time when it was performing traditional regulatory functions, i.e. leave computation, recording of attendance and punctuality and administering exams, to doing more strategic functions. She considers herself fortunate to be in the commission at this time.

“We are lucky to be provided with all the necessary interventions, not just the competency project, but also other relevant interventions – leadership and coaching, strengthening of CSI, change management and now the L&D and PRIME HR. The interventions allowed us to have a better understanding, appreciation, and connection of human resource management and of the different HR systems that we are now trying to put in place to ensure well-performing HR offices, systems and processes, not only for the commission, but more importantly, for the entire bureaucracy,” said Director Dela Peña. ■