



PAHRODF
PHILIPPINES AUSTRALIA
HUMAN RESOURCE AND ORGANISATIONAL
DEVELOPMENT FACILITY



PARTNERSHIP

HIGHLIGHTS

May 2016



TRANSFORMING THE
CIVIL SERVICE COMMISSION



The Philippines Australia Human Resource and Organisational Development Facility

The Philippines Australia Human Resource and Organisational Development Facility (PAHRODF) is the Australian Government's flagship program for supporting human resource management, organisation development, and institutional change in the Philippines. It contributes to the realisation of the two countries' mutual development priorities by building the capacity, competencies, and change readiness of select Philippine organisations. PAHRODF provides interventions that develop and enhance the capacities and competencies of its partner organisations' most important resource: their people.

The Partner: Civil Service Commission

The Civil Service Commission (CSC) was established in 1900 under Public Law No. 5 ("An Act for the Establishment and Maintenance of our Efficient and Honest Civil Service in the Philippine Islands"). It is mandated to promote morale, efficiency, integrity, responsiveness, progressiveness, and courtesy in the Philippine civil service. It serves as the government's human resource (HR) arm and advises the President on the HR concerns of over 2,700 government offices and 1.4 million employees. The CSC administers the civil service examination and sets the standards for appointment in government service. As an adjudicative body, it is also tasked to render final arbitration to disputes and personnel action on civil service matters.

The Partnership

The CSC is the most important partner of any program aiming to improve public sector performance through Human Resource and Organisational Development (HR and OD). As the government's central human resource agency, it significantly influences the HR and OD practices of other government agencies, including the partners of Australian Government programs in the country. Australia aims to assist the CSC to become more effective at service delivery and to contribute to helping attain accountable, transparent, effective, and inclusive governance in the Philippines. PAHRODF's partnership with the CSC will maximise and strengthen the impact of Australia's assistance to the Philippines.

PAHRODF's partnership with the Commission in 2011 was timely; it corresponded with the beginning of CSC's change journey from being transactional to strategic. That same year, CSC unveiled its Roadmap for Development and Reform which detailed its priority programs and presented its vision to be Asia's leading Center for Excellence in Strategic HR and OD by 2030.

To support CSC's vision, the Facility conducted an organisational assessment (OA) that defined the stretch between CSC's starting point and its target. The assessment revealed key challenges and roadblocks to CSC's goal of becoming Asia's center for HR and OD excellence. These challenges include the deep rooted culture of the century-old organisation, the traditional practice of personnel administration, and the lack of underlying infrastructure on which to build an agile and responsive agency. These findings helped identify CSC's needs and the corresponding interventions to address them.

FACTS



FIGURES

Investment amount:	»	AUD2,279,729.81 (PHP77,419,624.30)*
Duration:	»	2011-2016
Total number of interventions:	»	13
Total number of participants:	»	442
Total number of scholars:	»	54
Fields of study:	»	GOVERNANCE, HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT AND ORGANISATION DEVELOPMENT, GENDER AND DEVELOPMENT, TRAINING AND DEVELOPMENT, ORGANISATION COMMUNICATION

The Interventions

The CSC has to model the way for the rest of the bureaucracy. To transform the public sector workforce, the CSC must first transform itself. The transition from transactional to competency-based HR practices requires a package of interventions that will help develop the competencies of CSC staff and improve their capacity to deliver strategic solutions to the HR concerns of the government.

The CSC, with PAHRODF's assistance, started by benchmarking with more progressive Philippine private companies and government agencies from other countries (i.e., the Australian Public Service Commission and the Singapore Civil Service). The experience was an eye-opener: It introduced CSC's top management to the best HR practices in recruitment and selection, competency modelling, performance

*Conversion rate at AUD1=PHP33.96



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management, change management, and talent management. Through the improvements introduced by the re-entry action plan of the former Chairperson of the Commission (Francisco Duque) who participated in the benchmarking in Australia, CSC was also able to secure ISO 9001:2008 certifications for its four core functions.

Development of Competency Models and Profiles of Positions

Through PAHRODF's intervention, CSC developed competency models that describe the necessary knowledge, skills, attitudes, and behaviours of its workforce. The Facility provided CSC training in crafting competency-based qualification standards, job descriptions, models, rubrics and profiles, and conducting competency-based interviews. To ensure the sustainability of the reforms, CSC re-structured the Office of Personnel and Management Development (OPMD) to the more strategic Office of Human Resource Management and Development (OHRMD). By the end of the intervention, CSC was able to define three core competencies, six organisational competencies, seven leadership competencies, and twenty-six functional competencies. CSC formally adopted these competencies in 2012 and is currently using them as the standard for the recruitment, selection, and promotion of its employees.

The OHRMD continues to enhance its recruitment, selection and placement system and tools including the Behavioral Event Interview (BEI) guide introduced in the competency-based recruitment training. The Promotion and Selection Board (PSB) now assesses potential candidates using BEI techniques to improve matching of applicants with CSC's competency requirements. The Commission's experience in improving its recruitment procedure became the basis of a guidebook which helps other government agencies integrate competencies in their own recruitment processes.

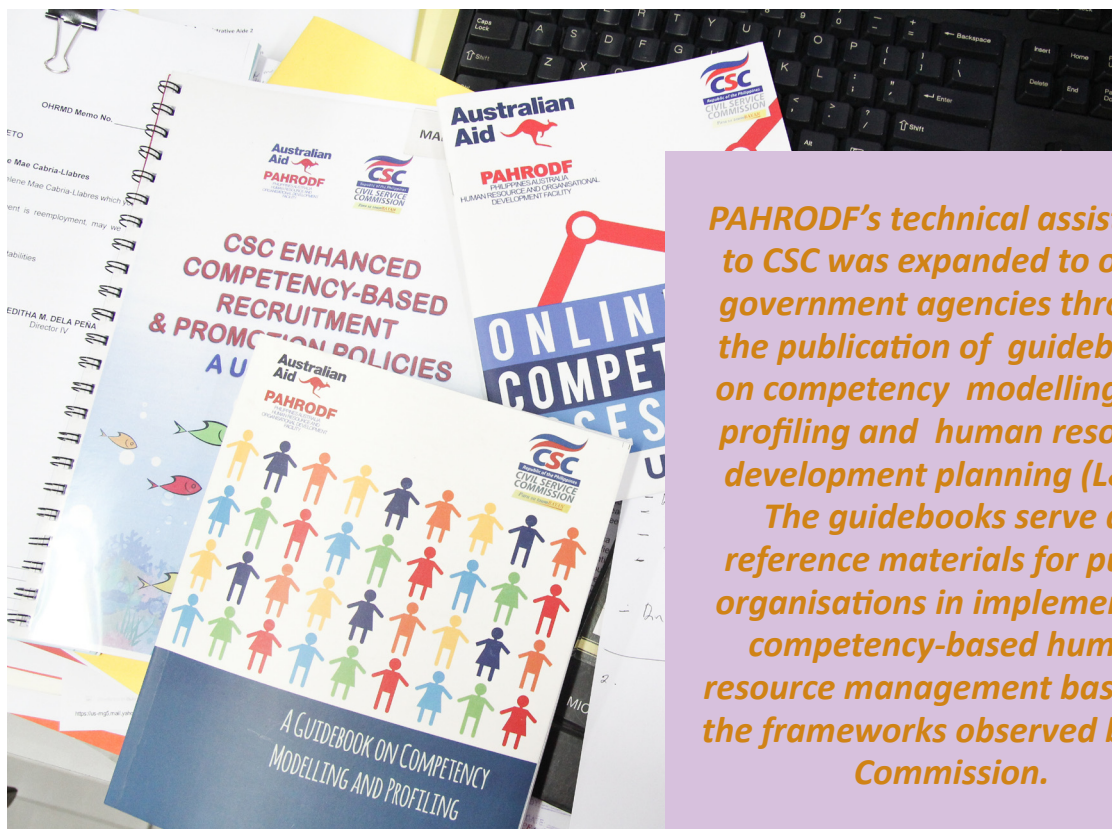
The OHRMD crafted a Human Resource Development (HRD) Plan for learning and development (L&D) that addresses mission-critical competency gaps at CSC. While the Facility supported the development of this plan, CSC provided the funding for the delivery

of the L&D activities. Five courses were delivered based on the HRD Plan, including those that enable top and mid-level managers to perform human resource management and development functions.

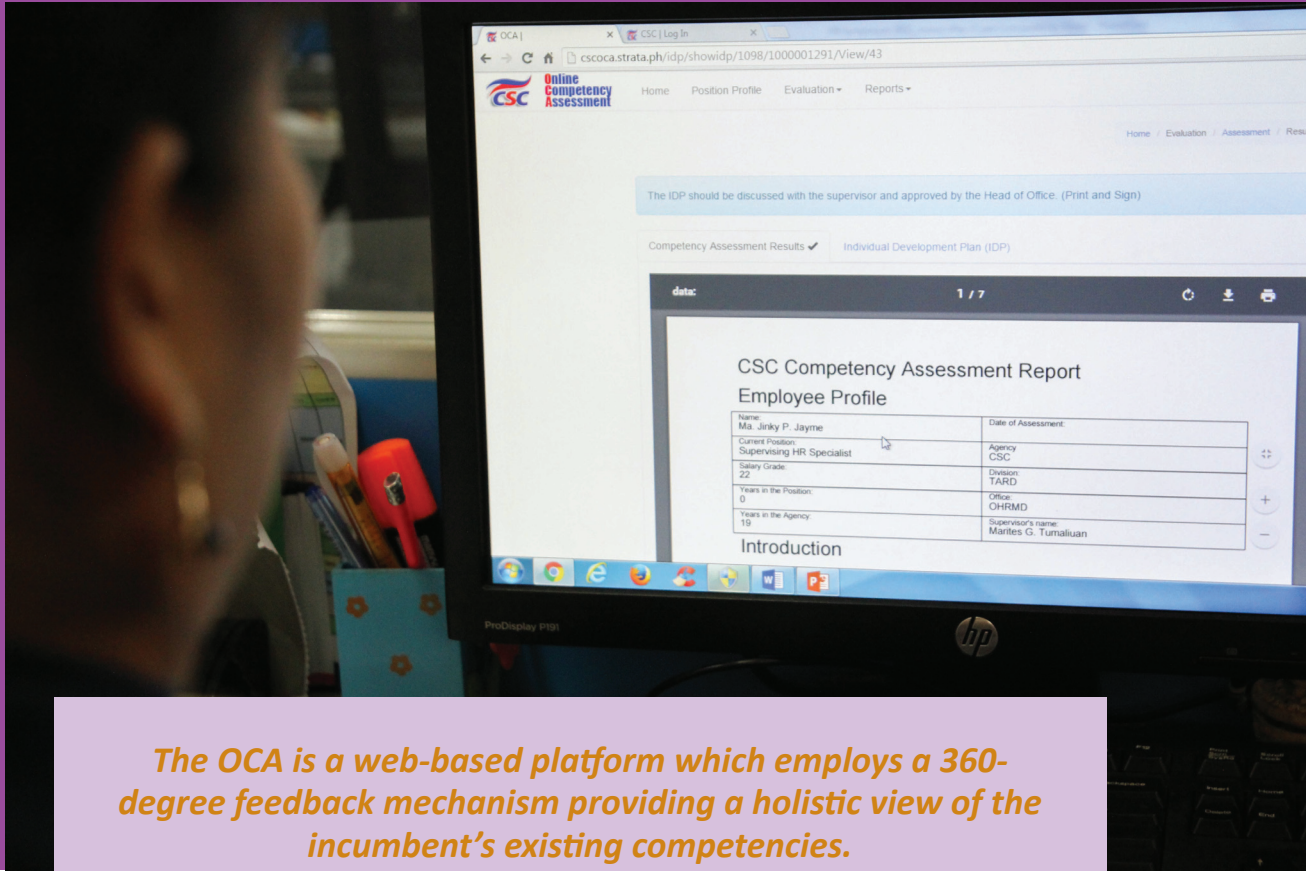
PAHRODF's technical assistance to CSC was expanded to other government agencies through the publication of guidebooks on competency modelling and profiling and human resource development planning (L&D). The guidebooks serve as reference materials for public organisations in implementing competency-based human resource management based on the frameworks observed by the Commission.

Development and Installation of an Online Competency Assessment

A follow-up intervention set up the CSC Online Competency Assessment (OCA) to evaluate the



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The OCA is a web-based platform which employs a 360-degree feedback mechanism providing a holistic view of the incumbent's existing competencies.

competencies of each of the Commission's 1,180 employees against the new standard. The web-based platform employs a 360-degree feedback mechanism that provides a holistic view of the incumbent's existing competencies for the supervisor's final assessment. Because OCA is installed online, it sped up the previous paper-based process by automatically generating reports after all forms are completed.

The OCA identified gaps in the competencies of the employees and served as the basis for individual and office development plans. The development plans detail the competency gaps of individuals and offices, the intervention needed to address the gaps, and the proposed trainer and schedule of the intervention. The results of the 2015 OCA will be used to update the L&D Plan for 2016 to 2018.

Development of a CSC Leadership Brand Including Coaching Practices

PAHRODF assistance also focused on improving CSC's leadership and management capacity. Using the set of leadership competencies developed through the modelling and profiling intervention, CSC determined its own leadership brand to reinforce the vision of transformation among its directors. The intervention helped top management embrace their new roles as coaches of their own staff and of the rest of the government. CSC directors became more conscious of their leadership behaviours when performing their roles, particularly when dealing with clients. Consequently, they are now more open to change, are aware of the need to pursue continuous improvement and are able to work better with other offices.

Development of a Certificate Program in Leadership and Management

The CSC Leadership Competencies were also used as basis to develop the corresponding competencies for the rest of the public sector. For consistency and alignment, the seven CSC Leadership Competencies were narrowed down to five leadership competencies applicable to other government agencies. These five leadership competencies for the public sector were used by the Department of Social Welfare and Development (DSWD) and the Department of Education in the Autonomous Region of Muslim Mindanao (DepED-ARMM), as well as some local government units in developing their own leadership competency models.

The five public sector leadership competencies also formed the basis for the Leadership Certification Program (CPro) designed by the Commission in partnership with PAHRODF. CPro is an alternate pathway to fulfill the education requirement for appointment in leadership positions in the civil service. Existing qualification standards stipulate that to be formally appointed to leadership positions (i.e., division chief, second level executive/managerial positions), a staff must have a Master's degree in addition to the eligibility, experience, and training requirements. Many personnel (designated officers-in-charge and other staff with potential) are not given formal appointments because they are not able to satisfy the qualification standard.

Be a Gamechanger in public service!

Earn a Certificate in Leadership and Management

An alternative mode in satisfying the educational requirement for division chief and executive/managerial positions

CPro

- 1 Thinking Strategically and Creatively
- 2 Leading Change
- 3 Building Collaborative and Inclusive Working Relationships
- 4 Managing Performance and Coaching for Results
- 5 Creating and Nurturing High Performing Organizations

Choose from two tracks:

<p>Training Track</p> <p>Participant goes through the Leadership and Management Development Course, completes a 90-day Action Learning Project and undergoes competency assessment.</p> <p>For inquiries on the Training Track, contact: CSI- Leadership & Foundation Programs at (02) 931-4182/931-8019 or leadership@csi.csc.gov.ph</p>	<p>Recognition of Prior Learning (RPL) Track</p> <p>Participant completes a portfolio on actual accomplishments or outputs displaying the required competencies and undergoes competency assessment.</p> <p>For inquiries on the RPL Track contact: ERPO- Programs & Standards Division at (02) 951-2578/ 931-8163 or csc.erpo.psd@gmail.com or erpo@webmail.csc.gov.ph</p>
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Australian Aid Implemented with the support of the Australian Government

PAHRODF through the Philippines-Australia Human Resource and Organisational Facility

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Strengthening of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management

PAHRODF and CSC envisioned the culture of transformation fostered at the start of the partnership to serve as an enabling mechanism for the deployment of improved HR systems and processes to the entire bureaucracy. To this end, the Facility supported the strengthening of CSC's premiere HR initiative, the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM).

PRIME-HRM is a mechanism designed to elevate the public sector human resource management to a level of excellence at par with global standards. The program covers all national and local government agencies, including government-owned and controlled corporations (GOCCs) and state universities and colleges (SUCs). It changes how CSC monitors government and quasi-government agencies from mere compliance auditing to a more engaged process of assessment, assistance, and awarding. In essence, PRIME-HRM is an enhanced accreditation program that not only evaluates HR processes and practices of

different government offices (assess) but also provides customised support according to the determined needs of the agencies (assist). The program recognises agencies with mature HR systems by conferring it the Seal of HR Excellence Award.

The Facility's technical assistance for PRIME-HRM consists of several interventions involving the participation of both private and public sectors. The first intervention saw the development of global standards and indica-

tors on four core HRM systems, namely: 1) Recruitment, Selection and Placement (RSP), 2) L&D, 3) Performance Management, and 4) Rewards and Recognition (R&R). These four basic HRM systems ensure a functioning organisation and workforce.

The intervention also developed the methodology and tools for the assessment of the

four core HRM system using three lenses – systems, practice and competency. CSC's Human Resource Policies and Standards Office (HRPSO) and Policies and Systems Evaluation Division (PSED) and field offices were trained in the common process for assessment. The second phase (on-going) focuses on the design of the business process and tool kits for the Assistance and Award stages. Assistors from the field offices were oriented on the business process and the use of tools for the last two stages. Short courses on strategic HRM, competency profiling, change management and the four HR systems (RSP, PM, L&D, and R&R) were also provided to equip them with the right knowledge and skills to influence and assist in the development of integrated and strategic HR systems and practices in government.

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Partner Insights

Edith dela Pena

Edith is the Director of the recently re-organised Office of Human Resource Management and Development. She believes that the goal of transforming public sector HR from transactional to strategic makes it imperative for CSC to have competency-enhancing programs. Thus, CSC carried out a series of interventions to develop and institutionalise a competency-based HR system. “We developed and utilised competency models in our recruitment and promotion system. We also introduced competency-based L&D which led to the establishment of an online competency assessment platform,” Edith shared. The implementation of these interventions was smooth, systematic, and almost automatic. The reason for this, Edith explained, was the people. “Everyone in CSC from the officials to the rank-and-file saw the alignment of the goals of the interventions with CSC’s vision. Everyone recognised the importance of pursuing the reform.”

This alignment contributed to CSC’s success. “We were able to achieve our intended outputs and outcomes, Edith said. “The system and the people contributed to this success. We made sure that the targets of the interventions are reflected not only in the individual and office targets but also in the overall target of the Commission. Top management championed the different interventions. Finally, the newly restructured OHRMD sustains the gains of the interventions.” These changes, particularly, the use of competency-based HR systems, Edith added, “strengthened the application of the principles of merit and fitness in our office.



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Edith disclosed that in CSC, they dream of the day when they can proudly say that they have become the model HR office in the bureaucracy, actively playing David Ulrich’s four vital roles for HR: administrative expert, employee champion, change agent, and strategic partner. She acknowledges that a lot more still needs to be done “The interventions of the Facility are like seeds planted on fertile soil. It is now the responsibility of OHRMD and other process owners of interventions in CSC to nurture the plants, keep them alive, and bear fruits.”

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Marites Tumaliuan

Marites is CSC’s Central Office Talent Acquisition and Retention Division Chief. She shared that the interventions provided by the Facility helped her work better. “The interventions helped develop my skills. I was able to improve the systems and processes in my division. I was able to produce tools, templates and a user’s guide that facilitated the implementation of competency-based recruitment and standardised the CSC’s recruitment process.”

The interventions also transformed her own division. “My division’s role shifted from being just a secretariat to the PSB to a recommendatory body and a PSB partner. We now lead in CSC personnel recruitment and selection. We provide the PSB with the standardised BEI guides and rating forms for their use during interviews, we train the PSB and our counterparts in the regional offices in BEI, and orient them on the competency-based (CB) recruitment policy and process. We also provide them with a user’s manual on CB

recruitment to standardise CSC’s recruitment process. We now have better recruits.”

The Facility’s support also facilitated the way CSC assess applicants and build the capacities of their staff. “Through PAHRODF’s support, CSC was able to create an online platform that greatly eased our assessment process. Moreover, our L&D interventions are now more targeted and suited to the needs of the office and staff, as these are now based on the results of our annual competency assessment.”

Marites is helping expand these changes to other CSC offices. “To help them adopt competency-based HR, we have been meeting with the regional offices since 2015. We have been discussing with them the implementation of CB recruitment in their respective offices and the challenges they faced in adopting it. We also ask them how Central Office can further support the regional offices on this matter.”

Ena Esleta

"I had the opportunity to observe best practices in HR management and development through PAHRODF's assistance," Ena began. Benchmarking with the private sector as well as CSC's Singaporean and Australian counterparts helped her see the different way CSC develop and cascade policies. "We are very regulatory and very control-oriented," she said. "I realised that the Commission cannot achieve our vision to be the Center of Excellence in HR and OD in Asia by 2030 if we remain like this. We need to have a more assistorial role in managing the Government's human resource." This, Ena said, is how the idea of enhancing the assistance component of PRIME-HRM came about. "It became my re-entry action plan."

The PRIME-HRM has a more holistic approach compared to the CSC Agency Accreditation Program. The latter was simply an assessment of an agency's personnel management system based on a checklist. "We had no standards, no maturity levels. We were just checking the presence or absence of HR processes in the agencies," she shared. Through PRIME-HRM, CSC improved its assessment procedure and added components focused on assistance and recognition. Ena added "We continuously improve PRIME-HRM processes. Now, our stakeholder map has Department Secretaries as promoters and movers of PRIME-HRM in their respective agencies."

To sustain the PRIME-HRM's gains, the Facility provided CSC technical assistance in change management. Thus, the agency was able to create change management teams and inter-office technical working groups. However, rolling out the PRIME-HRM was not all smooth. They faced several challenges, foremost of which was resistance from internal stakeholders. To overcome this challenge, Ena shared that they will be automating appointments processing soon, which could help field directors devote around 80% of their time to PRIME-HRM. Ena stressed, "We want PRIME-HRM, especially the assistorial aspect, be the essence of their job. That's why part of our change management procedure is to reorient them on their roles and functions. Currently, CSC is working on prioritising which agencies to assess and assist. "We will put our



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efforts to where they matter most: agencies with the most important frontline services." Ena added, "We are also improving the PRIME-HRM e-portal. This will be a forum for the exchange of best HR practices in the Philippine public sector. It will contain e-learning modules, references, and success stories of PRIME HRM. I envision it to be the sustaining mechanism of the intervention."

Ena stressed that an intervention will be successful if it has the support of the leader. For CSC, former Chair Duque's passion for change and improvement has been instrumental. She also emphasised the important role of process owners. "We need to have fortitude. We need to have strength in the face of adversity because we will surely encounter resistance during the reform process."



Emylin Severo

Emylin appreciates the benefits she gained from the Facility's interventions. "Most of the learnings I have gained gave me a deeper understanding of the HRM systems, specifically on L&D and RSP. I was able to customise our assistance in a way that could be easily understood by clients. I was able to develop my critical analysis skills and strategic thinking competencies as a result of the interventions." "Now," she added, "I do not just rely on the instructions and tools given to us by the Central Office. I see to it that I do additional research and add those that are appropriate and applicable to our target agencies."

For Emylin, the PRIME-HRM gives more emphasis on the people implementing the system, unlike the previous accreditation system where much of the review process was focused on documentary evidence. "I believe that success cannot be evaluated based on documents alone. We should see how the HR office, as well as the rest of the workforce, apply and respond to the HR system in place. At the end of it all, when HR processes and

Emylin is an Australia Awards alumni. She participated in various subject matter specialist trainings offered by the Facility. PAHRODF's interventions, she said, helped her carry out her duties as chief of the Policies and Systems Evaluation Division (PSED) for CSC Region 5.

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systems are in order, the agencies can expect more competent and motivated employees. This will in turn translate into improved and excellent public service."

To expand the gains of the interventions to other CSC offices, Emylin recommends the creation of a pool of Subject Matter Specialists in specific areas of HR such as L&D and RSP within CSC. This will lessen the Commission's reliance on consultants and strengthen ties among regional offices. "With this strategy, in-house subject matter specialists could conduct interventions in different CSC regional offices across Luzon, Visayas and Mindanao."

As part of the PSED, Emylin recognises that her role is crucial. "I believe I have a critical role in ensuring that all the HR systems are clearly and uniformly communicated to all our stakeholders in order for them to appreciate and embrace the underlying concepts of the PRIME-HRM. I also need to continually improve and find ways to make the PRIME-HRM more interesting so that our client agencies will appreciate its benefits."

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