

Department of Education

PARTNERSHIP HIGHLIGHTS 2010-2013

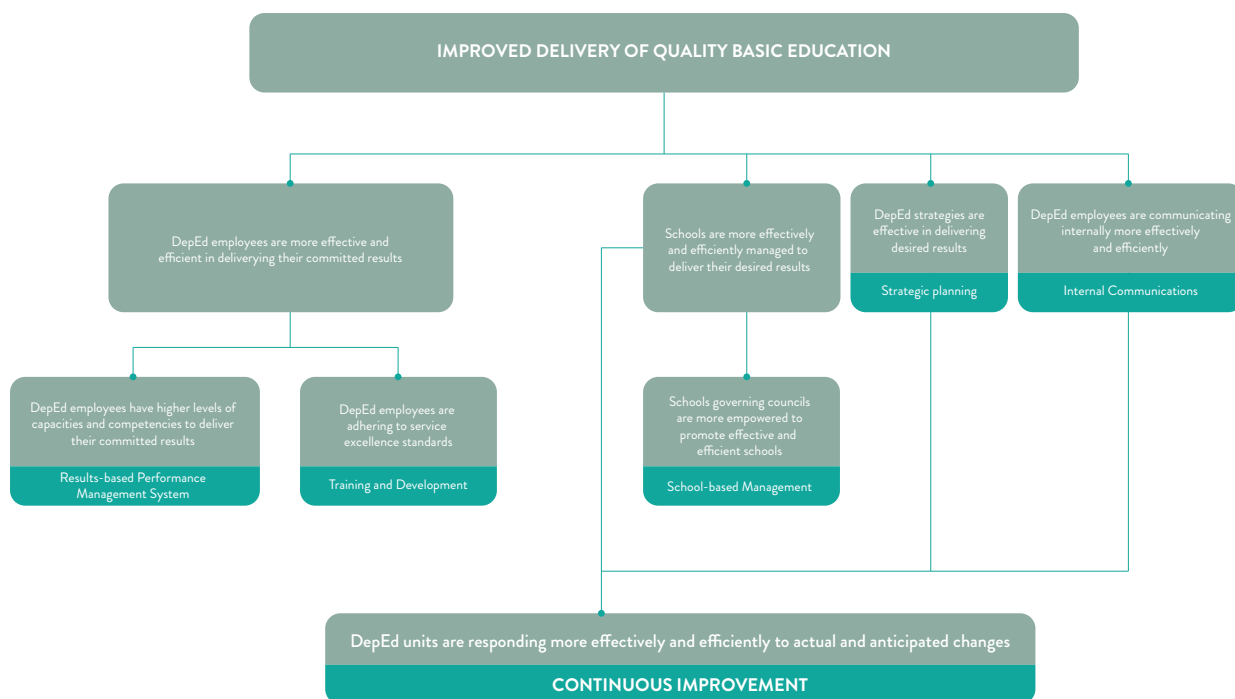


BACKGROUND

Department of Education (DepEd) is the government agency mandated to deliver quality basic education services in the Philippines – including alternative learning systems for out-of-school youth and adult learners. Its vision is “We dream of Filipinos who passionately love their country and whose values and competencies enable them to realize their full potential and contribute meaningfully to building the nation. As a learner-centered public institution, the Department of Education continuously improves itself to better serve its stakeholders.” DepEd also manages over 55,000 schools, with over 600,000 teaching and non-teaching personnel, to attend to the education needs of about 25 million students around the country. It is one of PAHRODF’s core partner organisations as its mission directly aligns with the Statement of Commitment (SOC) between the Philippines and Australian governments. The Facility’s assistance to DepEd focuses on three capacity areas: Planning and Policy, Human Resource Management and Development and Leadership and Management. ■

RESULTS FRAMEWORK AND HROD PLAN

PAHRODF uses a building blocks approach to ensure that its interventions strategically contribute to the delivery of the DepEd-PAHRODF Results Framework. The results framework focuses on assisting DepEd improve its capacity, competency and change readiness to implement the K to 12 and School Based Management program under the Basic Education Sector Reform Agenda. It provides interventions to drive DepEd's performance towards being learner centred. The Facility, in this light, assists DepEd leaders and managers obtain specific competencies and capacities for leadership and management, strategic planning, results-based performance management system and continuous improvement. The large-systems transformation approach and the systems approach employed by the Facility will also enhance the effectiveness and sustainability of all education related programs of the Australian Government and other development partners. ■



HROD PLAN 2011-2015

PAHRODF is directly assisting in implementing three major HR/OD priority areas of DepEd: 1) Alignment of Strategic and Operational Planning and Budgeting Processes; b) Installing Results-based Performance Management System; and c) Continuous Im-

provement Programme. Their target outcomes contribute to the attainment of the Philippines Australia statement of commitment, DepEd's priority objective for organisational transformation, and the Facility's workplace development objectives. The intervention on strategic planning was implemented first to provide direction and rationale for all changes in DepEd. These strategies must be translated into group and individual competencies through a results-based performance management system. To ensure that important processes are translated at the school level, competencies and capacities for client orientation and continuous improvement must be developed and installed. These interventions are further reinforced through leadership and management competencies, especially designed and implemented for all schools superintendents. To unify DepEd's major programs and all PAHRODF-assisted interventions into a set of powerful core messages, the PAHRODF provided technical assistance in internal communications. ■



FACTS AND FIGURES

TOTAL NUMBER
OF INTERVENTIONS



TOTAL NUMBER OF SCHOLARS



TOTAL NUMBER OF EMPLOYEES



as of December 2013

TOTAL NUMBER OF CORE PARTICIPANTS



PAHRODF Investment

AUD3,400,000

Total Number of REAPs

431

Intervention

389

Scholarship

42

Featured Outputs

1. RBPMS Facilitators Guide
2. Strategic and Operational Planning & PAHRODF Investing Facilitators Resource Book
3. The model schools completed 35 school improvement projects using the Continuous Improvement (CI) methodology as primary outputs under the intervention.
4. Performance Commitment and Review Forms / Performance Monitoring and Coaching Form / Employee Feedback Form
5. Facilitators Guide / Facilitators Resource Book
6. Managers Manual / Employee Manuals Strategic Planning Process Documentation

PARTNER INSIGHTS

“DepEd already had several interventions in mind - but didn't have the resources to implement them, when the Facility partnered with the organisation. Through the Facility, DepEd was able to multiply the interventions and do the things that needed to be done. HRODF gave DepEd the resources, expertise, and assistance it needed badly at that time. ”



**Usec
Rizalino Rivera,
DepEd**

DepEd is now currently rolling out / cascading the result of the intervention nationwide. Strategies are in place to make this happen: HR officers across the country have been trained to help in the cascading. Senior managers have also been oriented.



**Director
Malou Pantoja,
NEAP**

“The beauty of the Facility is that it never imposed what it thinks is right for DepEd. It provided mechanisms that will help DepEd achieve its reforms unlike other partners that impose what they wanted. DepEd is in the middle of implementing BESRA when HRDOF came in. It was trying to implement a lot of reforms at the same time. The Facility helped DepEd focus on select critical interventions, and implement these interventions with passion. HRODF tried to focus on specific areas and support it with all the assistance until results are felt. ”



**Chief Planning
& Programming
Mr. Roger Masapol,**

JOURNEY TO CHANGING PARADIGMS

2011-2012



DIRECTION SETTING

DepEd identified its strategic direction for the next six years

- DepEd identified K-12 as its priority program under the administration of Bro. Armin Luistro. The K-12 program transforms the delivery of basic education by providing sufficient time to prepare learners for tertiary education, middle-level skills development, employment, and entrepreneurship.
- DepEd's strategy focuses on learner-centered delivery of 21st century skills
- PAHRODF conducts an organisation assessment to set baselines and identify the organisation development gaps in DepEd that it needs to help address

2012-2013



INTERNAL PREPARATION

PAHRODF assisted DepEd prepare its internal systems and processes for K-12

- PAHRODF helped DepEd harmonise its strategic and operational planning process, using a planning methodology adapted and contextualised for DepEd.
- The Facility helped DepEd create measures and systems of performance through the Results Based Performance Management System intervention. The system was rolled out to the central, regional, division, district and school levels.

2013-2014



FOCUS ON SBM

PAHRODF helped DepEd improve its delivery of services at the school level

- The Facility, to help DepEd improve its delivery of services at the school level, assisted in implementing the Superintendents Leadership Programme to build the leadership competencies of superintendents.
- PAHRODF implemented DepEd's Continuous Improvement Programme that provided a systematic and customer-centred methodology for problem solving and decision-making. It helped shape a mind-set for continuous improvement at the school level.
- DepEd actively sought candidates for Australia Awards Scholarships from divisions and schools and not only from the central office.
- The Facility implemented an intervention (offering short courses) meant to improve the leadership competencies of regional directors.

Intervention Summary

Technical Assistance in Aligning the Strategic and Operational Planning & Budgeting Processes, and

Process Documentation of Strategic Planning



BASELINE

DepEd lacks (i) consistency in implementing its planning process across levels, and (ii) a common strategic system that integrates operational and functional planning.



TARGET RESULT

DepEd has a unified, relevant and user-friendly strategic planning system that aligns with annual planning and budgeting, and links to the performance management system.



CURRENT STATUS

COMPLETED

- DepEd already has a unified, relevant and user-friendly strategic planning system. This system is now the basis for DepEd's annual planning and budgeting and for developing the School Improvement Plan.
- The strategic planning framework that the Facility helped to document and fine tune, and which harmonised and aligned planning processes and related practices for all levels in DepEd, serves as the standard in planning for all levels in the organisation.
- The strategic planning framework and process design align with the Results-based Performance Management System (RBPMS) and the Continuous Improvement Programme of the SBM.

Aligning the Strategic and Operational Planning & Budgeting Processes / Capacity Building for Planning Facilitation:

Phase 1 – Training for Key Planning Stakeholders (500pax);
Phase 2 – Building Strategic Planning Competencies for NEAP



BASELINE

Minimal competencies for strategic planning at central and regional levels



TARGET RESULT

DepEd staff have the competencies to undertake strategic planning, and to translate strategic plans into operational planning processes for PAHRODF Investing purposes



CURRENT STATUS

COMPLETED

- DepEd now has a single strategic planning process for all levels.
- DepEd conducted nationwide training for 585 officers and technical staff on the use of the strategic planning process. Participants received a manual on the strategic planning framework. A pool of potential leaders emerged from the training program.
- Participants developed competencies in planning facilitation and are independently designing and conducting process-oriented workshops and meetings in DepEd. They are also assisting as process facilitators for other planning and DepEd management events, especially in school-based management (SBM) activities.

Establishing A Results-based Performance Management System for ACCESS:

Phase 1 – Development and Pilot of the RBPMS;

Phase 2 – Nationwide Roll-out of the RBPMS



BASELINE

DepEd has almost no integrated HRM systems to help translate strategic goals and reform programs into concrete results



TARGET RESULT

DepEd has a unified, user-friendly HRM system to define and measure performance to ensure that everyone concretely contributes to achieve desired organisational objectives



CURRENT RESULTS

ONGOING

Target for TOR 1 has already been achieved. DepEd now has common user-friendly processes / tools to define / measure performance. CSC approved DepEd's RBPMS design and tools that are aligned with the (i) DepEd strategic Planning process and with (ii) government performance management system (CSC's strategic PMS, PBB and OPIF). The design and framework may serve as model for government in RBPMS.

Total Quality Management in Basic Education:

Phase 1 – Building the CI Models in 34 Schools;

Phase 2 – Designing the CI Delivery System to 47,500 Schools



BASELINE

The schools covered in the project have experienced problems and issues that have persisted for some time. Current solutions are neither sustainable nor effective.



TARGET RESULT

System developed to make systematic and organised process improvements that result in lasting impact on performance.



CURRENT STATUS

COMPLETED

The intervention accomplished the following:

- Trained 113 DepEd personnel in CI facilitation
- Trained 203 DepEd personnel in Basic CI
- 32 out of 34 model schools reached the completion stage of their CI projects
- Helped 34 models schools apply CI learning to their CI projects;

The project also has the following unintended results:

- Communication between divisions offices and model schools improved
- Documentation of school meetings improved as they adapted the procedures followed in CI team meetings
- Link between parents and community improved.

CI competencies are at the school level. Teams are building internal capacity for CI.

Superintendents Leadership Programme (SLP) - Strategic planning and plan execution / implementation



BASELINE

Leadership and management competencies of superintendents need improvement, especially in the light of K to 12 reform and enhanced school based management system



TARGET RESULT

Superintendents have core competencies on strategic planning / plan execution and have demonstrated these competencies in the quality of their strategic and operational plans



CURRENT STATUS

ONGOING

The 109 participants (superintendents) have already formulated their strategic plans and are now implementing specific projects to implement the plans. Two batches of superintendents are currently undergoing the short courses within a span of 12 months (using the methodology of learn and apply). Quality of strategic plan reflects the reform priorities of the department. Implementing these plans will address critical performance issues and challenges at the school and division levels.

Regional Leaders Development Programme - SBP



BASELINE

School planning does not align with the strategic planning framework of DepEd. Current school plans do not capture strategic issues and priorities that must be addressed especially for K to 12 and the enhanced school based management system



TARGET RESULT

Planning at the school level is aligned with the DepEd strategic planning framework and with the continuous improvement programme



CURRENT STATUS

ON HOLD


This is on hold pending the full implementation of the rationalisation plan at DepEd.

CONTACT INFORMATION


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