

LEADERSHIP DEVELOPMENT FOR DIVISION CHIEFS AT THE CENTRAL OFFICE, BUREAUS AND ATTACHED AGENCIES (PHASE 3)

The intervention improved communication and working relationships between service offices, bureaus and attached agencies at the DILG central office.



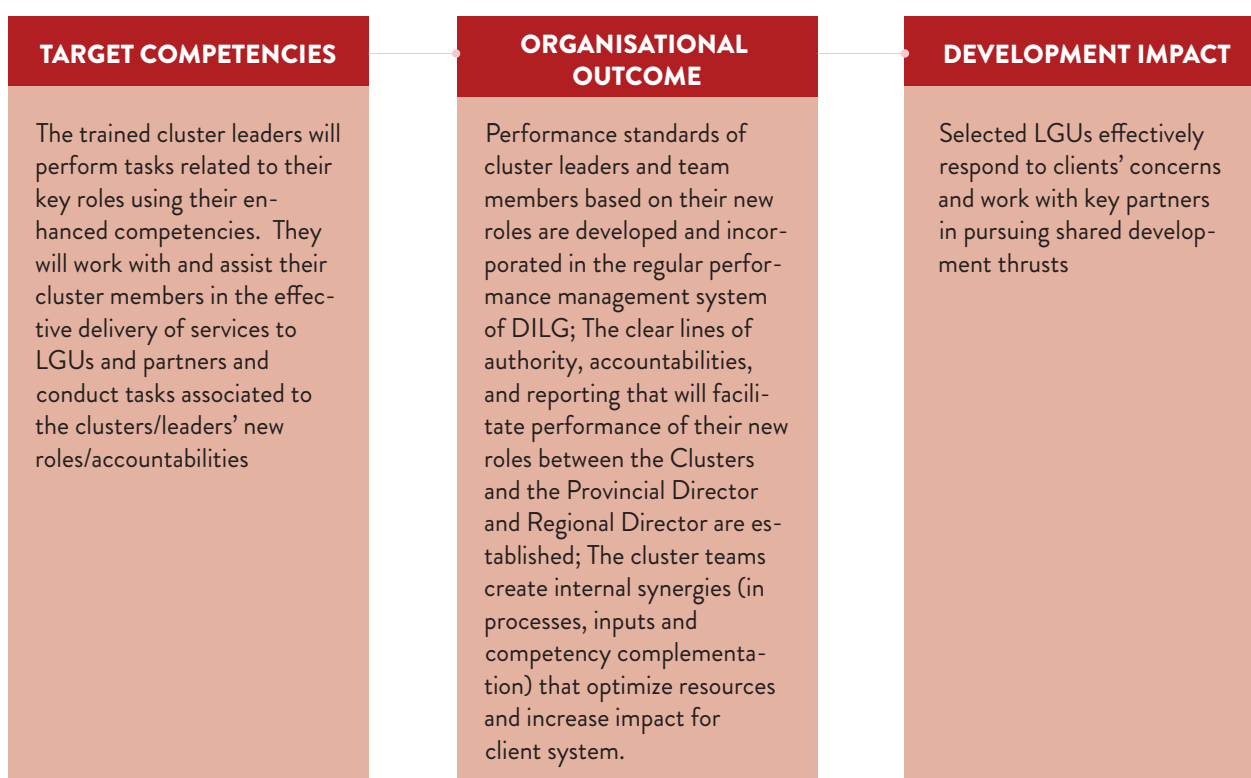
BACKGROUND

PAHRODF implemented two interventions: Leadership Development for Cluster Leaders of the DILG Provincial Offices in 2011 and Leadership Program for Senior Officials at the DILG Regional and Provincial Offices in 2012, to help enhance the leadership competencies of DILG's cluster leaders, Regional Directors (RDs) and Provincial Directors (PDs). These interventions were successful but insufficient. Staff from the central office, bureaus or attached agencies were perceived to have little appreciation of the challenges that regional and provincial offices faced in directly dealing with DILG clients. This made it difficult for subnational staff to implement programs and perform their mandates. Communication among offices and bureaus in DILG central office is also challenged resulting in redundant requests that unnecessarily increase the work of field offices to the detriment of their effectiveness and efficiency. PAHRODF implemented Leadership Development for Division Chiefs at the Central Office, Bureaus and Attached Agencies to help address this gap. ■

INTERVENTION OVERVIEW

This intervention was meant to improve communication within and between DILG’s offices, bureaus and attached agencies. It is intended to improve the relationships among their staff through workplace coaching and teambuilding exercises within outcome area teams. Participants are expected to appreciate and understand the common language and shared concepts and approaches used in the field to help them become more responsive and sensitive to their issues. It is also hoped that improved communication would reduce or remove altogether duplication in work requests from central office staff. As with participants from Phases 1 and 2, participants in Phase 3 are also expected to improve their competencies in the areas of Planning and Organising, Stakeholder Relations, Persuasion and Communication, Political Sensitivity, Creativity, Stress Tolerance and Organisation Sensitivity. ■

COMMITTED RESULTS



IMPLEMENTATION PROGRESS

The intervention is ongoing. However, the PAHRODF implementation team has already produced notable results by implementing the leadership training program it conducted for participants of Phases 1 and 2 for participants of Phase 3. The teambuilding activities improved communication and working relationships between service offices, bureaus and attached agencies at the DILG central office. Staff from cluster teams, and officials at provincial, regional and central offices and bureaus also now share a common understanding of leadership using the Theory U leadership framework. Participants also completed the drafting of re-entry action plans (REAPs) for four outcome areas, and are finalising the REAP for Climate Change Adaptation and Disaster Risk Reduction Management (CCA-DRRM). Participants also completed their respective commitments stated in their Individual Leadership Development Plans (ILDPs). The PAHRODF implementation team has yet to complete the teambuilding activities due to scheduling issues but will complete the intervention by the end of 2014. ■

ASSESSMENT



Relevance

The intervention is necessary and relevant. The intervention was requested by Undersecretary Panadero as a result of positive feedback of the program's first two phases and is meant to help improve communication and cooperation in the central office, especially within and among the bureaus.



Effectiveness

The intervention is effective. Division chiefs communicate and interact more with each other, are more open, and are less formal resulting to faster transaction flows. After the learning program, division chiefs conducted team building exercises for bureaus in-charge of addressing DILG's outcome areas. This innovation facilitated conversations and sharing of insights among bureaus.



Sustainability

The intervention is still ongoing and efforts to develop the re-entry action plans and sustainability action plans are still in progress. ■

“Team building approaches made bureau staff and management cohesive and not operate in silos. It enabled DILG to implement projects (e.g. PCF) using only organic staff.”



**Usec.
Austere Panadero
DILG**

FACTS AND FIGURES

PAHRODF INVESTMENT



NUMBER OF CORE PARTICIPANTS



(division chiefs from service offices, bureaus, and attached agency)

Duration	January 2013 - Present
# of REAPs	5
Produced Output	<ul style="list-style-type: none"> • Individual leadership development plans • Team building reports (by outcome area) • Validated systems map (by outcome area)

EMERGING LESSONS AND GOOD PRACTICES

- 1 Interventions introducing change in large national organisations would be more effective if it is supported by top and middle management, as well as staff from national and subnational offices affected by the change.
- 2 Workplace coaching that includes not only intervention participants, but also their co-workers and other stakeholders would improve the effectiveness and sustainability of cascading of learnings to a wider base of stakeholders within the organisation.

RECOMMENDATIONS

- 1 DILG should monitor the individual development plans of the participants and document good practices of their leadership competencies in performing their roles and targets in their respective outcome areas. DILG Directors should continue strengthening their outcome teams (cross functional) to ensure that team performance on outcomes are highly valued.

