

Department of Social Welfare and Development

PARTNERSHIP HIGHLIGHTS 2010-2013

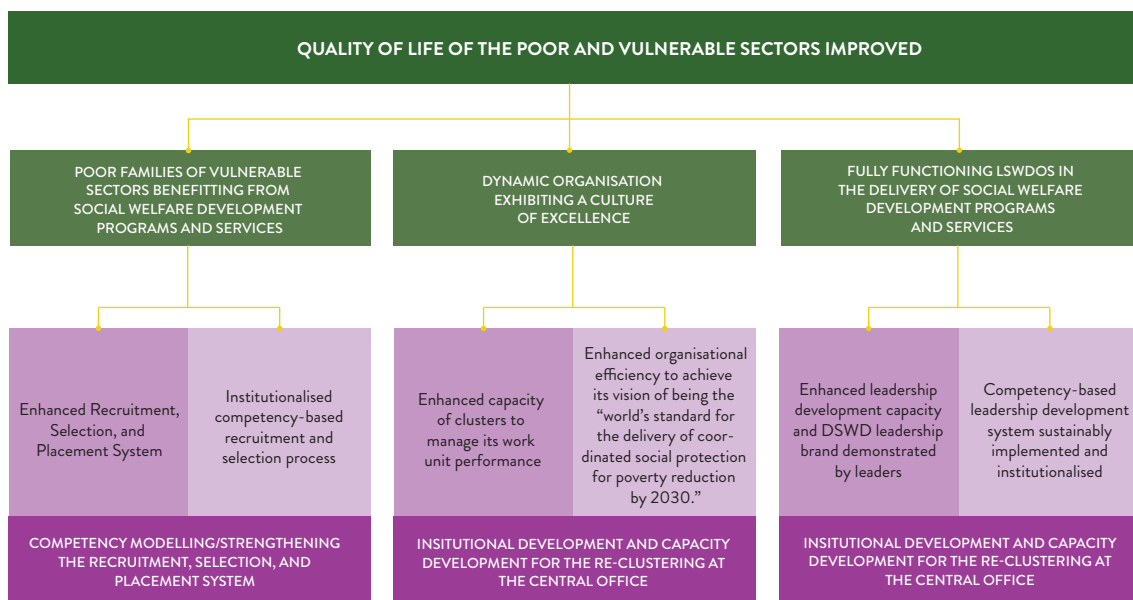


BACKGROUND

Department of Social Welfare and Development (DSWD) is the executive department of the Philippine Government responsible for the protection of social rights of Filipinos and the promotion of social development, social equity and inclusivity in the country. It is one of the core partner organisations of PAHRODF as it directly contributes to the attainment of the objectives and goal of the Australia Philippines Statement of Commitment (SOC) - particularly on improving basic services for the poor and promoting inclusive growth and poverty reduction. PAHRODF has been helping DSWD improve its level of capacity, competency and change readiness to perform its mandate in an environment full of complex challenges attendant to the widespread nature of its developmental work. It implemented interventions focused on improving DSWD's recruitment, selection and placement system and enhancing the leadership skills of its key officers, and is implementing interventions to scale up and replicate its earlier efforts. ■

Results Framework and HROD Plan

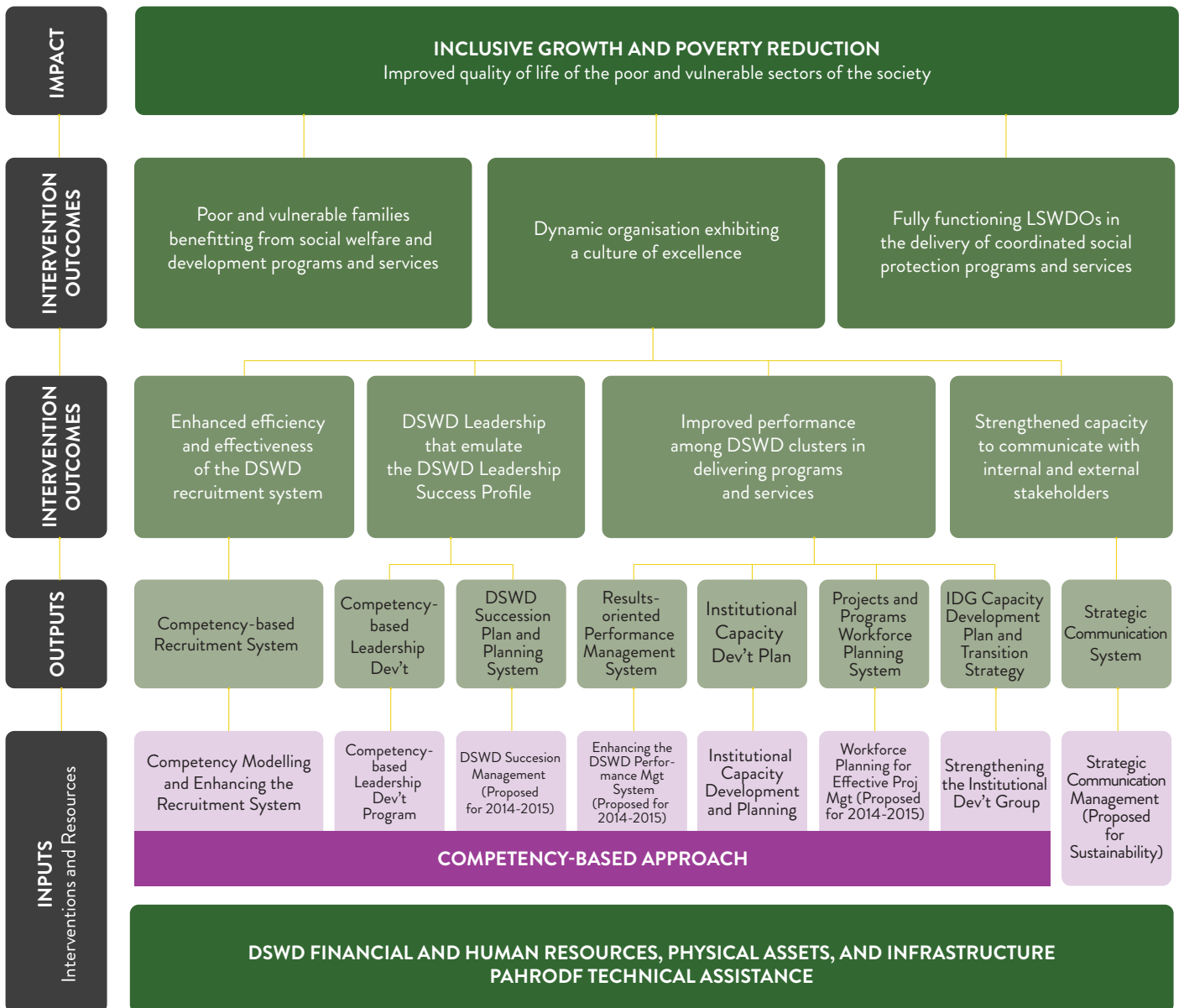
The Facility’s package of assistance is meant to help improve DSWD’s capacity and competency to deliver its organisational impact: quality of life of the poor and vulnerable sectors improved. It is also designed to help the organisation manage change brought about by the complex nature of its mandate. DSWD continues to face challenges, for example, brought about by rapid expansion of its operations due to the quick and massive scale-up of the Pantawid Pamilyang Pilipino Program. There is also a greater urgency to deliver improved social services to people made vulnerable by more frequent and larger scale disasters. PAHRODF focuses on interventions meant to strengthen DSWD in the areas of competency modelling and recruitment, selection and placement; institutional and capacity development; and competency based leadership. ■



HROD PLAN 2011-2015

The Facility is implementing a building blocks approach in fostering organisation development at DSWD. Its set of first year interventions laid the groundwork for a competency-based integrated human resources (HR) and organisation development (OD) system, with the establishment of a competency-based recruitment, selection and placement system (CBRSP), as well as improvement of leadership competencies. Leveraging on these outcomes, the Facility, in its second year, implemented interventions expanding the scope and application of set systems across regions, and to a broader leadership base. The succeeding years are meant to enable DSWD to sustain and

further expand intervention outcomes by strengthening the Institutional Development Group and helping the organisation adopt related HR systems such as an enhanced performance management system, succession management system, and improved workforce planning. ■



FACTS AND FIGURES

TOTAL NUMBER
OF INTERVENTIONS



TOTAL NUMBER OF EMPLOYEES



contractual employees for Pantawid Pamilyang Pilipino Program - 7,975

contractual employees assigned in other units - 8,801
(As of October 2014)

TOTAL NUMBER OF
CORE PARTICIPANTS



PAHRODF Investment

AUD1,000,000

Total Number of Intervention REAPs

3

Outputs produced

- CMERS End User's Handbook (User's Guide)
- Leadership Development Program Implementation Manual

PARTNER INSIGHTS

"The partnership between DSWD and PAH-RODF is not a typical donor relationship; it is a unique, dynamic, healthy and collaborative relationship that is a partnership. There is real engagement. The Facility did not impose the interventions, but there was a dialogue. The Facility conducted an organisational assessment, which provided a basis for the interventions."



**Usec
Angelita Y. Gregorio-Medel,**
Institutional
Development Group

The contributions of the Facility are solid enough that even when the Facility folds up in 2015, the contributions will not die. In fact, even with the political changes because of the Philippine elections in 2016, the gains of the interventions will be sustained because the Facility has embedded competencies not only on top management, but on the third level management, so that new political leadership can carry it through. The challenge is for the people in DSWD to keep on doing what they have learned from the interventions so that it will become a practice, a habit, and change can be achieved.



**Usec
Angelita Y. Gregorio-Medel,**
Institutional Dev't Group

HRODF contributed to the implementation of the reform agenda by helping implement aspects of the reform agenda pertaining to the strengthening of the organisation. Because of this, the Facility helped accelerate the achievement of outcomes.



**Director
Marie Angela S. Gopalan,**
Capacity Building
Bureau

HRDB used to focus on the admin side of HR. Employees viewed the department as "alalays" in processing payroll, leave credits, travel etc. With the Facility's help, the strategic functions of HRD are now being highlighted. Foreign and locally funded technical assistance activities, which used to cater solely to projects, while leaving HR in the sidelines, are also starting to flow into capacitating internal mechanisms within the department. The Facility's intervention brought up the realization that choosing the right people to implement the program is very critical in the success of projects and programs.



Analiza Sta. Ana
Human Resource and
Development Bureau

JOURNEY TO CHANGING PARADIGMS

2011-2012



LAYING THE GROUNDWORK

PAHRODF helped establish a competency-based recruitment, selection and placement system

- PAHRODF interventions for DSWD focused on Pantawid Familyang Pilipino Program (4Ps)
- DSWD assisted on rapid competency-based recruitment for 4Ps. Recruitment cycle reduced from 2-4 months to 1-2 weeks. There is also better job fit among those recruited

2012-2013



EXPANSION AND SCALE UP

Roll out of key interventions to more regions, and improve leadership competencies

- DSWD's mandate expands with the expansion of coverage of 4Ps. DSWD's role shifts from directly giving assistance to end beneficiaries to assisting LGUs and other conduit organisations deliver social services. This is referred to as shifting from being a "rower to stirrer"
- With its expanded and expanding mandate, DSWD saw the need to focus on improving the competency of its leaders to implement various programs
- DSWD developed its leadership brand: "Matapat. Mahusay. Magiliw". The leadership brand gains buy-in and is adopted as the organisation's brand and battle cry
- DSWD re-clustering and re-organisation created the need to help DSWD manage change

2013-2014



SUSTAINABILITY

PAHRODF to help DSWD sustain and further expand intervention outcomes

- DSWD adapts to the new normal, i.e. increasing frequency and severity of natural and manmade disasters requiring DSWD to be more responsive and effective
- DSWD's workforce increased from around 18,000 to around 24,000 to better deliver its expanded mandate and scope of services
- DSWD received substantial increase in budget to better deliver its expanded mandate and scope of services.

Intervention Summary

Competency Modelling / Strengthening the Recruitment, Selection and Placement System



BASELINE

The average turnaround time in hiring personnel under memorandum of agreements (MOAs) was 2-4 months and for Plantilla Positions was 9 months



TARGET RESULT

Hiring processing time reduced, competency-based recruitment and selection process institutionalised, and job descriptions and standards standardised and updated.



CURRENT STATUS

- Turnaround time for hiring personnel under MOA reduced to 1-2 weeks and for Plantilla Positions to 6 months across programs.
- Candidates selected based on competencies - ensuring that they are the best for the job and that they will stay with the organisation.

Human Resource Management and Development/ Institutional Development

Note: This was refocused to Institutional Development and Capacity Development for the Re-clustering at the Central Office



BASELINE

Clusters' have weak capacity to manage their work units. There is a need to ensure synchronicity of different OBSU functions to ensure efficient service delivery.



TARGET RESULT

- Enhanced capacity of clusters to manage their work unit performance
- Enhanced organisational efficiency to achieve its vision



CURRENT STATUS

- The intervention was finalised. Outputs developed by participants include the following: standardised mandates, functions, key result areas, and major final outputs for each cluster. Agreements on functions and outputs developed to ensure efficiency in operations.
- ICDP outputs are being used as reference of some Mancom officials (CBB, SB and PSB) in the transition planning , strategic direction setting, etc.

Institutionalising a Competency-based Leadership Development Program



BASELINE

Absence of framework to address leadership competency requirements in consideration of its convergence strategy, and scaling up of programs



TARGET RESULT

Enhanced leadership development capacity and DSWD Leadership Brand demonstrated by leaders; Competency-based leadership development system sustainably implemented and institutionalised; The process owners, Capacity Building Bureau (CBB), institutionalised the conduct of the program across levels and regions by end of 2015.



CURRENT STATUS

- Incremental gains registered in strengthening leadership capacity; Leadership Brand approved and institutionalised; Leadership competencies identified and served as basis for identifying priority leadership development interventions.
- CBLDP is now a common basis to gauge the level of competency of leaders as well as in developing training programs to develop managers.
- DSWD leadership champions the use of the Leadership Brand in most her messages.
- The approved Leadership Brand and competencies guided the development of the leadership and management competency-assessment tool for Central Office Mancom and Regional Directors as part of DSWD's Strategic Performance Management System.
- DSWD is already using the Leadership Brand and icons
- The executive management course conducted for DSWD's P/C/MSWDO partners highlights leadership and management using the DSWD leadership framework.

Rollout of Competency-based Leadership Development Program (CBLDP)



BASELINE

There is a need to develop a cadre of change leaders in the Regions.



TARGET RESULT

Pool of DSWD Change Agents who will embody the Department's Leadership Brand as outlined by the leadership competency model developed.



CURRENT STATUS

- Three batches of Leadership Journey Workshops conducted. These were participated in by 67 division chiefs from the central office
- Two batches of validation workshop for Field Office leaders conducted and attended by 13 Regional Directors, 29 ARDOs and ARDAs.

Rollout of Competency-based Recruitment, Selection, and Placement (CBRSP) System



BASELINE

The Field Offices and all offices across the organisation perform competency-based recruitment.



TARGET RESULT

Pilot of the CBRSP training and testing of the toolkit conducted to 21 participants of the Core Team.



CURRENT STATUS

The intervention is on track to deliver the target result by 2015. Institutionalising and sustaining the gains, however, would require more directed interventions that would extend the life of the Facility. These interventions are being explored by DSWD with PAHRODF during their SAP sessions and may become part of the PAHRODF's Annual Plan for 2014-2015:


- Institutionalising the Organisational Communications Capability Program – to institutionalise on-going HRODF interventions, installation of an organisational communications capability improves awareness of existence of programs, the proper use and application of the output of the programs, and the value of these to daily operations of the organisation and the overall link to shared results among members of DSWD

CONTACT INFORMATION


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