COMPETENCY MODELLING AND ENHANCING THE RECRUITMENT SYSTEM

CMERS reduced turnaround time for hiring contractual workers for DSWD's Pantawid Pamilyang Pilipino Program (4Ps) from 2-4 months to 1-2 weeks, and for plantilla positions to six months across programs.
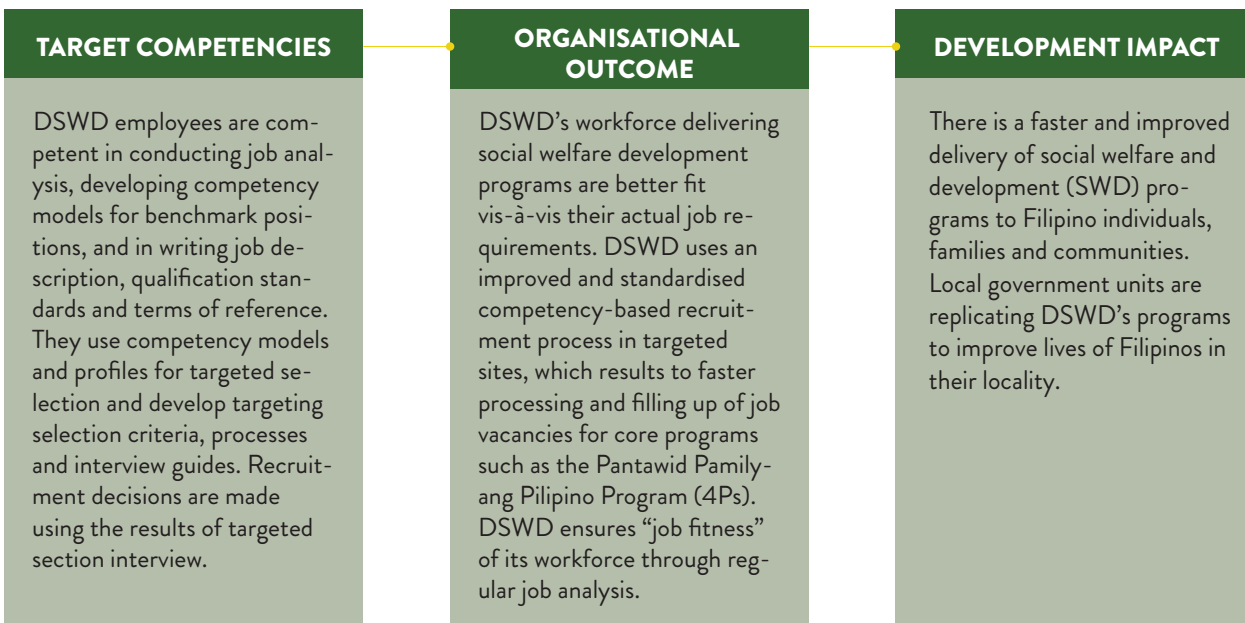

BACKGROUND

Department of Social Welfare and Development (DSWD) is the national agency mandated to implement programs, projects, and services for alleviating poverty and empowering disadvantaged Filipinos for an improved quality of life. In 2008, DSWD implemented its flagship program, the Pantawid Pamilyang Pilipino Program (4Ps), which provided conditional cash grants to extremely poor households to improve their health, nutrition and education, particularly of children aged 0-14. DSWD needed a larger workforce to implement the program but hiring contractual workers was slow, taking 2-4 months to complete. It also encountered problems getting qualified applicants. These issues became more pronounced when DSWD scaled up 4Ps' target beneficiaries from 1 million in 2010 to 2.3 million in 2011. The need to reduce hiring processing time and recruit qualified contractual workers to implement the program became more urgent. To address this, DSWD, in partnership with PAHRODF, implemented Competency Modelling and Enhancing the Recruitment System (CMERS). ∎

INTERVENTION OVERVIEW

CMERS was meant to improve DSWD's recruitment process by helping the organization institutionalise a competency-based recruitment and selection process that reduces the hiring processing time for 4Ps and other poverty-alleviation programs, and updates job descriptions and standards. The intervention was also meant to develop competencies of relevant DSWD staff in conducting targeted selection, developing appropriate guide questions and assessing applications. The intervention included benchmarking missions in at least five local private and public organisations with competency-based Human Resources (HR) Management and Development systems – recruitment performance management, training, succession planning, and HR Information System. Intervention outputs – competency models and the recruitment, selection and placement process – were piloted-tested in the application and targeted selection of 4Ps personnel for the National Capital Region, Region III, IVA and IVB. ■

COMMITTED RESULTS

TARGET COMPETENCIES	ORGANISATIONAL OUTCOME	DEVELOPMENT IMPACT
DSWD employees are competent in conducting job analysis, developing competency models for benchmark positions, and in writing job description, qualification standards and terms of reference. They use competency models and profiles for targeted selection and develop targeting selection criteria, processes and interview guides. Recruitment decisions are made using the results of targeted section interview.	DSWD's workforce delivering social welfare development programs are better fit vis-à-vis their actual job requirements. DSWD uses an improved and standardised competency-based recruitment process in targeted sites, which results to faster processing and filling up of job vacancies for core programs such as the Pantawid Pamilyang Pilipino Program (4Ps). DSWD ensures "job fitness" of its workforce through regular job analysis.	There is a faster and improved delivery of social welfare and development (SWD) programs to Filipino individuals, families and communities. Local government units are replicating DSWD's programs to improve lives of Filipinos in their locality.

IMPLEMENTATION PROGRESS

DSWD developed and is now using a competency-based recruitment, selection and placement system for hiring workers under memorandum of agreement (MOA) as well as staff with plantilla positions for 4Ps in central and regional offices. The new system

reduced turnaround time for hiring contractual workers consultants from 2-4 months to 1-2 weeks and for plantilla positions to six months across programs. A pilot run using the new competency-based system was further conducted showing that the selection process can even be cut down to one day. DSWD is also now selecting applicants based on competencies, ensuring that they are the best fit for the position. This led to the decrease in turnover rate of the current workforce. Intervention participants developed competency models for 60 benchmark positions, as well as competency based job descriptions. DSWD is rolling this out to more positions but is slowed by competing commitments of core team members. ■

ASSESSMENT

Relevance

The intervention was very relevant. The intervention came at a time when DSWD was recruiting massively for Pantawid Pamilyang Pilipino Program (4Ps) and it needed to speed up recruitment and improve quality of recruits. DSWD was also keen to find out if the compensation package it offered was attractive enough to recruit the right people. Top management strongly supported intervention outputs particularly the competency models. However, while DSWD recognised their need of the intervention, it was challenged by competing commitments and priorities in the department.

Effectiveness

The intervention developed DSWD's competency-based HR system, which improved its recruitment system, reducing hiring time for 4Ps from 2-4 months to 1-2 weeks. It was pilot tested to four regions. Participants learned and were able to develop competency models for 60 benchmark positions for 4Ps. The intervention also developed a competency tool that DSWD now uses to analyse tasks and duties of different positions. The intervention gave DSWD a better appreciation of HR's critical role and how HR can provide strategic and not just admin support.

Sustainability

Intervention outcomes are sustainable. After the intervention, one of the participants even developed a position classification system to analyse whether duties and responsibilities of positions are commensurate to their salary grade level. To further ensure sustainability, however, DSWD may want to institute a mechanism where participants may receive continues coaching to validate their outputs until they can fully perform their tasks on their own. ■

FACTS AND FIGURES

INVESTMENT

$ AUD246,888

NUMBER OF CORE PARTICIPANTS

21

Duration	December 2011 - August 2012
Produced Output	• Labor Market Study for NCR, Davao and Cebu
	• Competency Models – 60 benchmark positions
	• Competency Based Job Descriptions
	• Competency Dictionary
	• Competency Based Human Resource Framework
	• Recruitment, Selection and Placement Manual
	• End-user's Training Manual
	• End User's Handbook (User's Guide)
	• Recruitment, Selection and Placement Plan for Pantawid Pamilyang Pilipino
	• Change Management Plan

EMERGING LESSONS AND GOOD PRACTICES

1. Executive sponsorship is critical to project success.

2. Making intervention participants go through the rigor of a full methodology (step-by-step approach) on competency modelling, instead of a short-cut approach, is key to building their skills.

3. It is important that end users of competency-based systems understand the language of competencies to fully appreciate and use the system.

RECOMMENDATIONS

1. DSWD should include more senior profilers who have experience in CMERS and have systems perspective. They should also be familiar with different positions of the organisation.

2. With the changes that will follow adopting a competency-based system, DSWD should ensure that stakeholders have shared understanding of the system, as well as the standard approach for using it.

Improving Social Services through Competency-based Recruitment

"A society where the poor, vulnerable and disadvantaged are empowered for an improved quality of life."

This is the vision of the Department of Social Welfare and Development (DSWD) for the Philippines by 2030. In order to achieve this, DSWD has been implementing poverty-alleviation programs such as Pantawid Pamilyang Pilipino Program (4Ps), Sustainable Livelihood Program (SLP), and Kapit-Bisig Laban sa Kahirapan - Comprehensive and Integrated Delivery of Social Services (KALAHI-CIDSS). Accordingly, the delivery of these services relies heavily on human resource.

FROM JOB MISMATCH TO JOB FIT

In the past years, however, one of the challenges of the department's Human Resource and Development Bureau (HRDB) was the high turnover rate of employees, which usually leads to delays in providing services to poor households.

"Let's say a social worker resigns from work – it is not easy to find a replacement. It may take months. So there will be a gap in delivering service because the position tasked to run the program is vacant," said Cristi Cruz, OIC division chief of the HR Planning and Performance Management Division.

Cristi explained that the high turnover rate is usually a result of job mismatch: "One of the reasons employees resign from their job is they are not fit for the position."

In 2011, DSWD, in partnership with PAHRODF, implemented "Competency Modelling and Enhancing of the Recruitment System", an intervention that aimed to create better fit between position holders vis-à-vis actual job requirements, speed up processing and filling up of job vacancies, and improve and standardise competency based-recruitment processes in the department.

Competency-based recruitment is a big shift from the department's previous recruitment process. In the past, HRDB just administers an exam and selects applicants for endorsement based on exam scores. Interviews were not a priority and are arranged only when the hiring agency requests for one.

With competency-based recruitment, HRDB can now make recruitment decisions using competency-based job descriptions and targeted selection interview results. The intervention trained them to conduct functional and job analysis; develop competency models for benchmark positions; write job descriptions; use competency models and profiles as basis for targeted selection; and develop targeting selection criteria, processes and interview guides.

AN INNOVATION

Because of the intervention, DSWD's HR team discovered the benefits of conducting in-depth assessment of recruits through competency-based processes. "It's an innovation. It was the first time that the department ventured into competency-based recruitment and we knew from the start that it will cause positive change. With competency-based recruitment, we are doing quality assessment. Since it is targeted, it is easier to assess if the applicant has experiences for the competencies required of the position; it is easier to choose who fits the bill," said Norabel Lahib, administrative officer 2.

The knowledge and skills that the HR team gained were immediately applied on 4Ps, DSWD's banner program, as the intervention came on the heels of its expansion – from 1 million target beneficiaries in 2010 to 2.3 million for 2011. The urgent need for massive human resource for 4Ps was supported through rapid hiring using competency-based job descriptions.

Cherry Yatco, chief admin officer for recruitment is pleased with the gains of the intervention: "When we started using competency-based recruitment we got people who are really fit for the positions and would most likely stay longer. Now you can see the effect because, so far, our competency-based recruits are still here. It's a great feeling when you see your recruits staying and even going up the ladder..."

With competency-based recruitment in place, DSWD is better equipped to expand and take on more programs to ensure that all its target sectors are assisted.■