

# INSTITUTIONALISING A COMPETENCY-BASED LEADERSHIP DEVELOPMENT PROGRAM

*DSWD now advocates a leadership brand: “Matapat, Magiliw, Mahusay”. It also uses the leadership competencies, identified through CBLDP, in assessing its leaders and in crafting appropriate leadership development interventions for them.*



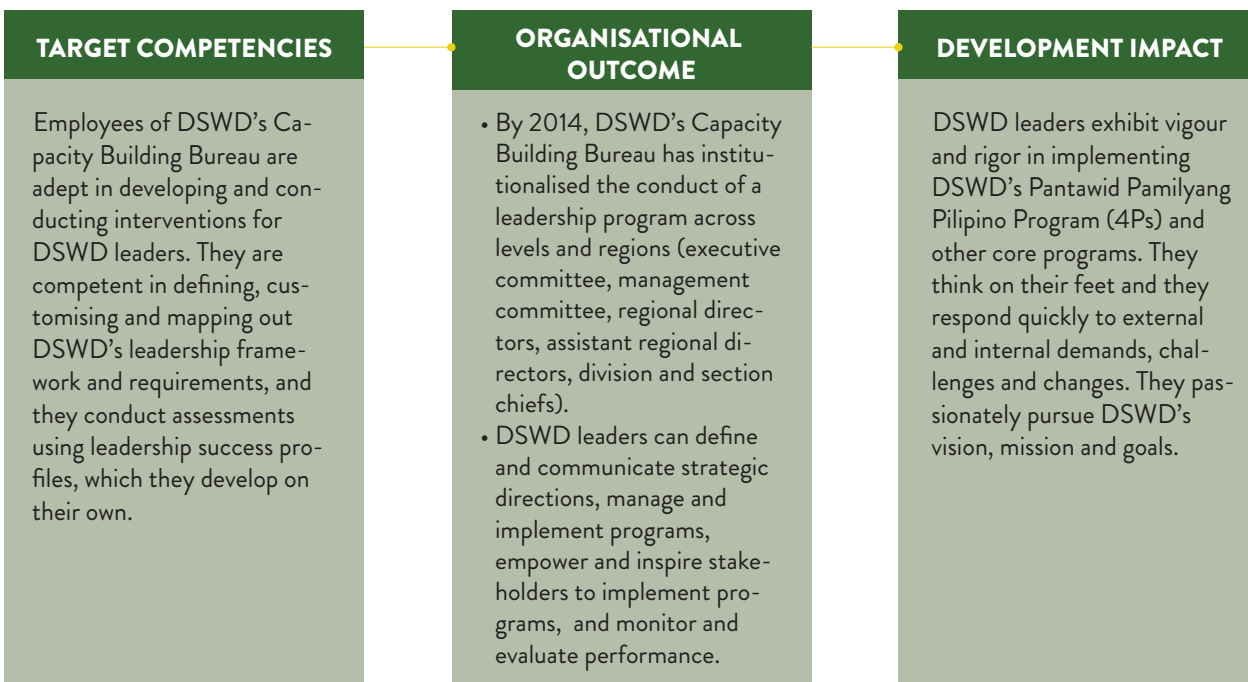
## BACKGROUND

Department of Social Welfare and Development (DSWD) delivers social protection services and poverty-alleviation programs to empower and improve the quality of life of the poor, vulnerable and disadvantaged Filipinos. In 2008, DSWD carried out its reform agenda to establish the department as a leader in social protection, as it adopted a convergence strategy to create synergy among DSWD’s programs. This initiative signalled a new way of doing business in DSWD and the need to modify perspectives, frameworks, operations, systems and human resource requirements. In pursuing these changes, the organisation recognised that it had to enhance its leadership competencies to better respond to transformation and take on more programs. While DSWD provides trainings to enhance managerial competencies among directors, assistant directors and division chiefs, these had to be rationalised to address the leadership competency requirements of DSWD. In 2012, DSWD partnered with PAHRODF in implementing Institutionalising a Competency-based Leadership Development Program. ■

# INTERVENTION OVERVIEW

Institutionalising a Competency-based Leadership Development Program was meant to enhance the leadership development capacity of DSWD through a competency-based leadership development system – with leadership course and program – to be institutionalised in the department. It was meant to create a leadership framework anchored on DSWD’s reform agenda that captured learnings from previous leadership development interventions (e.g., management course) and performance measurement frameworks. It was also meant to define DSWD’s leadership role in the social protection cluster and develop a leadership brand to be demonstrated by all DSWD leaders – executive committee and management committee members, regional directors, assistant regional directors, division chiefs, section heads and program managers. The intervention also meant to conduct training and coaching sessions and develop an inventory of leadership competencies and success profiles. ■

## COMMITTED RESULTS



## IMPLEMENTATION PROGRESS

DSWD now advocates a leadership brand: “Matapat, Magiliw, Mahusay”. The DSWD Secretary herself promotes adoption of the leadership brand by using it in her speeches. DSWD leaders also relate well with it. DSWD’s Social Marketing Bureau (SMB) has

been using the brand in department collaterals. These initiatives resulted in the brand's awareness, recall and high level of acceptance among DSWD leaders. DSWD's Capacity Building Bureau (CBB) on the other hand, uses the leadership competencies identified through the intervention in assessing its leaders and in crafting appropriate leadership development interventions. The approved leadership brand and competencies are also incorporated in DSWD's Strategic Performance Management System. While training of trainers was not part of intervention design, CBB also conducted workshops tailor-made to division chiefs and directors to cascade the competency-based leadership framework and leadership brand. The intervention also developed an operations manual on leadership competencies to guide CBB and sustain intervention results.■

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## ASSESSMENT



### Relevance

The intervention is relevant. It is anchored on the results of the organisation assessment in 2011 and is needed to support DSWD's service delivery reforms for the expansion of its programs, particularly the scale up of Pantawid Pamilyang Pilipino Program (4Ps). It also responded to DSWD's need for proactive leaders as the number of its retiring leaders increase.



### Effectiveness

The intervention created a leadership brand that is accepted, supported and used by all leaders in DSWD, and that is strongly supported and promoted by the Secretary. The leaders relate with the brand well because it was developed with and by them. In fact, they enjoyed the process of developing it, especially the sharing of leadership stories among DSWD leaders. While training of trainers was not part of intervention design, CBB conducted workshops tailor-made to division chiefs and directors to cascade the competency-based leadership framework and leadership brand. The intervention also developed an operations manual on leadership competencies to guide CBB and sustain results of the intervention.



### Sustainability

DSWD is fully supportive of the intervention. To sustain results, it already allocated budget for implementation of competency-based leadership development program for 2014 and 2015. However, continued buy-in of top management is necessary to ensure effectiveness and sustainability of intervention.■

*“How do we now develop and supply leaders in the next 2 years, in the next 5 years? ...we have to continue the leadership program, not because we want to please PAHRODF, but because we saw the significance of what we are doing...”*




Assistant Bureau Director  
**Leah Mejias**  
 Capacity Building Bureau

## FACTS AND FIGURES

### INVESTMENT

 **AUD125,000**

### NUMBER OF CORE PARTICIPANTS

 **7**

Duration

February 8, 2012 - April 31, 2013

# of REAPs

6

Produced Output

- Leadership Brand
- Leadership Success Profiles
- Leadership Competencies Self-Assessment Tools
- Leadership Competencies Inventory
- Leadership Development Progression Matrix
- Leadership Development Program Implementation Manual

## LESSONS

- 1 Executive sponsorship is critical to project success.
  - 2 Use of an appropriate and catchy slogan that target audience can easily relate to facilitate recall, acceptance and buy-in of the brand.
  - 3 Responding to the needs of communities during times of calamities and disasters will inevitably be the priority of leaders involved in social protection programs. Intervention timetables should therefore allow for flexibility.
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## RECOMMENDATIONS

- 1 Intervention managers should maintain communication and regularly conduct alignment meetings with organisation top management to get their perspective and sustain their support.
- 2 DSWD should conduct process documentation of leadership interventions for better knowledge management.
- 3 DSWD should work to integrate its competency-based leadership program with the organisation's performance management system (PMS).

# Linking Competencies in Capacity Building

*The Department of Social Welfare and Development Services (DSWD) was facing a leadership vacuum: most of its leaders – directors from central and regional offices – were retiring in the next 2 years.*

With several poverty alleviation programs happening simultaneously and its banner program, the Pantawid Familyang Pilipino Program (4Ps), expanding continuously, the agency could not afford a leadership gap. It needed to capacitate its next-generation leaders who will be at the frontline of implementing the department's programs.

Leah Mejias, assistant bureau director of DSWD's Capacity Building Bureau (CBB), recalled how they realised this urgent need: "Because of the organisational assessment (conducted by the Facility), we looked into how to get our people ready. It was timely that PAHRODF offered to help..."

In 2012, DSWD, in partnership with PAHRODF, conducted the Competency Based Leadership Program (CBLP) with seven participants from CBB, including Leah who was then a division chief, forming the core team. "Before, workshops are usually confined to higher level positions. With this intervention, we engaged some of the technical staff; they participated in the process and it's a good experience because we learned a lot from doing it."

One of the objectives of the intervention was to capacitate CBB in developing leadership interventions for DSWD. CBB is at the frontline of capacitating DSWD's local social welfare development (LSWD) offices.

“The Facility did it through a series of coaching sessions with the core team. The Facility’s Learning Service Providers (LSP) were patient with us; helping us understand the learnings as we were first-timers in terms of competency-based leadership,” Leah explained.

Leah proudly shared that after a series of coaching sessions, consultation and workshops, the core team immediately sensed an improvement in the way they deliver capability-building programs. “All our learnings from CBLP were integrated into our existing interventions to our intermediaries.” With this, Leah goes on to say that “learning by doing” is possibly the best way for her and her division to handle and imbibe the program. “I usually integrate my learnings in the delivery of our own learning interventions,” she added.

As a result, Leah’s team received good feedback in running an executive management course for selected LSWD officers. “I think that’s one good indicator that we’re successful in terms of the learning process and the learning opportunity that we got from PAHRODF,” Leah said.

## **CASCADING CBLDP**

The core team’s REAP (Re-Entry Action Plan) was cascading CBLP to CBB’s technical and administrative support staff, and then to their counterparts – department chiefs of Institutional Development field offices – nationwide. Leah shared that in implementing their REAP the core team realised they needed to sustain their initiatives: “How do we now develop and supply leaders in the next 2 years, in the next 5 years?”

Since Leah is the most senior personnel left in CBB, she felt accountable and wanted to ensure that the CBLP moves forward. To assure its sustainability, they integrated it into the work flow and financial plan for their department's annual proposed budget. Furthermore, to continue with the output plan and its implementation, they formed a technical working group headed by the Undersecretary and Assistant Secretary. By integrating CBLP with other major initiatives, they are assured that the program will continue on.

Leah admittedly said that a lot of work still needed to be done to address their leadership concerns. But DSWD had taken the first step through CBLDP. And for Leah, who has been with DSWD for twenty-five years, CBLDP is already big step – a step they needed to continue moving forward.