

ROLL OUT OF COMPETENCY-BASED LEADERSHIP DEVELOPMENT PROGRAM

DSWD, because of the roll out of CBLDP, now has a pool of 105 key regional office leaders who understand their responsibilities as change agents at the regional level.



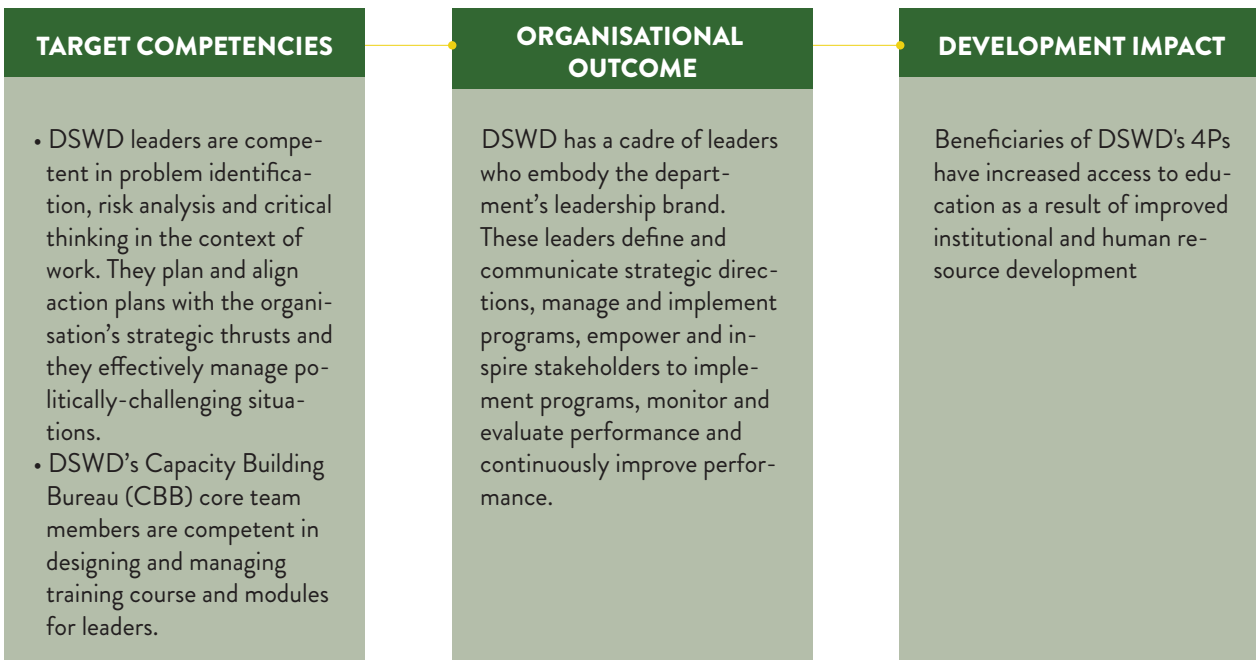
BACKGROUND

Department of Social Welfare and Development (DSWD) envisions itself to be “the world’s standard for delivery of coordinated social services and social protection for poverty reduction by 2030.” This vision and DSWD’s commitment to deliver “faster, better and smarter services” to the poor and underprivileged Filipinos, set the pace for the department’s reform agenda. DSWD, in this regard, saw the need to sustain a pool of leaders to shepherd organisational change. To address this, DSWD partnered with the Facility in 2012 to implement Institutionalising a Competency-based Leadership Development Program to strengthen the organisation’s leadership capacity and institutionalise a leadership brand: Matapat, Mahusay, Magiliw. DSWD, following the gains of the intervention, partnered with PAHRODF in 2013 to implement Roll out of Competency Based Leadership Development Program to cascade the leadership framework to the regions. This will give DSWD a steady supply of leaders with the needed competency to embody DSWD’s leadership brand. ■

INTERVENTION OVERVIEW

Roll out of Competency Based Leadership Development Program was meant to replicate DSWD's Competency-Based Leadership Development Program (CBLDP) to the regions. It was designed to allow participants to discuss and validate the program's initial outputs – leadership brand, leadership success profiles, competency model and development plan. It was also meant to develop the capacities of DSWD's Capacity Building Bureau (CBB) to design and implement similar programs and engage learning service providers (LSPs) for the purpose. As advocate and implementer of leadership development interventions for DSWD, a core team from CBB was given training and coaching to complete their CBLDP outputs. The roll out was expected to enhance the core team's competencies on managing LSPs, designing learning interventions, and developing at least three leadership development training courses. ■

COMMITTED RESULTS



IMPLEMENTATION PROGRESS

DSWD now has a pool of 105 key regional office leaders who understand their responsibilities as change agents at the regional level – particularly as regards defining and communicating strategic directions, managing and implementing programs, empowering and inspiring stakeholders to implement programs, and monitoring, evaluating and

continuously improving performance. It also has 20 assistant regional directors with improved competencies in system and strategic thinking; and a pool of regional directors (from all regions) with improved coaching capacity. On the other hand, during the leadership journey workshops, field office leaders formally validated the leadership competency model, success profiles and a set of assessment results. CBB also exhibited the ability to apply what it learned from the intervention. Based on leaders' needs, it developed three leadership interventions: Coaching for Results; Systems and Strategic Thinking; and Problem Solving and Decision Making. It also developed standards and processes in contracting LSPs to implement these interventions. ■

ASSESSMENT



Relevance

The intervention is in line with the Secretary's thrust to improve leadership in DSWD as programs continue to expand. Following gains of institutionalising a competency-based leadership development program in central office, DSWD saw the need to roll it out to the regions to sustain interest and buy in of all leaders in the department. The intervention responded to the need of rolling out CBLDP properly to the regions including validation of existing leadership brand indicators. It also responded to the need of improving leadership of regional directors in handling programs on a larger scale.



Effectiveness

The intervention capacitated 105 regional leaders. Regional directors were trained on coaching; assistant regional directors on strategic systems thinking; and division chiefs on problem solving. The intervention enabled them to understand and validate DSWD's leadership brand. CBB also greatly improved because of the intervention, particularly in the way they operate and design interventions for leaders. In fact, CBB's application of learnings is not just confined within DSWD. They currently run and fund a nationwide program, using the intervention design, to capacitate 40 provincial, city and municipal social welfare officers.



Sustainability

DSWD ensured that intervention participants are not retiring the following year to maximise competencies, technology, and skills that would be transferred through the intervention. They also allotted budget for continuous institutionalisation of CBLDP in the department. To further sustain gains of the intervention, leadership indicators can be integrated into succession planning, performance management, promotions and hiring. ■

“DSWD is now known for our leadership brand – Matapat, Mahusay, Magiliw. With the roll-out of CBLDP, the Mahusay part was enhanced more. We have to be competent in delivering our services, programs, and mandate”

Precilia A. Docuyan
TS IV

FACTS AND FIGURES

PAHRODF INVESTMENT

 **AUD180,000**

NUMBER OF CORE PARTICIPANTS

 **105**

Duration

September 2012- September 2013

of REAPs

105 REAPs

LESSONS

- 1** Good relationship among stakeholders facilitates a smooth intervention implementation.
- 2** Regular consultation and validation with intervention participants, process owners and organisation heads is critical for intervention effectiveness and success.
- 3** Incorporating actual experiences and stories of intervention participants in the content of the intervention’s learning materials and cases facilitates better understanding and retains participant’s interest.

RECOMMENDATIONS

- 1 DSWD may want to strengthen documentation of their leadership journey as it may be used as a benchmark for leadership development program in the public sector.
- 2 DSWD may want to conduct the leadership journey to all employees up to the SWO4 level including central office management to ensure all key leaders understand what are expected of them and that leaders at the central and regional offices support each other.
- 3 CBB should integrate intervention outputs into DSWD's regular training program to maximise results.
- 4 Leadership competencies should be used in other DSWD Human Resources processes (integrate it into the performance management, recruitment, succession planning, etc.) to ensure the continuation of the competency-based leadership program.
- 5 DSWD's regional directors may want to conduct monthly coaching sessions, as part of the CBLDP, to help improve performance of their key staff members.

