

ROLL OUT OF THE DSWD COMPETENCY-BASED RECRUITMENT, SELECTION AND PLACEMENT SYSTEM

The intervention continues to improve DSWD's quality of recruits by cascading competency-based recruitment, selection and placement systems to the regions, led by its own pool of CBRSP subject matter experts from the central office.



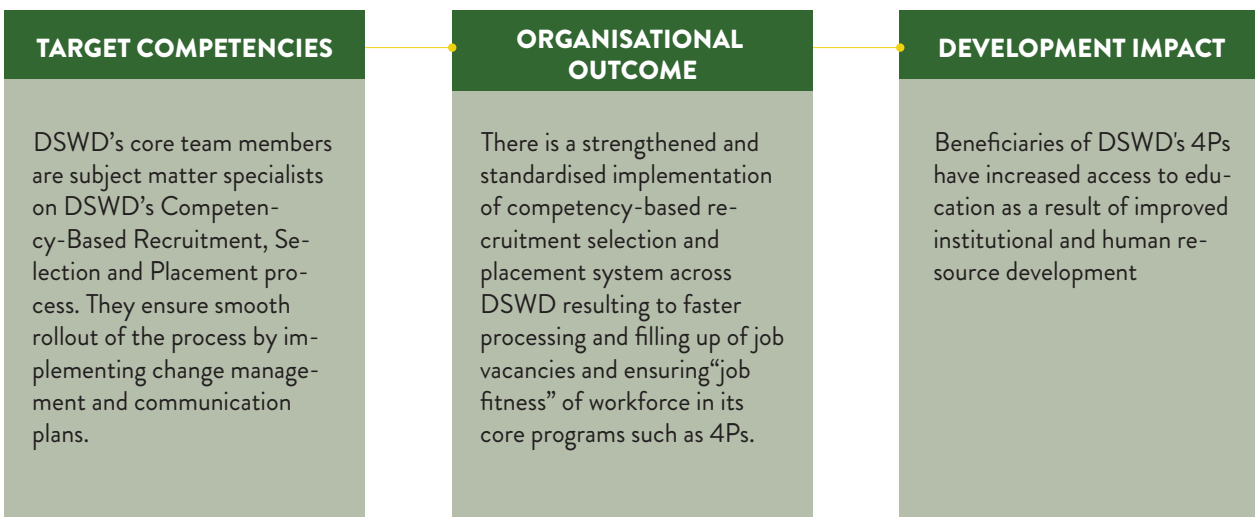
BACKGROUND

Department of Social Welfare and Development's (DSWD) vision is a Philippine society where the poor, vulnerable and disadvantaged are empowered for an improved quality of life. To achieve this, DSWD continues to pursue its reform agenda to deliver "faster, better and smarter services" and enhance its capacity to lead in social protection. In 2011, DSWD partnered with PAHRODF to implement Competency Modelling and Enhancing the Recruitment System (CMERS). It reduced processing time for filling up job vacancies for its conditional cash transfer program, Pantawid Pamilyang Pilipino Program (4Ps) from 2-4 months to 1-2 weeks. It also improved quality of recruits through the use of a competency based recruitment system. Recognising CMERS' outcomes, DSWD, with help from PAHRODF, implemented Rollout of the DSWD Competency-Based Recruitment, Selection and Placement (CBRSP) System. The intervention responds to DSWD's urgent need to replicate CMERS in its other core programs that need to conduct competency-based recruitment. ■

INTERVENTION OVERVIEW

Rollout of the DSWD Competency-Based Recruitment, Selection and Placement (CBRSP) System was implemented to help DSWD develop competency profiles for 17 positions from the Office of the Secretary (OSEC) and 10 positions from the Human Resource Development Bureau (HRDB); and strengthen and standardise implementation of the CBRSP system across DSWD. Achieving the first objective will help DSWD deliver its mandate better. As regards the second objective, the intervention is meant to help prepare a core team of HRDB staff to serve as subject matter experts who can coach and train field offices on CBRSP. For this purpose, the intervention produced instructional materials, including an audio-visual presentation that the core team may use. Change management and communication plans were also developed to help in the roll-out. ■

COMMITTED RESULTS



IMPLEMENTATION PROGRESS

The intervention is still ongoing but DSWD's core team from HRDB, having been trained on how to conduct orientation programs on CBRSP, has already conducted a pilot CBRSP training event for 21 human resources (HR) field officers using the CBRSP toolkit that contains an instructional video, competency cards, a competency dictionary and talking points for core team members. A job analysis and competency-based job description writing workshop was also conducted to 39 HR field officers. Meanwhile, new competencies have been developed: nine HRDB functional competencies, three sustainable OSEC functional

competencies, and seven emergent OSEC functional competencies with definitions and behavioural indicators. Eight core competencies were also reviewed and merged into three core competencies. A review of seven leadership competencies is ongoing and will likely be revised as well. While outcomes are emerging, however, DSWD needs to address the risk of attrition as some participants got reassigned or given new assignments. ■

ASSESSMENT



Relevance

The intervention is relevant. It addresses the need to standardize DSWD's competency based recruitment system and capacitates regions to use it. It also helps train a core team from the Human Resource Development Bureau (HRDB) to become trainers of the regional roll out of CBRSP; and addresses the need to develop profile positions for two more groups in DSWD.



Effectiveness

The intervention is still ongoing but is already producing outputs that DSWD is using in the field. The toolkit developed by the intervention based on the results of CMERS (the original intervention) is helping in the process of cascading CMERS to regional offices. Several factors need to be addressed to improve effectiveness, however. 1) The intervention spent much time trying to refine and streamline the organisation's core and leadership competencies developed under CBLDP. While necessary, this was unanticipated and has affected intervention timelines. 2) The process introduced by the intervention is different from what the core team was trained in under CBLDP. Feedback from core team members suggests their preference for the original process, which is the one they are cascading in the region. 3) While the core team was trained to roll out the system, they expressed the need to be further trained in competency-based assessment and in applying competencies in performance management. 4) While the core team continues to conduct profiling of positions, competing commitments hinder them from finishing the task.



Sustainability

The core team developed a guide on competency profiling, which can be used as a reference document of future competency profilers. It also cascaded the initial process to the regions. These are positive signs of sustainability. However, the required competencies developed under the intervention may change depending on the strategies of top management, rendering the outputs of this intervention obsolete. ■

“Before, people think that government employees are not doing anything in their jobs or they only got in the government because of referrals. Now that we are moving into competency-based recruitment and selection, we can prove that recruits of the government are quality recruits; that we are getting the right people to deliver services that our countrymen need.”



Joy Evangelista
HRDB, DSWD

FACTS AND FIGURES

PAHRODF INVESTMENT

 **AUD149,998**

NUMBER OF CORE PARTICIPANTS

 **21**

ongoing; subject to increase

Duration

March 2014 - Present

Produced Output

- **CBRSP Toolkit: video, competency cards/dictionary and talking points**

LESSONS

- 1 Organisation development interventions are seldom independent from each other. The implementation of one intervention usually impact the effectiveness and sustainability of other interventions that have been previously, currently or are yet to be implemented.
- 2 The quality of design specification developed for highly complex and continuously changing organisations may significantly be affected by emerging concerns intrenal or external to that organisation.
- 3 Intervention participants may respond better to competency building interventions if they are allowed to use their learning on their own but with occasional coaching and validation from experts.

RECOMMENDATIONS

- 1 Although timelines may be different, organisation development interventions should be implemented as a package and with consideration to the effectiveness and sustainability of other interventions that have been previously, currently or are yet to be implemented.
- 2 Learning service providers should independently conduct scoping or validation analysis before implementation - and not entirely rely on information provided in the design specification, to maximise development impact. Continuous scoping and validation analysis should also be done to ensure effectiveness, efficiency and sustainability of results.
- 3 Organisation development interventions may deliver better and more sustainable results if their design specifications provide for coaching and validation beyond the typical intervention timeline.

