

# PROVINCIAL GOVERNMENT OF AKLAN (PG AKLAN): HRMD PLANNING FOR ROAD RELATED DEPARTMENTS

*HRD Planning has been main-streamed in PG Aklan's annual planning and budgeting processes. The HRD Plan itself is aligned with the province's strategic development thrust.*



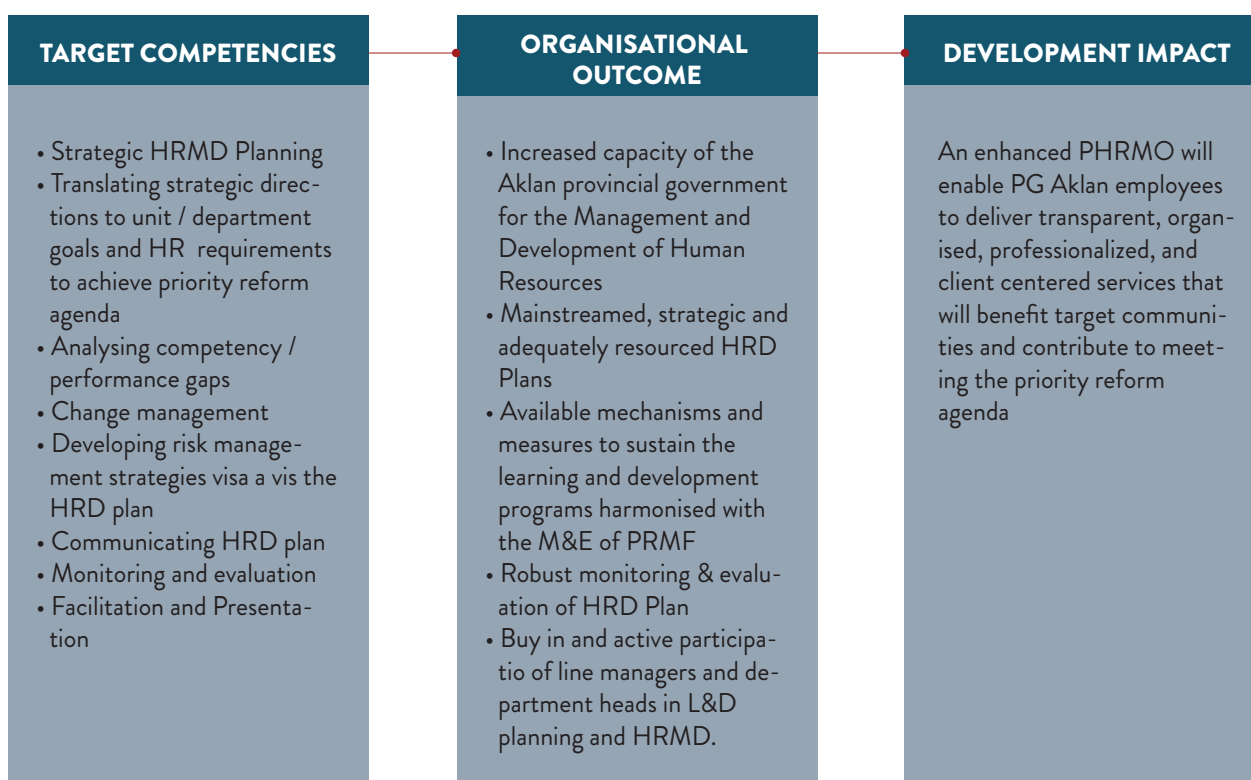
## BACKGROUND

The Provincial Government of Aklan (PG Aklan) is supported by the Australian government through the Philippines Australia Human Resource and Organisational Development Facility (PAHRODF) and Provincial Roads Management Facility (PRMF). PAHRODF conducted an organisational assessment (OA) of PG Aklan in 2011 to determine its capacity and level of competency and change readiness of its personnel to achieve its vision: “Empowered Aklanon amidst a well anchored and vibrant economy where agri-ecotourism development is globally competitive, environment-friendly, equitable, self-sufficient, and sustainable”. The assessment enabled target participants to engage in a reflection-action process to diagnose, isolate and prioritise organisational components. Based on the OA results, PG Aklan prioritised two competency areas for strengthening: Leadership and Management (L&M) and Human Resources Management and Development (HRMD). Particular to HRMD is HRMD planning - including review of HR systems and planning for improvements, and analysing competency needs of the work force and identifying appropriate interventions therefore. ■

# INTERVENTION OVERVIEW

PAHRODF, in line with the OA results, implemented Provincial Government of Aklan: HRMD Planning for Road Related Departments in 2012 to help PG Aklan craft a strategic competency-based HRD Plan. The Plan was meant to guide the province in the delivery of learning and development activities that will help improve the performance and contribution of key officers and staff of road-related departments and offices to the road related reform agenda. It was also meant to identify PG Aklan’s desired organisational outcomes, as well as the capacities and competencies it needed to develop to achieve these outcomes. The HROD Plan was also supposed to list down the specific strategies and interventions PG Aklan had to implement within a period of three years to achieve these results. ■

## COMMITTED RESULTS



## IMPLEMENTATION PROGRESS

The intervention is complete. Support for strategic HRD Planning from PG Aklan’s top and middle management has been obtained. HRD Planning has been mainstreamed in PG Aklan’s annual planning and budgeting processes and the HRD Plan itself is aligned with

the province's strategic development thrust and road reform agenda. Financial resources for the implementation of identified interventions for Road Related Departments have been allocated, while allocation for training activities has been centralised in PHRMO starting 2014. Using and guided by the HRD plan, processes in determining learning and development needs and provision of appropriate interventions are being carried out. The PG Aklan HRD Core Team is now using a template whereby performance indicators are identified for each Sustainable Local Road Management (SLRM) Reform Agenda key results statement and used to measure accomplishment of the desired key results. This forms part of the monitoring & evaluation framework developed for the HRD Plan. ■

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## ASSESSMENT



### **Relevance**

The intervention is relevant. It is anchored on the results of the OA and is meant to help PG Aklan achieve its development agenda. The conduct of strategic HRD Planning addresses the need identified by PG Aklan in the OA process, considering it did not have any HRD Plan to begin with.



### **Effectiveness**

The intervention is effective. It was able obtain top and middle management buy in and support for HRD Planning and was able to help improve PG Aklan's competency to develop strategic HRD Plans. The intervention was also able to deliver the expected outputs identified in its design specifications.



### **Sustainability**

The intervention outcomes seem sustainable. The intervention was able to obtain management buy-in and support for HRD planning and adequate resources have already been allocated for the interventions identified in the HRD plan. The re-entry action plans and sustainability action plan also ensure sustainability. ■

*“The things we learned, process that we learned from developing the twelve road department HRD Plans were also used to identify competencies and make the HRD Plan for the whole province. So, more or less, there is a consciousness on our part to identify target participants, to align trainings to our strategic goals and most especially from our point of view as an HR department. We have identified interventions that cut across all departments that will be under our care.”*



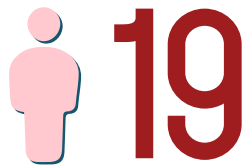
Asst. Dept. Head  
**Methuselah  
Santamaria,**  
PG Aklan

## FACTS AND FIGURES

### INVESTMENT



### NUMBER OF CORE PARTICIPANTS



Duration	May 2013 - March 2014
# of REAPs	6
Produced Output	<ol style="list-style-type: none"> <li>1. 2013-2016 Strategic HR Plan for the Provincial Government of Aklan”</li> <li>2. PGA Manual on Strategic HR and HRD Planning”</li> <li>3. “Harmonized HRD Planning Process with PG Aklan Planning and Budgeting Flow”</li> </ol>

## EMERGING LESSONS AND GOOD PRACTICES

- 1 Top management buy-in and support is critical to the success of HROD interventions. In the case of this intervention, the support of the Governor made it possible for the intervention implementation team to complete all project components with minimum difficulty despite its wide range of activities and outputs.
- 2 Clarity in communicating the objectives of the project to the participants and their supervisors is necessary for getting their support and commitment. This is particularly important considering that the intervention requires staff to be away from their respective offices for several days and the REAP is expected to .

- 3 Selection of appropriate participants is key to the success and sustainability of interventions. The PG Aklan PHRMO, for example, appointed its most energetic and active members into the HRD Core team. Because of this, their participation in intervention activities were very satisfactory and their outcomes were noticeable, even to the provincial governor himself. ■

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## RECOMMENDATIONS

Sustaining and institutionalising gains post as challenge to the LGU in view of possible change in priorities of leaders. In their pursuit of current positive results, the provincial LGU can consider the following:

- 1 Establish a mechanism to encourage regular communication and feedback on the strategic HRD Plan (e.g. HRD Bulletin Board, Training Calendar, HRD Online Message Box)
- 2 Sustain the implementation of an internal communication strategy to instill upon employees the value of strategic HRD to and strategic HRD planning.
- 3 Conduct regular monitoring, evaluation of and reporting progress of the HRD Plan implementation and using the results to improve on succeeding plans.
- 4 Continue collaborative work with the key offices/respective officers including that of the Sanguniang Palalawigan of the LGU on HRD Planning process.

# Capitalising on Human Resources for Effective Governance

*The change journey of the provincial government of Aklan (PGA) happened around three years ago when PAHRODF conducted an organisational assessment and assisted the province on the area where it was weakest: human resources.*

Bing Santamaria, assistant department head of Aklan's Provincial Human Resource Management Office (PHRMO), considers the Facility as a great blessing to the department. "PAHRODF came to help us reinvent ourselves," she says.

Bing has been with PGA for eight years, and she concedes that at that time, PHRMO hardly operated in any human resource capacity. Their operations were very transactional in nature, their roles were relegated to merely record-keeping, and most of their employees lack the necessary training and development to improve their competencies.

According to Bing, after the organisational assessment, PAHRODF's three interventions –human resource development planning, human resource information system, and scholarships – were quickly implemented with full support from top management. Bing reckons that these brought out the best in their employees and amongst them, future potential leaders as they were given the opportunity to shine.

## **BUILDING LEADERS**

Speaking about her own experience as a leader, Bing admitted that when she was picked to be assistant head of PHRMO, she felt wasn't ready. But, according to her, the interventions prepared her for the work ahead. "My learnings from the intervention have really helped me as a person and as a worker in the government. It has made me see clearly what we mean by strategic direction," Bing proudly says.

Bing, who is also a recipient of Australia Awards Scholarships, said her experience as a scholar in Australia's Griffith University has given her a broader perspective on and fundamentals of strategic HRM. Then upon her return to Aklan, PAHRODF's interventions to the province, which were ran by Learning Service Providers, cemented the detailed steps she needed to take to help her department and organisation. Bing explains, "In Australia, it's very academic, but it gave me a broader perspective. But with the interventions of the LSPs, the steps and systems that we had to install became crystal clear."

## **SIGNIFICANT DEVELOPMENTS**

With the implementation of Aklan's HRD plan, PHRMO now have learning and development systems for PGA employees: "With the HRD plan, we calendar the training and target the participants," she says. Because of this, employees now see PHRMO as the department that not only looks after their benefits, but also their competency needs. The HRD planning, according to Bing, has been helpful in harmonising their budget and activities. They have also become more conscious of how resources are spent, ensuring that these are maximised and aligned with the province's needs.

With all these changes, Bing considers the change in their mindsets as the organisation's most notable development. When the interventions started, the initial challenge was to encourage the different department heads to embrace change and get out of their comfort zones. "If you have department heads who have been in the government for 30 years and all of a sudden you introduce something like aligning objectives to provincial objectives, doing this, resorting to electronics and so on, it's something new and difficult."

But now, because of the interventions, they are more aware of their contribution to the provincial government. If before, strategic thinking was not even in their vocabulary, now, everyone thinks about strategy. As Bing puts it, "The best thing that the intervention has left us is the realisation that everything we do in all departments must be aligned with the mission and vision of the province." ■