

PG DAVAO DEL NORTE (PGDDN): HUMAN RESOURCE DEVELOPMENT PLANNING

The intervention helped improve critical provincial staff competencies in the area of Human Resource Development, aiding them in formulating relevant and strategic learning and development interventions



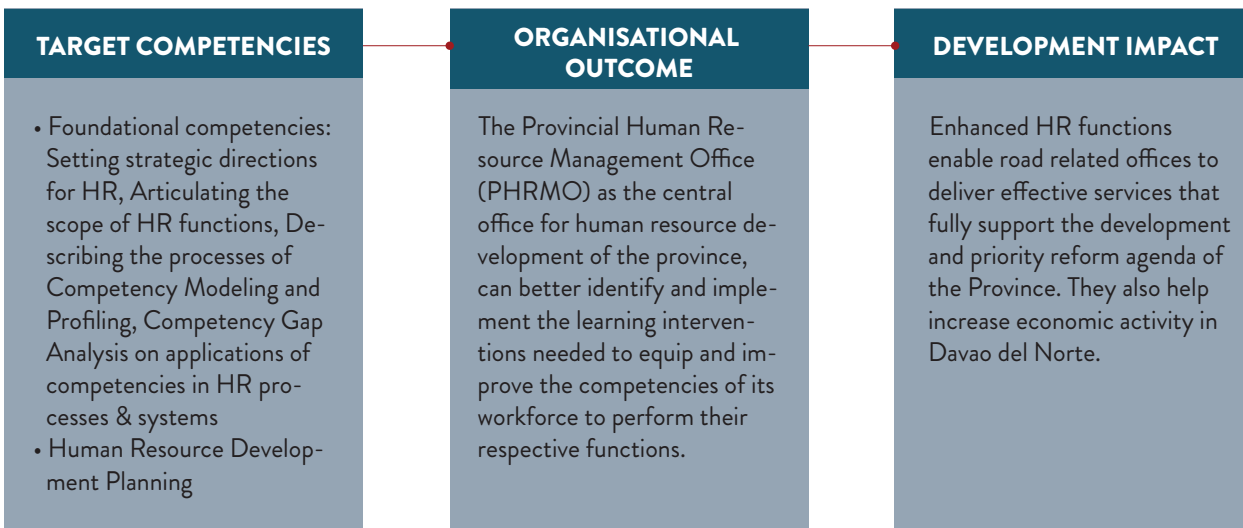
BACKGROUND

The Provincial Government of Davao del Norte (PGDDN) is implementing its Executive-Legislative Agenda (ELA) aimed at enhancing human development in the province through improved services on health, education, income generation and housing. The strategic development thrust dubbed as “PEOPLE.” or “People Empowerment, Education, Optimum Health and Social Services, Public-Private Partnership, Link to the World and Employment and Livelihood Opportunities” is meant to provide initiatives that will encourage citizens to drive local development forward. PGDDN, to ensure the successful and effective implementation of its initiatives, saw the need to implement programs, projects and activities to improve its governance and strengthen the competencies of its personnel. PAHRODF, to help address this need, conducted an Organisational Assessment (OA) in 2012 to give PGDDN baseline information of its level of capacity, competency and readiness to implement reforms. The OA was also meant to help the province map out the priority interventions given its constraints. ■

INTERVENTION OVERVIEW

PGDDN did not have a comprehensive Human Resource Management and Development (HRMD) Plan prior to the conduct of the OA. What it had was an annual work plan that listed down activities, targets, and budgets needed by divisions to perform their mandates. PAHRODF implemented Human Resource Development Planning to mitigate this gap. The HRD Plan was meant to 1) list down priority interventions necessary to help PGDDN deliver its development agenda, 2) identify short-term human resource activities needed to immediately improve internal processes, 3) identify strategies to help PGDDN sustainably develop its personnel, 3) enhance PGDDN's HR functions, 4) enable road related offices to deliver effective services, 5) help the province develop effective Learning and Development interventions, and 5) help PGDDN raise its economic activity. ■

COMMITTED RESULTS



IMPLEMENTATION PROGRESS

The intervention is complete. PGDDN's three-year competency-based HRD Plan was approved by the department heads on 14 February 2014 and by the Provincial Governor and Provincial Development Council on 25 February 2014. The provincial council also issued a resolution on 7 July 2014 to formalise the approval, while a P1million budget to finance the implementation of the HRD Plan's first year activities had already been allocated. Anecdotal evidence suggests that the intervention helped PGDDN meet some of its committed targets. PGDDN's strategic objective, as shown in its balance scorecard

and the 2014-16 Executive-Legislative Agenda, was to have a “competent workforce”. The intervention helped improve critical provincial staff competencies in the areas of Human Resource (HR) and HRD Planning, thus aiding them in formulating relevant and strategic learning and development interventions (LDIs). The HRD core team is also currently identifying the priority LDIs to be implemented for the last quarter of 2014. ■

ASSESSMENT



Relevance

The intervention is relevant. While the province already had an HRD plan prior to the intervention, it was not comprehensive, nor did it focus on Learning and Development. The intervention helped fill these gaps.



Effectiveness

The intervention was effective in helping PGDDN transform its HRD Plan into a Strategic HRD Plan. It also helped employees appreciate the participatory nature of HRD.



Sustainability

Intervention outcomes seem sustainable. The HRD Plan was approved by the relevant authorities in PGDDN and the financial resources necessary to implement its first year activities had already been allocated. The re-entry action plans and sustainability action plans required by the Facility of intervention participants are also meant to ensure that intervention results are sustained. ■

“We already had a plan before. Our plan just consisted of listings of competencies which we think we needed. But with HRODF, we learned the different elements of an HRD plan – processes, tools, appropriate information needed, etc.... that were entirely different from our existing plan ... in HRODF, our organizational competencies were assessed which were now being responded to through the interventions we are receiving from HRODF.”




Provincial Administrator,
Norma Lumain
PGDdN

FACTS AND FIGURES

PAHRODF INVESTMENT

 **AUD174,940.43**

NUMBER OF CORE PARTICIPANTS

 **21**

Duration

August 2013 - June 2014

of REAPs

7

Produced Output

1. Competency-Based Human Resource Development Plan
2. Documentation on the Harmonized Human Resource Development Planning Process with the PGDDN’s Annual Planning and Budgeting Process
3. Facilitator’s Guidebook on Human Resource (HR) Strategic Planning, HRD Planning and Learning Needs Analysis

EMERGING LESSONS AND GOOD PRACTICES

- 1 Engaging key stakeholders (from all levels of the organisation) in all phases of implementation (through progressive validation of outputs) is critical to the success of interventions.
 - 2 Synchronising the activities' and intervention participants' schedules ensures effectiveness.
 - 3 Being flexible and preparing for possible adjustments or deviations from planned activities is important to the success of interventions. In the case of this intervention, given the time, distance and availability of those involved in the intervention, having a 'plan B' and being flexible helped.
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RECOMMENDATIONS

- 1 The LGU should sustain its commitment to review, make adjustments, approve and continuously improve the elements of the Strategic HRD Plan.
- 2 Since current HRD Plan only specified details for Year 1 HR Interventions, the LGU needs to develop succeeding years' implementation plan to continuously address the competency gaps in the provincial government.
- 3 To strengthen ownership of L&D processes, the LGU need to increase number of HRD planners across the LGU by transferring planning competencies to other offices.

