

Provincial Governments of Davao del Norte, Lanao del Norte and Aklan

PARTNERSHIP HIGHLIGHTS 2010-2013

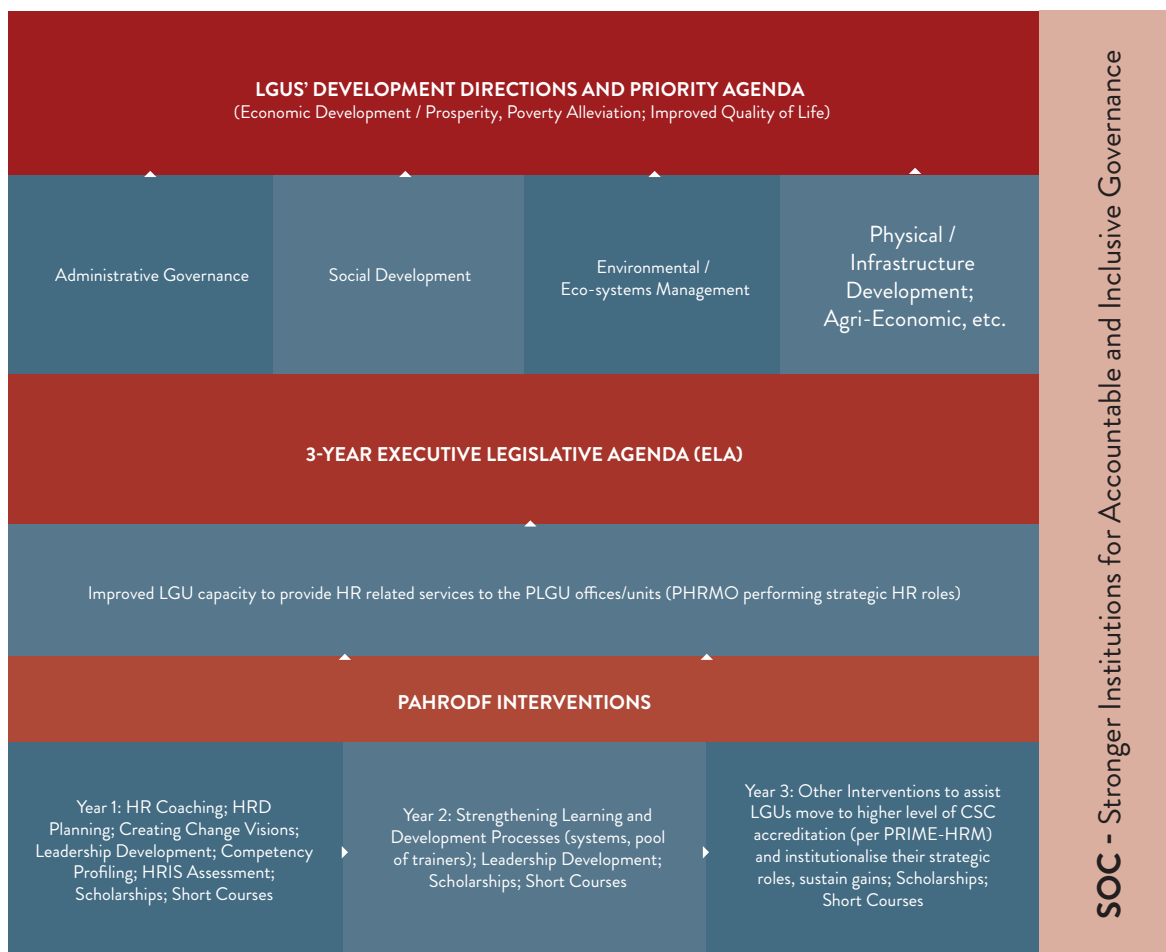


BACKGROUND

The Facility has been collaborating with the provincial governments of Davao del Norte (PGDDN), Lanao del Norte (PGLDN) and Aklan (PGAK) to improve their capacity, competency and change readiness that will contribute in effective performance of mandates, i.e., deliver essential services. PAHRODF provided technical assistance to improve their Human Resource Information Systems and leadership and change management competencies. It enabled the provincial LGUs formulate their respective Human Resource Development (HRD) Plan that will serve as basis for learning and development activities and investments. Scholarships (Australia Awards Scholarships and In-Country Scholarship Program) with study programs responsive to priority competency needs were likewise provided. These complementary interventions are expected to lead to more accountable, transparent, effective and inclusive governance (Statement of Commitment no.5). ■

RESULTS FRAMEWORK AND HROD PLAN

PAHRODF, in line with its integrated results framework (Figure 10) with partner local government units, assisted PG Lanao del Norte develop and enhance critical competencies and capacities of targeted officers, staff, from both road-related departments (RRDs) and other departments' key officers/staff responsible for HR Management and Development (HRMD). This package of assistance meant to support the HRMD office in performing strategic roles, especially enabling RRDs to meet road-related reform agenda as well as targeted staff deliver mandated services along its strategic development thrusts.. HRODF complements the initiatives of the Philippines Provincial Roads Management Facility (PRMF) of the Australian Government along HRMD. PRMF assists in improving road infrastructure and local governance in 10 provinces in Mindanao and the Visayas. ■



PARTNER INSIGHTS

“Through the interventions of HRODF ,PHRMDO is no longer transactional but transformed to being strategic.”



Eugenie Pusing,
PHRMDO,
PGLDN

The LGU of Davao del Norte enjoyed the benefits of the interventions since 2012 up to the present. It has changed perspectives, attitudes, behaviours, of the HR staff and the rest of the employees.



Monica Salido,
PHRMO,
PGDDN

“The HRD Plan is being used as basis in selecting appropriate participants to attend to priority interventions. Over time, this will yield well-trained and competent human resources who will contribute in the attainment of PGLDN’s vision 2020.”



Chirelyn Leopoldo,
PIAO,
PGLDN

“What we learn from the HRD Planning processes of the twelve (12) road related departments was replicated to the other units/offices of the provincial government. An HRD Plan for the whole province is being put together. There is a consciousness on our part (the HRMO), to identify, competencies, target participants, align learning and development activities to our strategic goals. Interventions that cut across all departments are under the care of the HRMO ”



Methuselah Santamaria,
PHRMO,
PGAklan

JOURNEY TO CHANGING PARADIGMS

2011-2012



ASSESSMENT

PAHRODF assisted its partner LGUs in conducting an OA

- PAHRODF conducted an organisational assessment of its partner LGUs to assess their levels of capacity, competency and change readiness. The OAs served as basis for the development of their respective HR/OD plans.
- The Facility and the partner LGUs identified HRMD and Leadership as priority areas for interventions for the provinces.

2012-2013



IMPLEMENTATION OF OD INTERVENTIONS

PAHRODF began implementation of interventions identified in the HROD Plans

- PAHRODF deployed an HR Specialist/Coach in the Provincial HRM Offices to help improve their competencies and processes in HRM and prepare the PHRMO to undertake the forthcoming HROD interventions
- The Facility helped assess the LGU's (PG Davao del Norte and PG Aklan) Human Resource Information System (HRIS) for their capacity and competency requirements and readiness to automate their HR systems.
- The Facility helped strengthen the Leadership and Change Management competencies of Road Related Department Heads and Executive Officials.
- HRODF assisted LGUs formulate their respective HRD Plans.

2013-2014

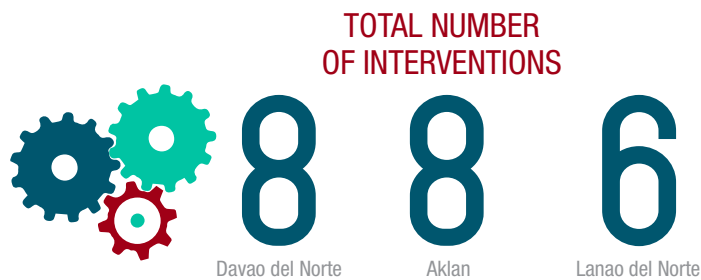


PREPARATION FOR PRIME-HRM

The Facility is helping prepare the LGUs for accreditation in PRIME-HRM

- The Facility is helping improve the competency of PHRMOs to acquire better accreditation level in the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME- HRM).
- The Leadership and Development intervention was replicated for other provincial government department heads, the Vice-Governor and the Sangguniang Panlalawigan Members.
- PAHRODF continues to help improve the provinces' capacity and competencies to manage & deliver learning and development services

FACTS AND FIGURES



	Davao del Norte	Aklan	Lanao del Norte
Investment	AUD174,940.43	AUD189,500	AUD159,997.56
Total Number of Employees	1,859	2,968 (as of Oct 2014)	967 (as of Oct 2014)
Total number of core participants	21	19	14
Total number of scholars (July 2011 to June 2014)	20	13	0
Total Number of REAPs	20	17	5
Intervention	7	6	5
Scholarship	13	11	0
Plantilla	874	1,318	413
Non-plantilla	985	1,650	541
Outputs produced	3-year HRD Plan; Harmonized HRD Planning with Provincial Government Annual Planning and Budget Process; HRD Planning Manual	3-Year HRD Plan; Harmonized HRD Planning with Provincial Government Annual Planning and Budget Process; HRD Planning Manual	3-Year HRD Plan; Harmonized HRD Planning with Provincial Government Annual Planning and Budget Process; HRD Planning Manual; Trainer's Manual: Presentation and Facilitation Skills, Managing HRD Interventions

Note: e=estimated

Intervention Summary (PGDDN)

Leadership Development and Change Management



BASELINE

The Organisational Assessment recommended the development of leadership skills especially in vision setting, decision-making, problem solving, finding and optimising opportunities. Further, it indicated the need to put in mechanisms to share management and leadership practices



TARGET RESULT

Visions and change plans formulated among the road related sectors and shared in respective departments; Structures that facilitate sharing among leaders put in place and cascaded to the staff.



CURRENT STATUS

COMPLETED

- Clear change agenda among the departments involved in road management; sharing of reform agenda change visions among the staff of respective offices/departments; Accomplishment reports provided to top management now capture outcomes and contributions to impact instead of outputs.
- Other PG department heads, Vice-Governor and the Sangguniang Panlalawigan members attended the Leadership Development Training on May 6-9, 2014. This learning session served as a venue for both the executive and the legislative to share their aspirations and re-build the camaraderie among the officers. It also enhanced their leadership competencies especially among the SP members in dealing with their respective constituents.
- The leadership and management structures are active and operational with the Executive Committee holding regular meetings and consultations. The Project Management Team uses a participative approach in the conduct of its activities.

Technical Assistance – Assessment of Human Resource Information System (HRIS)



BASELINE

Most systems in the HRMO are stand-alone / not integrated and built in different programming language. The current Information System and Strategic Plan (ISSP) does not clearly describe the requirements of the HRIS



TARGET RESULT

Status of existing HRIS / processes and related systems (payroll, attendance, benefits, 201 filing and updating, etc.) established and HRIS targets and options clarified. The requirements of the options in terms of hardware, software, resources, people, mandates as well as the necessary conditions to facilitate establishment / installation and maintenance of an appropriate HRIS identified.



CURRENT STATUS

COMPLETED

- HRIS Plan fully documented and its requirements included in the LGU's ISSP. The competency requirements (business analysis and re-engineering, systems analysis, project management and change management) inform on-going HRD planning.
- The budget for HRIS (Php 5, 985, 576.00) has been included in the approved ISSP.
- There are regular discussions by the HRIS Project Steering, Management, and Implementation Groups on the development of the project based on the HRIS Project Work Breakdown.
- The HRIS is being developed internally (by the IT Unit & software developers of the province). Team attended training on Systems Development (covered Business Processes, Review, data flow, and systems programming. The HRIS software is integrated with common Database (MS SQL) and one web-based programming language (C# using Model View Controller). A Firewall is in place to ensure system security.
- HRIS Process Map was established with clear scope of HRIS (version 1).
- Identified Business Procedures of the HRM processes converted into Module Prototypes.
- A work station for the HRIS Project Implementation Team has been put up. LGU procured eight (8) high-end computer units for the project

Human Resource Development Planning



BASELINE

The Organisational Assessment found that the LGU has no strategic HRMD Plan, work plans are done on annual basis, it lacks resources for L&D activities, staff lack competencies to undertake HR performance analysis and developing, implementing and monitoring and evaluating L&D interventions



TARGET RESULT

3-Year Strategic HRD Plan formulated that will guide the LGU in implementing L&D interventions / activities; selected staff have gained competencies in HRD planning.



CURRENT STATUS

COMPLETED

- All departments in the LGU are involved in developing the HRD plan. To date, the LGU has produced the following: LGU's HR philosophy, strategic HR directions, competency gaps of 17 departments, priority learning and development interventions to respond to gaps, draft write-up on the different portions of the plan.
- Approvals on the three-year Competency-Based HRD Plan of the Provincial Government of Davao del Norte were made by the following: Departments Heads on February 14, 2014; Provincial Governor and the Sangguniang Panlalawigan on 25th February 2014.
- The SP Resolution Number 379 was issued 7th July to formally indicate approval. A one million budget for the HRD Plan Year 1 activities allocated (SB No.1) for this purpose.
- The HRD Core Team is currently identifying the top priority LDIs that will be implemented for the last quarter of 2014.
- There is an ongoing intervention by HRODF through its Learning Service Provider (LSP), People Sparx, Inc. – "Strengthening Management of L&D Services." This is aimed to develop competencies of PGDDN pool of trainers in designing, implementing, managing learning and development interventions prioritised in the HRD Plan. 18 Trainers identified across provincial government offices are participating in the activity that commenced first week of August, 2014.

Technical Assistance - Human Resource Coaching



BASELINE

There is need to increase readiness of the LGU to take on more strategic tasks and improve on its current HR processes. HRMO expected to lead in the HRMD for the Road Related Departments assisted by the Australian Aid through PRMF.



TARGET RESULT

Improve processes in HR services and deliverables



CURRENT STATUS

COMPLETED

- There is better teamwork among the HRMO staff; there are clear change directions to support priority reform agenda; Process in screening staff and applicants improved / hastened. The personnel selection board (PSB) now uses behavioural event interviews (BEIs); Process to complement HR learning function improved. Behaviour-based terminal learning objective and the practice of cliniquing after every training event adopted.
- The Personnel Selection Board (PSB) maintained the use of Behavioural Event Interviews (BEI) in screening of applicants. This has been helpful in identifying and selecting the most appropriate applicants and eventually, endorsing potential candidates for the post.
- Improved teamwork as evidenced in the participation and support of PHRMO staff in committee assignments during big LGU events and other HR related activities.
- The PHRMO closely coordinates with concerned offices/departments in implementing their respective priority learning and development activities per HRD Plan.

Intervention Summary (PG Aklan)

Leadership Development and Change Management



BASELINE

There are no clear mechanisms on inter-department / office coordination and relationships. There are occasions when department heads encroach on tasks of other department heads; There are no processes to ensure shared understanding of directions among staff; Tracking of performance is not results-oriented



TARGET RESULT

Established norms that facilitate coordination and collaboration among department heads; strengthening mechanisms for organisational communication that will cascade strategic directions and other initiatives from management to ranks; improving competencies to set visions and directions.



CURRENT STATUS

COMPLETED

Developed Change Plans among the 5 Key Reform Agenda along road management, these guide the respective road related offices in implementing their activities; Consultation process are being carried out among departments in enhancing strategic directions (indicated in the Executive-Legislative Agenda) and in developing provincial plans.

- The change Plans guide the implementation of priority strategies contained in the sector plans
- The PHRMO spearheaded the completion of SPMS; the system was approved by the governor. The SPMS guidelines were endorsed to SP for adoption.
- The governor and department heads have recognised the implementation of SPMS. They have considered it as an opportunity to review office targets and ensure alignment to the strategic priorities of the province.
- Monthly executive and local finance committee meeting is regularly conducted; this serves as a venue to address issues and concerns related to finance.
- Improvements in PEO processes (i.e., updated road inventory and reports used in road network planning, regular meetings of the Management office, use of M&E tool for road maintenance, etc...)
- SP members and other department heads/officers have attended the leadership development training (May 2014)

Technical Assistance – Assessment of Human Resource Information System (HRIS)



BASELINE

HR transactions are mostly done manually hence HR business processes are time-consuming and HRMO staff spend 90% of their time performing records keeping and leave management tasks; records are not updated and approvals on leave applications and other services are delayed; Concerned HRMO staff lacks competencies in identifying entry areas for improvement and in initiating change.



TARGET RESULT

HR transactions covering main and off-site offices computerised.



CURRENT STATUS

COMPLETED

- Concerned staff developed a Project Implementation Plan that identified applicable software and its installation strategy. PG Aklan computerised the following transactions: Staff Leave and Attendance Management (Biometrics) and employee profile of (201 files). The system can also generate report on the number of employees, enables on line filing of leave applications, fast-tracked approvals since department heads are now authorised to approve travel request and official business and leave - instead of centralising approvals to the Office of the Governor. Installation of systems started in off-site offices-hospitals but the onset of typhoon Yolanda stalled the undertaking.
- HRMIS were installed and operationalized in six offsite offices (DRSTMH, Altavas District Hospital, Ibajay District Hospital, Caticlan Jetty Port, Provincial Engineer’s Office and Economic Enterprise Development Department-Construction Division and Quarry Service)
- PHRMO staff has started to orient and work with other departments/units on data sorting, clean-up and updating of individual records

Human Resource Development Planning



BASELINE

The LGU has no HRD Plan to guide learning and development (L&D) interventions and activities; There is no strategic selection of training participants; There is no set process for identifying competency gaps; There is no training M&E; training activities are mostly provided by oversight agencies (i.e., CSC, DBM, NEDA, etc.). The recently created training and development division is understaffed and has limited experience and competency in HRD planning and customising L&D activities. Training activities are not purposive.



TARGET RESULT

- Priority competency development needs of the PGA to bridge performance gaps in SLRM Key Reform Areas (KRAs) identified
- Appropriate L&D interventions and targeted participants identified
- Support requirements for plan implementation and corresponding sources of these resources identified
- Tools and methods for monitoring and evaluating interventions developed;
- Steps in effectively managing the changes introduced the HRD plan identified.



CURRENT STATUS

COMPLETED

- 3-Year strategic HRD Plan for the 12 road-related departments / units developed; HR strategic directions and philosophy adopted; the LGU produced the following manuals: Harmonised HRD planning with LGU planning and budget process and HRD planning guide. The Re-entry Plans of the Australia Awards Scholarships recipients focus on HRD Planning for the rest of the offices and integrating these plans into a one provincial HRD plan.
- PGA-wide HRD Plan is currently being consolidated and finalised; appropriate L&D interventions for other offices (non-road related) have been identified and prioritised
- Prioritised competency gaps and interventions in the draft PGA-wide HRD Plan were considered and included in the budget preparation for 2015
- Established Learning and Development Core team. Members of the team were selected from different departments of the PGA. They are undergoing Facilitators Training (that commenced end of June 2014)

Technical Assistance - Human Resource Coaching



BASELINE

There is need to increase readiness of the LGU to undertake HR/OD interventions. HRMO staff sees themselves and their office as second class; HRMO staff merely focused on assigned tasks and does not see its role in achieving the overall HRMO target as well as that of the LGU.



TARGET RESULT

HRMO services and roles transformed from transactional to strategic. Office image, teamwork among HRMO staff, and relationships with other offices improved. LGU is level 2 CSC accredited



CURRENT STATUS

COMPLETED

- Concerned staff developed a Project Implementation Plan that identified applicable software and its installation strategy. PG Aklan computerised the following transactions: Staff Leave and Attendance Management (Biometrics) and employee profile of (201 files). The system can also generate report on the number of employees, enables on line filing of leave applications, fast-tracked approvals since department heads are now authorised to approve travel request and official business and leave - instead of centralising approvals to the Office of the Governor. Installation of systems started in off-site offices-hospitals but the onset of typhoon Yolanda stalled the undertaking.
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Intervention Summary (PGLDN)

Leadership Development and Change Management



BASELINE

Organisational Assessment results highlight the need to improve leadership competencies of middle management. Most managers depend on directives of the Governor, especially on proposing and initiating programs and policies as well as introducing changes.



TARGET RESULT

Middle managers/ department heads initiating projects/ activities to improve respective processes and services.



CURRENT STATUS

COMPLETED

- Available Change Visions for road related reform agenda; respective department heads are leading implementation of action plans to improve their operations, i.e., engaging stakeholders in road-related projects, improving finance and procurement systems, internal audit process.
- Change Visions of the Road Related Departments are being implemented by the sectors.
- Change Visions of Provincial Human Resource Management and Development Office (PHRMDO) and the Provincial Internal Audit Office (PIAO) have been completed.
- PIAO is functional and has completed the audit for target offices. HRMO has improved its operations, and put up the following systems: RSP, SPMS, PRAISE, Grievance, HRIS).
- Enhanced leadership competencies of Heads of Offices as demonstrated by their being able to formulate Strategic Priorities for their respective offices and reflected in their Office Performance Commitment and Review (OPCR) for CY 2014. As initiated by the heads, these priorities are distributed and integrated in the Individual Performance Commitment and Review (IPCR) of their staff.
- Sangguniang Panlalawigan and other (non-roads related) department heads attended the Leadership Development Course in May 2014

Human Resource Development Planning



BASELINE

The OA showed that PGLDN has no HRMD Plan. Current competencies of HRMO staff are in personnel administration functions and complying with all government regulatory requirements. It does not have the capacity to plan, develop, execute and evaluate integrated human resource development systems.



TARGET RESULT

Provincial Human Resource Management and Development Office (PHRMDO) is more strategic rather than transactional



CURRENT STATUS

COMPLETED

- It has already produced the following outputs:
 - Strategic HR Directions and Philosophy of the LGU;
 - Vision-Mission-Goals of the HRM Office; competency gaps; draft sub-plans and write up of HRD Plan sections.
- 3-Year HRD Plan (covering 19 departments/offices) formulated, approved by the Provincial Governor and the Sangguniang Panlalawigan (SP) with budget for Year 1 Interventions.
- PHRMDO staff is into application of learning - they are spearheading the implementation of various Year 1 Interventions of the HRD Plan
- The PHRMDO is implementing the following activities :
 - o Orientation on Strategic Performance Management System (SPMS)
 - o Workshop on the Finalization of Individual Performance Commitment & Review (IPCR)
 - o Orientation on various HR Systems
 - o Facilitating/assisting the formulation of Vision, Mission and Goals of PEO, PPDO, provincial Resource management Council (PRMC), and Provincial Disaster and Risk Reduction Management Office (PDRRMO)
 - o Conducting Teambuilding for the Emergency Response Teams
 - o Orientation on the Re-Entry Action Plan (REAP) of HRD Planning

Technical Assistance - Human Resource Coaching



BASELINE

The HRMO of LDN transformed into a department from being a unit in the provincial administrator's office performing personnel functions. This raised the need to improve structures, processes and systems to measure up to the challenge.



TARGET RESULT

Improve structures, defined processes and systems, accountabilities and teamwork of the HRMO. Strengthened capacity to support and provide for HR requirements of the province and its priority reform agenda



CURRENT STATUS

COMPLETED


- Directions (vision, mission, goals and strategies) of HRMO developed. Function and position charts defined for the HRMO. Job Descriptions (using CSC templates) prepared for the HRMO positions. There is now clear delineation of functions and responsibilities among HRMO staff. HR component in the strategic financial management plan (SFMP) updated. HRMO replicated its process in the JD and position charts preparation to the newly created provincial internal audit office (PIAO) and provincial engineering office (PEO). Merit selection and promotion plan (MSPP) of the province reviewed and updated for approval by the Sangguniang Panlalawigan. Pool of administrative officers (from the other departments/offices) set up to perform HR activities in their respective offices.
- PHRMDO structures set up. Staff members are assigned / designated to and performed the roles and responsibilities indicated in the assigned division/section.
- PHRMDO is assisting PEO, PPDO, PRMC and PDRRMO in the conduct of: Enhancing the Organizational, Functional and Position Charts, Formulation of Vision, Mission and Goals Job Description Writing
- Human Resource Systems formulated, approved by the Provincial Governor, oriented the employees and initiated implementation. The HR systems (SPMS, RSP, PRAISE) and the HRD Plan have been forwarded to the CSC for assessment (base on the PRIME-HR)

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