



**PAHRODF**  
PHILIPPINES AUSTRALIA  
HUMAN RESOURCE AND ORGANISATIONAL  
DEVELOPMENT FACILITY

PARTNERSHIP

# HIGHLIGHTS

May 2016



## CREATING A CHANGE NETWORK IN THE DEPARTMENT OF BUDGET AND MANAGEMENT



## *The Philippines Australia Human Resource and Organisational Development Facility*

The Philippines Australia Human Resource and Organisational Development Facility (PAHRODF) is the Australian Government's flagship program for supporting human resource management, organisation development, and institutional change in the Philippines. It contributes to the realisation of the two countries' mutual development priorities by building the capacity, competencies, and change readiness of select Philippine organisations. PAHRODF provides interventions that develop and enhance the capacities and competencies of its partner organisations' most important resource: their people.

### *The Partner: Department of Budget and Management*

The Department of Budget and Management is mandated to lead in the effective, efficient and responsible allocation and use of government resources. It is committed to excellent public financial management with the end goal of improving the quality of lives of the Filipinos.

### *The Partnership*

PAHRODF's partnership with DBM is linked to the Philippines-Australia Public Financial Management Program which aims to improve the efficiency, accountability, and transparency of public fund use to enable better service delivery. The Facility utilises its expertise in capacity building to contribute to DBM's efficiency as an organisation.

Prior to PAHRODF's intervention, DBM was aiming to attain an International Organisation for Standardisation (ISO) certification. To achieve this goal, it established a policy on the continuous improvement of its Quality Management System by maintaining highly competent and committed public servants. PAHRODF initiated the Competency Modelling and Profiling in DBM to help it reach its goal.

# FACTS



# FIGURES

<b>Investment amount:</b>	»	AUD 164,402.00 (P5,589,668.00)*
<b>Duration:</b>	»	2015-2016
<b>Total number of interventions:</b>	»	2
<b>Total number of participants:</b>	»	CORE TEAM: 9 16 HR COUNTERPARTS IN THE REGION
<b>Total number of scholars:</b>	»	7
<b>Fields of study:</b>	»	PUBLIC FINANCIAL MANAGEMENT GOVERNANCE TRAINING AND DEVELOPMENT PUBLIC POLICY/LAW HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

## The Interventions

### Human Resource and Development Management

In 2015, PAHRODF began conducting the interventions on Competency-Based Job Profiling and Enhancing Recruitment, Selection, Placement and Onboarding (RSPO) System in DBM. These interventions were made up of a series of learning, training, and coaching sessions involving directors, assistant directors, assistant secretaries, undersecretaries, and various stakeholders.

The sessions were designed based on DBM's level of awareness and change readiness. DBM staff and management were trained in the creation and validation of competency profiles. The training helped revise the job descriptions

for thirty (30) benchmark positions in the DBM, enabling the organisation to hire better quality personnel and increase its efficiency.

The intervention on RSPO helped DBM develop and publish an Enhanced Manual on a Competency-based RSPO system for the Human Resource Development Division. The manual discusses the system, details policies and procedures, and lists best practises of RSPO processes. This manual now serves as DBM's main reference in hiring quality people. The Facility's interventions also led to the development of an enhanced manual to institutionalise HR processes and clarify procedures in DBM. These changes helped the organisation to align its efforts to the Civil Service Commission's Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM).

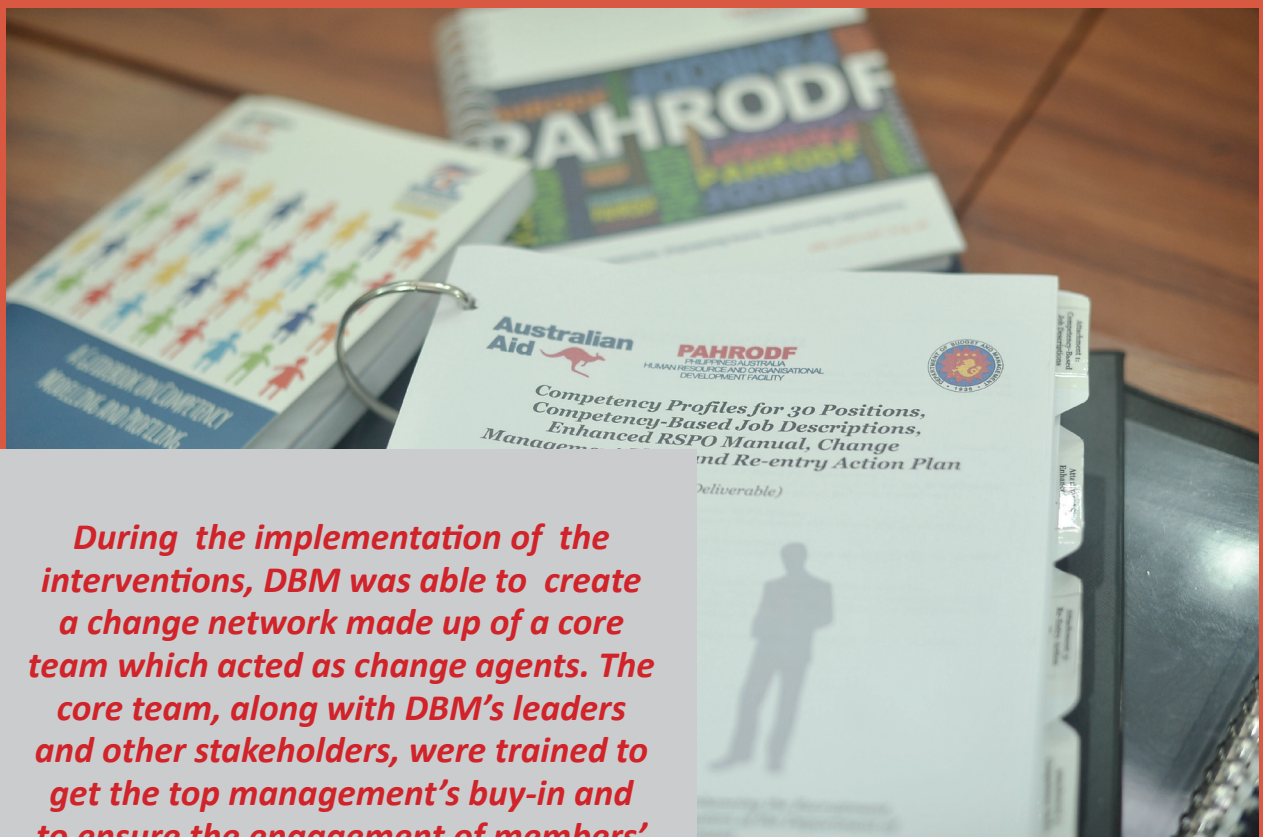
\*Conversion rate at AUD1=PHP34

Seven DBM employees were also granted Australia Awards Scholarships to take their Master's degrees in Public Financial Management, Governance, and Human Resource Management. These strategically selected staff members are expected to contribute to specific areas of their organisation upon their return, using their new knowledge and skills from their studies in Australia.

During the implementation of all these interventions, DBM was able to create a change network made up of a core team which acted as change agents. The core team, along with DBM's leaders and other stakeholders, were trained to get the top management's buy-in and to ensure the engagement of members' respective units. To help track and address the concerns of the core team, it used a coaching

toolkit. The core team has sixteen (16) members with individuals coming from the Office of Administrative Service and other strategically selected offices. These individuals worked closely with PAHRODF and presented their learnings to DBM's Assistant Secretary Sofia Yanto. They shared that they appreciated the interventions and saw their value across the agency.

To sustain the reforms initiated by the interventions, PAHRODF encouraged DBM to implement activities such as gathering feedback, documenting lessons learned, and continuous update of the manuals. It also suggested supporting the change agent network, monitoring Re-entry Action Plans, and institutionalising the HR program.



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## Partner Insights



***DBM had two batches of training. HR practitioners in the central office and their regional counterparts attended the first batch, while officials of the Department participated in the second batch.***

L-R: William Valencia, Joyce Accad, Maria Jessa Mores, Agatha Beatrix Calces, Nanezze Comple, April Anne Mangino, Lolita Matias, Director Andrea Celene Magtalas, and Lourdes Bayaton-Monte

### **Andrea Celene Magtalas and Lolita Matias**

Andrea is the Director of Administrative Service at the DBM. She attended PAHRODF's Behavioural Event Interview (BEI) Workshop. Lolita is the Chief Administrative Officer (CAO) for DBM's Administrative Service-Human Resource Development Division and concurrently, she is CAO of the Human Resource Management Division.

Lolita was a key player in the implementation of the Competency-Based Job Profiling and Enhancing the RSPO System in DBM. "We had two batches of training. HR practitioners in the central office and their regional counterparts attended the first batch, while officials of the Department participated in the second batch. During the training for DBM officials, a world

café adult learning discussion was used followed by a crash course on BEI." Lolita added, "We also had person to person coaching as well as constant consultation during the crafting of the RSPO. The team touched base with the targeted offices and interviewed best performers and job experts to benchmark the selected thirty positions. PAHRODF was with the team during the journey as guide and coach to ensure knowledge transfer."

Andrea described the BEI workshop as eye-opening. "It allowed me to see structure in what I previously thought was a mere conversation between interviewer and interviewee." She expounded, "As a layman in HR processes, the workshop introduced me to a strategic conduct of an interview. Since my training, I have consciously looked for the



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STAR in all the interviews I conduct. I also use the guide questions provided by the Human Resource Development Division.” The STAR is a technique that allows the interviewee to give comprehensive answers to questions by describing the Situation or Task, the Action taken, and the Results achieved. Before the intervention, interviews in their organisation were done without focus and structure.

For Lolita, these interventions helped DBM institutionalise standard procedures on recruitment, selection, placement, and induction (RSPI). They also contributed to the improved performance of DBM staff through better matching of job position and competency level of personnel. The members of the Promotions and Selection Board (PSB) realised the importance of the BEI in the selection of the right candidates. “It became easier for

the HR Team to streamline applicants using the competencies pinned down. In addition, the selection of the appropriate interventions to improve employee performance became easier because of the competency lists.”

However, Lolita said they encountered several challenges. These include winning the support of the management, availability of the job experts and top performers for the interviews, and the change readiness of stakeholders. Despite these difficulties, Lolita said that many of the participants felt empowered by the interventions. “They learned the value of HR being an integral part of the organisation. They realised that HR can make or break the organisation through the selection of the right candidates for the job.”



Many participants also began to appreciate how DBM works as an oversight agency, with the HR touching base with the various job experts and top performers among all functional groups of the Department. In addition, the HR team appreciated and realised the linkages of each office they have encountered during the competency profiling exercise.

Andrea hopes that the lessons they learned during the workshop will be properly cascaded to lower management. By expanding the intervention's roster of beneficiaries, DBM can sustain its gains. For Lolita, the RSP team's commitment is crucial to sustaining the gains of the interventions. "The team has yet to finish profiling the remaining DBM positions, thus, its commitment should not waver. The continuous support of management is also needed, as well as the continuous capacity-building of the RSP Team. Moreover, HR should continuously champion the value of the intervention by communicating to the new management and winning its support."

### **Melisa Eugenio, April Anne Mangino, and Maria Jessa Mores**

Melissa and April both hold the Administrative Officer IV post but are assigned in different divisions. April is part of the recruitment and selection team under DBM's Human Resources Management Division while Melissa is part of the Performance Management team under the Human Resource Development Division. Jessa is an Administrative Officer II assigned to process and prepare the payroll of employees, input employee attendance data in the Time and Attendance Monitoring System (TAMS), and assist employees in compensation and benefits concerns.

For April, the intervention on strengthening DBM's RSPO through competency profiling was challenging but worth it. "I learned how others perform their functions and how each one of us contributes to the attainment of DBM's mandate and goals." Melissa agreed with this



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observation. She shared, “The intervention gave us the chance to familiarise ourselves with the duties and responsibilities of our fellow DBM employees. We learned how each office is interrelated in terms of achieving the Department’s mandate.” Jessa said that the training she received helps her perform her duties and responsibilities better. “I was given the opportunity to learn the various processes of recruitment. The job description review and interview with the best performers increased my level of awareness because I was able to discover the simple and complex tasks that they perform daily. Also, I gained techniques on how to perform tasks effectively and efficiently.”

Before the Facility’s intervention, hiring of applicants was time-consuming. With the intervention, it has become easier to hire applicants. Jessa said, “The competencies crafted for each position facilitated this.” Both April and Melissa agreed with Jessa’s observation. April expounded, “After initial competencies for the 30 positions were identified, it was easier to use them in interviewing applicants using BEI.” Melissa added, “Immediately after the intervention, even if the profiles of some positions were not yet finalised, we have already seen the difference in the conduct of interviews.” Jessa added that with competency profile, it has become easier for the office to determine appropriate training for employees.

Several challenges confronted the three women during the implementation of the intervention. April said gathering all the personnel involved in one meeting has been

difficult. For Jessa, scheduling the interviews with the top performers and the validation with the job experts was challenging. Melissa said rolling out the intervention was quite hard to do. She explained, “At the moment, the core team has yet to roll-out the output of the intervention (RSPO Manual and the enhanced PDF of the 30 benchmark positions). We still need to schedule the roll-out and identify who among the core team members will be assigned

to specific roles. We only have nine members, and we have yet to profile more than a hundred positions.”

They all expressed hope that despite these challenges, the intervention can still be sustained in the DBM. They proposed several ways to do this. Melissa said, “One way to raise awareness on the benefits of the interventions is to ensure that our Directors and Assistant

Directors are really informed about it. They will be our back-up in terms of propagating the importance and use of the results of the intervention.” She added, “The team should also focus on the roll-out of the project since it is the only way to sustain it and to gain more support from the people that will eventually be part of the change.” April also recommended, “We should be the champions in terms of information dissemination regarding the benefits we gained and will still be gaining through this intervention.” Jessa hopes for continuous support from the management, even with the uncertainty the recent elections may bring. She also sees more training for employees and increasing their awareness about the intervention as concrete ways to sustain the positive changes they have gained.

***“The intervention gave me the opportunity to learn the various processes of recruitment and to interview best performers. From them, I discovered techniques on how to perform tasks effectively and efficiently.”***

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