



# Case Study 14

## HR/OD Intervention Focus: Leadership Program Leads to Human Resource Information System

### Putting an Information System in Place

A good information system is crucial for big organisations, especially if the scope of their responsibility is nationwide. In the absence of an information system, even the HR

Department of the organisation cannot be efficient in delivering services. If HR had to access the 201 files (confidential personnel records) manually, the whole process will be long and tedious.

This was the gap that Tina Laborte aimed to address when she was with the Human Resource Management Division (HRMD) of the Department of the Interior and Local Government (DILG). She describes the sorry state of affairs then, “Our information flow was slow, and everything was done manually. We cull out information from 201 files and it takes us more than 2 weeks to generate statistics.” There was no system in place. Access to data and information was laborious.

Upon learning that she has been invited to attend PAHRODF’s leadership program intervention, Laborte felt lucky because she saw it as an opportunity to learn new ideas and gain new knowledge. More importantly, she knew the program was meant to respond to their organisational needs.

The program further fuelled Laborte’s desire to come up with a REAP that will address the information system gaps of the HRMD. She was further encouraged because she knew that the REAPs expected of the participants should address organizational needs, which she took to mean as an immediate answer to challenges being faced by the HRMD.

### Addressing the problem

The problem was glaring and the gap was wide. She states, “As part of the leadership training for the Central Office, our REAP was focused on coming up with a Human Resource Information

System (HRIS).” She explains that an HRIS will allow them to generate information quickly, possibly even in real time. In addition, the statistics they will generate will be reliable.

There were three interventions for DILG participated by Laborte: one on leadership development, another on internal communication, and a final one on HRMD planning. She chose to prioritise the HRIS for her REAP because it is the most relevant for her unit. She nevertheless acknowledges that she has also learned a lot from the other interventions.

Though her REAP had already been completed and the HRIS is running and being used in the Central Office, Laborte and her group are still awaiting the formal launching of the HRIS. A nationwide implementation of HRIS is in the works. Presently, they are looking for equipment and the additional technical personnel to successfully roll out the HRIS to the DILG Regional Offices. They have always wanted a system like HRIS at the Central Office because they have the repository of all personnel records. Tina boasts that after HRIS was installed, information generation became faster and results became more reliable. She emphasises, “With the rollout of the HRIS system, we can connect all our regional offices to one database. We will be more organized.”

### **REAP and non-REAP contributions**

The benefits of the leadership program was not limited to the REAP. Ms. Laborte explains that because of the intervention, she gained self-confidence, learned to become a team player, and acquired problem-solving skills.

Implementation of the HRIS faced challenges in the initial stages. For one Laborte had limited computer programming knowledge. Even if she conceptualised the system, she still needed a

programmer to take on the task of translating the design into a computer-based HRIS.

Another major challenge was securing funding for the project. She cites, “We needed support from top management because of the funds required for implementation.” Fortunately, their Assistant Secretary provided the project with executive sponsorship. Even after completion, Laborte still anticipates challenges that may confront the project such as possible resistance from the employees. To this day, she remains confident that the employees will recognise the value of HRIS and will eventually support and use it.

Full of praises for PAHRODF, Laborte hopes that the Facility will continue to assist DILG. As she puts it, “We hope PAHRODF does not stop supporting us with additional HR interventions after 2015.” She cites that the Facility’s response to all of DILG’s needs and their eagerness to help facilitated the Partnership.

Laborte also acknowledges the Learning Service Providers as contributors to the success of the program, as they provided the skills and lessons that the participants needed to perform better. Lastly, she attests that they were able to hurdle the challenges they faced in implementing the REAP because of the support given to them by their superiors and the DILG management.

*Tina Laborte of the Human Resource Management Division (HRMD) of DILG was among the participants for the HR/OD Intervention on Leadership Development program for DILG central office personnel.*