

Shaping Change in DBM *through* Competency-Based Hiring

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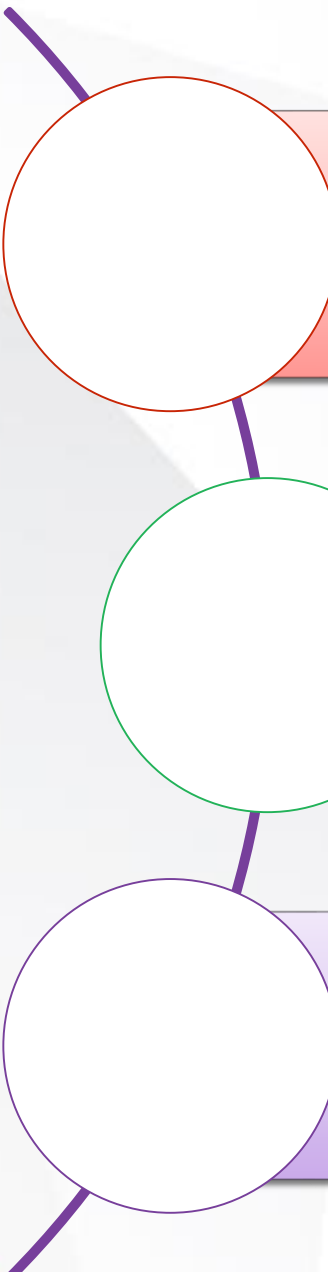
Director IV

Department of Budget and Management



OVERVIEW

Recruitment, Selection and Placement System as a tool in DBM's Journey to Competency-Based Hiring



“Human Resources isn’t a thing we do. It’s the thing that runs our business.”

– **Steve Wynn**, *Wynn Las Vegas*

“You can have the best strategy and the best building in the world, but if you don’t have the hearts and minds of the people who work with you, none of it comes to life.”

– **Renee West**, *Luxor and Excalibur Hotel*

“I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not on strategies.”

– **Lawrence Bossidy**, *GE*

DBM – PAHRODF Partnership



PFM Certification Program (BITS)



Strategic Performance Management System



Competency-Based Learning and Development System



Competency-Based Recruitment, Selection, Placement and Induction System

Australia Awards Scholarships (15+3*)

DBM – PAHRODF Partnership

Intervention

Australia Awards Scholarships

- 4 Public Financial Management
- 3 Public Policy/ Administration
- 6 HRM/ HRD
- 3 allocations for January 2017 intake
- 3 allocations for June 2017 Intake
- 3 additional allocations slated for January 2018 Intake

Attendance to Short Term Training

- Diploma Course on Organization Development
- OD Conversation Series
- 7 Habits of Highly Effective People



PRIME-HRM ASSESSMENT

ASSESSMENT RESULTS

AGENCY:		REGION		DATE OF ASSESSMENT					
Department of Budget and Management		NCR		October 23-24 and 28, 2014					
SUMMARY OF ASSESSMENT RESULTS									
PRIME HRM Core Areas		Level 1		Level 2		Level 3		Level 4	
<i>Click the Corresponding HRM Modules to go to sections</i>		Assessment Rating		Assessment Rating		Assessment Rating		Assessment Rating	
Section 1 - RECRUITMENT, SELECTION AND PLACEMENT		Rating	78%	Rating	29%	Rating	2%	Rating	0%
System Assessment		69%		19%		6%		0%	
Competencies Assessment		82%		41%		0%		0%	
Practices Assessment		100%		0%		0%		0%	
Section 2 - PERFORMANCE MANAGEMENT		Rating	75%	Rating	17%	Rating	16%	Rating	13%
System Assessment		100%		28%		14%		8%	
Competencies Assessment		50%		22%		9%		0%	
Practices Assessment		100%		0%		25%		25%	
Section 3 - HRD (Learning & Development)		Rating	65%	Rating	7%	Rating	0%	Rating	0%
System Assessment		95%		0%		0%		0%	
Competencies Assessment		64%		14%		0%		0%	
Practices Assessment		0%		7%		0%		0%	
Section 4 - REWARDS AND RECOGNITION		Rating	65%	Rating	35%	Rating	9%	Rating	0%
System Assessment		70%		50%		10%		0%	
Competencies Assessment		67%		30%		0%		0%	
Practices Assessment		50%		25%		17%		0%	
OVERALL ASSESSMENT RATING		71%		22%		7%		3%	
CURRENT MATURITY LEVEL		LEVEL		MATURITY LEVEL TO BE ACHIEVED		LEVEL		1	

Competency Based Profiling and Enhancing Recruitment, Selection, Placement and Induction System for DBM

- Enhanced Competency-based Recruitment, Selection, Placement and Induction (RSPI) System Manual.
- Competency profiles of thirty (30) selected DBM positions,
- Revised job descriptions with the competency requirement and qualifications standards of the positions; and
- Change Management Plan to ensure smooth implementation of DBM's enhanced RSPI.

DBM'S JOURNEY TO COMPETENCY-BASED HIRING



Challenge: How to implement the transition from traditional HR systems to strategic competency-based HR

DBM'S JOURNEY TO COMPETENCY-BASED HIRING



DBM'S JOURNEY TO COMPETENCY-BASED HIRING

Lack of buy-in

Insufficient involvement

Poor or unclear accountabilities

Inadequate skills

Unsustainable initiatives

Traditional mindset

DBM'S JOURNEY TO COMPETENCY-BASED HIRING

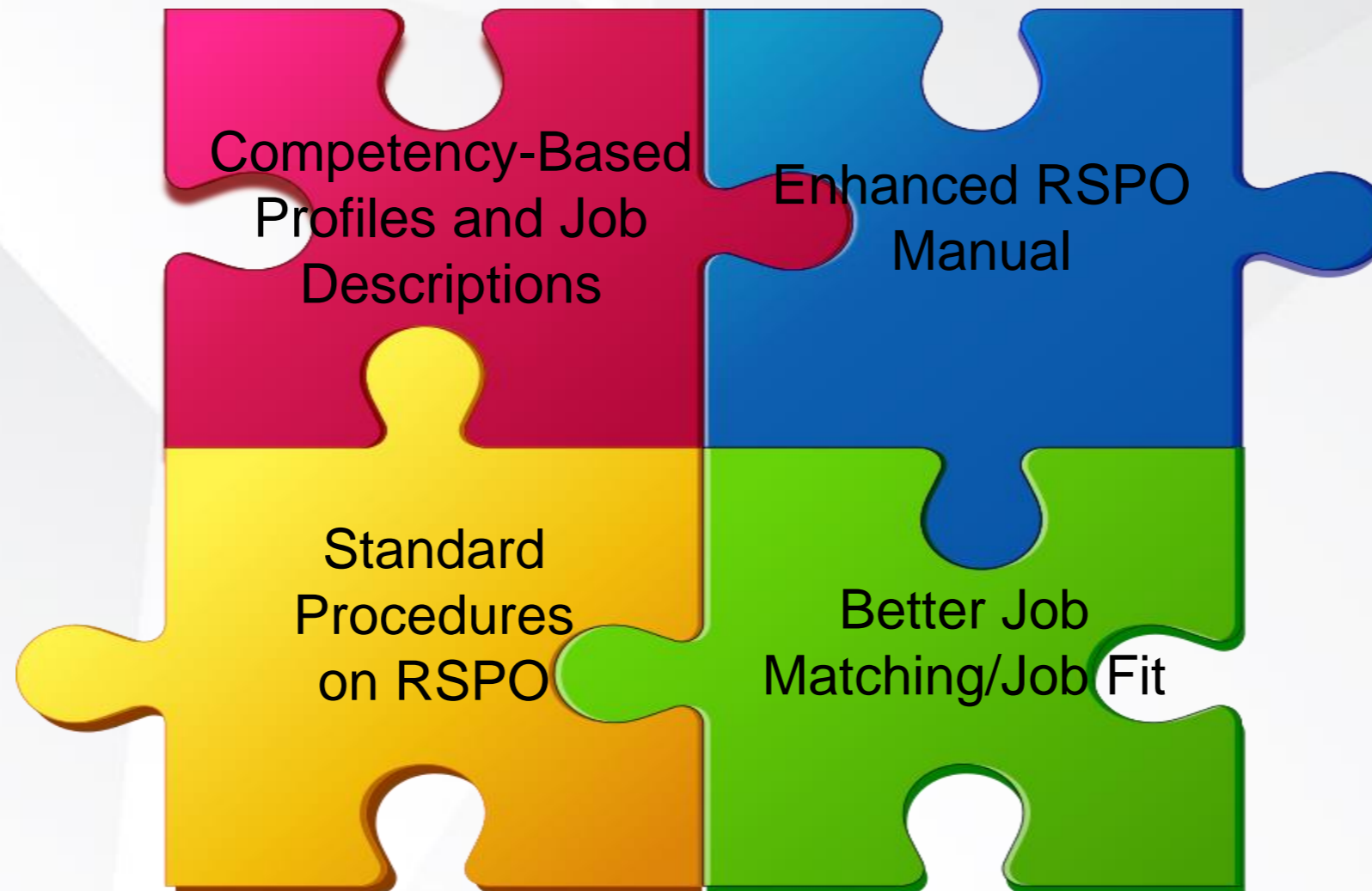
Managing the Transition

Building Capability and Training

- Introduction to Strategic HR Systems
- Competency-Based Profiling and Modelling
- Behavioral Event Interviewing



THE DBM SHAPED BY COMPETENCY-BASED HIRING



Sample Line-Up for 1st and 2nd Level Hiring

Pre-Competency-Based Hiring

Applicant	Qualification Standards				Exam Results	Personnel Selection Board (PSB) Decision
	Education	Training	Experience	Eligibility		

Competency-Based Hiring

Applicant	Qualification Standards				Behavioral Event Interview Results	Competency Assessment Exam Results	Competency-Based Selection by the PSB
	Education	Training	Experience	Eligibility			

Sample Line-Up for 3rd Level Hiring

Pre-Competency-Based Hiring

Applicant	Qualification Standards				Performance Appraisal	Interview and Exam Results	Personnel Selection Board (PSB) Decision
	Education	Training	Experience	Eligibility			

Competency-Based Hiring

Applicant	Qualification Standards				Managerial/ Executive Competence	Academic and Non-Academic Preparation	Outstanding Accomplishment	Job Performance	Psychological Attributes	Competency-Based Selection by the PSB
	Education	Training	Experience	Eligibility						

Attrition Rate (2016)

Hiring Rate

Office	Status of Employment								Total
	Permanent	Coterminous	Temporary	Secondment	Substitute	CT-Contractual	Contractual	COS/JO	
CO	56	33	1	0	0	6	8	0	104
RO	36	0	0	0	0	0	8	0	44
Total	92	33	1	0	0	6	16	0	148

No. of vacant positions as of January 1, 2016: [249](#)

Hiring Rate: [59%](#)

Turnover Rate

Office	Status of Employment								Total
	Permanent	Coterminous	Temporary	Secondment	Substitute	CT-Contractual	Contractual	COS/JO	
CO	32	52	2	0	0	0	9	0	95
RO	14	0	0	0	0	0	2	0	16
Total	46	52	2	0	0	0	11	0	111

No. of filled positions as of December 31, 2016: [839](#)

Turnover Rate: [13%](#)

Sample Employee Feedback

"Mabuhay po kayong lahat sa HR!"

Zei Hufano, CPMS

"Salamant, HR at buong AS!"

Joyce Quendangan-Accad, OPCCB

"Thank you very much, DBM family!"

Reynaldo L. Moreno, OUGAD

"3 life lessons you can learn from Tae Bo: how to be tough, the importance of consistency, and self-discipline."

Queen D. Dagahuya, DBM-NCR

As we believe that DBM is shaped and defined by its people. We invest in having the best people there are – people who do not only meet the Qualification Standards set by the Civil Service Commission but more importantly, possess the competencies determined necessary in the delivery of DBM’s functions and other performance commitments.