



PAHRODF
PHILIPPINES AUSTRALIA
HUMAN RESOURCE AND
ORGANISATIONAL DEVELOPMENT
FACILITY



PRIME
HRM

GUIDEBOOK



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FOREWORD

What do we really mean when we say “excellence”?
Is it a goal or a destination? Is it the peak of one’s
life or career?



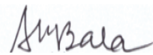
In his 1987 book, *Thriving on Chaos*, business management expert Tom Peters offers a realistic take on the meaning of excellence. He said, “Excellent companies don’t believe in excellence - only in constant improvement and constant change.” The most successful companies are focused less on being the best and maintaining a lead over their competitors, rather, they endeavor to continually do better and adapt with the constantly evolving environment in which they operate.

Building a culture of excellence, therefore, means building a culture of openness to change and of continuous improvement. This is the principle that guides the Civil Service Commission (CSC) as it actively promotes the Program to Institutionalize Meritocracy and Excellence in Human Resource Management or PRIME-HRM.

If there is one word that can summarize the aspirations of the CSC through PRIME-HRM, that would be transformation. This program is all about transforming agencies in the way they understand and practice HR, and ultimately, transforming the quality of the Philippine bureaucracy and the service it delivers to the public.

PRIME-HRM Assessors and Assistors undeniably play a significant role in achieving this critical transformation. I hope that by publishing this book, the Commission is able to provide them the necessary guidance and support they need to effectively perform their tasks. Through this book, we also aim to standardize the implementation of PRIME-HRM across the regions so that we can maintain the integrity of our assessment, assistance, and award processes.

I count on the support of the entire CSC workforce in building a culture of continuous improvement in the bureaucracy through PRIME-HRM. Let us not falter or waver as we do our part in improving governance and public service delivery.



Alicia dela Rosa-Bala

Chairperson

ACKNOWLEDGEMENTS

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We would also like to acknowledge the contribution of our valued partners:

The Commission for its unwavering support and leadership towards the attainment of the PRIME-HRM objectives;

The CSC Regional Directors for their support of PRIME-HRM and valuable inputs in the program's processes and guidelines;

The CSC Field Directors and the **Policies and Standards Evaluation Division (PSED)** for their significant contributions to the Assess and Assist process flows;

The leadership and staff of the following offices for their participation in the development of the program's processes and guidelines:

- **Civil Service Institute (CSI)**
- **Integrated Records Management Office (IRMO)**
- **Office for Financial and Assets Management (OFAM)**
- **Office for Human Resource Management and Development (OHRMD)**
- **Office for Strategy Management (OSM)**
- **Public Assistance and Information Office (PAIO)**

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"Excellence is not an act, but a habit." - Aristotle





PART ONE

**PRIME-HRM:
AN OVERVIEW**

WHAT IS PRIME-HRM?

PRIME-HRM stands for “Program to Institutionalize Meritocracy and Excellence in Human Resource Management.”

It aims to elevate public sector human resource management to a level of excellence through the assessment, assistance, and awarding processes of HRM Systems, Practices, and Competencies using HRM maturity level indicators that are at par with global HRM standards.

The program also aims to:

- ▶ inspire agencies to transform their HRM systems to support the agency mandate;
- ▶ empower agencies in the performance of human resource management functions;
- ▶ promote and reward excellent human resource management practices;
- ▶ serve as a venue for the exchange and development of expertise in the area of human resource management between and among government agencies, and
- ▶ serve as a search mechanism for the best practices in human resource management.

RATIONALE FOR PRIME-HRM

The Civil Service Commission, being the central human resource agency of the Philippine government, is mandated by the Constitution to establish a career service and adopt measures to promote morale, efficiency, integrity, responsiveness, progressiveness, and courtesy in civil service. It shall strengthen the merit and rewards system, integrate all human resource development programs for all levels and ranks, and institutionalize a management climate conducive to public accountability.

In 1991, the Commission launched the CSC Agency Accreditation Program (CSCAAP) and further enhanced it by introducing assistance and monitoring systems through the Personnel Management Assessment and Assistance Program (PMAAP) in 2004.

In pursuit of the CSC's vision to be the Center of Excellence for Strategic HR and OD and in line with CSC's Roadmap Strategic Priority II (Exemplifying Integrity and Excellence in Public Service), CSC saw a compelling need to enhance the CSCAAP and PMAAP.

Thus, in 2012, the CSC implemented the Program to Institutionalize Meritocracy and Excellence in Human Resource Management or PRIME-HRM.

PRIME-HRM is a program that integrates and enhances the CSCAAP and the PMAAP. It is a program to assess, assist, and award HRM excellence using global HR standards. It supports the attainment of the Commission's vision of becoming Asia's Center of Excellence for Strategic HR and OD by 2030.

In line with this mandate and to serve as a model for all public institutions, standards were developed to serve as guide in the PRIME-HRM assessment, assistance and award processes.



SCOPE OF PRIME-HRM

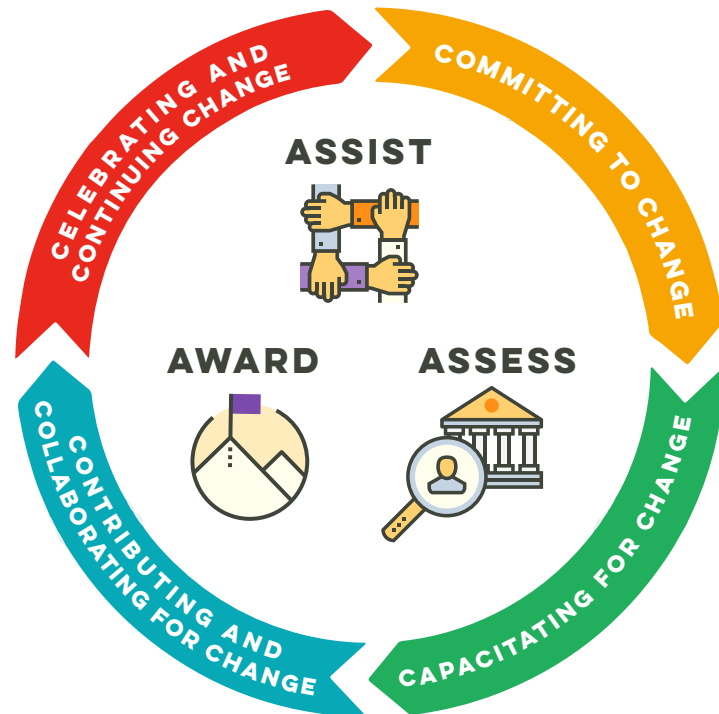
The program covers all government offices – National Government Agencies (NGAs), Local Government Units (LGUs), Government-Owned or Controlled Corporations (GOCCs), State Universities and Colleges (SUCs), as well as the regional offices of agencies with Human Resource Management offices/units. These offices will be referred to herein as an “Agency”. PRIME-HRM involves all Human Resource Management Officers (HRMOs), heads of agencies, supervisors, and rank-and-file employees.

THE PRIME-HRM AS A CHANGE MANAGEMENT INITIATIVE

The PRIME-HRM is a developmental intervention and an initiative that will steer the transformation of a government agency towards the fulfillment of its mandate.

To effectively and efficiently manage the necessary changes in policies, processes, and structures within the government agency, the CSC's Change Management framework called the "4Cs of Change" (Committing to Change, Capacitating for Change, Contributing and Collaborating for Change, and Celebrating and Continuing Change) is integrated in the Assess, Assistance, and Awards stages of the program.

The Assessment Team, the Assistors and the Agency use the 4 Cs of Change as their guiding principle as they journey with the PRIME-HRM:



The Assessment Team facilitates the HRM change journey of an agency through the administration of the Self-Assessment Tool which is intended to help the agency recognize the HRM gaps.

Both the agency and the Assistor develop the Action and the Assist Plans, respectively, to address the identified gaps in core HRM Systems and Competencies (see page 57 for the creation of the Action and Assist Plans).

In the Assist phase, the Assistor, as Process Consultant, guides the Agency in determining the change management strategies (e.g. links the Agency with the Subject Matter Experts) or intervention for the implementation of the Action Plan.

The Assistor links with Subject Matter Experts/ Specialist (SMS) to address the HRM gaps that were identified in the assessment report.

The Assistor conducts Process Consulting with the Agency on the approach, methods, and value of interventions. The Assistor also helps the agency go through the change processes and deal with challenges in human resource management as they arise. It is important that the agency owns the Action Plan/s and commits to its full implementation throughout the Assist Process.

In the Award phase, the agency is recognized for the maturity indicators in any one of the core HRM systems. An award for Bronze, Silver, Gold or Center of Excellence, or Seal of HR Excellence is also conferred for meeting sets of higher maturity level indicators.

The Assistor continuously provides assistance and the agency continuously aims to achieve higher levels of maturity standard.

“Setting high standards makes every day and every decade worth looking forward to.”

-GREG ANDERSON

PRIME-HRM GLOBAL HR STANDARDS:

THE FOUR CORE HRM SYSTEMS & MATURITY LEVELS

Under PRIME-HRM, the assessment, assistance, and awarding processes are envisioned to be more strategic, as it shifts from merely monitoring agencies' compliance with regulations and guidelines, to developing globally accepted HRM maturity level indicators/standards. These indicators/standards will be used in providing interventions, identifying best practices, and recognizing agencies that excel in formulating and implementing strategic HRM programs, practices, and standards.

Maturity level indicators serve as a yardstick for assessing, assisting, awarding, and celebrating HRM excellence in order to create a positive impact on public service delivery and citizen satisfaction.

THE PRIME-HRM MATURITY LEVELS/ INDICATORS MODEL

PRIME-HRM utilizes a maturity levels/indicators model showing progressive levels with indicators per level for each core HRM system.

- § A set of structured levels that describe how well the behaviors, practices, and processes of an organization can reliably and sustainably produce desired outcomes.
- § “Maturity” relates to the degree of formality and the optimization of processes, from ad hoc practices, and formally defined steps, to managed result metrics, and the active optimization of processes.
- § An assessment tool to assist HR professionals in analyzing the health of an agency’s HRM systems and in determining the corrective actions that should be taken.

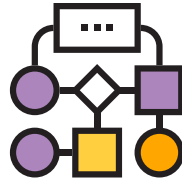
Identifying maturity levels results in better planning and implementing specific functions of HRM systems. This leads to higher employee and agency performance. It also helps agencies map out their journey towards achieving targeted maturity levels that will eventually result in organizational transformation. These indicators provide the basis for interventions and serve as a means to identify an agency’s current and target maturity levels.

THE PRIME-HRM MATURITY LEVELS FOR THE FOUR CORE HRM SYSTEMS ARE AS FOLLOWS:



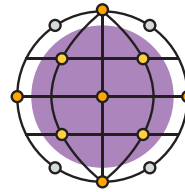
Maturity Level 1: TRANSACTIONAL HRM

- a. Processes are compliant with CSC and other relevant authorities regulations and guidelines
- b. Some processes are characterized by projects and are often reactive
- c. Often produces services and outputs that work but frequently exceed prescribed timelines
- d. Success depends on competence of people, and not by using proven processes



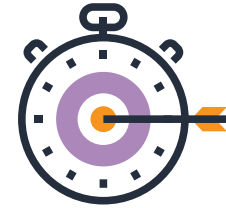
Maturity Level 2: PROCESS- DEFINED HRM

- a. Processes are attuned to the Agency's requirements
- b. Programs are performed and managed according to documented processes
- c. Some processes are proactively managed through the use of automated systems, but the integration of data is not fully in place



Maturity Level 3: INTEGRATED HRM

- a. Quantitative objectives are used to measure the quality and performance of process for continuous improvement
- b. HR partners with the Agency leadership to drive HR systems in order to support the agency's business needs
- c. Quality and process performance measures are used to support data-driven decision-making
- d. Has developed an HR Management Toolkit



Maturity Level 4: STRATEGIC HRM

- a. Focuses on continually improving process performance through both incremental and innovative improvements
- b. Has quantitative process improvement objectives which are regularly updated to reflect changes in Agency objectives; used to manage process improvements
- c. HR helps to drive agency business decision on people, data, and insight
- d. HR strategy is part of Agency strategy

Identifying maturity level by the agency results in better planning and implementation of specific functions of HRM systems leading to higher employee and organizational performance. Meeting a set of indicators per level shall be the basis of the Commission in granting the corresponding recognition or award. On the other hand, any gap identified by the agency and the assessors shall be the basis of assistance to agencies to be provided by the CSC assistors.

COMPETENCY PROFICIENCY LEVELS



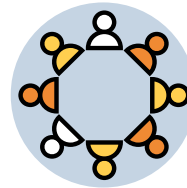
Level 1 Basic

Understand basic principles; can perform task with assistance or direction



Level 2 Intermediate

Performs routine tasks with reliable results; works with minimal supervision



Level 3 Advanced

Performs complex and multiple tasks; can coach or teach others



Level 4 Superior

Considered an expert; can teach and lead others.

THE 4 CORE HRM SYSTEMS



RECRUITMENT,
SELECTION,
AND PLACEMENT



LEARNING AND
DEVELOPMENT



PERFORMANCE
MANAGEMENT



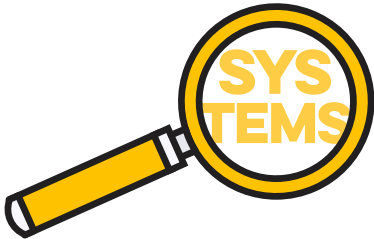
REWARDS AND
RECOGNITION

These core HRM systems are considered the heart of PRIME-HRM because they cover all the essential people requirements of Attraction, Engagement, Performance, Motivation, and Retention of any organization.

The Assess phase will enable agencies to see their HRM system's strengths and opportunities for improvement through the help of the CSC Assessors and/or CSC Accredited External Assessors.

PRIME-HRM LENSES

The agency is assessed using three (3) lenses, namely: Systems, Practices, and Competencies.



Under the systems lens, the assessor evaluates the indicators pertaining to policies, processes, procedures, tools, and systems that govern an agency's human resource management.

The assessor looks into the existence of documentation, e.g. files that support the HRM system, policies, and procedures.
The systems assessment is the "show me" part of the assessment.



The practices lens is used to determine the actual implementation of the HRM systems.

This is the "tell me" part of the assessment wherein the assessor conducts interviews with the HRM Officer and other members of the organization to find out their level of understanding and engagement in the 4 core HRM systems.



Under the competencies lens, the assessor determines the capabilities of the HRM Office using the proficiency level indicators.

PRIME-HRM PILLARS



RECRUITMENT, SELECTION & PLACEMENT

- Governance
- Talent Planning
- Talent Sourcing
- Talent Selection and Placement



LEARNING & DEVELOPMENT

- Governance
- Planning and Monitoring and Evaluation
- Execution



PERFORMANCE MANAGEMENT

- Governance
- Performance Planning and Commitment
- Performance Monitoring and Coaching
- Performance Review and Evaluation
- Development Planning



REWARDS & RECOGNITION

- Governance
- Planning
- Execution



A. RECRUITMENT, SELECTION, AND PLACEMENT

1. GOVERNANCE

- Overall structure and processes for setting policies, establishing Recruitment, Selection, and Placement system and budget, and overseeing management and effectiveness of Recruitment, Selection, and Placement function and its alignment to the Agency's vision and strategic direction.
- Defines responsibility centers and roles of key players.
- Identifies support mechanisms such as information management and system review.

Adapted from PRMDP Training Management System

2. TALENT PLANNING

- Processes for assessing and defining Agency's staffing demands, making provision for the movement of human resources into, within, and out of the organization so that people's competencies are effectively and efficiently utilized to achieve Agency's goals.

Adapted from D. Dubois and W. Rothwell, Competency-based HRM

3. TALENT SOURCING

- Processes and strategies for identifying and attracting as many qualified candidates for existing and anticipated vacancies.

Adapted from D. Dubois and W. Rothwell, Competency-based HRM

4. TALENT SELECTION & PLACEMENT

- Processes for evaluating and selecting most qualified candidates based on objective job-related criteria.
- Preparing new entrants to the Agency and roles to facilitate integration, performance, and promote retention.



B. LEARNING AND DEVELOPMENT

1. GOVERNANCE

- Overall structure and processes for setting policies, establishing Learning and Development system and budget, and overseeing management and effectiveness of Learning & Development function and its alignment to the Agency's vision and strategic direction.
- Defines responsibility centers and roles of key players.
- Identifies support mechanisms such as information management and system review.

Adapted from PRMDP Training Management System definition

2. PLANNING AND MONITORING & EVALUATION

- Hierarchy of planning processes that drive the Learning and Development function in the Agency.
- Establishes link between Learning and Development programs and activities and the Agency's goals and directions.
- Includes monitoring and evaluation framework for determining value and effectiveness of Learning and Development investments.

Adapted from PRMDP Training Management System definition

3. EXECUTION

- Processes to operationalise the elements of the Learning and Development cycle (from learning needs analysis to delivery).
- Defines guidelines and processes that facilitate integrated management of Learning and Development programs and activities.

Adapted from PRMDP Training Management System definition



C. PERFORMANCE MANAGEMENT

1. GOVERNANCE

- Overall structure and processes for setting policies, establishing Performance Management system and budget, and overseeing management and effectiveness of Performance Management function and its alignment to the Agency's vision and strategic direction.
- Defines responsibility centers and roles of key players.
- Identifies support mechanisms such as information management and system review.

2. PERFORMANCE PLANNING AND COMMITMENT

- Processes for determining and communicating performance measures/ targets and required competencies/ proficiency levels that will contribute to individual, team, and overall Agency performance.

3. PERFORMANCE MONITORING AND COACHING

- Processes and mechanisms for tracking individual and team performance, and facilitating achievement of targets through the conduct of performance feedback discussions and other forms of purposive conversations.

4. PERFORMANCE REVIEW AND EVALUATION

- Processes for evaluating performance of individuals and teams vis-à-vis targets at the end of the performance period, and identifying performance and competency gaps that need to be addressed.

5. DEVELOPMENT PLANNING

- Processes for using performance evaluation results in formulating development plans to build and/or enhance competencies of individuals and teams for optimum performance.



D. REWARDS AND RECOGNITION

1. GOVERNANCE

- Overall structure and processes for setting policies, establishing Rewards and Recognition system and budget, and overseeing management and effectiveness of Rewards and Recognition function and its alignment to the Agency's vision and strategic direction.
- Defines responsibility centers and roles of key players.
- Identifies support mechanisms such as information management and system review.

2. PLANNING

- Processes for developing Rewards and Recognition plans and programs that promote individual and team motivation and performance to achieve Agency's strategic goals.

3. EXECUTION

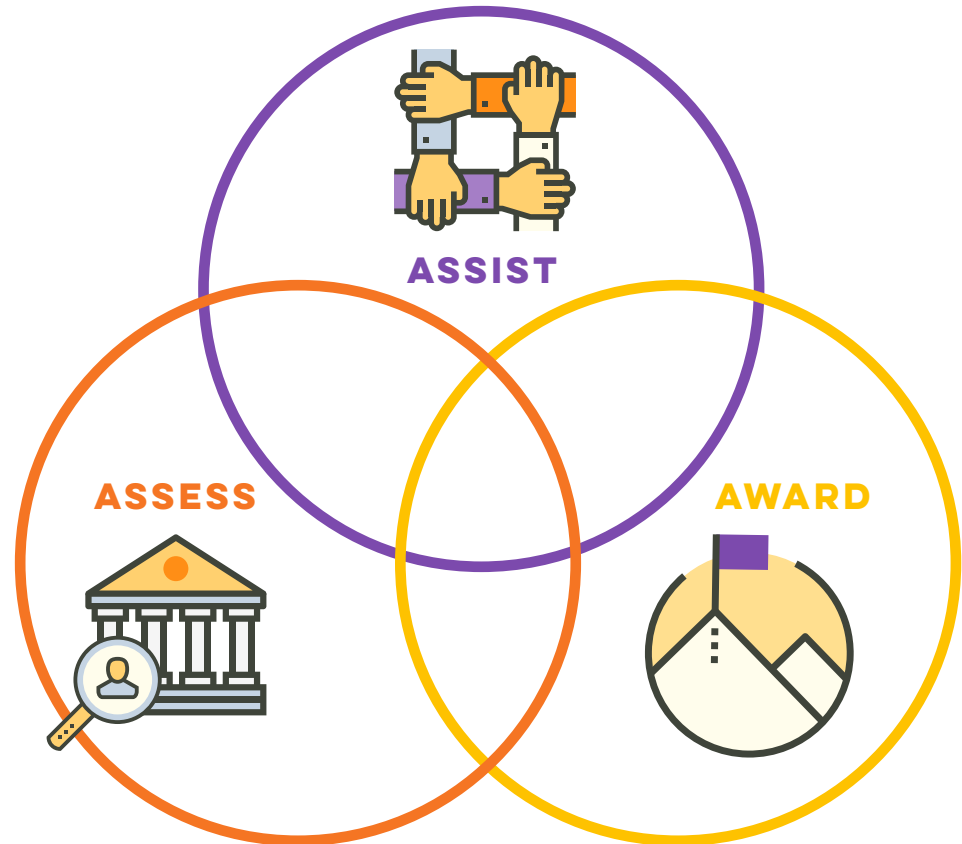
- Processes for screening nominees and selecting awardees based on their extraordinary achievements, contributions and performance that contribute to the attainment of Agency's strategic goals.

“Knowing is not enough, we must apply. Willing is not enough, we must do.”

- JOHANN WOLFGANG VON GOETHE

PRIME-HRM STAGES:

CSC performs these three stages for the agency:





ASSESS



SELF-ASSESSMENT



ON-SITE ASSESSMENT

Given global and local best practices, the new assessment system aims to help define the current reality of the Agency's core HRM systems. It informs the agencies of its strengths and opportunities for improvement and, having done this, provides direction for the improvement efforts.

Using the HRM maturity level indicators, agencies shall be subjected to the assessment of its Systems, Practices, and Competencies of the four core HRM systems, namely:

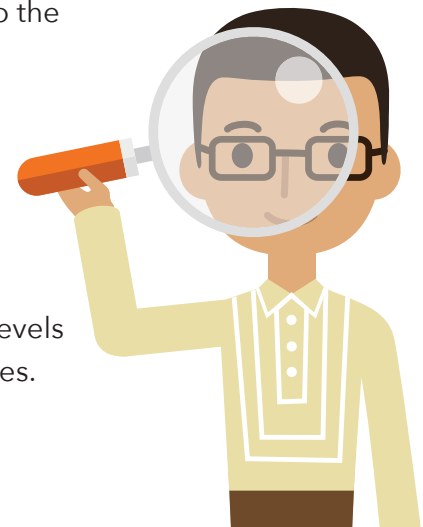
1. Recruitment, Selection, and Placement (RSP),
2. Learning and Development (L&D),
3. Performance Management (PM), and
4. Rewards and Recognition (R&R)

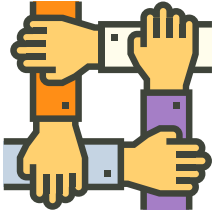
In the Self-Assessment Phase, only the Systems and Competencies lenses shall be used. In addition, the HR records management system and programs such as the Grievance Machinery, Health and Wellness Program, and Employee Welfare and Discipline shall be assessed to determine the agency's compliance with the Civil Service law, rules and regulations, and other pertinent guidelines.

In the Onsite Assessment Phase, the Practices lens shall be used, in addition to the Systems and Competencies lenses.

By recognizing organizational gaps in the areas of practices and systems, key agency stakeholders can then map out strategies that should result in the improvements in their HRM systems and practices.

HRM Offices are likewise direct beneficiaries of PRIME-HRM because its key objective is to build the competencies of the office. The current competency levels of HRM Offices will also be assessed to determine developmental opportunities.





ASSIST

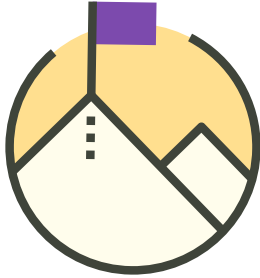
Agencies shall be assisted on the basis of the identified developmental opportunities from the Self-Assessment result. Apart from addressing these opportunities, the Agency shall be required to set a target maturity level. Together with the identified gaps/developmental areas, this target maturity level will be the basis of the agency's Action Plan.

During this stage, CSC Assistors will partner with important agency stakeholders - the Agency Head, HRM Office, and all key agency personnel to help develop strategies through Action Planning.

The Action Plan will map out steps on how to improve the agency's current HRM Systems, Practices, and Competencies. This, in turn, will be the basis of the Assist Plan of the CSC Assistors. A critical assist strategy of the CSC Assistor is to partner and network the agency with Subject Matter Experts that can help accomplish the agency's Action Plan.

In the Assist stage, the agency's Action Plan shall be monitored by the CSC Assistor.





AWARD

The PRIME-HRM Award System celebrates and recognizes excellence in human resource management systems, practices and competencies of government agencies in the 4 core HRM areas.

In committing to best HR processes/practices, an agency will be conferred with recognition or award depending on the maturity level they achieved in at least one or all core HRM systems, and may be given a certain degree of autonomy through accreditation and/or deregulation.

MATURITY LEVEL ACHIEVED	RECOGNITION FOR AT LEAST ONE CORE HRM SYSTEM	AWARD/S GIVEN FOR ALL CORE HRM SYSTEMS	STATUS OF AGENCY
Level 1: Transactional HRM	None	None	<p>REGULATED</p> <p>The agency has not fully demonstrated readiness in exercising delegated HR functions and needs to be subjected to regular monitoring/assistance by the Commission.</p>
Level 2: Process-Defined HRM	Certificate of Recognition	Bronze Award	<p>ACCREDITED</p> <p>The agency demonstrated readiness in exercising delegated HR functions. It can be given Level II accreditation status and enjoy certain privileges, e.g. the authority to take final action on appointments.</p>
Level 3: Integrated HRM	Certificate of Recognition	Silver Award	<p>DEREGULATED</p> <p>The agency has distinguished itself as “excellent” in all or some areas of human resource management and its core HRM Systems, Practices, and Competencies have been assessed as Maturity Level 3 (Integrated). On top of the authority to take final action on appointments, another incentive for deregulated agencies is the authority to establish and implement their own HR mechanisms without the Commission’s prior approval.</p>
Level 4: Strategic HRM	Center of HR Excellence	Gold Award/ Seal of HR Excellence	<p>DEREGULATED</p> <p>The agency has distinguished itself as “excellent” in all or at least one area of human resource management and its core HRM Systems, Practices, and Competencies have been assessed as Maturity Level 4 (Strategic).</p> <p>CENTER OF HR EXCELLENCE</p> <p>The agency has been certified and assessed under Maturity Level 3 in all core HRM systems and has achieved Maturity Level 4 in at least one (1) core HRM system. It shall be conferred a Center of HR Excellence award by the Commission.</p> <p>SEAL OF HR EXCELLENCE</p> <p>The agency has been certified and assessed under Maturity Level 4 (Strategic HRM) in ALL 4 CORE HRM Systems shall be conferred by the Commission with the highest recognition, the Seal of HR Excellence Award.</p>



“I alone cannot change the world, but I can cast a stone across the waters to create many ripples.”

- MOTHER TERESA

PRIME-HRM ACTORS & THEIR ROLES

CIVIL SERVICE COMMISSION

Each CSC member has a key role to play in PRIME-HRM. As change agents, they must “use a change management process to effectively and efficiently introduce changes in policies, processes and structures within the organization and among its stakeholders. This will facilitate the achievement of any organization’s vision and mission.”

(CSC Change Management Guidebook)

Using the 4 Cs of Change, CSC can help agencies transform their current HRM Systems, Practices, and Competencies in order to attain their agency’s mandate.

Successfully transforming the agencies’ HRM Systems, Practices, and Competencies play a very crucial role in achieving CSC’s vision of becoming Asia’s Center of Excellence for strategic HR and OD.

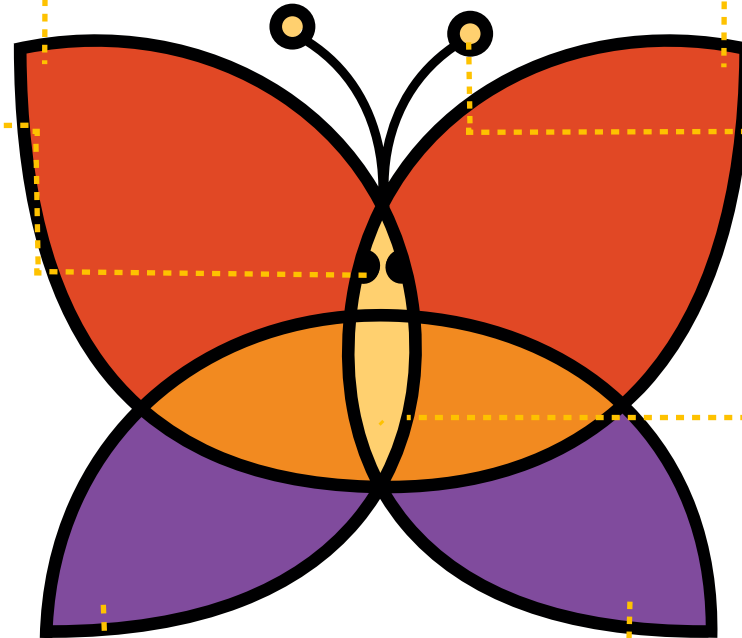
CSC members, as change agents, are represented as a Butterfly. This is the visual representation of their cohesiveness as a team, partnering with every *Lingkod Bayani* to transform the public sector’s HRM systems. This transformation is envisioned to provide more efficient and effective HRM systems that are responsive to the needs of our citizenry.

THE CSC CHANGE AGENTS

Forewings are the ASSISTORS who enable agencies to determine solutions

Antenna is the COMMISSION that promotes and supports the purpose of PRIME-HRM

Butterfly eye represents the ASSESSORS who play the role of a mirror/auditor



Hindwings are the people in CSC Central and Regional offices who work together to institutionalize PRIME-HRM

Body is HRPSO and Regional Directors who align everyone's efforts by reinforcing their involvement in PRIME-HRM

The role of each key PRIME-HRM stakeholder:

P

PROMOTE

COMMISSION

Promote the need to elevate the public sector's HRM to a level of excellence for good governance and the efficient and effective public service delivery.

We champion change.

R

REINFORCE

HRPSO & CSC REGIONAL DIRECTORS

Review and reinforce the work of our Mirrors, Enablers and institutional channels to ensure that these are aligned towards helping Agencies improve their HR systems and achieve their mandate.

We take care of quality assurance.

I

INSTITUTIONALIZE

CSC CENTRAL (OHRMD, OSM, OFAM, IRMO, PAIO, CSI) AND CSC REGIONAL DIRECTORS

Institutionalize systems, policies, and standards to help the Mirrors and Enablers aid agencies in developing and strengthening their HR systems to achieve their mandate.

We ensure that organizational members are provided with the key support systems & policies to help them accomplish their goals for PRIME-HRM.

M

MIRROR

ASSESSORS (PSED)

Mirror the current state of the Agency's HR systems

We help agencies recognize the gaps in their systems, as well as their strengths and opportunities for improvement in order to attain their agency's mandate.

E

ENABLE

ASSISTORS (CSC FIELD DIRECTORS)

Enable the Agency to determine solutions to address gaps identified.

We provide agencies with tools and advice on how to improve their HRM systems and link them with SMS/SMEs.

PUBLIC SECTOR AGENCIES

A similar stakeholder structure with the roles of the agency PRIME-HRM Team that can be found in CSC is described below. There are parallel roles between CSC and target agencies.

P

PROMOTE

AGENCY HEAD

THEY ARE THE PROMOTERS

Promote the need to elevate the public sector's HR to a level of excellence for good governance and for efficient and effective public service delivery.

They champion change.

R

REINFORCE

HRMO

THEY ARE THE REINFORCERS

Review and reinforce the work of their internal teams to ensure that these are aligned towards improving their HR systems and achieving their agency mandate.

They take care of quality assurance.

I

IMPLEMENT

HRMO AND HR COMMITTEES

THEY ARE THE IMPLEMENTORS

Implement improvement in systems, policies and standards to develop and strengthen their internal HR systems.

They ensure the availability of key support systems and collaborate and cooperate with relevant stakeholders to help accomplish their goals.

M

MOVE

MANAGERS

THEY ARE THE MOVERS

Move their teams towards change for the better.

They recognize the strengths and opportunities of their people and lead them towards transformation.

E

ENABLE

RANK & FILE

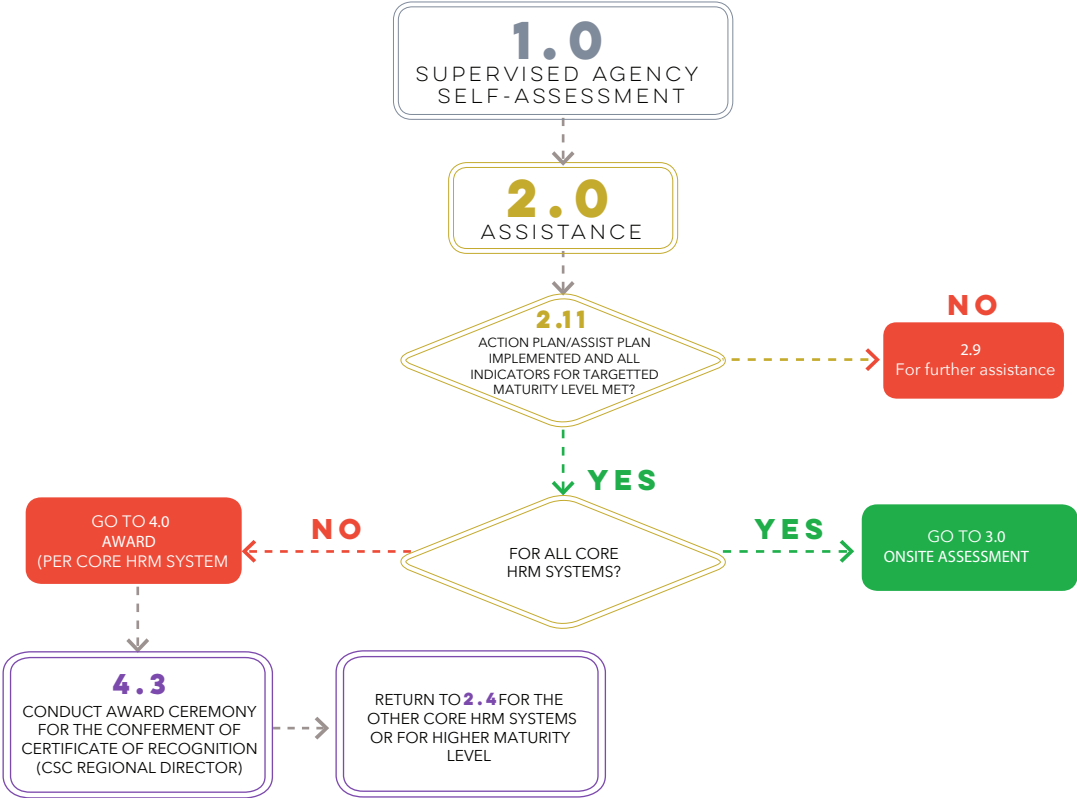
THEY ARE THE ENABLERS

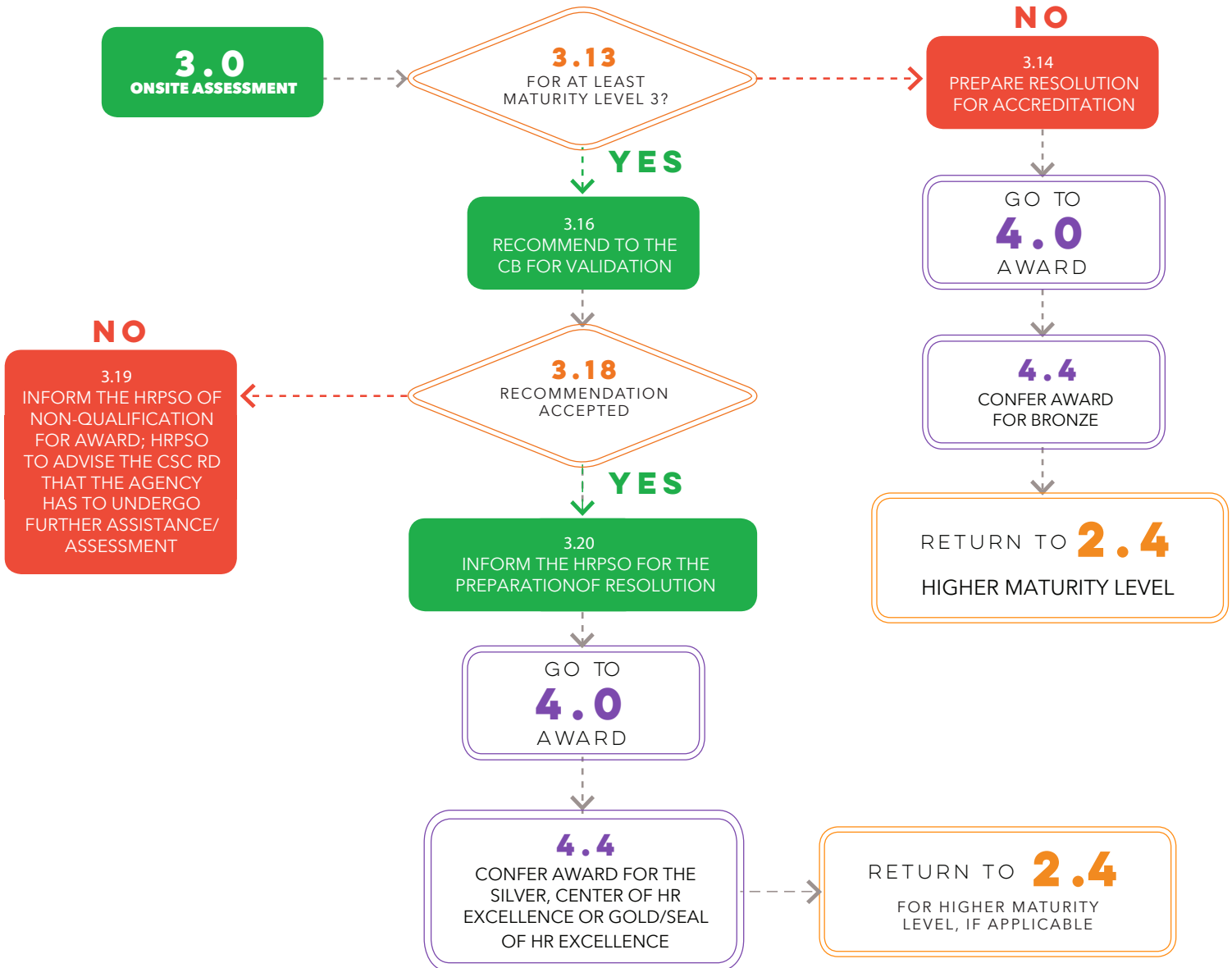
Embrace change and aspire for their own development

They work together to adopt the tools on improving their HRM systems.

PRIME-HRM INTEGRATED PROCESS FLOW

The PRIME-HRM process flow includes both integrated and detailed processes. The integrated process flow presents in brief the major processes of the PRIME-HRM from Assess to Assist to Award stages for easy reference. On the other hand, the detailed process flows provide a comprehensive step-by-step guide to Assessors and Assistors.







PART TWO

A STEP-BY-STEP GUIDE TO AGENCY SELF-ASSESSMENT



The beginning of the PRIME-HRM process flow is the self-assessment of agencies.

The Agency HRMO shall accomplish the self-assessment tool for PRIME-HRM to serve as baseline data for the current state of the Agency. The data shall also be used to determine the current HRM maturity level of the Agency.

The gaps identified based on the self-assessment results shall serve as basis for the assistance to be provided by the PRIME-HRM Assistor. The PRIME-HRM Assistor, together with the Agency HRMO, shall identify priority areas for assistance which they shall focus on for the next six to twelve months.



PERSON-IN-CHARGE

INPUT (DOCUMENT REQUIRED)

ACTIVITY

CSC REGIONAL DIRECTOR

ä NOTICE OF AGENCY SELF-ASSESSMENT (ASSESS ANNEX NO. 2a)

1.1
NOTIFY THE AGENCY HEAD AND HRMO ON THE CONDUCT OF AGENCY SELF-ASSESSMENT

PRIME-HRM ASSESSOR
(Assisted by the ASSISTOR)

ä ACKNOWLEDGEMENT OF THE NOTICE OF ASSESSMENT FROM THE AGENCY
ä POWER POINT PRESENTATION (ASSESS ANNEX NO. 3)

1.2
CONDUCT ORIENTATION TO AGENCY HRMO ON PRIME-HRM AND AGENCY SELF-ASSESSMENT PROCESS

PRIME-HRM ASSESSOR
(Assisted by the ASSISTOR)

ä AGENCY SELF-ASSESSMENT TOOL (ASSESS ANNEX NO. 1)

1.3
CONDUCT SUPERVISED AGENCY SELF-ASSESSMENT

2.0
ASSIST STAGE

OUTPUT

TIMEFRAME

DETAILS

- ä ASSESSMENT NOTICE SENT TO THE AGENCY
- ä ACKNOWLEDGEMENT OF THE NOTICE OF ASSESSMENT FROM THE AGENCY

5 DAYS PRIOR TO AGENCY SELF-ASSESSMENT

- G The assessment notice should include the schedule of self-assessment and list of attendees/participants .

- ä PRESENTED POWER POINT ON PRIME-HRM AND ASSESSMENT PROCESS
- ä DOCUMENTED FAQs

2 TO 3 HOURS
(ON THE DAY OF AGENCY SELF-ASSESSMENT)

- G Assistor shall take note of Frequently Asked Questions (FAQs) during the conduct of orientation.

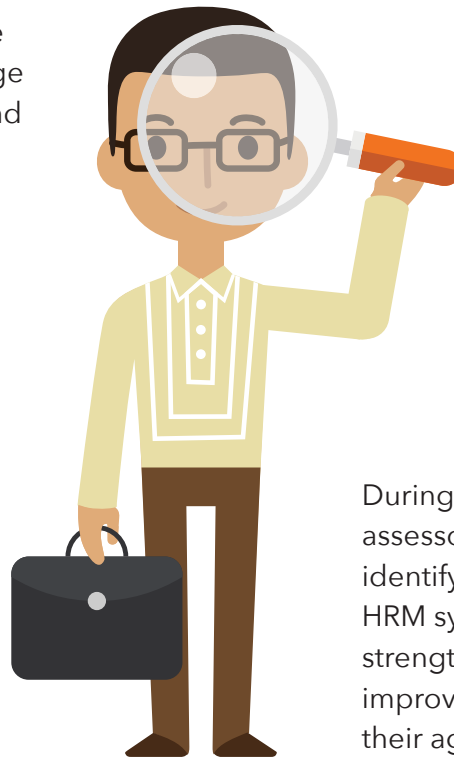
- ä ACCOMPLISHED AGENCY SELF-ASSESSMENT TOOL (ASSESS ANNEX NO. 1)
- ä DOCUMENTED FAQs

2 TO 3 HOURS
(ON THE DAY OF AGENCY SELF-ASSESSMENT PROPER)

- G The Agency Self-Assessment Tool shall be accomplished by the HRMO.
- G The Assistor shall take note of Frequently Asked Questions (FAQs) during the conduct of orientation.
- G Note: Succeeding agency self-assessments may be conducted by the Agency HRMO, provided that the PRIME-HRM Assessor has fully explained the maturity indicators of each core HRM system to the Agency HRMO during the initial supervised agency self-assessment.

1.0 AGENCY SELF-ASSESSMENT

The PRIME-HRM Assessor (PSED Staff) is the key player during this stage. The assessor who is one of the CSC Change Agents represents the butterfly eye and therefore serves as the mirror (mirrors the current state of the Agency's HRM System) and auditor.



During the self-assessment, the assessor helps the agencies identify the gaps in their HRM systems including their strengths and opportunities for improvement to be able to attain their agency's mandate.

The following are the Step-by-Step Guide to the conduct of Agency Self-assessment:

1.1 The CSC Regional Director shall notify the Head of the Agency and the HRMO on the conduct of Agency Self-Assessment.

The Assessment Notice should include the schedule of self-assessment and the list of attendees and participants.

The Notice should be given five (5) days prior to the conduct of agency self-assessment.

1.2 When the Agency acknowledges the Notice and agrees to the conduct of self-assessment, the PRIME-HRM Assessor, with the assistance of the Assistor, shall conduct the orientation to the Agency HRMO on PRIME-HRM and agency self-assessment process.

The orientation may be conducted two (2) to three (3) hours right before the conduct of the self-assessment. During the conduct of the orientation, the Assistor shall already take note of the Frequently Asked Questions (FAQs).

1.3 After the Orientation, the PRIME-HRM Assessor, with the assistance of the Assistor, shall conduct the initial supervised agency self-assessment using the Agency Self-Assessment Tool. The result of the Self-assessment shall be used as basis for the next phase, which is the Assist Stage.

Note: Succeeding agency self-assessments may be conducted by the Agency HRMO, provided that the PRIME-HRM Assessor has fully explained the maturity indicators of each core HRM system to the Agency HRMO during the initial supervised agency self-assessment.

"Everyone needs help from everyone." - Bertolt Brecht





PART THREE

A STEP-BY-STEP GUIDE TO PRIME-HRM ASSISTANCE



In the PRIME-HRM ASSIST STAGE, CSC provides agencies with opportunities to access customized technical assistance and development interventions according to the agency's needs and priorities.

The Assist Stage is a vital part in the Agency's journey in moving from one maturity level to another in order to transform their HRM systems. It provides agencies that do not meet specific maturity levels with tools and advice on how to improve their current HRM Systems, Practices and Competencies.

"Remember this. Hold on to this. This is the only perfection there is, the perfection of helping others. This is the only thing we can do that has any lasting meaning. This is why we're here." - ANDRE AGASSI

THE PRIME-HRM ASSISTORS

The PRIME-HRM Assistor (CSC Field Directors) will serve as change agents and process consultants to the agencies being assisted. As such, the PRIME-HRM Assistors will have to be adept at active listening, facilitation, coaching, process observing, influencing, partnering and networking. It is likewise crucial for assistors to have agency acumen, basic HRM Knowledge and knowledge on change management.

ROLES &
COMPETENCIES OF
CSC
PRIME-HRM
ASSISTORS



As Assistor,
your task is to create a
relationship with the client that
allows the client to PERCEIVE,
UNDERSTAND, and ACT on the
process events that occur in the client's
internal and external environment.
This aims to IMPROVE THE SITUATION
as DEFINED BY THE CLIENT.
**You are there to assist the
team in developing their
Action Plan.**



The PSED and accredited Subject Matter Specialists shall conduct on-site assessment for the 4 core HRM systems. They shall identify the strengths and gaps of the agency by looking into the Systems, Practices, and Competencies lenses. Based on the results of the assessment, the CSC Assistor shall facilitate Action Planning of the agency and formulate the Assist Plan. The CSC Assistor should demonstrate the competencies as illustrated above.

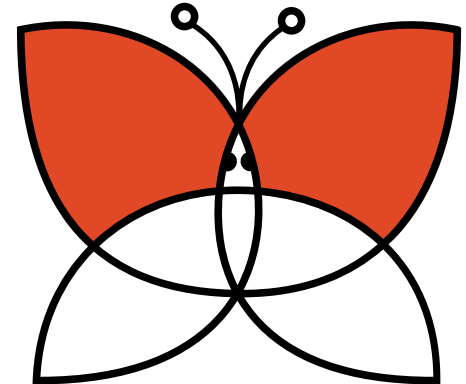
"A winning effort begins with preparation."

- JOE GIBBS

THE PRIME-HRM ASSIST PROCESS

The PRIME-HRM Assistor (CSC Field Directors) is the key player in the Assist Stage. Just like the Assessor, the Assistor is also one of the CSC Change Agents.

In the butterfly diagram, the Assistor is the forewing, who enables the agencies to determine possible solutions to identified gaps.



INPUT (DOCUMENT REQUIRED)

ACTIVITY

OUTPUT

- AGENCY UPDATES AND AGENCY PROFILE
- ACCOMPLISHED AGENCY SELF-ASSESSMENT TOOL (ASSESS ANNEX NO. 1)



2.1
REVIEW AND VALIDATE AGENCY SELF-ASSESSMENT



- ACCOMPLISHED AGENCY PROFILE (ASSIST ANNEX NO. 1)
- REVIEWED ACCOMPLISHED AGENCY SELF-ASSESSMENT ASSESS ANNEX NO. 1)



- NOTICE OF MEETING (ASSIST ANNEX NO. 2)



2.2
SEND NOTICE OF PROCESS CONSULTATION MEETING TO AGENCY FOR THE PREPARATION OF AGENCY ACTION PLAN



- NOTICE OF MEETING (ASSIST ANNEX NO. 2) SENT TO THE AGENCY
- ACKNOWLEDGEMENT OF NOTICE OF THE MEETING FROM THE AGENCY



- VALIDATED AND REVIEWED AGENCY SELF-ASSESSMENT RESULT (ASSIST ANNEX NO. 1)
- POWERPOINT ON ASSIST STAGE



2.3
CONDUCT PROCESS CONSULTATION AND DISCUSS AGENCY SELF ASSESSMENT RESULT



- MINUTES OF THE MEETING



INPUT (DOCUMENT REQUIRED)

ACTIVITY

OUTPUT

- 📎 VALIDATED AND REVIEWED AGENCY SELF-ASSESSMENT RESULT (ASSIST ANNEX NO. 1)
- 📎 MINUTES OF THE MEETING
- 📎 STAKEHOLDER'S MAPPING TEMPLATE



2.4
ASSIST AGENCY IN THE CREATION OF AGENCY ACTION PLAN



- 📎 ACCOMPLISHED ACTION PLAN (ASSIST ANNEX NO.3)



- 📎 ACCOMPLISHED ACTION PLAN (ASSIST ANNEX NO.3)



2.5
CREATE/REVISE CSC ASSIST PLAN BASED ON THE APPROVED AGENCY ACTION PLAN AND SUBMIT TO THE CSC REGIONAL DIRECTOR FOR APPROVAL



- 📎 ACCOMPLISHED ASSIST PLAN (ASSIST ANNEX NO. 4)



- 📎 ACCOMPLISHED ASSIST PLAN (ASSIST ANNEX NO. 4)



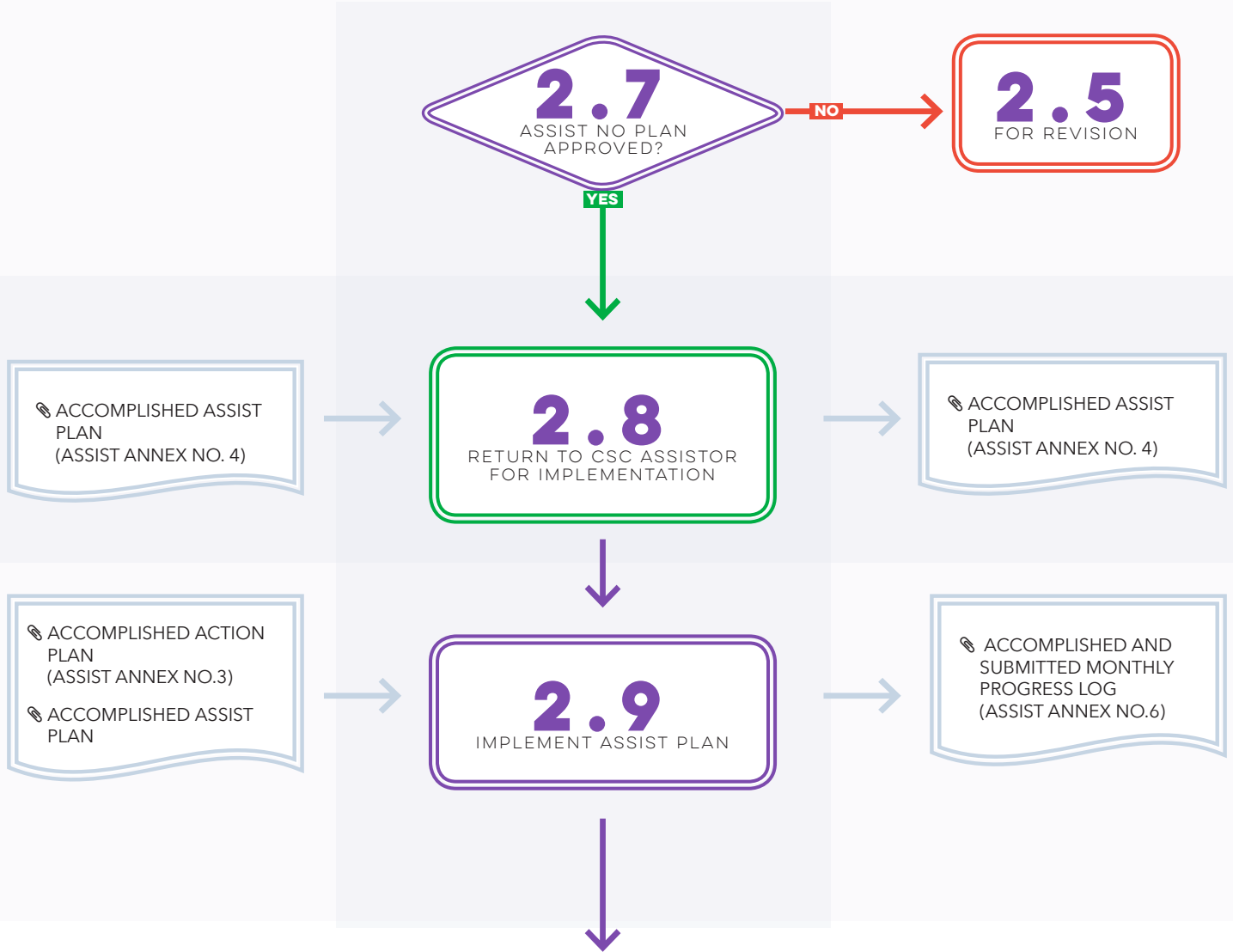
2.6
REVIEW SUBMITTED CSC ASSIST PLAN



INPUT (DOCUMENT REQUIRED)

ACTIVITY

OUTPUT



INPUT (DOCUMENT REQUIRED)

ACTIVITY

OUTPUT

ACCOMPLISHED AND SUBMITTED MONTHLY PROGRESS LOG (ASSIST ANNEX NO.6)

2.10
REVIEW/VALIDATE INITIAL AGENCY SELF-ASSESSMENT AGAINST THE IMPLEMENTED AGENCY ACTION PLAN AND CSC ASSIST PLAN

ACCOMPLISHED GUIDEPOST
VALIDATED ACTION PLAN AND ASSIST PLAN

2.11
ACTION PLAN/ASSIST PLAN IMPLEMENTED AND ALL INDICATORS FOR TARGETED MATURITY LEVEL MET?

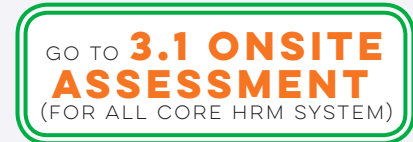
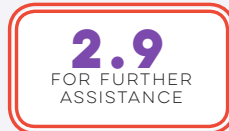
2.9
FOR FURTHER ASSISTANCE

RECOMMENDATION FOR CERTIFICATE OF RECOGNITION

2.12 RECOMMEND AGENCY FOR CONFERMENT OF CERTIFICATE OF RECOGNITION (PER CORE HRM SYSTEM) / ONSITE ASSESSMENT (FOR ALL CORE HRM SYSTEMS) AND SUBMIT TO CSC REGIONAL OFFICE - PSED

INPUT (DOCUMENT REQUIRED)

ACTIVITY



STEP ONE: **PRE-ASSIST PROCESS**

2.1 The Assist process begins with the gathering of Agency updates and review of the Agency Profile by the PRIME HRM Assistor. The agency updates can include the strategic directions, Strategic Plan, PGS-BSC, OPIF, Organizational Chart, accomplishments, Agency Capability Evaluation Card (ACEC)* and the like.

Aside from the agency updates, another important element in the Pre-Assist Process is the review and validation of the agency self-assessment results by the PRIME HRM Assistor. The review and validation may take at most two (2) days to be finished.

2.2 After the validation of the agency self-assessment result, the PRIME - HRM Assistor shall send Notice of the Process Consultation Meeting to the agency for the creation of the Agency Action Plan and CSC Assist Plan.

The notice shall be addressed to the Agency Head, copy furnished the HRMO indicating the schedule, objectives, attendees, and agenda during the process consultation. The notice should be sent to the Agency five (5) working days prior to the process consultation meeting.

*In 2015-2016 an online self-assessment report has been provided by HRPSO for agencies with self-assessment results as of March 2015. This has been validated against the most recent agency capability evaluation card (ACEC) maintained by CSCFO. The results of the subsequent self-assessment conducted will also be automatically generated.

STEP TWO: **CREATING THE AGENCY ACTION PLAN**

2.3 Using the reviewed and validated agency self-assessment result, the PRIME-HRM Assistor, accompanied by the CSC Regional Director or Assistant Regional Director, shall discuss the agency self-assessment results and review the PRIME-HRM Standards with the agency stakeholders (Agency Head, HRMO Head, managers, and other key agency representatives).

The discussion, which may take half day, shall be documented. The minutes of the meeting shall indicate the Agency's acknowledgement of the Assessment Results, which includes their strengths and gaps, commitments to the assist process, and tentative schedule for the preparation of the action plan.

2.4 The PRIME-HRM Assistor shall facilitate in generating options and determining appropriate interventions or actions to address priority areas for improvement and achieve goals. The Assistor, together with the Agency Head, shall list the priority areas for the next three (3) months to one (1) year. The PRIME-HRM Assistor will also guide the Agency in prioritizing target maturity levels and developing their draft Action Plan.

A commitment setting shall be undertaken between the CSC Field Director and the Agency Head. If the Action Plan could not be finalized yet, the CSC Field Director shall conduct follow up session/s.

2.5 The PRIME-HRM Assistor shall create or revise the Assist Plan for the Agency based on the approved Action Plan. The Stakeholder's Mapping template should guide the Assistor in creating the Agency Assist Plan.

2.6 – 2.8 The CSC Regional Director shall review the Assist Plan. The Agency Action Plan and Assist Plan must be approved within fifteen (15) days from its creation.

If the Assist Plan is not approved, the CSC Regional Director shall return the Assist Plan to the CSC Assistor for revision (Step 2.5), however, if the Assist Plan is approved, the CSC Regional Director will return the same to the Assistor for implementation (Step 2.8).

“Take a step back, evaluate what is important and enjoy life.”

TERI GARR

STEP THREE: IMPLEMENTATION OF THE ASSIST PLAN

2.9 After the approval of the Agency Action Plan, the PRIME-HRM Assistor shall implement the Assist Plan and monitor the progress of implementation of the approved Agency Action Plan. The Assistor shall provide continuous Process Consulting/Coaching to enable the Agency to reach the targeted maturity level. The PRIME-HRM Assistor may refer the Agency to Subject Matter Experts/Specialists within and outside CSC to respond to emerging needs, as appropriate.

Challenges and lessons learned shall be documented, and corrective actions shall be determined to keep the Agency on track.

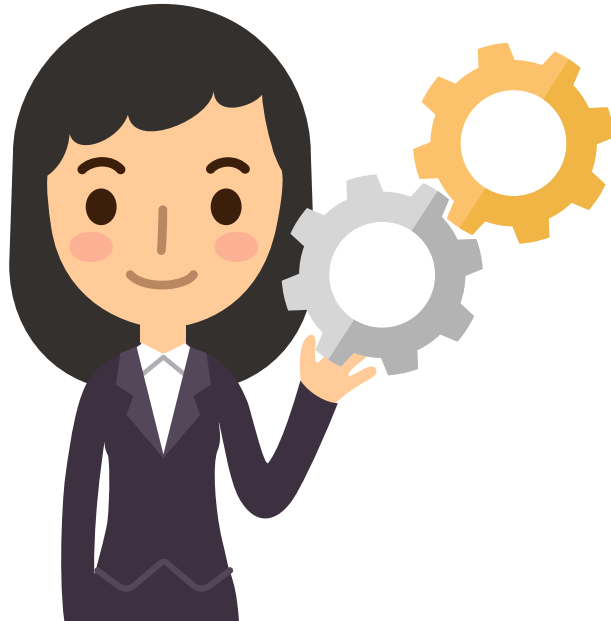
The implementation of both the Agency Action Plan and Assist Plan should be at most twelve (12) months.

2.10 The PRIME-HRM Assistor shall review and validate the initial agency self-assessment against the implemented Agency Action Plan and CSC Assist Plan.

During the validation, the PRIME-HRM Assistor shall check whether both the Action Plan and Assist Plan have been fully implemented. If not, the PRIME-HRM Assistor shall continue providing Process Consulting/Coaching to the Agency.

2.11 If the Agency Action Plan/Assist Plan is validated and it is found that it is not yet implemented and all indicators for the targeted maturity level is not met, it will be referred to the PRIME-HRM Assistor shall render further Assistance (Step 2.9).

2.12 However, if the Action Plan/Assist Plan is found to be fully implemented and all the indicators for the targeted maturity level is met, the PRIME-HRM Assistor shall recommend the Agency for conferment of Certificate of Recognition (for those who meet the maturity indicators for a particular core HRM System) or onsite assessment (for those who meet all the maturity indicators for all core HRM System) and submit the same to the CSC-PSED.



2.13 The CSC-PSED will then review the self-assessment result as against the recommendation for Conferment of Recognition or Onsite assessment submitted by the Assistor.

2.14 The CSC Regional Director shall review the self-assessment result and the recommendation.

If the recommendation for conferment of Certificate of Recognition or for onsite assessment is rejected by the Regional Director it will be returned to the PRIME-HRM Assistor for 1) review of the Agency Action Plan and CSC Assist Plan vis-à-vis initial agency self-assessment (Step 2.10) or 2) continuous Process Consulting/Coaching until both the Action Plan and Assist Plan have been fully implemented (Step 2.9).

If the self-assessment result and recommendation is accepted by the CSC Regional Director concerned, it will (1) confer the appropriate HR Recognition (Step 4.1) for agencies meeting at least maturity Level 2 in all core HRM Systems; or (2) the Regional Director will forward the recommendation to the CSC PSED for the preparation of Assessment Plan for Onsite Assessment (Step 3.1) for agencies meeting Maturity Level 4 in at least one (1) core HRM System with at least Maturity Level 3 in the other HRM Systems.





PART FOUR
**A STEP-BY-STEP GUIDE
TO PRIME-HRM
ONSITE ASSESSMENT**

PHASES OF ASSESSMENT AS ACTION RESEARCH IN PRACTICE

The PRIME-HRM Assessment is action research in practice. The agency is assessed using three (3) lenses, namely: Systems, Practices, and Competencies.

The three lenses represent the most comprehensive way of assessing an organization's HR maturity levels. The three support and reinforce each other. Without competencies, one cannot launch the correct HRM Systems. People management and good practices validate the effectiveness of HRM systems. HRM systems make it possible to sustain these good practices. Assessors should be able to differentiate competency problems, system problems, and a practice problem.

As action research in practice, the use of the three lenses provides a means to comprehensively assess and analyze issues in the four core HRM systems. The collection and analysis of data on the HRM systems provide a broad overview of the Agency's HRM situation. This then allows the Agency, as well as the CSC, to further explore, analyze, and address specific HRM-related challenges while considering its context.

THE PRIME-HRM ASSESSMENT TOOL

The Assessment Tools (See Assess Annex 1 and Assess Annex 1a) are electronic tools that were developed to ease the assessment process. The assessment tools are labelled as “Agency Self-assessment” (Assess Annex 1) to be filled-out by the HRMOs and “Onsite Assessment” (Assess Annex 1a) to be filled-out by the Assessors. Both tools have the same content, except the former does not contain the Practice indicators.

The assessment tool is designed in a way that HRMOs and Assessors cannot proceed to the next level of certain maturity indicator unless the lower level is fully (100%) met.

The assessment focuses on four core HRM Systems and uses this as the basis for an agency’s qualification for assistance or award. However, HR Records and other HR Programs shall likewise be evaluated during the process. The tool is divided into 14 worksheets which shall all be accomplished:

1. Instructions

The instructions worksheet serves as a guide for the assessors on how to fill in the Assessment Tool worksheets

2. Assessment Results

This worksheet is where the assessor accomplishes the Agency Profile (Please note that the agency name must not be abbreviated). It also contains the summary of assessment results which needs to be filled in as the agency’s four systems are assessed.

3. Recruitment, Selection, and Placement (RSP)

This is the actual assessment rating worksheet that covers the agency’s Systems, Practices, and HRMO Competencies on Recruitment, Selection & Placement.

4. Learning and Development (L&D)

This is the actual assessment rating worksheet that covers the agency’s Systems, Practices, and HRMO Competencies on Learning & Development.

5. Performance Management (PM)

This is the actual assessment rating worksheet that covers the agency's Systems, Practices, and HRMO Competencies on Performance Management .

6. Rewards & Recognition (R&R)

This is the actual assessment rating worksheet that covers the agency's Systems, Practices, and HRMO Competencies on Rewards & Recognition

7. HR Records & Other HR Programs

Besides conducting the PRIME-HRM Assessment, the assessor must also look into the completeness of an agency's HR Records and other HR Programs. The supplementary HR Records Checklist and Leave Benefits Check List shall be used.

8. HR Records Checklist

This is the reference checklist for the evaluation of HR records. All items in this checklist must indicate 100% compliance before the item on 201 files can be considered complete.

9. Leave Benefits Checklist

This is the reference checklist that helps evaluate the administration of an agency's level benefits. All items in this checklist must indicate 100% compliance before the item on Employee Leave Benefits can be considered complete.

10. Strengths, Gaps, & Assessors' Recommendations on RSP

In this worksheet, the assessor shall indicate his/her qualitative comments, particularly the strengths and gaps of the Agency on systems, practices, and HRMO competencies for Recruitment, Selection, and Placement, as well as his/her recommendations for the said core HRM system.

11. Strengths, Gaps, & Assessors' Recommendations on L&D

In this worksheet, the assessor shall indicate his/her qualitative comments particularly the strengths and gaps of the Agency on systems, practices, and HRMO competencies for Learning and Development, as well as his/her recommendations for the said core HRM system.

12. Strengths, Gaps, & Assessors'

Recommendations on PM

In this worksheet, the assessor shall indicate his/her qualitative comments particularly the strengths and gaps of the Agency on systems, practices, and HRMO competencies for Performance Management System, as well as his/her recommendations for the said core HRM system.

13. Strengths, Gaps, & Assessors'

Recommendations on R&R

In this worksheet, the assessor shall indicate his/her qualitative comments particularly the strengths and gaps of the Agency on systems, practices, and HRMO competencies for Rewards and Recognition, as well as his/her recommendations for the said core HRM system.

14. Agency's Action Steps

In this worksheet, the assessor shall specify the action steps of the Agency, including their target maturity level, required support, responsible person/s, and timeline that are agreed upon with the Agency Head.

15. Comments & Action Steps

- HR Records Management

In this worksheet, the assessor shall indicate his/her qualitative comments and suggestions that concern HR Records Management. Action steps that are agreed upon with the Agency Head are also documented in this worksheet.

16. Comments & Action Steps

- Other HR Programs

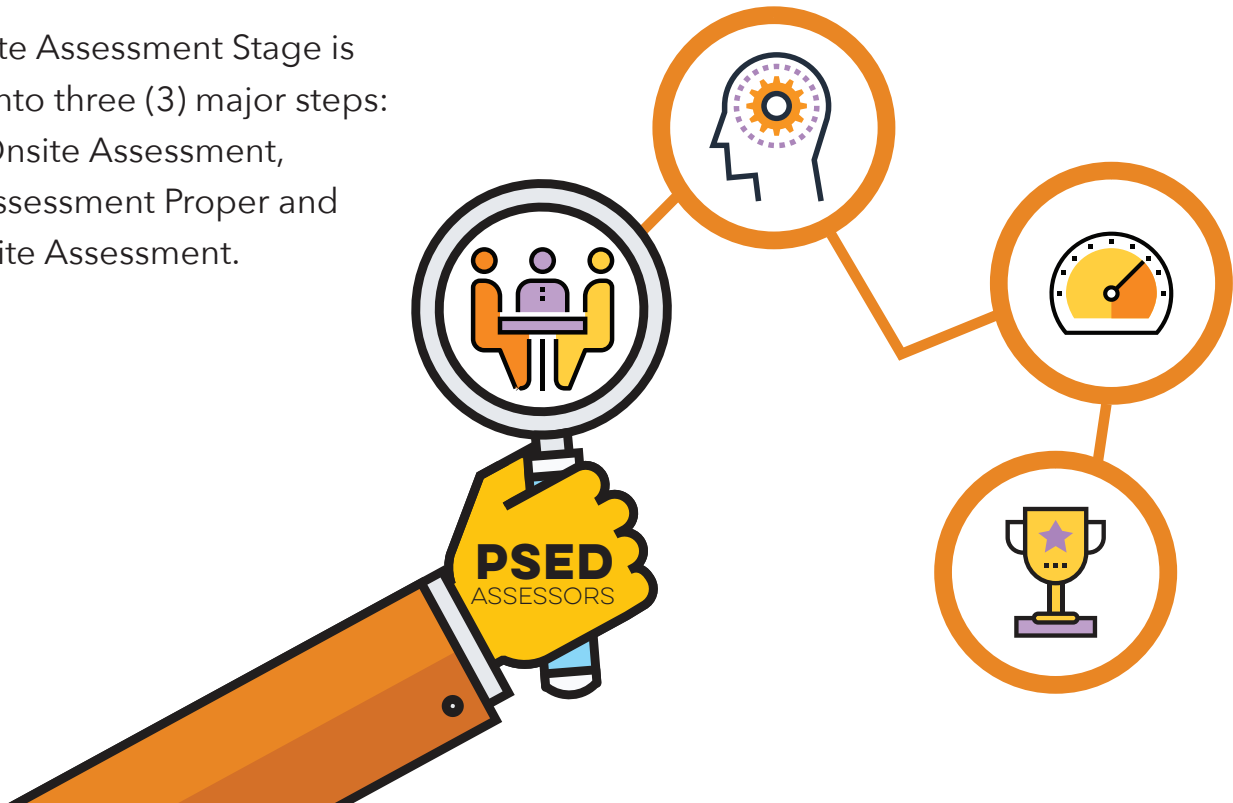
In this worksheet, the assessor shall indicate his/her qualitative comments and suggestions that concern Other HR Programs. Action steps that are agreed upon with the Agency Head are also documented in this worksheet.

Note: It is very important that all fields for items 10-16 on each worksheet are accomplished. These comments must indicate the agency's strengths and gaps.

ONSITE ASSESSMENT STAGE

The PSED shall be responsible for the Onsite Assessment Stage and shall be referred to as the Assessment Team. The Assessment Team shall be composed of a minimum of two (2) assessors - ideally one senior and one junior assessor from the PSED. The team may also include Field Directors to augment the team when the target agency is a big department.

The Onsite Assessment Stage is divided into three (3) major steps: the Pre-Onsite Assessment, Onsite Assessment Proper and Post-Onsite Assessment.



INPUT (DOCUMENT REQUIRED)

ACTIVITY

OUTPUT

- 📎 AGENCY PROFILE (ASSIST ANNEX NO. 1)
- 📎 REVIEWED AND VALIDATED AGENCY SELF-ASSESSMENT (ASSESS ANNEX NO. 1)
- 📎 SCOPING TABLE (ASSESS ANNEX NO. 5)



3.1
PREPARE ASSESSMENT PLAN FOR AGENCIES TARGETED FOR ONSITE ASSESSMENT



- 📎 ACCOMPLISHED ASSESSMENT PLAN (ASSESS ANNEX NO. 4)



- 📎 ASSESSMENT NOTICE TEMPLATE (ASSESS ANNEX NO.2B)



3.2
SEND NOTICE OF MEETING TO AGENCY HEAD, COPY FURNISH THE HRMO



- 📎 ACCOMPLISHED ASSESSMENT NOTICE (ASSESS ANNEX NO. 2)
- 📎 ACKNOWLEDGEMENT AND CONFIRMATION OF THE AGENCY



- 📎 ACCOMPLISHED ASSESSMENT PLAN (ASSESS ANNEX NO. 4)
- 📎 OPENING MEETING SPIEL (ASSESS ANNEX NO. 6)



3.3
CONDUCT BRIEFING/MEETING WITH AGENCY REPRESENTATIVES AND DISCUSS ONSITE ASSESSMENT PROCESS



INPUT (DOCUMENT REQUIRED)

ACTIVITY

OUTPUT

- ACCOMPLISHED ASSESSMENT PLAN (ASSESS ANNEX NO. 4)



3.4
CONDUCT ONSITE ASSESSMENT
BASED ON THE ASSESSMENT PLAN



- PARTIALLY ACCOMPLISHED ASSESSMENT TOOL (ASSESS ANNEX NO. 1) (PRIOR TO CALIBRATION)



- ACCOMPLISHED ASSESSMENT PLAN (ASSESS ANNEX NO. 4)
- PARTIALLY ACCOMPLISHED ASSESSMENT TOOL (ASSESS ANNEX NO. 1)



3.5
CALIBRATE FINDINGS/RATINGS



- ACCOMPLISHED ASSESSMENT TOOL (ASSESS ANNEX NO. 1)
- CALIBRATED FINDINGS OF THE ASSESSMENT



- EXIT CONFERENCE PRESENTATION (ASSESS ANNEX NO. 7)
- SUMMARY WORKSHEET (ACCOMPLISHED ASSESSMENT TOOL/ ASSESS ANNEX NO. 1)
- SPIEL FOR EXIT CONFERENCE (ASSESS ANNEX NO. 9)
- AGENCY EVALUATION OF THE ASSESSMENT TEAM



3.6
CONDUCT EXIT CONFERENCE

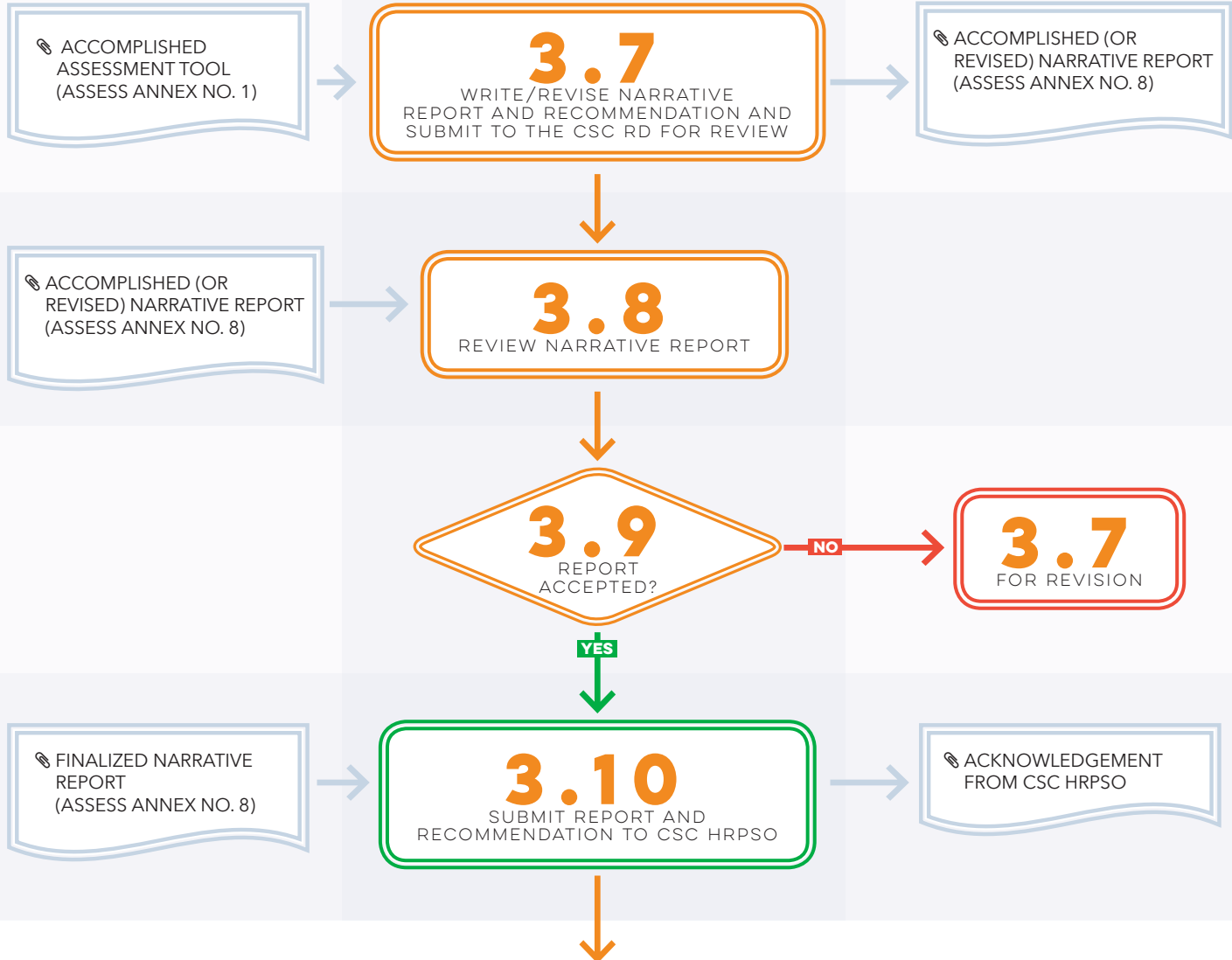


- PRESENTED ASSESSMENT FINDINGS/SUMMARY WORKSHEET OF ASSESSMENT TOOL
- COLLECTED DULY ACCOMPLISHED AGENCY EVALUATION OF THE ASSESSMENT TEAM

INPUT (DOCUMENT REQUIRED)

ACTIVITY

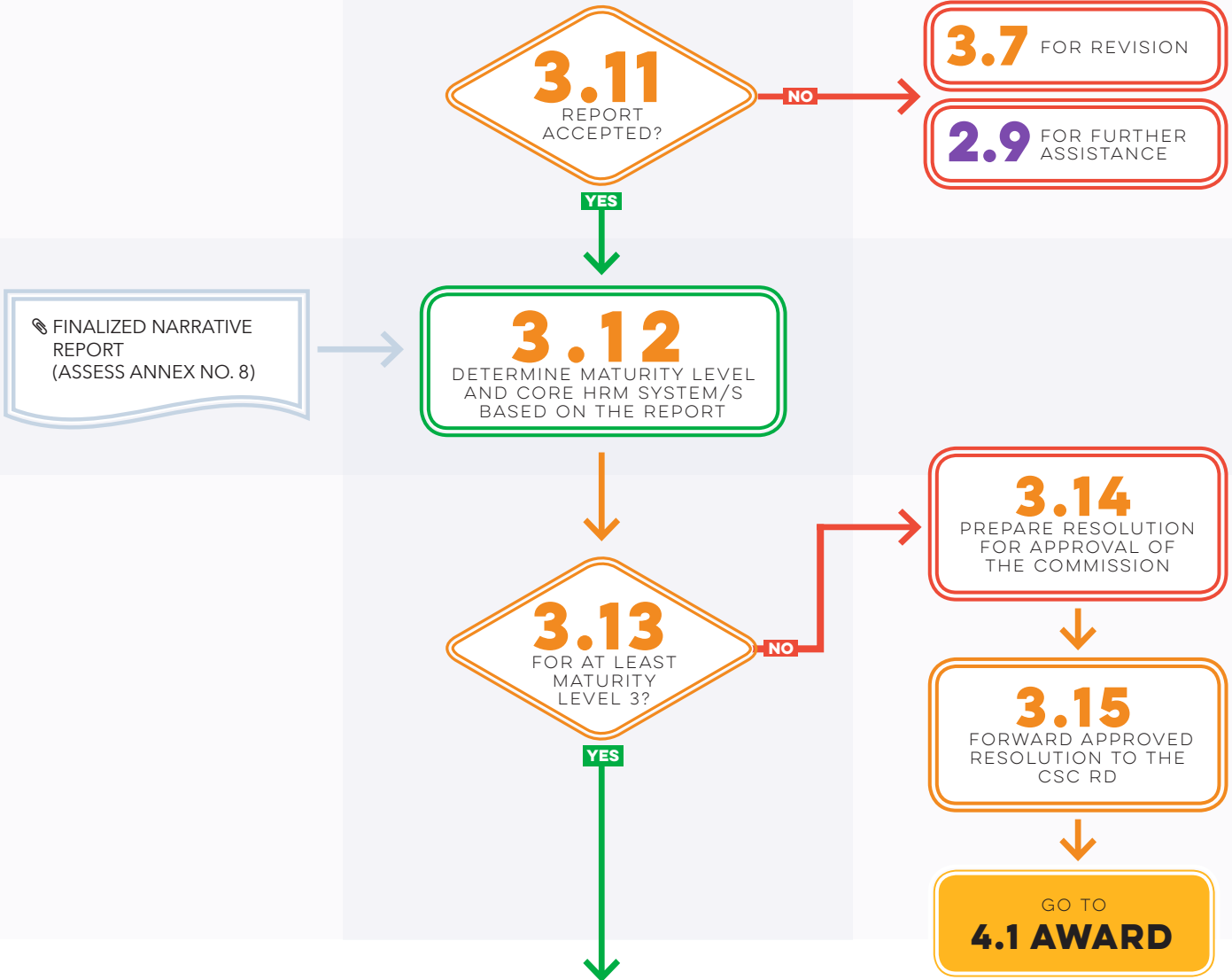
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ACTIVITY

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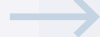


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ACTIVITY

OUTPUT

- ACCOMPLISHED ASSESSMENT TOOL (ASSESS ANNEX NO. 1)
- RECOMMENDATION / NARRATIVE REPORT



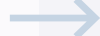
3.16
RECOMMEND TO THE CB FOR VALIDATION



- ACCOMPLISHED AWARD ANNEX NO. 1



- ACCOMPLISHED ASSESSMENT TOOL (ASSESS ANNEX NO. 1)
- RECOMMENDATION / NARRATIVE REPORT
- VALIDATION PROCESS FLOW FOR CERTIFYING BOARD (AWARD ANNEX NO. 6)



3.17
VALIDATE ASSESSMENT RESULTS



- ACCOMPLISHED AWARD ANNEX NO. 4

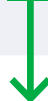


3.18
RECOMMENDATION ACCEPTED?



3.19
INFORM THE HRP SO OF NON-QUALIFICATION FOR AWARD; HRP SO TO ADVISE THE CSC RD THAT THE AGENCY HAS TO UNDERGO FURTHER ASSISTANCE/ ASSESSMENT

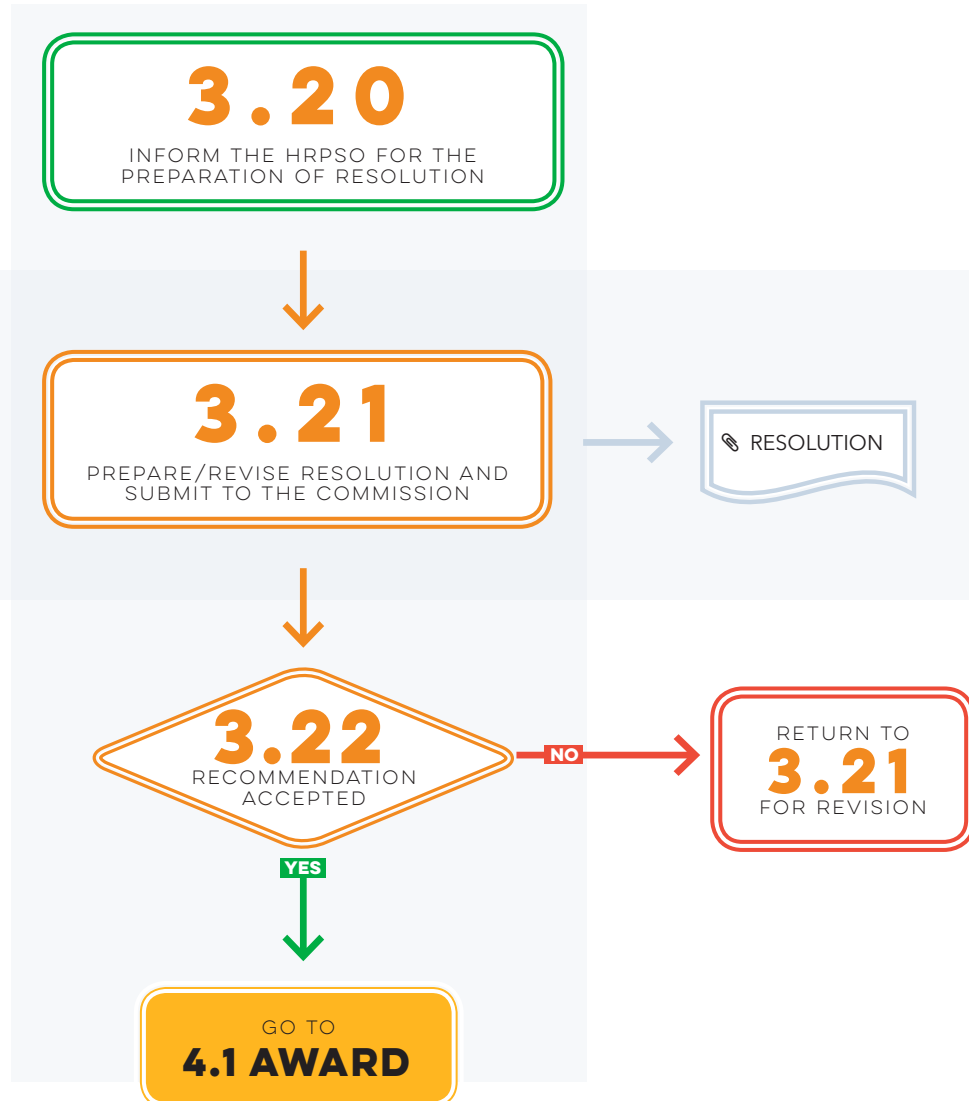
YES



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ACTIVITY

OUTPUT



STEP ONE: PRE-ONSITE ASSESSMENT

3.1 Upon the recommendation of the Assistor to conduct an onsite assessment for targeted agency, the Assessment Team shall convene for the creation of the Assessment Plan. The Assessment Plan shall be the “blueprint” in the conduct of the onsite assessment.

The Assessment Team shall review the Agency Profile, agency updates, and the validated Agency Self-Assessment results and prepare the Assessment Plan.

3.2 Once the Assessment Plan is prepared, the Assessment Team shall notify the agency targeted for onsite assessment through a **Notice of Meeting** addressed to the Agency Head through the HRMO. The Notice of the Meeting shall contain the purpose and scope of the onsite assessment, schedule, and the expected attendees. The Assessment Team shall secure a confirmation or acknowledgement from the agency concerned.

The Notice of the Meeting shall be sent to the agency 15 days prior to the scheduled agency assessment so that the agency and the Assessment Team will have ample time to prepare for the onsite assessment proper.

STEP TWO: ONSITE ASSESSMENT

3.3 The Assessment Team shall conduct the briefing with the Agency Head, managers and the HRMO. During the briefing, the Assessment Team shall discuss the objectives of the onsite assessment.

3.4 After the briefing, the Assessment Team shall conduct the onsite assessment in accordance with the Assessment Plan. The onsite assessment shall include ocular inspection of the agency, document review, and interviews with the rank-and-file, supervisors, managers and the Top Management.

Onsite assessment activities shall include the following:

a. An ocular inspection of the agency

Ideally, this is done during the onsite briefing of the Field Officer in-charge. The assessment team may perform an ocular inspection for the purposes of checking the postings of required information, as well as the checking of facilities and amenities. The team may also view the company video briefer, if any.

b. Documents review using the sampling size

The purpose of the activity is to review HR records to determine the agency's compliance with CS Law, rules, and regulations.

c. Assessment Proper

The Team must conduct the assessment using the Assessment Tool.

As an option, it might be possible to structure the assessment process so that document reviews are performed by junior assessors prior to the onsite assessment. The observations of the junior assessors would form the basis for identifying "site visit issues" that would then be verified by the entire team during the actual site visit.

This approach can multiply the capacity of the senior assessors as they would only participate during interviews when they are on site. Thus, two (2) senior assessors could rotate among two (2) or even three (3) assessments in a given week rather than stay for the duration of a three-day assessment. This approach assumes that there are more junior assessors in the team.

d. Systems Assessment

The Assessment Team shall interview the HRM Office Head and at least two HRMO staff in charge of the HRM functions. As the "show me" part of the assessment, the assessment team shall ask for and review evidences (documents, policies, memos, etc.) as specified in the Assessment Tool. The Assessment Team shall then calibrate the ratings among themselves to come up with the final systems maturity level.

e. Practices Assessment

The Assessment Team shall interview the Agency Head, HRMO, managers/ supervisors, HR Committees and employees using the pre-identified samples.

f. HRMO Competencies Assessment

The Assessment Team shall interview the HRM Office Head and at least two HRMO staff in charge of the HRM functions. The Assessment Team shall then calibrate the ratings among themselves to come up with the final competency level.

g. The Team shall conduct the assessment using the Assessment Tool.

The number of days used for the assessment shall depend on the size and complexity of the agency being assessed. A maximum of two (2) days would generally be sufficient for small agencies with a population size of fewer than 100 employees. A maximum of five (5) days or more is acceptable for medium to large organizations with 100 or more employees. For some agencies with only five (5) staff members, one day will suffice.

3.5-3.6 While still in the agency after the assessment proper, the Assessment Team members shall calibrate their initial findings.

During the Exit Conference, the Assessment Team shall convene the agency stakeholders and discuss initial findings as well as the summary of the Assessment Team's comments on the strengths and gaps of the agency for each core HRM system, including their recommendations.



STEP THREE: **POST-ONSITE ASSESSMENT**

3.7-3.8

After the onsite assessment proper, the Assessment Team shall prepare the Narrative Report. The report shall include the result of the onsite assessment and the recommendation for award if the agency is able to meet its targeted maturity level for the core HRM systems.

The narrative report prepared by the CSC RO - PSED shall be submitted to the CSC Regional Director for review.

3.9-3.10

If the Narrative report is not acceptable to the CSC Regional Director, it shall be returned to the CSC RO PSED for revision (Step 3.7), on the other hand if the narrative report is accepted, the CSC Regional Director shall submit the report to the HRPSO not later than 7 days after assessment.

3.11 The HRPSO shall evaluate the submitted narrative report and recommendation using the Guidepost in Validating/ Reviewing Assessment Reports. If the recommendation is not found to be acceptable, the HRPSO shall advise the CSC RO to subject the agency for further assistance or assessment (Step 2.9) as necessary or the narrative report will be returned to CSC RO PSED for revision (Step 3.7). The CSC RO shall also be advised to provide the agency concerned a copy of the report.

3.12 Upon review by the HRPSO and the report is found acceptable, HRPSO shall determine the maturity level and core HRM System/s met by the agency.

3.13 - 3.14

If the agency is found to meet the indicators for Maturity Level 2 in all core HRM Systems, the HRPSO shall prepare the appropriate Resolution for approval of the Commission.

3.15 The HRPSO shall forward the approved Resolution to the CSC Regional Director for the conferment of Bronze Award (Step 4.1).

3.16 If the agency meets the maturity indicators for Maturity Level 3, the HRPSO shall recommend the validation of the report to the Certifying Board.

3.17 The Certifying Board (CB) shall validate the Assessment results forwarded by the CSC HRPSO.

3.18 – 3.19

Upon review by the Certifying Board and the recommendation is not acceptable, the Certifying Board shall inform the HRPSO of the non-qualification for award. The HRPSO shall also advise the CSC RD that the Agency has to undergo further assistance/ assessment.

3.20 If the recommendation is found to be acceptable, the Certifying Board shall inform the HRPSO and request the preparation of Resolution for the appropriate Award.

3.21 The HRPSO shall prepare the appropriate Resolution and submit the same to the Commission.

3.22 If the CSC HRPSO finds that the Agency meets all the maturity indicators for Level 3 or 4 on all core HRM Systems, it shall prepare the Resolution for Silver Award or Gold/Seal of HR Excellence Awards, respectively. On the other hand, if the HRPSO finds that the Agency meets the maturity indicators for Level 4 in at least one core HRM System, it shall prepare the Resolution for Center of Excellence Award.

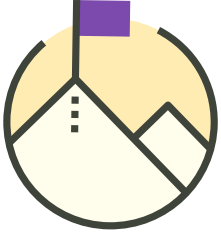
If the recommendation/resolution is not acceptable to the Commission, it shall return the same to the HRPSO for revision.





PART FIVE

A STEP-BY-STEP GUIDE TO PRIME-HRM AWARD



THE PRIME-HRM AWARD SYSTEM








The PRIME-HRM's philosophy, "People Excellence for Service Excellence," serves as guide among government agencies in transforming every government employee into a servant hero (Lingkod Bayani) through excellent HR processes.

The PRIME-HRM Award System celebrates and recognizes excellence in human resource management Systems, Practices, and Competencies of government agencies in the four (4) core human resource management (HRM) systems.

RECOGNITION AND AWARDS STRUCTURE

Agencies shall be conferred the following recognition and awards based on the maturity level they attained. In awarding agencies under PRIME-HRM, the main criterion is that the agency must meet specific standards or sets of maturity indicators.

RECOGNITION AND AWARD STRUCTURE PER CORE HRM SYSTEM

HRM SYSTEMS	 LEVEL 2 (CERTIFICATE)	 LEVEL 3 (PLAQUE)	 LEVEL 4 (TROPHY)
 RECRUITMENT, SELECTION & PLACEMENT (RSP)	Certificate of Recognition in RSP (Maturity Level 2)	Certificate of Recognition in RSP (Maturity Level 3)	*Award for Center of HR Excellence in RSP
 LEARNING & DEVELOPMENT (L&D)	Certificate of Recognition in L&D (Maturity Level 2)	Certificate of Recognition in L&D (Maturity Level 3)	*Award for Center of HR Excellence in L&D
 PERFORMANCE MANAGEMENT (PM)	Certificate of Recognition in PM (Maturity Level 2)	Certificate of Recognition in PM (Maturity Level 3)	*Award for Center of HR Excellence in PM
 REWARDS & RECOGNITION (R&R)	Certificate of Recognition in R&R (Maturity Level 2)	Certificate of Recognition in R&R (Maturity Level 3)	*Award for Center of HR Excellence in R&R

* With at least Maturity Level 3 in all core HRM systems

AWARD STRUCTURE FOR ALL FOUR (4) CORE HRM SYSTEMS	LEVEL 2 ★★☆☆☆	LEVEL 3 ★★★☆☆	LEVEL 4 ★★★★★
	PRIME-HRM Bronze Award Plaque of Recognition Maturity Level 2 Accreditation	PRIME-HRM Silver Award Plaque of Recognition Maturity Level 3 Deregulation	PRIME-HRM Gold Award Seal of HR Excellence Trophy

Agencies conferred with recognition and/or award shall also be entitled to certain privileges and incentives.

THE AWARDS COMMITTEE

CERTIFYING BOARD

1. The Certifying Board (CB) shall be composed of human resource practitioners from recognized Human Resource organizations in both the private and public sectors, practitioners in the academe, official of the Council of Personnel Officers (CPO), and the Civil Service Institute (CSI) Executive Director.

Except for the CSI Executive Director, members of the CB shall be appointed by the Commission for a term of three (3) years to validate and recommend agencies for the award.

The Certifying Board shall provide the validation criteria for assessing agencies that are recommended for award. Prior to undergoing the validation process, the Board shall determine its validation parameters and plan.

2. Members of the HRPSO may also be asked to participate in the validation process of the Certifying Board.

CSC HUMAN RESOURCE POLICIES AND STANDARDS OFFICE

The CSC Human Resource Policies and Standards Office (HRPSO) shall provide technical and secretariat services to the Certifying Board. The staff of the HRPSO may also to participate in the validation process of the CB.

PRIME-HRM AWARD PROCESS

1. Agencies that are found to meet the indicators for Maturity Level 2 or 3 in at least one (1) core HRM system as recommended by the Assistor (CSCFO Director) shall be validated by the Policies and Systems Evaluation Division (PSED). If found to meet all the indicators for Maturity Level 2 or 3 in at least one HRM system, the agency shall be conferred with the Certificate of HR Recognition, in the particular core HRM system, by the CSC Regional Office.
2. Agencies meeting the Maturity Level 2 indicators in all core HRM systems shall be recommended by the CSCFO Director for validation through onsite assessment to be conducted by the Assessment Team/PSED. The Narrative Assessment report with recommendation shall be forwarded to the HRPSO for evaluation and recommendation to the Commission. Those who met all Maturity Level 2 indicators in all core HRM systems shall be conferred the Bronze Award.

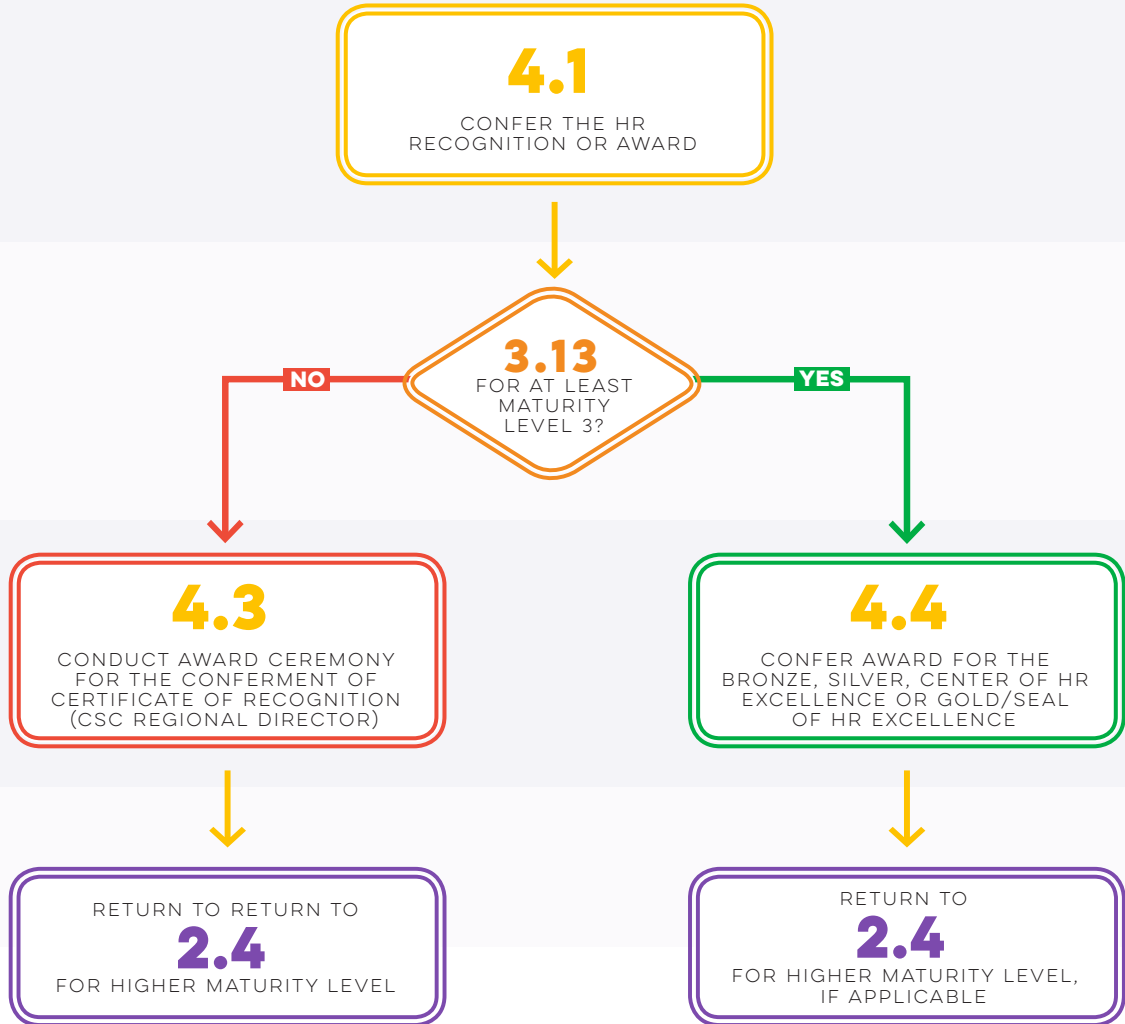
3. Agencies meeting Maturity Level 3 or 4 in all core HRM systems as recommended by the CSCFO shall likewise be subjected to onsite assessment by the Assessment Team/PSED. The result of the onsite assessment shall be the basis for recommendation by the CSCRO and the HRPSO for validation by the CB.
- Agencies which are found to meet Maturity Level 3 in all core HRM systems based on the CB validation shall be recommended to the Commission for conferment of the Silver Award.
 - Agencies with Maturity Level 3 in all core HRM systems and have achieved Maturity Level 4 in at least one (1) core HRM system shall be recommended to the Commission for the conferment of the Center of HR Excellence Award in the particular Maturity Level 4 HRM system.
 - Agencies that have achieved Maturity Level 4 in all core HRM systems shall be recommended to the Commission for the conferment of Gold Award/Seal of HR Excellence.

As a pre-requisite for the Silver Award, Center of Excellence Award, and Gold Award/Seal of HR Excellence Award, agencies must show proof of a rating of Best in the Results-Based Performance Management System (RBPMS) or its equivalent.

INPUT (DOCUMENT REQUIRED)

ACTIVITY

OUTPUT



4.0 AWARD

This is the stage where the CSC recognizes excellence in human resource management Systems, Practices, and Competencies of government agencies.

4.1-4.3

Agencies meeting at least Maturity Level 2 per core HRM System shall be conferred Certificate of Recognition in an Award Ceremony which may be conducted during the agency regular flag raising ceremony or a social occasion.

4.4

Agencies that qualify for Bronze, Silver, Center of HR Excellence or Gold/Seal of Excellence Award shall be honoured in a special ceremony or a major gathering similar to the Honor Awards Program (HAP) or during the Nationwide HR Symposium/Conference.

After the conferment of the recognition/award, the agency may be referred to the Assistor for further assistance for the other core HRM system or for higher maturity level, if still applicable.

INCENTIVES

Apart from the awards that will be conferred to the agency upon reaching their target maturity level for all core HRM systems, the Civil Service Commission the Civil Service Commission shall also offer incentives:

INCENTIVES (all core HRM systems)	LEVEL 2 BRONZE AWARD Certificate of Recognition (Process Defined)	LEVEL 3 SILVER AWARD Center of HR Proficiency (Integrated)	LEVEL 4 GOLD AWARD Seal of HR Excellence (Strategic)
Recognition/ Award	Bronze (Plaque)	Silver (Plaque)	Gold (Trophy)
Cash Award			Cash Award for Sustainable HR projects
Nomination to the Civil Service Commission's Honor Awards Program OR Nomination by the CSC of the Agency and Agency Head/HRMO to the People Management Association of the Philippines (PMAP) for People Program of the Year and/or as Employer of the Year, and/or People Manager of the Year			 (Automatic Nomination)
Authority to take final action on appointments.			
Establishment and Implementation of their own HR mechanisms without approval of the Commission			
HRMO or Agency Head may be tapped as a member of the elite policy hub to be involved in policy formulation of the Commission			
HRMO or Agency Head may be invited as delegate to the ASEAN Cooperation on Civil Service Matters (ACCSM) or Eastern Regional Organization for Public Administration (EROPA)			
Announcement of bureaucracy-wide agency programs/ projects may be undertaken by the Commission through the Commission's website as may be available			

INCENTIVES

(all core HRM systems)

LEVEL 2
BRONZE AWARD
Certificate of Recognition
(Process Defined)

LEVEL 3
SILVER AWARD
Center of HR Proficiency
(Integrated)

LEVEL 4
GOLD AWARD
Seal of HR Excellence
(Strategic)

The Agency may be recognized as a learning center for benchmarking by other agencies



HRMO or Agency Head may be tapped as resource person/ expert in the conduct of Civil Service Institute training programs.



Available Computerized HR systems of the Commission are free of charge with orientation on how to operate and maintain the systems



(Installation)



(Installation)



(Upgrade)

Discounted rate for the HRMO or Agency Representative for Civil Service Institute trainings/conferences

20% discount

25% discount

30% discount

Exclusive membership to a Community of Learners who shall have access to digital learning resources and other developmental opportunities as may be available*



Agency shall be featured in the Commission-sponsored tri-media programs and the Commission's website and publication.



HRMO shall be nominated/ recommended for scholarship grant or Civil Service Commission's certification program.



*subject to guidelines to be issued by the Commission

AWARDS CEREMONY

The CSCROs are enjoined to schedule the conferment of the recognition and awards to agencies, as follows:

A) CERTIFICATE OF RECOGNITION IN AT LEAST MATURITY LEVEL 2 PER CORE HRM SYSTEM

The Award Ceremony for these levels may be conducted during the agency regular flag raising ceremony or special occasion such as the Agency Anniversary, CSC Anniversary, HR Day, Regional Conference of Human Resource Practitioners and other similar event as may be determined by the CSCRO Director.

B) BRONZE, SILVER, CENTER OF HR EXCELLENCE OR GOLD/SEAL OF HR EXCELLENCE AWARD

These awards shall be conferred in a special ceremony similar to the Honor Awards program or during the nationwide HR Symposium/Conference.



PART SIX

**CONTINUOUS IMPROVEMENT
OF THE ASSESS, ASSIST,
AND AWARD PROCESS**

"Strive for continuous improvement instead of perfection."

- KIM COLLINS

CONTINUOUS IMPROVEMENT OF THE ASSESS, ASSIST, & AWARD PROCESSES

Continuous improvement shall be initiated mainly by the CSC HRPSO and the CSC Regional Director all throughout the implementation of the PRIME-HRM. Here, the PRIME-HRM Team composed of the CSC Regional Director, Assessors and Assistors should regularly meet to share best practices in both assessment and assistance procedures.

**PERSON-
IN-CHARGE**

ACTIVITY

DETAILS

CSC Regional
Director

5.1

MEET REGULARLY WITH
THE REGIONAL TEAM FOR
CONTINUOUS IMPROVEMENT

- ✓ Review and improve/enhance delivery of assistance (e.g. "Let's Talk", Conversations, "HR Parties").
- ✓ The Regional Team is composed of the CSC Regional Director and Assistant Regional Director, CSC Field Director, and PSED.

CSC HRPSO

5.2

CONVENE ANNUAL
CONFERENCE/FORUM AND
RECOGNITION PROGRAM

- ✓ Showcase good or best practices to the CSC family, and give recognition to Best Assessment Team/Assessors, Best Assistors and Best Regional Offices

CSC HRPSO
PRIME-HRM
ASSESSMENT
TEAM (eg. PSED)
CSC Field Director

5.3

SHOWCASE BEST PRACTICES IN
ASSESS AND ASSIST PROCESS

- ✓ Use various media (e.g. newsletters, bulletin board, intranet, website, mass media, social media) to inspire agencies in achieving higher maturity levels.



PAHRODF
PHILIPPINES AUSTRALIA
HUMAN RESOURCE AND
ORGANISATIONAL DEVELOPMENT
FACILITY



If you would like to know more about PRIME-HRM, you may call
(632) 931-4144 or visit <http://primehrm.csc.gov.ph>