



CAREER EXECUTIVE SERVICE BOARD

Academy Roll-out in the Philippines: The CESB Implementation Strategy

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Our story

- About us, Presentation Objectives
- Rationale for training government managers on ICT
- Before The Academy: The NICS-CESO
- After the Academy: A Marriage of Excellent Results
- The Roll-Out Roadmap



Objectives

Describe the experience of the CESB in:

- developing ICT competency framework and training program for government executives;
- Adapting the Academy ICT essentials for government leaders;

Synthesize lessons to determine practical recommendations that may be useful to other ongoing or future parallel undertakings.



About us - 1

- Created in 1972
- Mandate: create a continuing pool of **career administrators** who are development-oriented
- Central national agency for HRD for the higher civil service
- Manages recruitment, capacity enhancement, performance improvement, morale and welfare promotion



About us -2 Bureaucracy's Managerial Class

Total of 6,389 CES positions*

3,489 in national government agencies

2,900 in government-owned and controlled corporations and financial institutions

→ Promotes careerism and professionalism

→ Provides policy continuity and program stability

* Excludes local government units

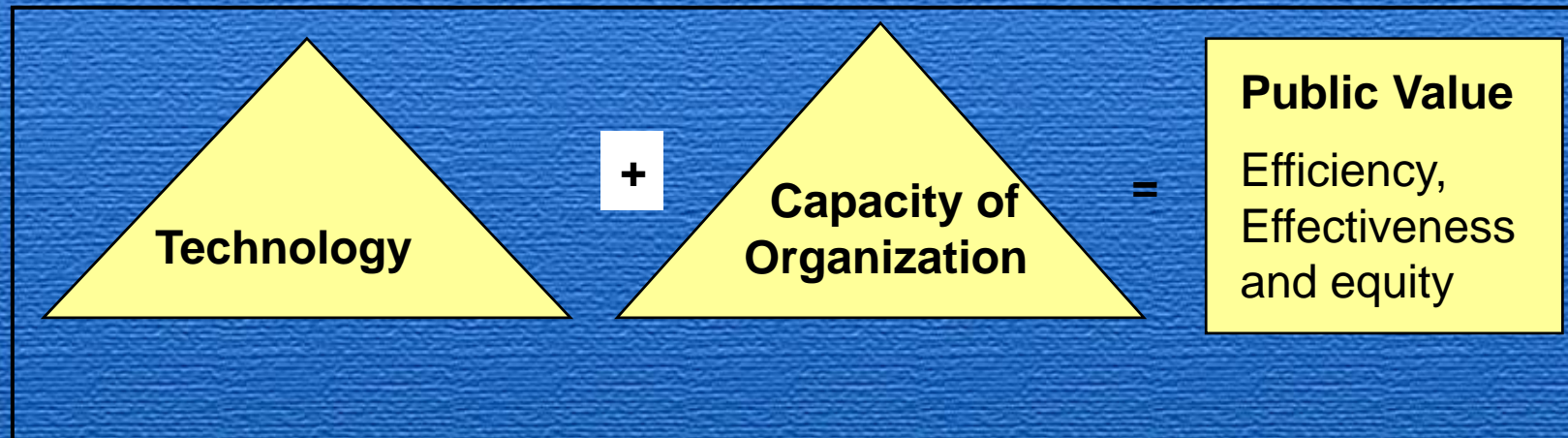


Why train government leaders on ICT?

Macro-trends and Strategic Policies



Political Vision and Leadership



Adapted from Jerry Mechling's *Framework for Analysis* as part of a course on Leadership in a Networked World, KSG-Harvard University, Fall 2006; Mark Moore's strategic triangle theory; and Antonio M. Oftelie, (Ibid).



What drives us?

Externally:

(1) macro-trends and strategic policies, e.g., technological shifts, changes in the way work is done, procurement policies.

(2) varying levels of political support and leadership

The **core element** is the **compelling goal** to create **public value** among public organizations, leaders and managers.



What drives us?

Internally:

- (1) technological changes
adopted by public organizations.
- (2) Organizational capacity:
Financial resources, organizational
processes, systems improvement, hardware
and software

People-ware!



The NICS-CESO Project -1

National ICT Competency Standard for Career Executive Service Officers (NICS-CESO)

- Began in 4Q, 2005
- Collaboration between CESB and the Commission on Information and Communications Technology – Human Capital Development Group
- Supported by Intel Philippines



The NICS-CESO Project - 2

Project GOALS

- Establish high level identification of ICT knowledge and skills;
- Provide basic reference on what to understand and to be able to do in agencies doing e-government.



The NICS-CESO Project - 3

Project OBJECTIVES

- Define core competencies needed by non-IT career managers and executives; and
- Formulate and implement a training design for ICT management capacity building.



The NICS-CESO Project - 4

Key processes

ADVOCACY

1) Articulation of relevance of ICT in overall e-govt context.



2) Identification of selected global best practice standards.

3) Focus group discussions among CES representatives in Luzon, Visayas and Mindanao.

4) Consolidation of FGD results into matrix of knowledge and skills definition.

5) Stakeholder national validation and agreement on knowledge and skills domain.



6) Formulation of training program.

7) Pilot conduct of training.

8) Evaluation and planning for next steps.



The NICS-CESO Project - 5

Two Skills Sets

- **Core Skills Set 1: e-Government Awareness**
- **Advanced Skills Set 2: Management and Implementation of e-Government Initiatives**



The NICS-CESO Project - 6

Core Skills Set 1: e-Government Awareness

- defines the requisite ICT skills to set a broad e-government vision and foster commitment to that vision by:

1. articulating positive impact of e-Government on efficiency, service quality and customer service;
2. Identifying potential benefits of e-government.



The NICS-CESO Project - 7

Core Skills Set 1: e-Government Awareness

Domain and content scope:

- Organization, Policies and Practices
- Business Process Management
- Adoption and Use of ICT Solutions
- Ethics, Legal and Security Issues



The NICS-CESO Project - 8

Advanced Skills Set 2: Management and Implementation of e-Government Initiatives

- defines the qualifications of executives and managers to effectively develop, implement and manage e-Government programs and projects.



The NICS-CESO Project - 9

Advanced Skills Set 2: Management and Implementation of e-Government Initiatives

Domain and Content Scope:

- Strategic Planning and Management
- Enterprise Architecture
- Program and Project Management
- Service Management and Governance



The NICS-CESO Project - 10

Training Program Components

1. E-Government Framework, Policy Direction and Strategic Planning
2. E-Services Solutions
3. Business Process Management
4. Essentials of Project Management



The NICS-CESO Project - 11

Initial evaluation results

- 60 CES executives have been trained in the initial 3 training sessions in 2007
- Participant evaluation indicates high level of agreement on positive value of the course materials, program design and delivery



Enter The Academy

Aligned strategic and critical interests:

- Achieve universal training coverage
→ ICT to improve governance and meet development goals (means to end)
- Fully roll out the Academy and NICS-CESO modules
→ Under-investment on lifelong executive education
- Continuously meet evolving ICT training needs
→ relevant, responsive modules



The Academy S.O.A.R.s!

Strengths

- Academy authors/resource persons
- Political support
- Legal mandate and capacity to train
- Training with incentives for career development

Opportunities

- Available and willing capable trainers
- Demand from career officers
- Support and interest from other institutions
- Private sector and e-government funds



The Academy S.O.A.R.s!

Aspirations

- Train the entire Career Executive Service
- Expand to 1st and 2nd levels of the bureaucracy
- “Penetrate” the autonomous region of Muslim Mindanao
- Include local government gatekeepers

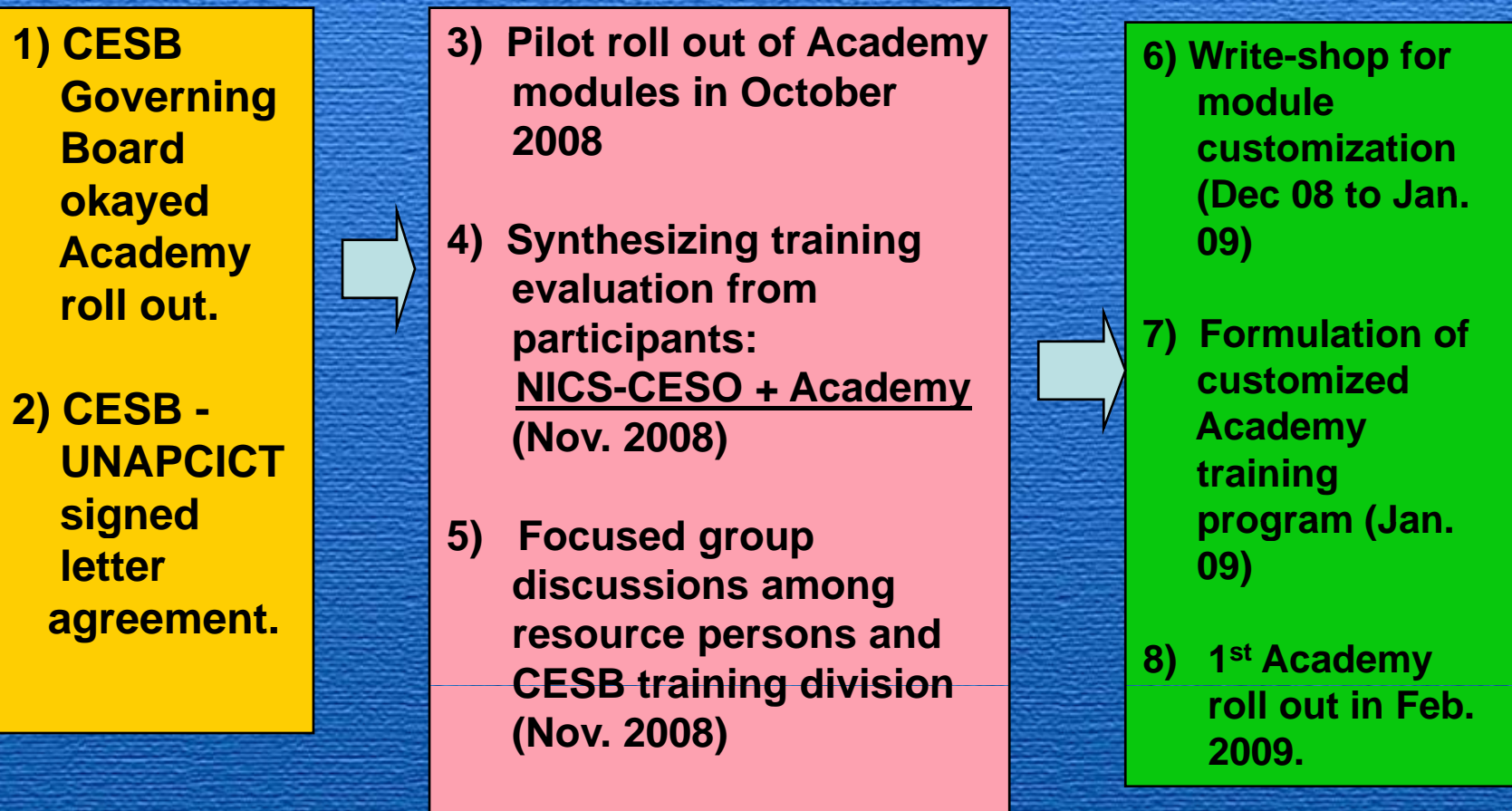
Resources

- People
- Partner institutions
- Pesos (\$ or won also OK 😊)



Academy Roll-out

What we did...





The Academy, Customized

- 3-day training session

- Modules:

ICT Governance

ICT 4 Development and Governance

ICT Skills Capability Building
Management

ICT Sourcing Management

Strategic Planning and Management



Policy and program support for Roll out -

1

- Integrating Academy modules in the CES core programs
 - Including 20 questions on ICT in the CES written qualifying exam (Academy modules as basic reference)
 - Including ICT management as one of the core competencies in the new CES Competency Grid
 - attendance in Academy training confers training credits required for promotion in rank of career officer



Policy and program support for Roll out - 2

- Integrating Academy modules in the CES core programs
 - ICT-based innovation now a separate category in our annual Presidential recognition program for outstanding career executives (winners receive \$2000, among other incentives)
 - expanding capacities: national TOT

- Leveraging on partnerships
 - Accrediting other training providers



Lessons

- A champion is essential.
- Advocate and mobilize support from all directions and at all levels.
- Convergence and intra-agency collaborations is the way to go.
- Stakeholder buy-in a must, otherwise “legislate” support or provide appropriate incentives.
- Outsource when internal expertise is inadequate



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End of presentation

Thank you.

Questions? Comments