From Good to Great:

CSC records more than 90 emerging best practices

Business consultant and author Jim Collins once made the distinction between good and great. In his best-selling book, "Good to Great: Why Some Companies Make the Leap... and Others Don't", he said:

"Good is the enemy of great. And that is one of the key reasons why we have so little that becomes great. We don't have great schools, principally because we have good schools. We don't have great government, principally because we have good government. Few people attain great lives, in large part because it is just so easy to settle for a good life."

Here at the Civil Service Commission (CSC), we don't just settle for good. In order to become a Center of Excellence in strategic human resource and organization development in the Philippines and in Asia, and to become a model of excellence and integrity for the entire bureaucracy, we continuously find ways to improve what we do. Let us be clear—a great organization is never perfect. There is always room for mistakes. But what makes an organization great (and not simply good) is its ability to learn from these mistakes and do better next time.

The CSC will be celebrating its 114th anniversary this September, and through the decades, we have been continuously learning and re-learning from our experiences, leading to *improvements* (better things) and *innovations* (different things). These have helped us, foremost, to ease the rigors and challenges of our work and achieve efficiency. Are you tired of writing down the details of every client that comes into your office? Introduce a Client Profile Form that they can fill out by themselves. Indeed, when you need something done better, easier, or cheaper, you are forced to find ways of achieving it. As the saying goes, "Necessity is the mother of invention."

Improvements and innovations have also helped the CSC meet the ever-evolving needs of its clients and stakeholders. For example, we are now investing heavily on information technology (IT) and computerization projects through the Information Systems Strategic Plan (ISSP) as we recognize the need to keep up with the digital world.

Not the ordinary

Now, while there are good changes, there are also great changes. Recently, the Office for Strategy Management (OSM) compiled a list of **emerging best practices** – activities, processes, methods, techniques, or tools that have consistently shown results superior to those achieved with other means in a given situation.

A best practice is a proven practice that can be used as a benchmark, something that other units in the organization can learn from and adopt. Thus, it is very important that best practices are documented and shared within the CSC.

ENTERPRISE SCORECARD

Perspective		Objectives		Measures	LEAD	LAG	Baseline	2011	2012	2013	2014	2015
Stakeholders	A	Recognized as a Center for Excellence	1	Percentage of agencies compliant with PRIME-HRM Maturity Level Indicators			238 DepEd assessed offices, 402 agencies accredited under PRIME-HRM prior to enhanced policy and 563 agencies with revalidated Level II accredited status under CSCAAP	N/A	N/A	N/A	N/A	10% (120 of 1,203 assessed and assisted agencies compliant with PRIME-HRM Maturity Level 2)
				Accreditation on good people management practices by an international certifying body on HR and OD using global standards			N/A	N/A	N/A	N/A	CSC is the first government agency accredited by an international certifying body on HR and OD using global standards (39 good people management practices)	Accredited by an international certifying body on HR and OD using global standards (65 good people management practices)
			2	CSC Client Satisfaction Rating (CSC frontline services)			N/A	Acceptable (70-79%)	Good (80-89%)	Good (80-89%)	Excellent (90%)	Excellent (92%)
	B	High performing, competent, and credible civil servants	3	Percentage of most complained service offices surveyed under ARTA			1% (50 SOs)	20% (469 SOs)	40% (560 SOs)	100% (920 SOs)	100% (1,026 SOs)	100% (1,026 SOs)
				BIG* 1: Percentage of most complained service offices passing the ARTA-RCS			78% (39 SOs)	N/A	N/A	85% (782 SOs)	95% (975 SOs)	98% (1,005 SOs)
			4	Percentage of agencies with approved Strategic Performance Management System (SPMS)			14	N/A	20% (498)	30% (747)	70% (1,743)	95% (2,366)
				BIG* 2: Percentage of agencies with functional SPMS							85% of approved SPMS in 2012 and 2013	90% of approved SPMS as of 2014
Process	C	Provide excellent HR processes	5	Number of ISO-certified processes			N/A	N/A	3 (Cases Adjudication, Examination, Appointments Processing)	4 (Maintain 3 processes + CSI Training Processes)	5 (Maintain 4 processes + CNA Registration and Union Accreditation Processes)	5 (Maintain the 5 ISO-certified Processes)
	D	Ensure fairness and efficiency in performing quasi-judicial functions	6	**BIG* 3:** Percentage of cases decided within 40 days from the time the case is ripe for resolution			N/A	30%	60%	70%	80%	90%
People	E	Enhance the competency of our workforce	7	Percentage of CSC employees meeting their mission-critical job competency standards			66.23% (716 out of 1,081 - 2012 data)	N/A	N/A	70%	80%	85%
Finance	F	Ensure efficient management of financial resources	8	Amount of financial support from partners			N/A	N/A	P25 million	P50 million	P55 million	P60 million
Partners	G	Cultivate partnerships with local and international institutions	9	Number of priority programs implemented through technical cooperation with local and international partners			4	6	7	9	11	12

*Breakthrough Important Goal

to accomplish, it tends to ignore the importance of stopping and sitting down to discuss matters and understand everything that is going on. This output-oriented culture has the ability to deliver products and services on time, but is sitting on a potential problem that could affect the future.

CSC Regional Office No. 7 introduced a two-hour learning session for every conference of the management committee. The sessions focused on the seven leadership attributes to empower managers in leading the CSC toward its vision. These sessions helped the management committee members gain a clear definition of their roles, and build a tracking progress system for achieving results. The effect of having these sessions resulted to a much improved performance for CSC RO7 in 2014 when it was rated 4.706, with the Breakthrough Important Goals (BIG) all rated 5 or Outstanding.

Emerging Best Practices at the CSC

Below are examples of emerging best practices culled from a set of more than 90 submissions from various offices*:

"Taras" (Tally)/Scoreboard and Recognition and Rewards System
– The Office for Legal Affairs (OLA) uses a points or scoreboard system to determine the daily output of each Action Officer (AO), while motivating them to perform better. This started in early January 2013 in response to the need to improve the case disposition rate of OLA as observed by the Commission.

The OLA management chooses and recognizes the most productive AO for the month, or the one who has produced the most number of outputs. The selected officer is given recognition in the form of commendation and other rewards.

This system has contributed in resolving ripe cases within the prescribed period (30 days for ripe disciplinary and non-disciplinary

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cases and 15 days for opinions) which, in turn, has helped declog its cases expeditiously, while encouraging its AOs to improve their performance and meet their targets. Before, OLA cases for agenda during Commission Meetings average from 9 to 15 cases. Now, OLA submits agenda cases averaging from 25 to 35 cases.

Release of Resolutions/ Decisions within two days from promulgation – Previously, there was no set of standards (timelines) in the release of Resolutions/ Decisions. Thus, those promulgated by the Commission took some three months from date of promulgation before they are released to the parties of the case.

Previously, CSLO staff had to locate names and addresses from the voluminous records of each case to identify the parties to be furnished copies of the resolution/ decision. To speed up the process and avoid the risk of sending a copy of the resolution/decision to parties not involved in the case, CSLO requested OLA to provide the list of parties. OLA Action Officers are in the best position to do this because they have perused the records in the course of studying the case.

From the previous directive to release resolutions/decisions within three days from promulgation, CSLO has now reduced this to two days.

Queue Management System – The installation of a Queue Management System at CSC Regional Office No. 5 helped the employees manage the queue of clients, thus increasing efficiency. A digital signage that shows CSC information and promotion messages has also reduced customers' perceived waiting time by as much as 40 percent.

Automated System on Financial Transactions (ASOFT) – Developed in-house by CSC RO5's Management Services Division (MSD), the ASOFT is an accounting system that incorporates the entire financial process into a single database and system – from Obligation, preparation of Disbursement Vouchers, Index of Payment, Report of Check Issued, Check Disbursements Journal, Summary of Taxes Withheld, and up to Check Preparation.

This led to easier, smoother, and more efficient internal financial processes, reducing the processing time and effort from redundant encoding of financial data as well as

the cost of supplies and materials involved in the processing of claims.

Certification of CSI Training & Development Process to ISO 9001:2008 – The Civil Service Institute (CSI) endeavored to have six of its processes certified to ISO 9001:2008. These are Business Development, Learning Service Provider Selection and Evaluation, Training Needs Determination, Training Design and Development, Training Delivery and Implementation, and Training Evaluation.

To obtain this certification, the CSI had to document its processes, which involved creating flowcharts and identifying responsible persons for each step. It also involved having a good filing system where files are labeled properly, readily available, and secured by a custodian.

ARTA Community of Practice – The Public Assistance and Information Office (PAIO) introduced the ARTA Community of Practice as a monitoring and evaluation mechanism to ensure the efficiency and effectiveness of processes under ARTA-related projects.

It ensures that processes in all ARTA project components are documented and standardized, and gaps in ARTA project implementation are cooperatively identified with CSCROs who implement the ARTA projects themselves. CSCROs devise mechanisms to streamline processes and address these gaps. Then, outstanding project performances are recognized and promoted.

This initiative resulted in more standardized processes, shared knowledge on various project implementation practices that proved effective, and heightened awareness of CSCROs about their respective performance in comparison with other regional offices.

Establishment of the Contact Center ng Bayan – The Contact Center ng Bayan (CCB) serves as a two-way platform that allows the public to express their feedback, positive or negative, on the quality of public service delivery of government agencies.

Prior to CCB's establishment, there was no centralized contact point where all communications from the public may be routed, logged, responded to, and ultimately distributed to the different government agencies for proper handling and resolution (and follow through, if necessary). There was also no facility where the data out of these communications can be collected, processed, and converted into useful information and reports to assist the government in performance evaluation and to seek improvement of public service delivery.

The CCB also encourages transparency and accountability in day-to-day operations of government offices providing frontline services by empowering individual citizens to effectively participate in and contribute to good governance practices by giving feedback on the quality of government service.

Conduct of a 2-Hour Learning Session Every Management Conference on the Seven Leadership Attributes – When an office has a lot of urgent tasks