



COMMON FRAMEWORK of HUMAN RESOURCE DEVELOPMENT PLAN

BANGSAMORO AUTONOMOUS REGION IN MUSLIM MINDANAO

Background

Every official and employee of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) is an asset or resource to be valued, developed and utilized in the delivery of public service guided by the principles of moral governance.

With the creation of BARMM in 2019, more or less 4,000 officials and employees were employed in the different ministries, many of whom are new in the government, hence the need to capacitate the human resource so that they will be fully developed and be part of a competent and professional workforce.

It is therefore the responsibility of each ministry or office in BARMM to establish a continuing program for the career and human resource development of its staff at all levels. A work climate must be established to develop skills, talents and values for optimum public service.

The Japan International Cooperation Agency (JICA) through the Capacity Development Program for Bangsamoro (CDPB) in partnership with the Office of Chief Minister (OCM), Administrative Management Services (AMS), the Bangsamoro Attorney General's Office (BAGO), and the Development Academy of the Bangsamoro (DAB) will prepare a common framework (template) of Human Resource Development Plan (HRDP) which will be the basis for all career and human resource development activities in the BARMM.

The Bangsamoro Autonomy Act No. 17 or the Bangsamoro Civil Service Code provides in Article 19 thereof that the Bangsamoro Government shall ensure the development and retention of a competent and efficient work force in the public service. Every agency of the Bangsamoro Government, shall, in coordination with DAB establish a continuing program of career and human resource development at all levels, and shall create a work environment conducive to the development of human resource skills, talents, and values for optimum public service.

For this purpose, Article 20 of the same Code makes it mandatory for all Bangsamoro agencies to prepare a Career and Human Resource Development Plan, which shall include provisions on merit promotions, performance evaluation, in-service training, including overseas and local

scholarships and training grants, job rotation, suggestions and incentive award systems, and such other provisions for employees' health, welfare, counselling, recreation and similar activities.

The HRDP will be prepared and submitted by each ministry/agency to DAB for consolidation, review and implementation, recommended every three (3) years. This will be on the strategic plan of each ministry/agency of the BARMM in the area of Learning and Development.

What is Human Resource Development Plan (HRDP)?

Human Resource Development Plan which is mentioned in Article 20 of the Bangsamoro Civil Service Code are action steps or strategies oriented to the future. Such plan will be funded, encouraged and implemented so that the development goals will be achieved.

What is PRIME HRM?

The Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME HRM) is a program of the Civil Service Commission which empowered government agencies by developing their HRM competencies toward excellence.

What are the four (4) HR systems?

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

Why focus on Learning and Development?

As of now, BARMM continues to be in transition. The various ministries, offices, and agencies are still in the process of recruiting competent workforce. While there are those who are already appointed as permanent employees, many are engaged under Contract of Service (COS) or Job Order.

Considering that RSP, PMS and R & R are inter-related with one another and there are no clear policies set on these areas, the project will focus on L & D.

L & D is a term used to encourage professional development among its employees. This would include training courses, development programs, on-line learning development activities, etc.

Learning is gaining new knowledge while development is applying that knowledge to drive results and grow as a leader. L & D therefore outlines how an organization develops the workforce's capabilities and competencies to espouse the principle of continual improvement.

Competencies are observable, measurable and vital knowledge, skills and attitudes that are translations of capabilities deemed essential for organizational success.

Knowledge is the understanding acquired through learning.

Skills are the capabilities acquired through practices.

Attitudes are beliefs, feelings and values which predispose people to act in certain ways.

The following competencies are critical to the successful performance of functions in the office.

1. Core competencies relate to the organization's values, mission and strategy. These competencies apply to all officials and employees.
2. Organizational competencies are competencies required from a majority of positions to manage the organizations business operations to achieve its goals/objectives.
3. Leadership competencies are competencies that relate to skills needed to perform managerial work and process.
4. Technical competencies are competencies that pertain to specific bodies of knowledge & skills required to perform the defined activities in an industry, function or job.

Major stakeholders including the Administrative Management Service (AMS), its Human Resource Development Management Division (HRMD) and Development Academy of the Bangsamoro (DAB) have identified the following competencies putting into consideration the mandate of BARMM:

1. Core
 - 1.1 Exemplifying Integrity
 - 1.2 Delivering Service Excellence
 - 1.3 Problem Solving and Decision Making
2. Organizational
 - 2.1 Proactiveness/Sense of Urgency
 - 2.2 Championing and Applying Innovation
 - 2.3 Effective Speaking
 - 2.4 Effective Writing
 - 2.5 Managing Information
3. Leadership
 - 3.1 Thinking Strategically
 - 3.2 Building Commitment
 - 3.3 Leading Change
 - 3.4 Partnering and Networking
 - 3.5 Managing Performance and Coaching for Results
4. Technical competencies consider the functions of the position as reflected in the Job Description (JD)

Some competencies were identified during the Focus Group Discussion (FGD) held on October 20, 2021 at the HRMD conference hall. It was attended by AMS, DAB, BAGO, and JICA-CDPB. These competencies were the focus of discussion and workshop during the November 16-17, 2021) Writeshop on Human Resource Development Planning conducted at Native Pagana Kutawato Resto, Cotabato City. This was participated by 40 Human Resource Management Practitioners of the different ministries/office/agency of BARMM.

In identifying the L & D for every employee, there is a need to adopt the Equal Opportunity Principle (EOP). EOP is the fair treatment of everyone, removing all barriers or discriminations on account of age, gender, identity, sexual orientation, civil status, disability, religion, ethnicity or political affiliation.

Based on the consolidated efforts of all of the participants coming from the different ministries, inputs coming from the resource persons and moderator during the Writeshop and the series of meetings/discussions of AMS, HRMD and DAB, in cooperation with CDPB, the following HRDP framework is suggested to be implemented in BARMM.

Common Framework of HRDP (Sample of HRDP 2022-2024 for 3 years *(*Please see NOTE 4 below*)*)

	DEVELOPMENT ACTIVITY	SUPPORT NEEDED	TRAINER/PROVIDER (Who is responsible)	SCHEDULE OF COMPLETION	IDENTIFIED PARTICIPANT
1. CORE COMPETENCY					
1.1 Exemplifying Integrity: <i>The ability to show by example high standard of professional behavior as public servants of BARMM, adhering to moral governance, principles, values and standards.</i>					
	Seminar on Republic Act (RA) 6713	- Budget/Authority to Attend	- Civil Service Commission (CSC) for BARMM	- June 2022 - June 2023 - June 2024	- All Employees
	Bangsamoro Situationer and Bangsamoro Identity	- Budget/Authority to Attend	- Development Academy of the Bangsamoro (DAB)	- June 2022	- All Employees
	Understanding Moral Governance	- Budget/Authority to Attend	- DAB	- June 2022	- All Employees
	New Staff Orientation	- Budget/Authority to Attend	- HRMO of each ministry, office and agency supported by AMS and DAB	- May-December 2022 (Continuing activity until 2024)	- All Employees
	Values Transformation Training	- Budget/Authority to Attend	- DAB	- May 2022	- All Employees
	Values Orientation Workshop	- Budget/Authority to Attend	- CSC for BARMM	- October 2022 (Continuing activity until December 2024)	- All Employees
	Public Service Ethics & Accountability for Leaders	- Budget/Authority to Attend	- Civil Service Institute (CSI)	- December 2022	- Supervisors - Directors
	Institutional Integrity and Reputation Management and Development	- Budget/Authority to Attend	- DAB	- September 2022	- Directors - Division Chiefs - Section Heads
	Values Transformation Training and Professional Development	- Budget/Authority to Attend	- DAB	- October 2022	- All Employees
1.2 Delivering Service Excellence: <i>The ability to provide responsive, accessible, courteous and effective public service to attain the highest level of customer satisfaction.</i>					
	Training for Trainers on Leadership	- Budget/Authority to Attend	- DAB - CSC for BARMM	- October 2022	- Supervisors

	Gender Equality Disability and Social Inclusion (GEDSI) Sensitivity Seminar	- Budget/Authority to Attend	- CSC for BARMM - Bangsamoro Women's Commission (BWC)	- March 2024	- All employees
	Seminar on Omnibus Rules on Appointments and Other Human Resource Actions (ORAOHRA)	- Budget/Authority to Attend	- CSC for BARMM	- December 2022	- All employees
	Basic Customer Service Skills (BCSS)	- Budget/Authority to Attend	- CSC for BARMM	- July 2022 - November 2022 - March 2023 - July 2023 - April 2024	- All Employees
	Ease in Doing Business & Efficient Government Service Delivery Act of 2018	- Budget/Authority to Attend	- CSC for BARMM	- November 2022	- All Employees
	Leave Administration Course for Effectiveness (LACE)	- Budget/Authority to Attend	- CSC for BARMM	- August 2022	- All Employees
1.3 Problem Solving and Decision Making: <i>The ability to resolve deviations and exercise good judgment by using fact-based analysis and generating and selecting appropriate courses of action to produce positive results.</i>					
	Seminar on CSW	- Budget/Authority to Attend	- DAB - Development Academy of the Philippines (DAP)	- February 2022 - April 2023 - July 2024	- All employees
	Supervisory Development Program (SDP)	- Budget/Authority to Attend	- CSI - CSC for BARMM	- August 2022	- Division Chiefs - Supervisors - Directors
	Training on Conflict Management, Decision-Making, and Problem Solving	- Budget/Authority to Attend	- DAB	- July 2022	- Division heads - Section heads - Unit heads
	Leadership & Management: Problem Solving & Decision Making	- Budget/Authority to Attend	- Businessmaker Academy	- October 2022	- Section Leads - Division Supervisors - Chiefs
2. ORGANIZATIONAL COMPETENCY					
2.1 Proactiveness/sense of urgency: <i>The ability to adopt to change to different working conditions and culture. Proactiveness is a soft skill that means being able to rapidly learn new skills and behavior in response to changing circumstances and being able to come up with risk mitigating solutions that will contribute to the smooth operations of the office.</i>					
	Understanding the Role and Skills in Organizational Development	- Budget/Authority to Attend	- DAB	- July 2022	- All employees
	Training on Seven Habits of Highly Effective Government Employees	- Budget/Authority to Attend	- DAP	- August 2022	- Section Leads - Division Supervisors - Chiefs - Heads of Office

					- Service Directors
	SW on Stress Management	- Budget/Authority to Attend	- Personnel Officers Association of the Philippines (POAP)	- September 2023	- Division Supervisors and Chiefs
	Mental Health Awareness	- Budget/Authority to Attend	- CSI	- November 2023	- All Employees
	Organizational Management Training	- Budget/Authority to Attend	- DAB	- July 2022	- Division Chiefs - Section Heads - Unit Heads
2.2 Championing and Applying Innovation: <i>The ability to increase productivity and efficiency at work by applying new ideas and creative solutions to existing processes, methods and services.</i>					
	Training for Digitization of Human Resource Data Banking	- Budget/Authority to Attend	- Bangsamoro Information and Communications Technology Office (BICTO)	- February 2023	- HRM Practitioners - IT Officers - Information System Analysts
	Enhancement of HRIS	- Budget/Authority to Attend	- BICTO - CSC for BARMM - DAP	- May 2023	- HR Staff - IT/Programmer
	HR Symposium	- Budget/Authority to Attend	- CSI	- September 2022 - September 2023 - September 2024	- Executive Leaders - Division Chiefs - Supervisors - HRMPs
	Supervisory Development Course (SDC) 1-3	- Budget/Authority to Attend	- CSC for BARMM	- November 2022 - October 2023 - October 2024	- Supervisors
	Training on Creative and Critical Thinking	- Budget/Authority to Attend	- First Pacific Leadership Academy - DAP	- October 2023	- Section Leads - Division Supervisors and Chiefs - Heads of Office - Service Directors
2.3 Effective Speaking: <i>The ability to effectively communicate and interact with colleagues, customers, and clients, and work well in a team to achieve results. This further involves persuasive speaking skills, ability to face crowd and/or deliver presentations.</i>					
	Leadership & Management: Transformational Leadership Communication & Public Speaking	- Budget/Authority to Attend	- Businessmaker Academy	- September 2022	- Second Level Employees
	Advance Course in Customer Service	Budget/Authority to Attend	- CSC for BARMM	- October 2023	- First and Second Level Employees

	Effective Presentation Skills	- Budget/Authority to Attend	- DAB	- September 2024	- First and Second Level Employees
2.4 Effective Writing: <i>The ability to write in clear, concise and coherent manner using different tools to convey information or express ideas effectively.</i>					
	Introduction to Business Writing	- Budget/Reading Materials/Authority to Attend	- DAB - DAP	- December 2022	- First Level Employees
	SW on Technical Writing	- Budget/Authority to Attend	- DAB - CSC for BARMM	- December 2022	- Information Officers - In-Charge in Report Writing
	Advance Course on Technical Writing	- Budget/Authority to Attend	- DAB - CSC for BARMM	- April 2023	- Second Level Employees
	Training- Workshop on Policy-Making: Making Memos, Orders, and Circulars	- Budget/Authority to Attend	- DAB	- August 2022	- Division Chiefs - Section Heads - Unit Heads
	Administrative Skills: Business Writing & Online Etiquette	- Budget/Authority to Attend	- Businessmaker Academy	- December 2023	- All Employees
2.5 Managing Information: <i>The ability to organize, process, distribute and manage information in order to support and facilitate the learning and data requirements of the office.</i>					
	Information System Audit Fundamentals	- Budget/Authority to Attend	- Association of Government Internal Auditors Inc.	- December 2022	- First and Second Level Employees
	Understanding Data Privacy Act	- Budget/Authority to Attend	- Commission on Audit (COA)	- March 2022	- First and Second Level Employees
	National Archiving of the Philippines Act	- Budget/Authority to Attend	- AMS	- March 2022	- First and Second Level Employees
	Records Management Training	- Budget/Authority to Attend	- DAB	- June 2022	- First and Second Level Employees
3. LEADERSHIP COMPETENCY					
3.1 Thinking strategically: <i>The ability to influence, realign the organization's strategic goals and directions; monitor and review data from various aspects of strategic and corporate planning and recommend enhancements.</i>					
	Skills Training on Financial Management	- Budget/Authority to Attend	- DAB	- July 2022	- Finance Division Personnel

	Strategic Communication Workshop	- Budget/Authority to Attend	- CSC for BARMM - DAB	- November 2022	- Section Leads - Division Supervisors and Chiefs - Heads of Office - Service Directors
	Design Thinking	- Budget/Authority to Attend	- DAB	- December 2022	- Division Supervisors and Chiefs - Heads of Office - Service Directors
	Course on Strategic Planning	- Budget/Authority to Attend	- DAP - DAB	- October 2022	- Division Supervisors and Chiefs - Heads of Office - Service Directors
	SW on Risk Management	- Budget/Authority to Attend	- DAP - DAB	- February 2023	- Division Supervisors and Chiefs - Heads of Office - Service Directors
	Ethical Leadership	- Budget/Authority to Attend	- CSI - CSC for BARMM - DAB	- March 2023	- Division Supervisors and Chiefs - Heads of Office - Service Directors
	Mentoring and Coaching for Leaders	- Budget/Authority to Attend	- CSI - CSC for BARMM - DAB	- May 2023	- Division Supervisors and Chiefs - Heads of Office - Service Directors
	Total Quality Management	- Budget/Authority to Attend	- CSI - CSC for BARMM - DAB - DAP	- June 2023	- Division Supervisors and Chiefs - Heads of Office - Service Directors
3.2 Building Commitment: <i>Ability to inspire and create an environment that encourages positive interaction and collaboration among employees and other stakeholders of the Bangsamoro region.</i>					
	RA 6713 in action	- Budget/Authority to Attend	- CSC for BARMM	- October 2022	- Division Supervisors and Chiefs - Heads of Office - Service Directors
	Moral Governance in BARMM	- Budget/Authority to Attend	- DAB	- October 2022	- Division Supervisors and Chiefs - Heads of Office - Service Directors
	Seminar on Revised Rules on Administrative Cases in the Civil Service (RACCS)	- Budget/Authority to Attend	- CSI - CSC for BARMM	- January 2023	- Section Leaders - Division Supervisors and Chiefs

3.3 Leading Change: *The ability to bring about strategic change both within and outside the organizational goals.*

	Competency-Based Talent Management	- Budget/Authority to Attend	- Center for Empowerment Seminars and Workshops	- June 2022	- Division Supervisors and Chiefs. - Service Directors
	Working with Organization change	- Budget/Authority to Attend	- Ateneo de Manila-Center for Organization Research and Development	- July 2022	- Section Leads - Division Supervisors and Chiefs
	Leadership & Management: Leadership for Managers	- Budget/Authority to Attend	- Businessmaker Academy	- September 2022	- Division Supervisors and Chiefs - Heads of Office - Service Directors
	Leadership and Management: Self-management	- Budget/Authority to Attend	- Businessmaker Academy	- September 2022	- Division Supervisors and Chiefs - Heads of Office - Service Directors
	Leadership & Management: Leadership Communication Skills	- Budget/Authority to Attend	- Businessmaker Academy	- September 2022	- Division Supervisors and Chiefs - Heads of Office - Service Directors
	Supervisory Development Program (SDP)	- Budget/Authority to Attend	- CSC for BARMM - CSI	- February 2023	- Division Supervisors and Chiefs - Heads of Office - Service Directors
	Basic Management Program for Emerging Leaders	- Budget/Authority to Attend	- Center for Empowerment Seminars and Workshops Inc.	- April 2023	- Division Supervisors and Chiefs - Heads of Office - Service Directors

3.4 Partnering and Networking: *Ability to forge mutually beneficial relationships between individuals with diverse backgrounds.*

	Strategic Negotiation Skills	- Budget/Authority to Attend	- Center for Empowerment Seminars and Workshops Inc.	- June 2023	- Division Chiefs and Directors
	Strategic HR Business Partnering	- Budget/Authority to Attend	- Ateneo de Manila-Center for Organization Research and Development - CSC	- June 2023	- Division Chiefs and Directors
	Synergy in the Public Service	- Budget/Authority to Attend	- DAP - DAB	- August 2023	- Division Chiefs and Directors

	Seminar on Public Sector Unionism	- Budget/Authority to Attend	- CSC for BARMM	- July 2022	- Representatives of Management - Officers of employee association
	SW on Conciliation and Mediation	- Budget/Authority to Attend	- CSC for BARMM - CSC-Human Resource Relations Office	- September 2023	- Division chiefs and Directors
3.5 Managing Performance and Coaching for Results: <i>This is the ability to monitor and evaluate the performance of an employee and the organization. It is to bring out the best in the individual by identifying his/her growth as well as plan and develop new skills.</i>					
	Performance Management System	- Budget/Authority to Attend	- Businessmaker Academy - CSC for BARMM	- July 2022 - August 2022	- Section Leads - Division Supervisors and Chiefs - All Employees
	Developmental Conversations for Leaders (Coaching the Coaches through Developmental Conversations)	- Budget/Authority to Attend	- Civil Service Institute	- August 2023	- Section Leads - Division Supervisors and Chiefs
	Talent Management	- Budget/Authority to Attend	- DAP	- May 2024	- Section Leads - Division Supervisors and Chiefs
	Knowledge Management	- Budget/Authority to Attend	- DAP	- May 2024	- Section Leads - Division Supervisors and Chiefs
	Leadership & Management: Coaching Skill	- Budget/Authority to Attend	- Businessmaker Academy	- May 2024	- Section Leads - Division Supervisors and Chiefs
	Total Quality Systems in People Management	- Budget/Authority to Attend	- Personnel Officers Association of the Philippines (POAP)	- July 2024	- Section Leads - Division Supervisors and Chiefs

NOTE1: *New Staff Orientation (NSO) shall be included on the HRDP created by each ministry/agency, which shall be prepared/conducted by HR officers in each ministry supported by DAB/AMS. Information of NSO will be informed soon. (Please refer to Civil Service Code Article 51.)*

NOTE2: *Onboarding Training by DAB shall be included on the HRDP created by each ministry/agency. Information of Onboarding Training will be informed soon. (Please refer to Civil Service Code Article 51.) The following are the programs on HR development: Bangsamoro Situationer, Government Employees Office Skills, Government Service, Principles, Process and Procedures, and Values Transformation and Professional Development.*

NOTE3: *Ministries/Agencies can select/add the trainings identified by themselves. This is a common framework (template) of HRDP for the reference in order to create your own ministries'/agencies' HRDP.*

NOTE4: The HRDP shall be prepared and submitted by each ministry/agency to DAB for consolidation, review and implementation, recommended every three (3) years. This will be on the strategic plan of each ministry/agency of the BARMM in the area of Learning and Development.

NOTE5: Pursuant to Article 10 of the Bangsamoro Civil Service Code, first level shall include clerical, trades, crafts, and custodial service positions which involve non-professional or sub-professional work in a non-supervisory or supervisory capacity requiring less than four (4) years of collegiate studies.

Second level shall include professional, technical and scientific positions which involve professional, technical or scientific work in a non-supervisory, supervisory, or executive/managerial capacity requiring at least four (4) years of college work up to Division Chief level.

Abbreviation Table

Term	Definition
AMS	Administrative Management Services
ARMM	Autonomous Region in Muslim Mindanao
BAGO	Bangsamoro Attorney General's Office
BARMM	Bangsamoro Autonomous Region in Muslim Mindanao
BCSS	Basic Customer Service Skills
BCSC	Bangsamoro Civil Service Code
BDA	Bangsamoro Development Agency
BICTO	Bangsamoro Information Communication Technology Office
BTA	Bangsamoro Transition Authority
BWC	Bangsamoro Women's Commission
CDPB	Capacity Development Project for Bangsamoro
COA	Commission on Audit
CSC	Civil Service Commission
CSI	Civil Service Institute
DAB	Development Academy of the Bangsamoro
DAP	Development Academy of Philippines
GEDSI	Gender Equality Disability and Social Inclusion
HRIS	Human Resource Information System
HRMD	Human Resource Management Division
HRMO(s)	Human Resource Management Officer(s)
HRMP(s)	Human Resource Management Practitioner (s)
JICA	Japan International Cooperation Agency
JICA CPO	Japan International Cooperation Agency Cotabato Project Office
ORAOHRA	Omnibus Rules on Appointments and Other Human Resource Actions
POAP	Personnel Officers Association of the Philippines
RA	Republic Act
RACCS	Revised Rules on Administrative Cases in the Civil Service
SDC	Supervisory Development Course
SDP	Supervisory Development Program
SW	Seminar Workshop
TT	Training of Trainers

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