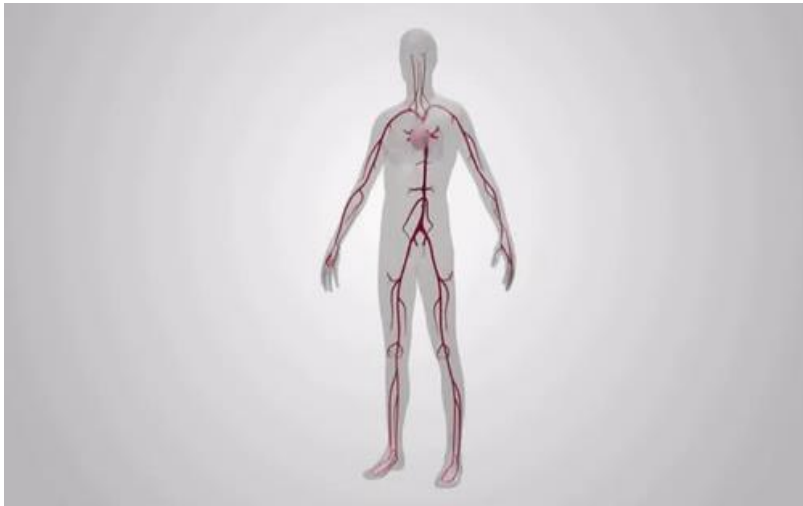# Holistic Human Resource: What's and Why's

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Director IV
Office for Human Resource Management and Development

What is Holistic HR to you?

2020 Trend: Holistic HR

An overview on latest **HR trends** by **Tom Haak**

**Tom Haak,
Founder of HR Trend Institute**

**"connected to different parts of the organization"
"technology savvy"
"human centric"**

What is Holistic HR?

- ✓ the process of getting the most out of our employees; it is not resource management or even personnel management but **talent management**

- ✓ Align organization goals with **succession planning** and employee career objectives

- ✓ It is developing talents by growing your own and **identifying career paths** for those who want to remain on a purely technical side and those who want to be leaders

✓**To keep people engaged and satisfied, HHR tells us to go from developing people to keeping people**

✓**People you keep should add value to the organization**

✓**If people cannot adapt, here are some solutions:**

1.Move them to a new environment

2.Ask them where they can do better

Gaining talent

Focus of Holistic HR

Developing talent

Retaining talent
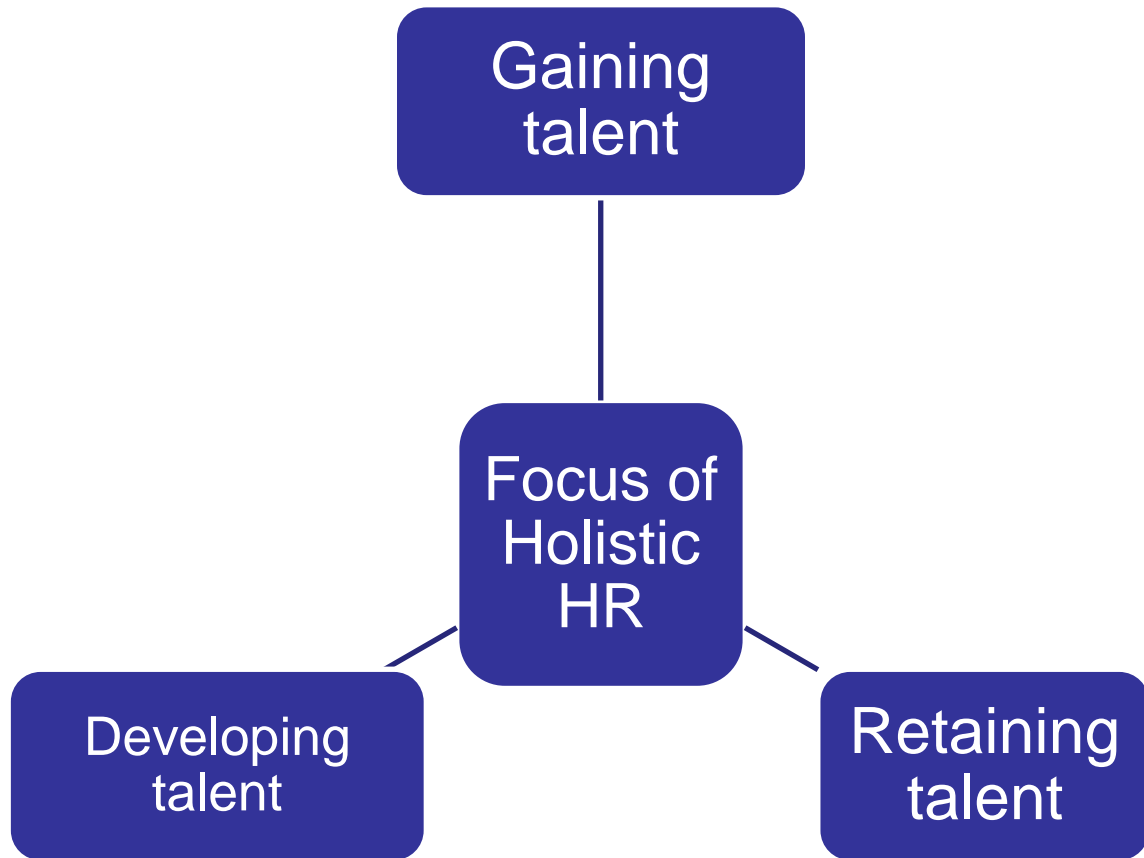
The purpose of HR is no longer about hiring, firing, and managing benefits.

Competency of Holistic HR?

✓ **The ability to intimately grasp all HR disciplines including talent management, pay, executive compensation, health, retirement, work-life benefits, compliance to policies and ethics, and effectively partnering with HR professionals**

David Ulrich's HR Model

Focus on three (3) key resources when assessing performance:

TALENT

CULTURE

HR Professional Competency Models

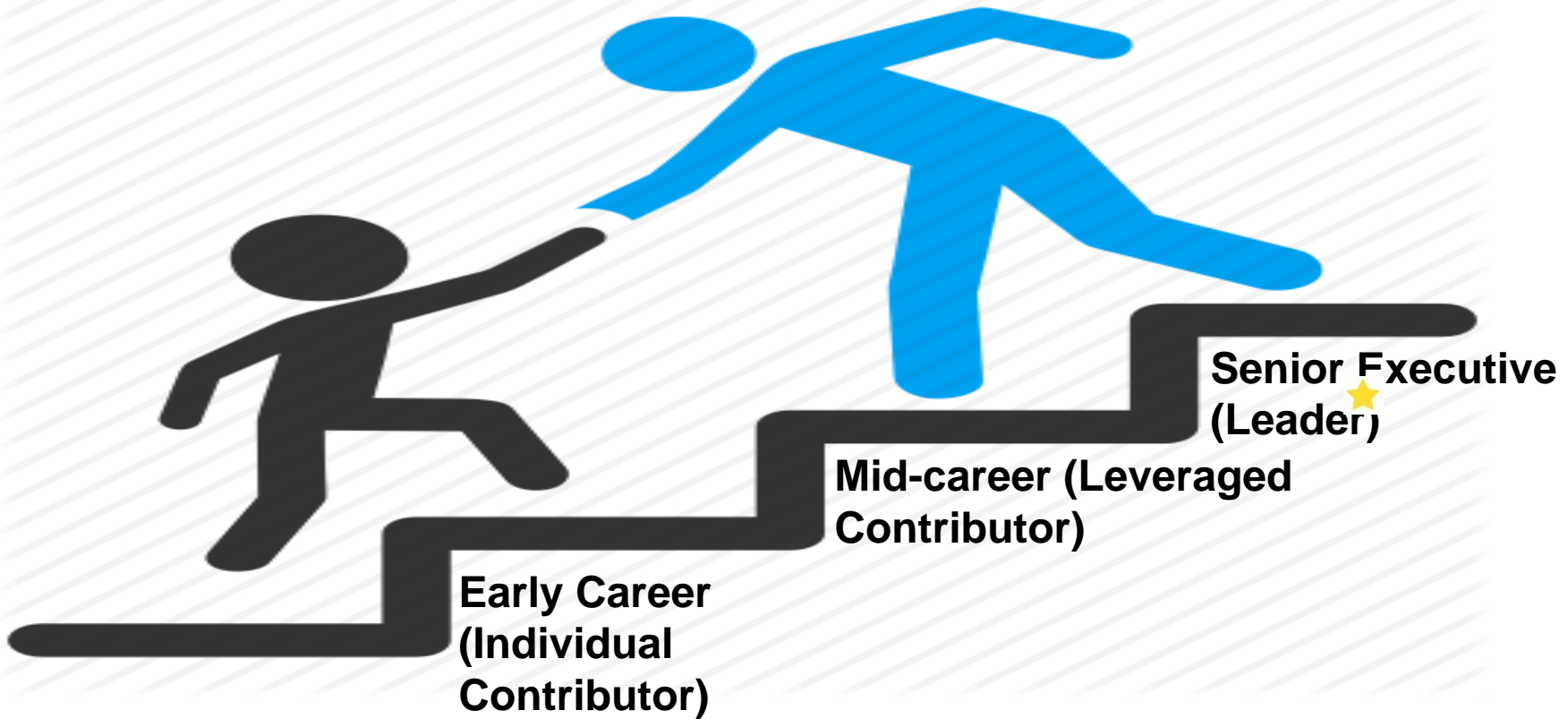| Competencies	Definition
HR Technical Expertise and Practice	The ability to use HR principles and practices to serve the needs of the enterprise. These include compensation, talent management (e.g. recruitment and selection), training and development, employee engagement, and compliance.
Relationship Management	Managing human interactions to drive service and organizational success.
Consultation	Providing direct guidance to organizational stakeholders (e.g. employees, company leadership, and community leaders) seeking advice on numerous issues related to HR, its impacts, and its strategic strengths.
Organizational Leadership and Navigation	Overseeing and guiding organization initiatives and processes successfully and gaining stakeholder support.
Communication	Creating and managing the effective distribution of information at all levels of the organization to produce valuable results.
Diversity and Inclusion	Successfully managing human resources to promote interaction, drive organizational strategic goals and objectives, and enable racial, ethnic, and cultural sensitivity in an inclusive workplace throughout the organization and the marketplace.
Ethical Practice	Integrate core values, integrity, and accountability on all levels and in all segments of the business.
Evaluation	Interpreting information (e.g. data, metrics, literature) to calculate ROI, and determine and assess effectiveness of HR contributions to business strategy and its impacts on business discussion, consultations, and decisions.

Competency Domains and Characteristics

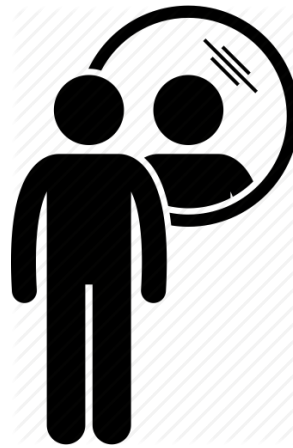| Domain	Characteristics
Credible Activist	Earns credibility from co-workers and leaders who respect and admire the credible activist; nonetheless, he or she is willing to challenge assumptions and take stands that are not always popular and conventional.
Culture and Change Steward	Recognizes that a company's culture is revealed in a series of events and is intent on communicating and shaping culture. They are committed to integrating culture with policies and procedures, driving cultural change, coaching managers on how to help their reports manage uncertainty, and portraying the culture to make it real to employees.
Talent Manager/Organization Designer	Understands and implements talent management, organization design, and how they work in tandem; masters competency requirements, helps guide the progress of employees, and aligns capabilities with the customers' needs and marketplace dynamics.
Strategy Architect	Knows business trends and their impacts, is committed to the company vision, and how it can win in the marketplace. Plays an active role in creating and managing company strategy.
Operational Executor	Capably performs operational processes for managing people and the organization. Insures smooth operation of employees' administrative needs, and provides operational excellence using technology, shared services, and/or outsourcing.
Business Ally	Understands how the business works and what drives profitability. Consults with business leaders on social context to promote business success. Knows the customer, marketplace needs, and how business components work together to enable success.

What do you need to know to develop Holistic HR?

3 Stages in a Successful HR Career

Early Career (Individual Contributor)
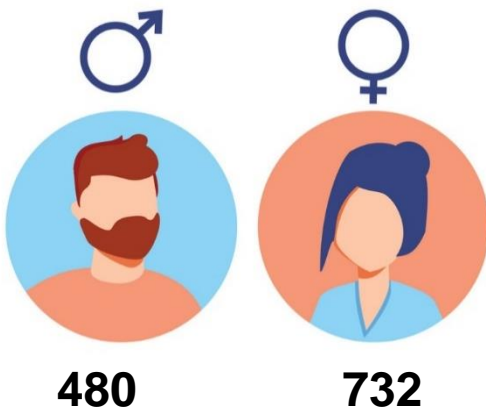
Mid-career (Leveraged Contributor)

Senior Executive (Leader)

What is your biggest obstacle?

The CSC HHR Story

Equal Opportunity Principle

Workforce Engagement and Satisfaction

Retirement Framework

Succession Planning

CSC Workforce Quick Stats

Total No. of CSC Employees: 1212

♂ ♀

480 **732**

Employees in the CO: 387

♂ ♀

Central Office

144 **237**
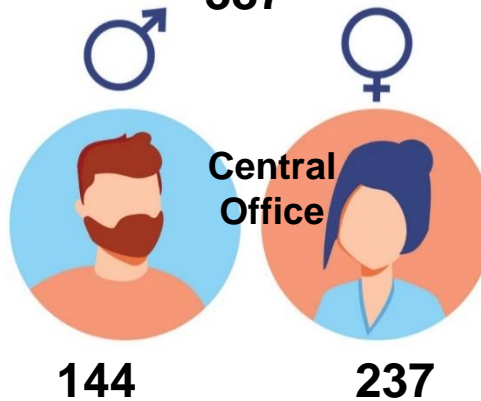
Employees in the RO: 813

♂ ♀

Regional Office

330 **483**
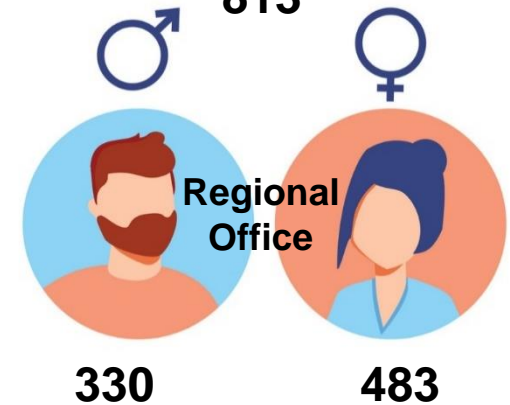
Age Range of Employees	Female	Male
68	2	
61-65	53	30
56-60	123	59
51-55	108	71
46-50	106	71
41-45	102	66
36-40	82	51
31-35	77	62
26-30	64	62
21-25	15	8
Total	732	480

Total No. of Retirables for 2020: 117

Total No. of Persons with Disabilities: 26

Total No. of Employees from Indigenous communities: 39

Equal Opportunity Principle

- **CSC Internal Guidelines in the Implementation of Equal Opportunity Principle (EOP) in the Four Areas of HRM (CSC Resolution No. 190106 dated December 9, 2019)**

General Policy

The CSC commits to:

- provide a **safe and inclusive workplace** that is free from all forms of discrimination and harassment;
- foster a work environment that **encourages meaningful engagement and participation** of all its employees and clients including specialized or vulnerable group of individuals; and
- ensure the **adoption of equal opportunity principle** in the implementation and undertaking of processes or procedures for the four areas of human resource management.

General Policy

EOP shall be given to all employees including those in the specialized or vulnerable group of individuals who require special needs or consideration in the CSC, such as, but not limited to the following:

- Pregnant women
- Solo parents
- Senior citizens
- Persons with Disabilities
- Indigenous People
- People with different religious affiliations and denominations
- People from any sexual orientation and gender identity and expression (SOGIE)

Workforce Engagement and Satisfaction (WES)

Workforce Engagement and Satisfaction Indicators

- Job
- Leadership
- Organization
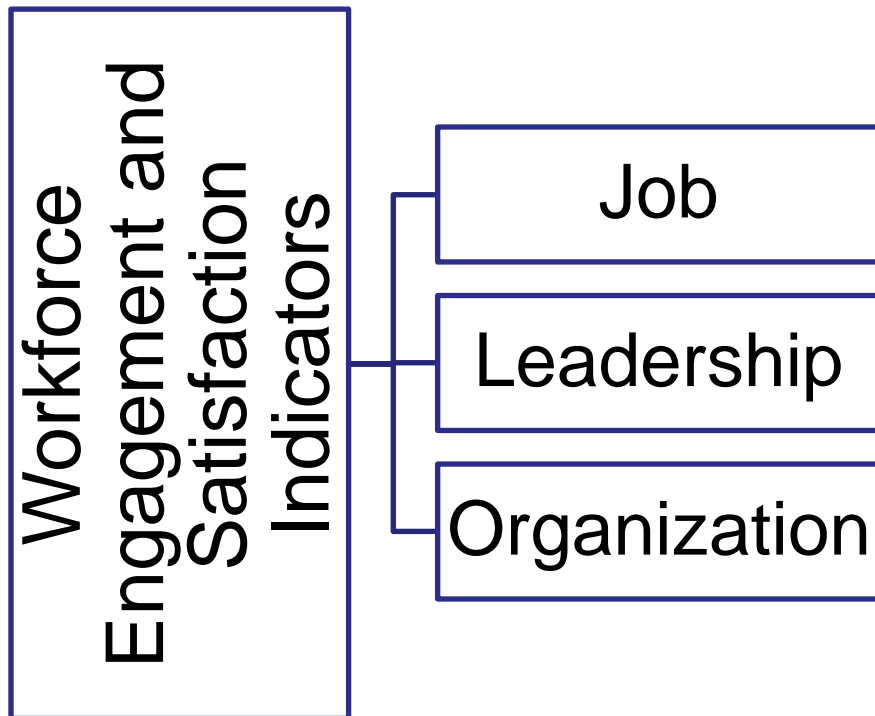
As part of the CSC's Investors in People (IiP) Silver Status accreditation in 2018, an Insights Assessment Report was generated which entails several development areas that the CSC may consider for its continuous improvement of people management in line with its priorities.

WES Indicators

Job
- Absorption
- Dedication
- Nature of the job
- Self-efficacy
- Values
- Vigor

Leadership
- Career growth opportunities
- Employee Empowerment
- Feedback
- Job design
- Leadership/Management
- Managing Performance
- Rewards/Recognition
- Trust & Integrity
- Work environment

Organization
- Alignment of employee performance and organization performance
- Coworkers/ team members
- Culture
- Diversity
- Employee voice
- Pride about the organization
- Welfare (rewards)
- Work environment

Presently, the CSC has already integrated competencies in several Human Resource Management systems namely, Competency-based Learning and Development Management System (CBLDMS), Enhanced Competency-based Recruitment and Promotion Policies (ECBRPP), and Revised Guidelines on CSC Program on Awards and Incentives for Service Excellence (PRAISE)
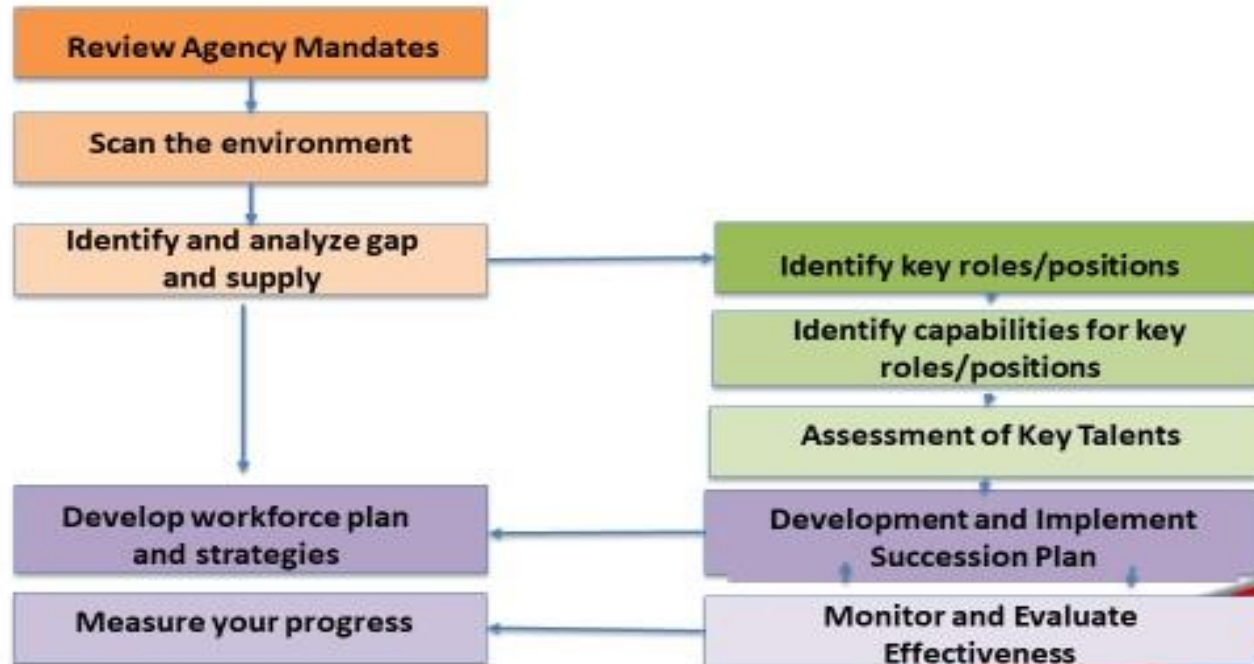
Hence, it is timely and strategic for the CSC to determine the level of its workforce engagement and satisfaction to sustain its workforce.

Succession Planning

Succession Plan is an agency effort that ensures a timely filling of vacancies or ready pool of replacements to the next level or expansion of work opportunities or work responsibilities matched to the needed work profile.

Relationship of **Workforce Planning** to Succession Planning

Review Agency Mandates

Scan the environment

Identify and analyze gap and supply

Identify key roles/positions

Identify capabilities for key roles/positions

Assessment of Key Talents

Develop workforce plan and strategies

Development and Implement Succession Plan

Measure your progress

Monitor and Evaluate Effectiveness

Career Development Plan connects Workforce Planning and Succession Planning

Integral to the goal of succession plans is the upholding and promotion of equity and inclusion regardless of gender identities, ethnic origins, and disabilities. These plans must therefore acknowledge and commit to reducing, if not removing, barriers in accessing and successfully completing these plans.

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The CSC Pre-Retirement Program

In 2016, the OHRMD conducted a survey on pre-retirement planning to targeted 32 employees aged 60 to 65 years. Results of the survey showed that retirees wanted to know more about the following:

➢ finances;
➢ health;
➢ physical, emotional and social well-being; and
➢ career opportunities.

Financial topics that ranked foremost were a) GSIS retirement benefits; b) financial planning; c) livelihood program; d) and investment stocks.

The CSC Pre-Retirement Program Framework

Personalized

- **Considers the employee's preferences and interests**
  *Tribute (Salamat-Mabuhay Program)
  *Leisure and travel incentives
- **Guided retirement process**

Holistic

- **Covers the following areas**
  - *** Financial**
  *Physical
  *Mental
  *Social
  *Emotional

Integrated

- **A continuous process throughout the employment period**
- **Forms part of the L & D and Health and Wellness Program**

The establishment of the CSC Pre-Retirement Program will help address the realities, needs and concerns confronting the CSC's prospective retirees. More significantly, it aims to foster a culture of careful and effective planning that prepares officials and employees to a happy retirement. An effective pre-retirement program is crucial in ensuring that CSC employees reap the benefits of their long years of service in the Commission and the government, in general.

"You cannot mandate productivity; you must provide the tools to let people become their best."

–Steve Jobs

Thank you!