

Strategic Human Resource Plan of Iriga City Water District

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I. Introduction:

The quality of human resource working for any organization ultimately spells the difference between its achieving organizational success or not. Human resource plays a pivotal role in an organization's bid in achieving its mandate through correctly delivered services and thus maintains its societal relevance. In the case of government agencies which draw financial support from taxes collected, this becomes more pronounced and even more critical. Considering the tight economic condition of the Philippine government, a poorly performing government agency is another drain to its coffer and a repeated source of frustration to expecting public.

Having a human resource, with the quality relevant to the needs of the organization, entails work covering concerns from recruitment to personnel maintenance until separation from service. In fact, there are great number of elements necessary to acquire, mould and develop individual personnel; tap their reservoir of potentials and make them available for use; and have such wealth ready for use for as long period as possible. More than the capacity to spot possible talents, there has to be a system to assess available applicants for each vacancy and select the best fit. On top of this, they also have to be properly handled: given the right atmosphere conducive to the development and enhancement of work behavior, skills and attitudes relevant to the achievement of organization's mandate, vision, mission and value statement. Otherwise, an organization will end up with poorly performing human resource with untapped potentials and wasted investments.

Basic to creating the right organizational atmosphere is having wholistic and integrated policies dealing on the different aspects of human resource handling and development. Thus, the need for a Strategic Human Resource (HR) Plan becomes more imperative.

II. The Iriga City Water District HR Plan

Taking off from enshrined guidepost, the Iriga City Water District Strategic HR Plan shall take off from its legal mandate contained in Presidential Decree 198 otherwise known as "The Provincial Water Utilities Act of 1973," as amended by Presidential Decree Nos. 768 and 1479 and RA 9286, which provides:

National policy favouring local operation and control of water systems, authorizing the formation of local water districts providing for the government and administration of such districts; chartering a national administration to facilitate improvement of local water utilities; granting said administration, such powers are necessary to optimize public service from water utility operations, and for other purposes.

This mandate is sought to be fulfilled through carrying out of the following strategic objectives, which ICWD had drawn from its programs and projects, from where it plans to flow out its services to the people, to wit:

1. Provide 24-hour supply of water to all concessionaires by developing new water resources and intensive implementation of non-revenue water reduction program;
2. Providing bacterial/sediment/cancer-agent-free and clear drinking water by replacing pipelines and having fully operational quality control section; and
3. Expanding service area covered to around 30,000 service connections by installing new distribution lines.

This shall be worked against the backdrop of its vision and mission, which states:

VISION

Iriga City Water District as a Hallmark of Efficient Public Service Providing the Best Quality of Water to Every Resident of Iriga

MISSION

The Iriga City Water District is committed to provide affordable and adequate supply of safe and potable water intended to help maintain health and sanitation among its consumers. It is also aimed to manage properly its human, financial and technical resources as well as take active role in environmental protection programs, whether locally or in a national level.

Recognizing the significance of attitudinal values as overriding component in applying knowledge and skills in work situation, further enlightened by the current drive for Moral Recovery in the entire Philippine Bureaucracy, ICWD drills the development and internalization of specific values contained in its value statement, which states:

Excellence	We pursue excellence in all we do for our concessionaires and for ourselves as well, striving always for law-abiding quality service.
Integrity	We are committed to the highest standards of business ethics and good governance.
Results-oriented	We accept individual responsibility for our commitments and expect to be accountable for results.

The delivery of its services, with level of quality aligned to its enshrined mission and vision, embodying its mandate has to be delivered through its human resource with

a number and type of positions as authorized by the Department of Budget and Management:



III. Addressing the Need for ICWD Human Resource (HR) Plan

Aligned with ICWD's vision and mission, ICWD makes a positive response to the call of the Civil Service Commission to formulate its Strategic HR Plan. Gathering its key people, it ventured to re-examine, review, adopt and come up with an integrated set of policies on handling its personnel.

Thus on *November 28, 2012, Romulo M. Corporal, Jr., General Manager of ICWD issued an Office Order constituting the ICWD HR Planning Team*. The HR Planning Team shall take the pivotal role towards making the most of its human resource which it has to deal within the context of performance-based tenure prevailing in government service. Below is the composition of ICWD HR Planning Team which shall work on the crucial details pertinent to the plan:

Name	Position Title	Status of Appointment	Current Designation
Romulo M. Corporal, Jr.	General Manager C	Permanent	General Manager C
Marietta H. Cruzata	Division Manager C	Permanent	Head of Administrative Division

Salvador D. Alcomendas	Senior Corporate Assistant C	Permanent	Head of Accounting Unit
Engr. Paulino L. Lagazon	Customer Service Assistant B	Permanent	President of ICWD Employees Association

IV. The **ICWD** HR Inventory and Profile as of January 1, 2013

In order to assess **ICWD's** current and future manpower needs, an HR Inventory and Profile as of January 1, 2013 was conducted by levels of position, status of appointment, age, highest educational attainment, fields of expertise, years of service and salary grades **[see Table 1.1 and 1.2]**.

V. The **ICWD** Human Resource (HR) Systems Check

To come up with an overview of the prevailing policies governing human resource, an over-all evaluation of the significant aspects of the **ICWD** HR Systems was conducted as indicated below:

HR Actions	HR Systems	Present	Absent	Level of Operation		Reasons (for absent & partially operational)
				Fully Operational	Partially Operational	
Recruitment	Qualification Standards	✓		✓		
	Recruitment System	✓			✓	No defined selection tools; no identified competency listing per position
	Personnel Selection Board	✓			✓	PSB members did not undergo any training on the formulation and application of selection tools.
Promotion	Merit Promotion Plan	✓		✓		
	Career Pathing Program		✓			
	Succession Planning		✓			

HR Actions	HR Systems	Present	Absent	Level of Operation		Reasons (for absent & partially operational)
				Fully Operational	Partially Operational	
Retention	Performance Management System	✓			✓	On Process
	Training and Development	✓			✓	No Training Plan for each employee; no TNA conducted to all employees.
	Employee Welfare Program	✓		✓		
Rewards & Recognition	Program for Rewards and Incentives on Service Excellence (PRAISE)	✓		✓		
Personnel Relations	Grievance Machinery (GM)	✓		✓		
Retirement	Pre-retirement Program		✓			

The ICWD Health and Wellness Assessment

Inasmuch as productivity and the capacity to draw from a reservoir of potentials are predicated on one's state of health, health and wellness is an essential employee maintenance program.

Below is the result of the assessment conducted as regards the status of ICWD's employee health and wellness programs, viewed on the context of its deficiencies, which it hopes to work on through this HR Plan:

Health & Wellness Program	Present	Absent	Level of Operation		Reasons (for absent & partially operational)
			Fully Operational	Partially Operational	
Physical					
• Physical Fitness Program	✓			✓	
• Strict "No Smoking within					

office premises" Policy	✓		✓		
• Annual Medical Check-up	✓		✓		
Mental					
• Forum	✓	✓			
• Discussion, Brown Bag		✓			Not familiar with this.
• Thought for the Day / Trivia		✓			
• Mind Games		✓			

Health & Wellness Program	Present	Absent	Level of Operation		Reasons (for absent & partially operational)
			Fully Operational	Partially Operational	
Emotional					
• Counseling Service		✓			No employee to do this type of service
• Group Therapy		✓			
Social					
• Social Development (e.g. office outing or excursion, periodic socials, social artistry - chorale, dance, poetry, team-building)	✓				
• Piknik sa Kalikasan (Lunch within Agency grounds with programme centered on Agency's environmental or other theme)		✓			
• Outreach Program	✓		✓		
Financial					
• Financial		✓			

Forum					
• Welfare Benefits	✓				
• Livelihood Programs	✓				
Spiritual					
• Bible/Koran Studies		✓			
• Spiritual Forum		✓			

Health & Wellness Program	Present	Absent	Level of Operation		Reasons (for absent & partially operational)
			Fully Operational	Partially Operational	
Mass/Ecumenical Services	✓				
• Retreat or Recollections		✓			
• Other Religious Activities	✓				
Facilities					
• Medical Clinic with Competent Staff		✓			
• Dental Clinic with Competent Staff		✓			
• Potable Water Supply	✓				
• Sanitary Employees' Canteen with Quality Food and Service		✓			
• Separate, Clean and Hygienic Restrooms for Men and Women	✓				
• Gym		✓			

• Proper Office ventilation	✓				
• Proper Lighting and emergency power (i.e. generator)	✓				

Health & Wellness Program	Present	Absent	Level of Operation		Reasons (for absent & partially operational)
			Fully Operational	Partially Operational	
• Library (complete library services)		✓			
• Proper Waste Disposal and Segregation	✓				
• Facilities for the Physically Challenged		✓			
• Ecumenical Chapel		✓			
• Fire Exits	✓				
• Functional Safety Devices for Emergencies (e.g. fire extinguishers)	✓				
• Elevator		n/a			

VI. The HR Plan Process

A staff and skills inventory was conducted among all the employees of **ICWD** to determine their competencies as well as their needed competencies in the performance of current and future tasks. Through the aid of the Job Analysis Questionnaire (JAQ, see Annex B), each employee was tasked to honestly assess their duties and responsibilities as well as competencies. To validate said competencies, immediate superior, through the Supervisor's Observation Checklist (Annex C), were tasked to assess their staff in terms of current and needed competencies.

VII. The HR Plan Recommendations

Taking into consideration the HR Systems, Health and Wellness Assessment as well as skills needed by the employees of *ICWD*, the following HR recommendations shall be adopted and implemented for the next **three (3) years**:

HR Issues & Concerns

Identified Issues & Concerns	Target/Action Plan	Expected Benefits	Resources Needed (e.g. Budget, additional people, equipment, etc)	Timeframe
Insufficient training	Identify seminars/trainings related to the employees job description & competencies.	Develop employees competencies and skills.	Budget/funds for the purpose.	
Habitual absences and tardiness.	Orient employees with the office policy on habitual tardiness and absences and understanding the importance of work.	Lessen/minimize tardiness of the employees.		
Lack of cooperation	Encourage employees to participate in every activity	Camaraderie/teamwork		

Prioritized Gaps and Proposed Interventions (Organizational)

(culled from HR Inventory & Profile)

Prioritized Organizational Gaps	Target/Action Plan	Expected Benefits	Resources Needed (e.g. Budget, additional people, equipment, etc)	Timeframe
Recategorization	Evaluate/screen employees for the proposed promotion.	Creation of new position title.	Proposed Budget	Three (3) years

Prioritized Gaps and Proposed Interventions (Competencies & Training Needs Assessment)

(culled from JAQ & SOC)

Prioritized Competency Gaps	Target/Action Plan	Expected Benefits	Resources Needed (e.g. Budget, additional people, equipment, etc)	Timeframe
Related trainings/workshops	Evaluate employees with no seminars/trainings attended	Employees' growth and development with their assigned tasks.	Annual Budget	

Prioritized Gaps and Proposed Interventions **(HR Systems)**

(culled from HR Systems Check)

Prioritized HR Systems Gaps	Target/Action Plan	Expected Benefits	Resources Needed (e.g. Budget, additional people, equipment, etc)	Timeframe
Selection of Personnel	To undergo selection procedures	Selection of qualified and competent applications	Annual Budget	

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Prioritized Gaps and Proposed Interventions (Health & Wellness)

(culled from Health & Wellness Assessment)

Prioritized Health & Wellness Gaps	Target/Action Plan	Expected Benefits	Resources Needed <small>(e.g. Budget, additional people, equipment, etc)</small>	Timeframe
Employees Physical Fitness	At least twice a week	Physical wellness of employees	Budget Appropriation	

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VIII. The *Iriga City Water District* Communication Plan

a. Objectives

This communication plan aims to:

- Promote awareness and commitment on the prioritized interventions that the office will be embarking;
- Maintain consistent messages and interpretations at all times; and
- Manage employee expectations, keeping them within the scope of this HR Plan as this evolves or develops over a span of time.

b. The Target Audience

The communication plan shall be introduced to all the employees of **ICWD** being the recipients of the programs/projects that the office will be undertaking.

As such, several communication mechanisms shall be used in order to make this HR Plan known to all the employees.

c. Communication Mechanisms

- Project Launch

The HR Plan shall be launched within five (5) days from receipt of the acknowledgment letter from the Civil Service Commission. During the launch, representative/s from the CSC shall be invited to discuss the objectives and benefits of the HR Plan taking into account the process that the HR Planning Team underwent.

The CSC representative shall likewise present the HR Plan in a capsulized form, enumerating the planned programs and activities for the entire employees.

- Forum/Dialogue

The HR Plan shall be cascaded in details to all the employees by the concerned unit heads at most one (1) month during its launch. As such, individual plans may be generated from one-on-one sessions or department/unit meetings.

- Brochure/Newsletter

The HR Plan, through the Human Resource Management Office, shall also be cascaded in print via a brochure or through the agency's regular newsletter. A brief summary of the HR Plan, summarizing the key programs and projects of the office shall be featured and if possible, duly illustrated.

IX. Summary and Conclusion

The *Iriga City Water District* has taken the initial steps to upgrade its human resource planning practices through this HR Plan. Planned programs and activities are expected to improve and enhance its human resource competencies even further.

With human resource planning being a shared responsibility, clear definitions of roles and responsibilities are essential. All units/departments are expected to continuously assess their organizational human resource capacity and plan for projected shortages and surpluses.

Therefore, this HR Plan is not the last stage of HR Planning but this is just the beginning towards a better and more comprehensive HR Plan in the next three or more years.

Approved for implementation:


ROMULO M. CORPORAL, JR.
General Manager