



GSIS Government Service Insurance System
Financial Center, Pasay City, Metro Manila 1308

POLICY AND PROCEDURAL GUIDELINES NO.: 291-15

FUNCTIONAL AREA : Human Resources
DISTRIBUTION : All GSIS Executives and Officers
SUBJECT : **GSIS LEADERSHIP DEVELOPMENT PROGRAM**

I. BACKGROUND/RATIONALE

Leadership is essential to provide direction in attaining organizational goals especially in the public sector where continuous public service delivery is crucial. In the hierarchy of positions, leaders are seen in the ranks of the supervisors, managers and executives¹. In the GSIS, the leaders include the Middle Management (Division Chief [DC] and Manager) and Executives (Vice President [VP] and Senior Vice President [SVP]).

The number of GSIS leaders eligible for retirement and those likely to retire in the next few years may not have significant impact to the System. However, combining this with the increased competition with the private sector and demographic changes such as increases in immigrant population, the GSIS needs to prepare for the eventual exit of leaders in the organization. This is to ensure that there is sufficient bench strength at any given time with the skills, knowledge and attitude to lead the organization.

Oftentimes, the recruitment for Middle Management positions is on basis of technical skills and knowledge, which become less important in the middle management roles where strategic and management skills become crucial. This may result in a scenario wherein the divisions and departments are led by technical experts, who may struggle to satisfy the leadership competencies of their roles and who may have a hard time to progress to executive positions. As a result, it has been noted that the filling up of executive positions is somewhat reliant on external recruitment.

¹ Sec I, CSC Proposed Succession Planning Guidelines for the Philippine Civil Service

Further, executives globally viewed leadership as the highest priority issue². This is driven in large part by shortcomings in internal leadership and management development. In a global research, only 55% of managerial vacancies are filled internally, with the proportion of these appointments decreasing going from 58% for middle management and to just 50% for senior management. At upper management levels in particular, employers are struggling to find suitable internal candidates³.

In view of the foregoing, there is a need to provide stability in leadership positions to ensure uninterrupted delivery of programs and services to GSIS stakeholders. This may be achieved through a Leadership Development Program (LDP). The LDP is a systematic process that enables an organization to identify talented employees and provide development opportunities to fill key or critical organizational positions⁴.

The LDP shall help GSIS to identify leadership skills gaps and plan accordingly to fill those gaps. It is about building the human capital and does not mean excluding external candidates in finding the right talent. External hires will still be considered in the filling up of vacancies as they can bring new ideas, thereby expanding the pool of candidates for key positions.

The GSIS LDP shall be based on the principle of "Acceleration Pool" wherein a group of High Potential (HiPo) and High Performing (HiPer) employees will be competitively selected for enhanced development opportunities around the critical competencies identified for leadership positions. The concept of the acceleration pool is that rather than groom one or two employees for a specific position, a talent pool of employees is developed that can be tapped to compete for any number of vacancies in the leadership positions that might arise in the future.

II. OBJECTIVES

The GSIS LDP aims to:

- A. Provide an internal source of replacement thereby expanding the pool of candidates, in case of vacancies in leadership positions.
- B. Ensure continuity in workflow process and management strategies to achieve long term objectives and goals of the System; and
- C. Provide rewarding career opportunities to High Potential (HiPo) and High Performance (HiPer) employees which shall encourage employee retention and cost control since developing internal talent is less expensive than hiring from the outside.

² Global Human Capital Trends 2014, Deloitte Consulting

³ The Leadership and Management Talent Pipeline March 2012, The Institute of Leadership and Management

⁴ Guidelines on Succession Planning, CSC Strategic HR Plan Toolkit

III. DEFINITION OF TERMS

- A. **Acceleration Pool** - a small group of high performing and high potential employees who exhibit the capacity to assume future leadership roles in the GSIS and for whom the organization is willing to provide development opportunities that they normally will not encounter in their present job roles.
- B. **Cluster** - represent the career bands or groups of job that typically share common characteristics such as general staff, professional, middle management and executive.
- C. **Coach** - a qualified employee of the System who has undergone training in coaching and shall closely work with pool members with the goal of helping them understand their development needs, provide guidance and organizational insight as well as seek other opportunities within the System. A coach shall guide the pool member in delivering assigned targets as well as measure and monitor professional growth.
- D. **Development** - a joint initiative of the employee, his or her supervisors, the HRO and the management, to upgrade the competencies of the individual to meet the requirements for future leadership positions.
- E. **High Performing Employees (HiPer)** - employees who belong to either of the following categories:
1. Those who belong to the Top 10% performers in their respective offices and clusters with at least Very Satisfactory performance ratings for the last two (2) years; or
 2. Those who belong to the Top 20% performers in their respective offices and clusters with at least 94% annual average numerical rating for the last two (2) years.
- F. **High Potential Employees (HiPo)** - employees who exhibit behaviors that reflect the organization's values and competencies in an exemplary manner. These employees show a strong capacity to grow and succeed throughout their career in the organization more quickly and effectively than their peers.
- G. **Nominee** - a high performer and/or high potential employee who is being considered to become a member of the Acceleration Pool.

IV. POLICIES

A. The GSIS Acceleration Pool

1. The development of pool members is accelerated through various methods or tools such as, but not limited to, reassignments or rotations, task force assignments, training programs, and/or scholarship or study grants.
2. The acceleration pool shall have two (2) levels/categories as follows:
 - a. Executive Pool - composed of employees who are identified as potential candidates for assuming future executive roles such as Vice President or Senior Vice President; and
 - b. Middle Management Pool - composed of employees who are identified as potential candidates for assuming future supervisory and/or managerial positions such as Division Chiefs, Department Managers or Branch Heads.
3. The GSIS shall constitute a Leadership Development Committee (LDC) who shall identify a group of HiPo and HiPer employees who shall be developed and groomed for leadership positions.

B. Coverage and Eligibility

The LDP shall be open to all career officials and employees of the GSIS who meet the following criteria:

1. Must be among the high performing employees in their respective offices;
2. Must meet the Qualification Standards and competency profile of their current positions; and
3. Possess leadership potential as supported by critical incidents. Critical incidents refer to documented specific situations that reflect behaviours that contribute to the success or failure of employees on the job.

Employees who garnered scores in the Top 10% of the diagnostic examination for Managers with at least Very Satisfactory rating for the last 4 semesters shall be automatically nominated.

C. The Leadership Development Committee (LDC)

The Leadership Development Committee (LDC), who shall be responsible for providing direction to the GSIS LDP, shall be created and shall be composed of the following:



1. Executive Pool – shall be headed by the President and General Manager (PGM) with the following members: the SVP of Corporate Services Group (CSG), the VP of Human Resources Office (HRO) and another career SVP who has the competencies and related background in undertaking the functions of the LDC.
2. Middle Management Pool – shall be headed by the SVP,CSG. Its members shall be composed of the VP,HRO and representatives from operations, finance and support groups. The said representatives should be career officials with the rank of SVP who have the competencies and related background in undertaking the functions of the LDC.

All GSIS executives may be invited as resource persons.

Below are the functions of LDC:

1. Provide direction for the System's LDP;
2. Evaluate and approve nominees who will be included in the Acceleration Pool;
3. Review and confirm individual aggregate assessment results;
4. Recommend development action for future leaders;
5. Approve the coach assignment;
6. Keep themselves knowledgeable in their tasks and on the best practices, trends and developments related to the implementation of LDP; and
7. Submit yearly reports to the Corporate Governance Committee on the implementation of the LDP.

D. Building the Acceleration Pool

1. Phase 1: Nominating and Identifying Pool Members

- a. Nomination of qualified employees may be initiated by any of the following:
 1. Division Chiefs and Managers may nominate candidates for the Middle Management Pool;
 2. Executives may nominate candidates to the Middle Management and Executive Pools.

- b. The LDC shall deliberate, review and evaluate nominations received and shall decide whether a nominee shall be accepted to the pool. The deliberation shall focus on the validation of eligibility and performance, as well as the assessment of leadership potential of the nominees.
- c. The LDC shall assess the leadership potential of nominees using a leadership potential assessment tool which aims to measure the potential success of an individual in the Middle Management or Executive positions. The LDC shall externally source the most appropriate standardized leadership potential assessment tool for the GSIS.
- d. Depending on the circumstances and the need of the GSIS, such as, but not limited to, the number of vacant leadership positions and age profile of incumbents, the LDC shall decide on the number of pool members that shall be accepted per level.
- e. The LDC shall submit a report to the Corporate Governance Committee on the implementation of Phase 1. The report shall contain the list of nominees and their nominators, the results of the LDC's validation of eligibility and performance, the results of the leadership assessment, the list of candidates accepted into the acceleration pool per level, and the factors considered in the selection of pool members.

2. Phase 2: Identifying Development Needs of Acceleration Pool Members

- a. Once accepted, the pool members shall complete an in-depth behavioral-based assessment of strengths and developmental needs. The said behavioral assessment shall be facilitated by a professional who can be sourced externally or internally. If sourced internally, the LDC shall ensure that the person who will facilitate the diagnosis has the appropriate knowledge, skills, experience and professional accreditation or certification.
- b. The pool members shall be assessed in terms of success profile components. These refer to the pool members' possession of competencies required for future leadership positions, which include:
 - i. **Competencies** (*What people can do*) - The candidate shall be assessed against the competencies in the GSIS Competency Framework (CF).
 - ii. **Attributes** (*Who people are*) - The candidate's disposition and motivations that relate to satisfaction, success or failure in a job shall be evaluated. It shall also include the assessment of traits (e.g.



adaptability, driving for results, initiating actions, etc.) that can help or hinder job performance.

- iii. **Knowledge** (*What people know*) - Technical and/or professional information associated with successful performance of job activities.
 - iv. **Experience** (*What people have done*) - Work achievements associated with successful performance of job activities. This shall involve evaluation of the nominee's qualification against the Qualification Standards of a position.
- c. The result of the assessment shall be discussed with the pool member and shall be the basis of the LDC in deciding how the pool member can maximize the impact of the identified strengths and prioritize the development needs in each of the four (4) success profile components. This shall be reflected in the Development Priority List (DPL) of the pool member (**Annex A**).

3. Phase 3: Identifying Development Opportunities for Acceleration Pool Members

- a. Based on the identified developmental programs for the pool member, the LDC shall recommend developmental interventions such as special assignment, short-term experience, training, education, coaching and mentoring.
- b. Depending on the developmental needs of the pool member, the LDC may assign a coach to provide the member with support and guidance. The LDC shall choose executives who shall act as coaches of pool members. The role of the coach is to help the pool member plan development activities and monitor the progress of this plan. The coach shall be given the authority to evaluate the pool member's capacity and performance and intervene or talk to the immediate supervisor if work adjustments are necessary.
- c. A pool member shall be asked to submit a list of preferred coaches. The LDC shall choose and finalize the pairing. The LDC may assign a maximum of three (3) pool members to a coach.
- d. If the developmental need of the pool member does not require having a coach, the LDC shall coordinate with the immediate supervisor the developmental activities and monitor the progress of the pool member.

4. Phase 4: Accelerated Development

- a. The LDC shall ensure that the development takes place and/or that there is a proper documentation of the developmental activities. In line with this, the LDC shall require the pool member to accomplish a Development Action Form (DAF) (Annex B) before and after completing a developmental program in the Development Priority List. The responsibility for completing and executing the DAF belongs to the pool member alone. The coach and immediate supervisor simply provide guidance, opportunities and make resources available.
- b. The coach (or the immediate supervisor if without a coach) shall review each DAF of the pool member and provide a copy to the LDC. The LDC Secretariat shall keep the Career Development Portfolio (CDP) of the employees in the Acceleration Pool. The CDP includes the DPL, in-progress and completed DAF, up-to-date personal information and performance ratings of the employees.
- c. Every six (6) months, the LDC shall review the progress of pool members and consider updating the DPL or whether pool members shall be reassigned, sent to special trainings, given an executive coach or asked to maintain or extend their current assignments for continued development.

V. GENERAL GUIDELINES

1. The LDC may accept or solicit nominations every two (2) years once the performance rating for the second year has been validated. The employees who successfully made it in the final list of the Acceleration Pool and their immediate supervisors shall be notified.
2. A pool member who has completed the accelerated development program shall be retained in the pool and may be given new development goals.
3. When a leadership position becomes vacant and has been published, the LDC shall send to HRO a list of pool members who meet the qualification and success profile of the said vacant position. The HRO shall automatically invite the said pool member to apply for the vacant position and undergo the usual recruitment and selection process.
4. A pool member may, at any time in the program, choose to leave the Acceleration Pool, subject to evaluation and approval of the LDC. This, however, does not preclude an individual from joining again, if qualified.
5. A pool member may be released from the acceleration pool for the following reasons:

- a. Failure of the pool member to achieve the development plan;
 - b. Having an unsatisfactory or poor performance for the year; or
 - c. Other conditions that may be set by the LDC during the implementation of program, provided that these conditions have been approved or noted by the Corporate Governance Committee beforehand.
6. Being in the acceleration pool does not guarantee promotion. In the same manner, being a non-pool member or an external applicant does not necessarily give him/her lesser chances of being promoted or appointed to a leadership position in the GSIS.

VI. ROLES AND RESPONSIBILITIES

To ensure the success and effective implementation of the LDP, the following roles and responsibilities shall be assigned:

1. Human Resources Office (HRO)

As the office primarily mandated to develop employees and the central repository of employee records, the HRO shall act as an independent source of information in all aspects of the program concerning nominees and pool members. In particular, the HRO shall:

- a. Offer developmental programs;
- b. Ensure implementation of the individual development prescriptions;
- c. Process personnel actions (PAs) for reassignments as part of development programs;
- d. Prepare notice for inclusion in the list of qualified candidates for promotion; and
- e. Conduct information dissemination.

2. Pool Member

The pool member has the greatest responsibility in terms of his/her development. As such, a pool member shall:

- a. Strive to accomplish the development goals;
- b. Participate in the assessment activities to be prescribed by the LDC;