



DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES
KAGAWARAN NG KAPALIGIRAN AT LIKAS YAMAN



MEMORANDUM

**TO : All Regional Executive Directors
All Bureau Directors**

**FROM : The Undersecretary
Organizational Transformation and Human Resources**

**SUBJECT : CONSOLIDATED CAREER OPTIONS OF EMPLOYEES
FROM DENR OFFICES**

DATE : DEC 12 2023

The Career Development Division consolidated and analyzed the career options of employees from different DENR offices which are indicated in the long-term goals of their Individual Development Plan for the period 2022-2025.

The consolidated report highlights the number of years in current position of the employees, their career options, and learning and development (L&D) requirements. Some of the proposed interventions to address the competency requirements of desired positions, which may be included in the L&D plan of you respective offices, are as follows:

1. Development of a learning management system;
2. Strengthening of the coaching for performance program; and
3. Exploration and pilot implementation of job rotation

For information and guidance.


AUGUSTO D. DELA PEÑA

MEMO NO. 2023 - 1067



CAREER DEVELOPMENT

**CONSOLIDATED
CAREER OPTIONS
OF EMPLOYEES
FROM DENR OFFICES**

Career Development Division

EXECUTIVE SUMMARY

The Department of Environment and Natural Resources recognizes the importance of personal and career development of its employees. It is in professional development that the organization benefits retention and achievement of goals and objectives. Memorandum dated 2 March 2023 requesting digital copies of IDPs was issued to all DENR offices to provide CDD the long-term goals of employees indicated in the IDPs using a template provided. The data were consolidated and analyzed to determine appropriate interventions that will address identified gaps for each desired career path.

Among the Central Office, sixteen (16) Regional Offices and six (6) Bureaus, twenty-one (21) or 91% submitted and encoded. Out of the 21, only 8 offices or 38% encoded 100% of the career options. A total of 13,635 or 77.46% of the 17,463 (per HR profile as of December 2022 of the offices who submitted) expected IDPs from all the offices were gathered and encoded. Five thousand and twenty-four (5024) employees or 36.9% were holding their current positions for 6 to 10 years, which is not far from those holding their current position for 1 to 5 years (4858 or 35.7%). The shortest tenure of less than a year in current position (as of IDP submission) recorded 1125 employees or 8.3%, while the longest of more than twenty (20) years account for 1004 or 7.4%.

The leading career path is vertical with 68.22% followed by enrichment (1.62%), lateral (1.05%), realignment (0.44%) and relocation (0.41%). About 28.26% left the long-term goals part of the IDP blank or no career options indicated. The top three (3) structured interventions across career options for the period 2023–2025 were: (1) training; (2) workshops; and (3) seminar. For workplace interventions: (1) exposure to job; (2) field observation; and (3) assignment of special task. And lastly for social interventions, the top 3 were: (1) coaching; (2) shadowing; and (3) peer teaching.

Human resource professionals have new and varied roles to play in developing and implementing career paths. Recognizing the new paradigm for career progression in the 21st century, the HRDS encourages employees to take control of their careers by preparing an individual development plan capturing their short- and long-term career goals. Information dissemination about it is needed emphasizing its benefits and significant display of management support to increase the rate of quality IDP submission. Exploration and implementation of a learning management system, where interventions are at the employees' fingertips can help them engage and accelerate their development potential. Coaching for performance (on the supervisory level) has been cascaded but needs to be inculcated and culturized. Job rotation has been said to be an effective method to provide job enrichment program but still needs to be explored. Reverse coaching can be a learning initiative for seasoned/older employees with the younger ones to keep them abreast with the current trends that will help them increase productivity and job performance. Aside from upgraded and engaging L&D modes, the organization's management policies and initiatives had the most significant direct effect on the career expectations, engagement and satisfaction of majority of the workforce.

There are a number of career development programs to explore and implement to support employees' needs. Preparation and management support are the essentials to the success of such programs.

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I. LEGAL BASES

The employee development programs of the Department have primarily four (4) legal bases:

1. Sections 30, Chapter 5 of the Revised Administrative Code of 1987 - Career and Personnel Development states that the development and retention of a competent and efficient workforce in the public service is a primary concern of government. It shall be the policy of the government that a continuing program of career and personnel development be established for all government employees at all levels.
2. Section 31, Chapter 5 of the Revised Administrative Code of 1987 - Career and Personnel Development Plans asserts that each department or agency shall prepare a career and personnel development plans 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, counseling, recreation and similar services.
3. Civil Service Commission Memorandum Circular No. 3 s. 2012 - Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME HRM) encourages agencies in practicing human resource management and development to enhance the competencies of employees for personal and professional growth.
4. DENR MC No. 2018-01 dated 18 January 2018 - Adoption of the DENR Competency-Based System Manuals provides the behavioral indicators expected of a position at different proficiency levels to guide employees evolve their career path.

II. BACKGROUND

Employees are generally more engaged when they believe that their leaders are concerned about their growth and provides avenues to achieve individual career goals while fulfilling the organization's priority thrusts and programs. Implementing career paths may also have a direct impact on the entire organization by improving morale, career satisfaction, motivation, productivity, and responsiveness in meeting departmental and organizational objectives.

Since 2017, the Department has been addressing the development needs of its employees through various HRD interventions based on their Individual Development Plans (IDPs) laid out in the annual Learning and Development Plan, and other priority interventions anchored to its competency-based system (CBS).

With the institutionalization of the DENR CBS, career development system and succession planning initiatives have been proposed and conducted in the year 2020 (e.g., orientation, technical assistance) to further support the employees' career and personal development.

In a survey conducted by the Career Development Division (CDD) in 2022 among Central Office employees to evaluate the effectiveness of the DENR CBS through awareness on its use in some of the HR systems being implemented, 73% and 65% of the first- and second-level employees, respectively, showed positive responses. This is in the career development facet, which is still new and not yet institutionalized in the Department. The CDD dwells on these positive responses and strives to continuously develop and improve programs for career and personal development.

This report consolidates and analyzes the long-term goals of employees from different DENR offices indicated in their IDPs for 2023-2025 and proposes interventions that will support attainment of their chosen career paths.

III. METHODOLOGY

The IDP is a tool that contains the learning and development needs of an employee, and the interventions that will be undertaken to address the competency gaps identified for the current position and **career options**. These needs are identified based on the results of competency assessment and observations and feedback on the performance of the employee.

Memorandum dated 2 March 2023 requesting digital copies of IDPs was issued to all DENR offices to provide CDD the long-term goals of employees indicated in the IDPs using a template provided. The data were consolidated and analyzed to determine appropriate interventions that will address identified gaps for each desired career path.

IV. RESULTS

Submission of digital copies flooded the designated email address while long-term career goals were encoded simultaneously in the template (via Google sheet). Among the Central Office, sixteen (16) Regional Offices and six (6) Bureaus, twenty-one (21) or 91% submitted and encoded. Out of the 21, only 8 offices or 38% encoded 100% of the career options (Table 1).

Table 1. Number and percentage of submitted IDPs and encoded career options per office.

OFFICE	NO.	PERCENTAGE
DENR Central Office	134	20.30
DENR National Capital Region	245	88.45
DENR Cordillera Administrative Region	968	100.00
DENR Region 1	718	100.00
DENR Region 2	841	84.18
DENR Region 3	1008	92.14
DENR Region 4A	891	100.00
DENR Region 4B	181	17.99
DENR Region 5	763	100.00
DENR Region 6	869	96.45
DENR Region 7	664	94.18
DENR Region 8	814	96.79
DENR Region 9	901	92.70
DENR Region 10	876	100.00
DENR Region 11	814	100.00
DENR Region 12	873	100.00
DENR Region 13	1011	100.00

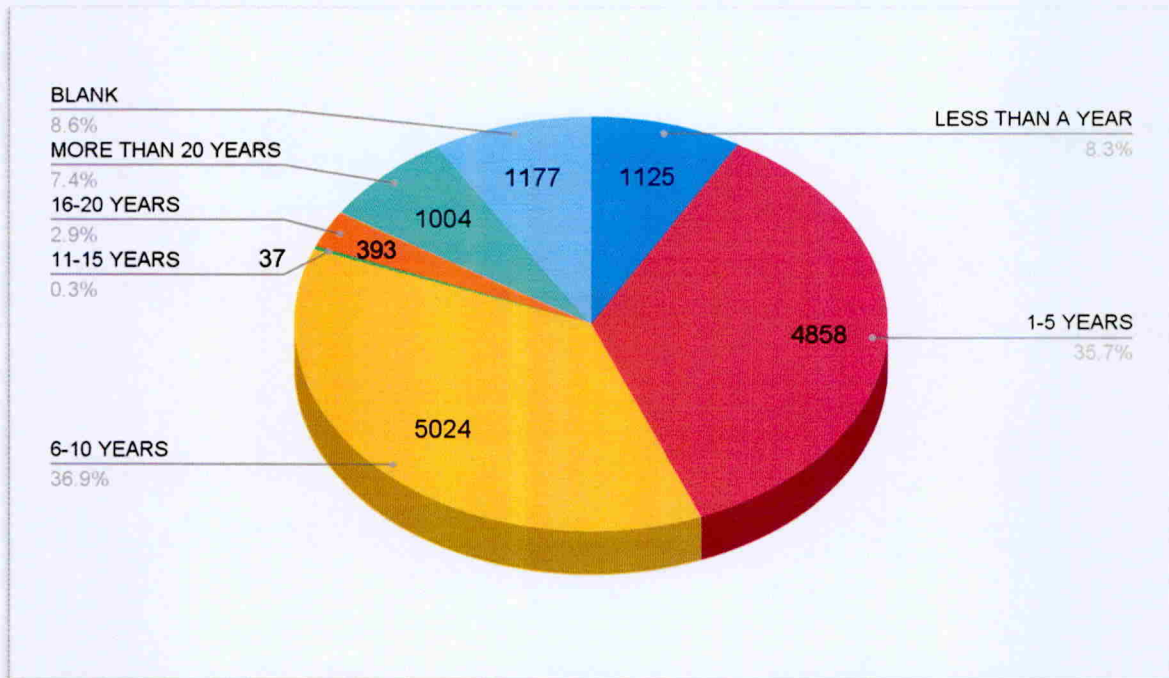
OFFICE	NO.	PERCENTAGE
Biodiversity Management Bureau (BMB)	0	0
Ecosystem Research Development Bureau (ERDB)	298	90.85
Forest Management Bureau (FMB)	72	61.54
Land Management Bureau (LMB)	116	92.06
Environmental Management Bureau (EMB)	0	0
Mines and Geosciences Bureau (MGB)	562	58.85
TOTAL	13,635	

Furthermore, submissions below 50% were found in two (2) offices, while none for another two (2) despite multiple follow-ups through phone, email and chat applications. A total of 13,635 or 77.46% of the 17,463 (per HR profile as of December 2022 of the offices who submitted) expected IDPs from all the offices were gathered and encoded.

NUMBER OF YEARS IN CURRENT POSITION

The number of years in current position were grouped into six (6), while a group left the item blank. Figure 1 shows the number of employees in each group including the percentage distribution. A total of 5024 employees or 36.9% were holding their current positions for 6 to 10 years, which is not far from those holding their current position for 1 to 5 years (4858 or 35.7%). The shortest tenure of less than a year (as of IDP submission) recorded 1125 employees or 8.3%, while the longest of more than twenty (20) years account for 7.4% or 1004.

Figure 1. Number of years in current position and percentage distribution.



The data on long-term goals or career options did not capture the age composition of the employees with submitted IDPs, but based on the number of years in current position, majority or approximately 80% were 10 years and below; indicating a probability that most of these employees belong to Millennials/Gen Y (24-34 years old).

Studies have shown and experts agreed that staying at a job or position for too long provides opportunity to take on new responsibilities and learn more. Leaders in organizations appreciate loyalty, but they are also aware that some enrichment is still necessary to grow to be abreast with current trends.

NUMBER OF EMPLOYEES PER CAREER OPTION (or CAREER PATH) AND PERCENTAGE DISTRIBUTION

A career path is defined as a long-term plan that includes specific steps or activities that help an individual advance to a personally determined position or role. It encompasses varied career progression, including vertical, lateral, enrichment, relocation and realignment.

Per proposed DENR Career Development Framework, the following paths are recommended:

- a. Vertical - movement to the next higher position/promotion;
- b. Enrichment - no movement, but needs learning and development interventions to match and enhance the competencies of the current position;
- c. Lateral - movement to a different position of same competency level but to a different Division/Service;
- d. Relocation - movement with same position but to a different geographical location; and
- e. Realignment - movement to the next lower position suited for the employee's skills and qualifications.

Figure 2. Number of employees per career option.

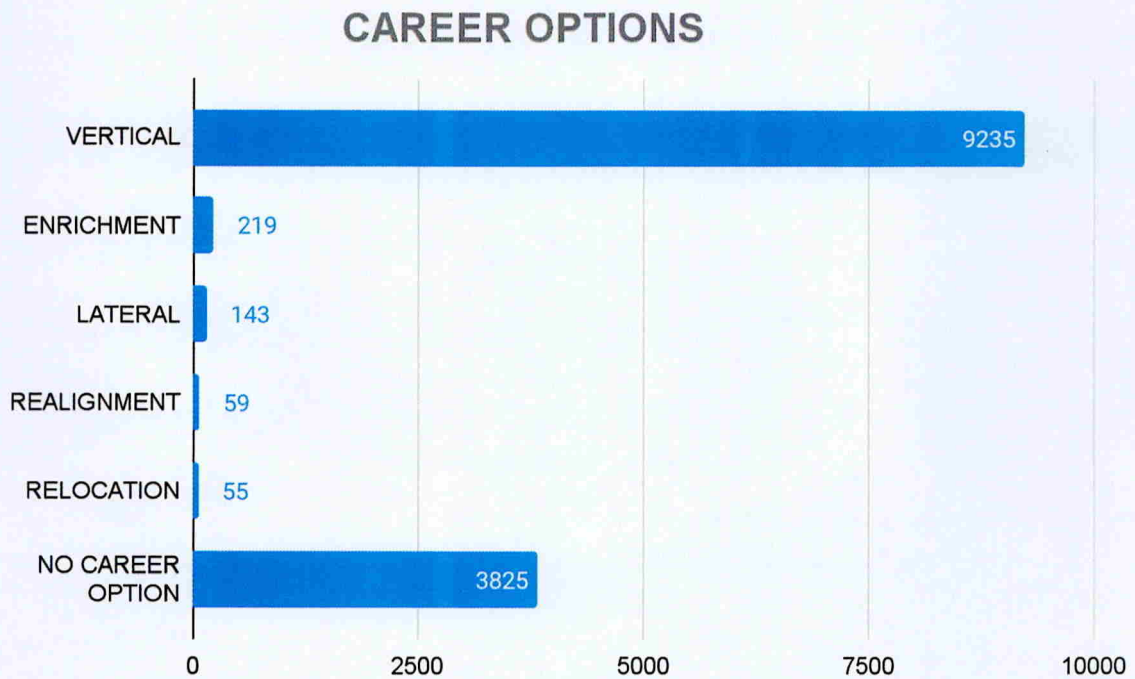


Figure 2 shows that the leading career path is vertical with 68.22% followed by enrichment (1.62%), lateral (1.05%), realignment (0.44%) and relocation (0.41%). About 28.26% left the long-term goals part of the IDP blank or no career options indicated.

LEARNING AND DEVELOPMENT (L&D) INTERVENTIONS PER CAREER OPTION

Employees are encouraged to undergo learning and development interventions apropos their career path to enhance their skills and knowledge that can lead to mastery of their current jobs, and close the competency gaps to their desired vertical, lateral, relocation, or realigned positions.

Summarized in Figure 3 are the modes of L&D intervention per career option preferred by the employees. Recognizing that L&D is multi-faceted, the Department adopts the commonly used formula, 70-20-10 approach, to describe to optimal sources of learning and address the identified needs. It holds that individuals obtain 70 percent of their knowledge from job-related experiences, 20 percent from interactions with others, and 10 percent from formal education events. It has helped bring three aspects of development together. Through the lens of this model, formal, social and experiential are not seen as separate “boxes” but rather as different aspects of learning that can be integrated to deliver a “whole greater than the sum of its parts”.

Among the structured interventions, training or classroom setting is still the preferred mode in to learning the basics of the new role or position of the chosen career path; this is true for both career options. Exposure to the job or work exposure, which is learning by observation, through rich feedback, and connections with others to produce fresh personal insights and broadened perspectives on your current role and development horizons, emerged as the top preferred workplace intervention. As for social interventions, coaching is the most dominant mode of L&D.

The top three (3) structured interventions across career options for the period 2023–2025 were: (1) training; (2) workshops; and (3) seminar. For workplace interventions: (1) exposure to job; (2) field observation; and (3) assignment of special task. And lastly for social interventions, the top 3 were: (1) coaching; (2) shadowing; and (3) peer teaching (Figure 4).

Figure 3. Preferred L&D modes for career options 1 and 2

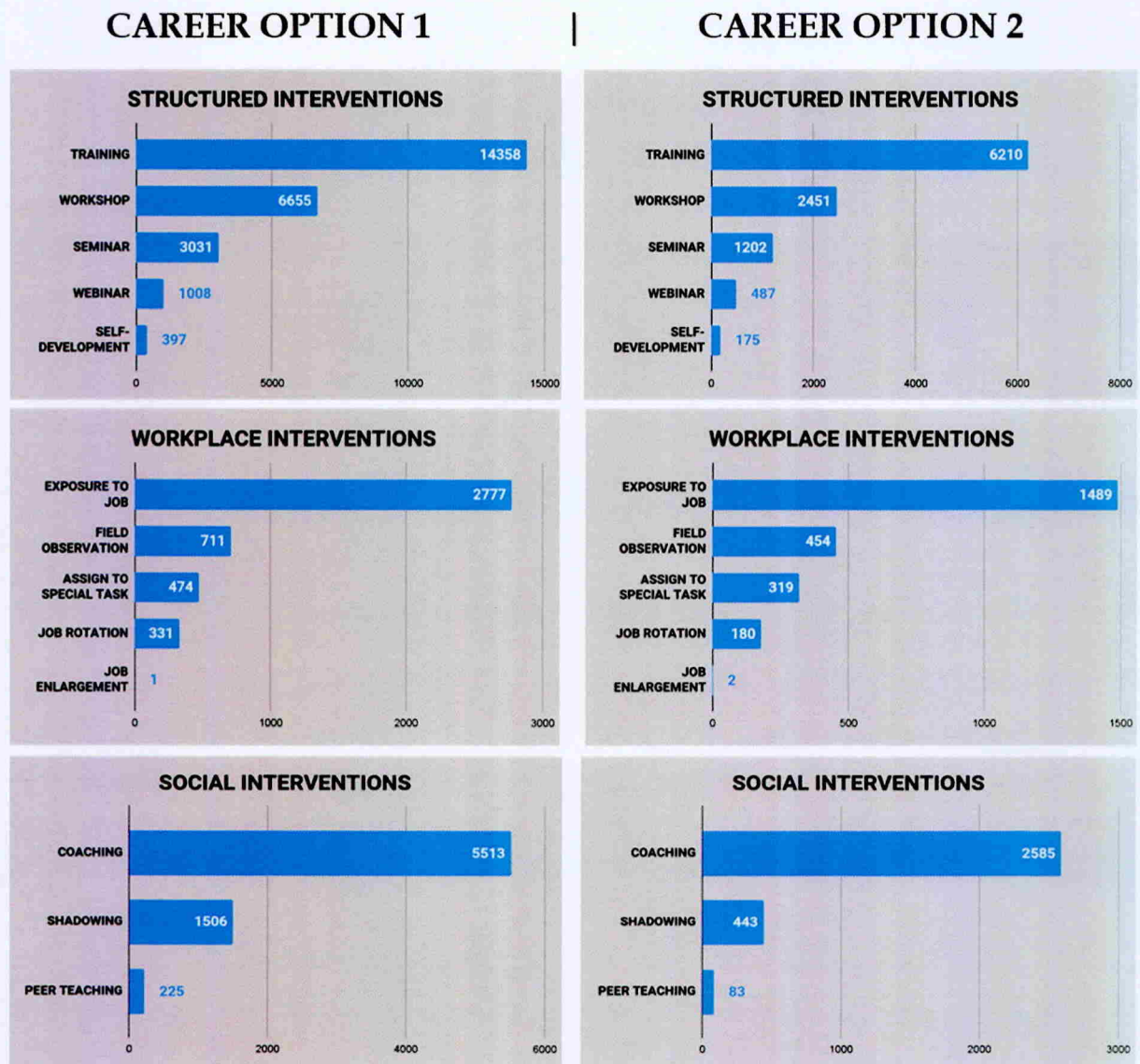
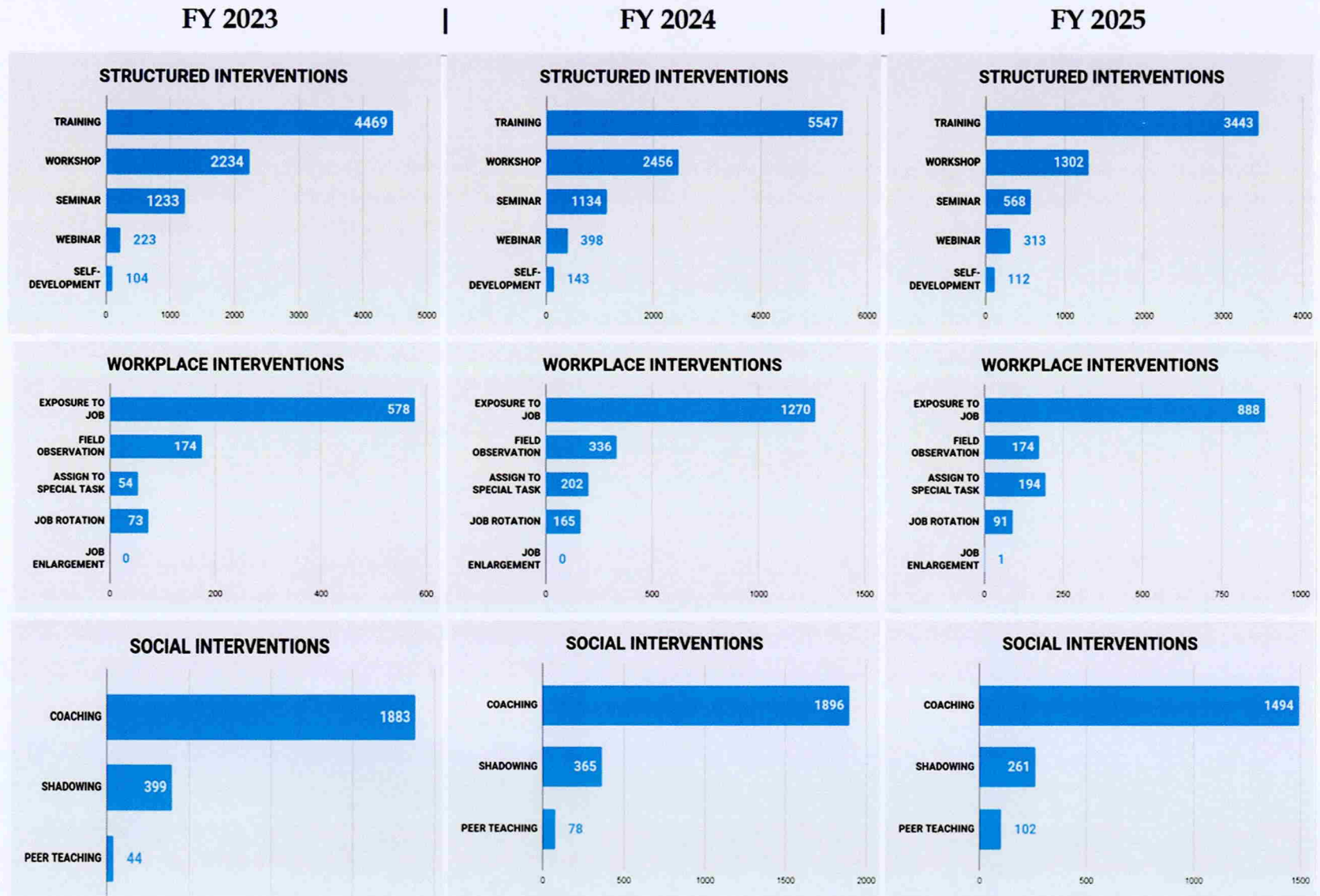


Figure 4. Proposed modes of L&D interventions for the period 2023 - 2025.



V. RECOMMENDATIONS

The Job Outlook Report 2022 of Jobstreet.com presents the top ten key job-related drivers for workers in the Philippines. It reflects the job preferences and good indicators of attraction (to work for the company) and satisfaction (to remain on the job). Career development possibilities ranked fifth in the survey; reflecting the employees' need to excel, improve oneself, and to climb the ladder of achievement and success. Having a clear career trajectory at work goes a long way toward motivating employees to be more productive.

Human resource professionals have new and varied roles to play in developing and implementing career paths. Recognizing the new paradigm for career progression in the 21st century, the HRDS encourages employees to take control of their careers by preparing an individual development plan capturing their short- and long-term career goals. However, challenges posed are that career development has limited appreciation by the employees and that there is also the need to provide job enhancement and enlargement opportunities for the 29.88% who chose enrichment and did not indicate career options in their IDPs. Hence, further **information dissemination** about it is needed emphasizing its benefits and significant display of **management support** to increase the rate of quality IDP submission.

The Department implements traditional career advancement strategies such as combination of experience, education through training and scholarship, and other opportunities. In a message delivered by the Philippine Society for Training and Development President, Ms. Irene Marie Salinas-Isleta, during the 48th National Convention last September 2023, there are three (3) accelerators of talent development: (1) data; (2) technology; and (3) processes. We have the data from the IDP - employees' development needs; acquisition of available technology such as creation of **learning management system (LMS)** where structured L&D interventions and modes to address gaps for current and future positions of chosen career paths are easily accessible at the employees' fingertips; and simplified processes for better learning retention. Exploration and implementation of this technology can help engage employees and accelerate their development potential. The development of the system may initially require costs but in the long run and as it becomes fully functional, the conduct of face to face classroom trainings especially for core and organizational competencies enhancement will be lesser and the funds previously allocated for these may now be used for other equally important L&D activities.

Other kinds of development opportunities should be offered to retain and engage employees who were not able to advance. **Coaching** for performance (on the supervisory level) has been cascaded but needs to be inculcated and culturized. **Job rotation** has been said to be an effective method to provide job enrichment from an employee's perspective; it involves the systematic movement of employees from job to job within an organization. While there have been personnel movements, e.g., reassignment, as part of management option, which somehow provide opportunity for job enrichment, job rotation program still needs to be explored; careful planning,

pilot implementation, and uniform communication shall be done with all parties concerned.


About 10.6% of the employees have been in their current position or have not moved for more than ten (10) years, and **reverse coaching** can be a learning initiative for them. It is a mode of learning and knowledge sharing in which seasoned/older employees in the organization are paired with and coached by tech-savvy, younger employees on technology, social media and current trends that may help improve their job performance. This is a win-win strategy for the old and the young; the former will be upskilled while the latter will be able to practice coaching and it will be a leadership training for them.

Aside from upgraded and engaging L&D modes, the organization's **management policies and initiatives** had the most significant direct effect on the career expectations, engagement and satisfaction of Millennials/Gen Y (Samson, 2021). Further, career advancement, competency development and job flexibility are what motivates them (Jobstreet Law of Attraction, 2019).


There are a number of career development programs to explore and implement to support employees' needs. Preparation and management support are the essentials to the success of such programs. These deliberate efforts would certainly help address challenging issues on employee engagement, productivity, motivation, employee burnout and bore out, among others.

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