



MEMORANDUM CIRCULAR No. 10

SUBJECT: DAR Policy on Learning and Development

I. PREFATORY STATEMENT

In its continuing effort to effectively lead the implementation of the agrarian reform program, the Department of Agrarian Reform ensures a responsive, effective and accountable public service to agrarian reform stakeholders by a skilled, well-trained and professional workforce, equipped in responding to the current and emerging challenges in program implementation. Through the Agrarian Reform Capacity Development Service (ARCDS), the DAR system on learning and development intends to consistently enhance individual capacities, strengthen organizational leadership and foster continuous improvement in the delivery of agrarian services.

DAR adheres to Civil Service Commission (CSC) Memorandum Circular (MC) No. 43, s. 1993 which provides that Agency Heads are primarily responsible for the formulation and establishment of their respective training and development programs. It also guarantees that training opportunities form part of the Agency's total Human Resource Management Program. MC No. 43 further states that in-house training programs or those conducted by the DAR for its employees are deemed accredited by the Commission if they are certified by the DAR Secretary through its Human Resource Development Committee (HRDC) to be part of the approved Training and Development Program or Human Resource Development (HRD) program.

Also, DAR adopts CSC MC No. 3, s. 2012 (Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) which aims to inculcate meritocracy and excellence in public service Human Resource Management through a program of rewards, recognition, empowerment and continuous development. Under PRIME-HRM, DAR learning and development processes go through CSC assessment in terms of its current practices as well as the competencies of its practitioners.

DAR issues this Policy to align with the CSC standard practices and competencies in learning and development.

II. COVERAGE

This policy applies to all Learning and Development Programs including scholarship programs for DAR officials and permanent employees, which are delivered, arranged and/or outsourced by Heads of Offices from Field Operations, Support Services, Legal Affairs, and Finance Management and Administration.

III. OBJECTIVES

This Policy aims to guide the governance, planning, execution, and monitoring and evaluation (M&E) of all learning and development programs designed to enhance the competencies of the DAR workforce.

IV. DEFINITION OF TERMS

Human Resource Development (HRD) is the strategic framework (used to assess, build, and sustain capacities) that enhance the value (performance and contribution) of people by bridging competency gaps, maximizing existing capacities and discovering and cultivating potentials through appropriate interventions. *(PRIME-HRM Job Aids)*

Human Resource Management (HRM) is the application of principles, systems, and processes that facilitate the engagement of people, under Civil Service laws and rules towards organizational excellence

Learning and Development (L&D) is the process of acquiring and developing knowledge, skills, capabilities, behaviors and attitudes through experience, events and programs provided by the organization, guidance and coaching provided by line managers and self-directed or self-managed learning activities. It is concerned with ensuring that the organization has the knowledgeable, skilled and engaged workforce it needs. *(Armstrong's Essential HRM Practice)*

Competencies are observable, measurable and vital knowledge, skills/abilities, and attitudes that can translate into capabilities that are deemed essential for organizational success. While **knowledge** is the understanding acquired through learning, skills are the capabilities acquired through practice. **Attitudes** are beliefs, feelings, and values, which predispose people to act in certain ways. *(PRIME-HRM Job Aids)*

Learning is the process by which a person acquires and develops new knowledge, skills, capabilities, behaviors, and attitudes. According to Honey and Mumford (1996), learning has happened when people can demonstrate what they know on something that they did not know before (these can be in the form of insights, realizations, as well as facts), and when they can do something they could not do before. *(PRIME-HRM Job Aids)*

Training is a systematic and planned process to change the knowledge, skills, and attitude of employees to enable them to effectively contribute to the achievement of organizational objectives. Learning should be distinguished from training, as training is one of several responses an organization can undertake to promote learning. (Reynolds et al., 2002) Training merely describes the transfer of knowledge or skills for organizational gain. *(PRIME-HRM Job Aids)*

Learning and Development (L&D) Plan is a document that contains the list of program/course offerings for a given period with specifications as to description, target participants, performance objectives, learning objectives, content outline, and implementation dates of said program/course offerings. The term is used interchangeably with HRD Plan. *(PRIME-HRM Job Aids)*

V. BASIC POLICIES

1. L&D is a shared responsibility between DAR, the employees, and managers at all levels. While the Department establishes the knowledge needed in areas deemed indispensable for effective management of public service, employees are responsible for acquiring and maintaining the knowledge, skills and competencies related to their level and functions, and for developing and pursuing learning plans aligned with the DAR's thrusts, directives and priorities. Managers at all levels are responsible for ensuring the timely completion of training that supports the Department's priorities and government management improvement objectives towards the best interest of public service.
2. The improvement of individual and organizational performance shall be the bases for all L&D programs in DAR. These programs are put together to constitute the Department's strategic learning and development plan which shall undergo an annual review and updating to consistently align with the DAR vision mission goals and objectives.

3. To achieve the desired level of individual and organizational performance, the Agency Head shall support each employee to access at least one planned HRD intervention per year (Rule 8, Section 62 of CSC Memorandum Circular No. 14 series of 2018 (Omnibus Rules on Appointments and Other Human Resources Actions, Revised July 2018). Specifically, for incumbents of supervisory and managerial positions, forty (40) hours of supervisory and management trainings per year shall be provided. These programs shall be incorporated in the L&D Plan of the Agency.
4. Every employee shall have an Individual Development Plan (IDP) which shall form part of the L&D Plan. This plan shall be the basis for prioritizing learning and development opportunities as well as scholarship programs. (*Annex A – Individual Development Plan*).
5. All employees regardless of disability, age, gender, religious/ethnic/cultural affiliation shall have equal access to L&D programs/opportunities.
6. L&D Programs from both foreign and local scholarship institutions shall be disseminated to all.
7. L&D Programs that are identified as national in scope shall be prioritized by ARCDS. Offices that require unique programs may initiate in-house L&D interventions or send their employees to learning institutions that offer programs identified in their Annual L&D or Individual Development Plan. These shall be incorporated in their Work and Financial Plan.
8. Offices shall be provided with a menu of possible L&D activities with information on how to access them.
9. The learning objectives of employees can be met through attendance to courses/conferences, coaching, action planning, formal educational programs, and review courses. Employees may apply for time-off to study/review which would enable them to achieve their learning objectives.
10. All L&D Programs are subject to monitoring and evaluation (M&E) by ARCDS. Continuous improvement measures on the design, learning materials, resource persons and other components of the program shall be based on the M&E results. All participants to these programs shall accomplish all instruments designed to complete the M&E process.
11. Offices shall provide a Report to the HRDC on their initiated and conducted L&D programs including those not related to L&D.

VI. PILLARS OF L&D SYSTEM

A. Governance

The Human Resource Development Committee (HRDC) shall have the primary responsibility for L&D in the Department. At the National Level the HRDC is composed of the following:

- Chair** : Undersecretary, Finance, Management, and Administration Office (FMAO)
- Vice Chair** : Director, Agrarian Reform Capacity Development Service (ARCDS)
- Members** : Head Executive Assistant (HEA), Office of the Secretary (OSEC); Directors for Administrative Service (AS), Planning Service (PS), Bureau of Agrarian Legal Assistance (BALA), DAR Adjudication Board (DARAB) Secretariat, Bureau of Land Tenure Improvement (BLTI), Bureau of Agrarian Reform Beneficiaries Development (BARBD), Project Management Service (PMS), Finance Management Service (FMS); and President, DAR Employees Association (DAREA)
- Secretariat** : Learning and Development Division (LDD), ARCDS

The National Level HRDC is primarily responsible for the formulation and management of the L&D function of the Department. Specifically, it shall:

- a. set and determine the overall L&D strategy and directions
- b. review and approve L&D policies, plans, and programs

- c. provide relevant information to the Secretary for strategic decision-making regarding L&D policies, plans, and programs
- d. provide guidelines for the selection of qualified nominees to L&D programs including scholarship opportunities
- e. select the best-qualified applicant for nomination to scholarship opportunity, and
- f. provide suitable resources and environment to support the growth and development needs of an individual employee.

At the Regional Level, the HRDC (R-HRDC) is composed of the following:

Chair : Assistant Regional Director (ARD) in-charge of Support to Operations (STO)

Vice Chair : Regional Chief Administrative Officer (RCAO)

Members : Provincial Chief Administrative Officers (PCAOs), All Regional Division Chiefs and DAR Regional Office/Provincial Office (DARRO/DARPO) DAREA Representatives

Secretariat : SARPO/ARPO, Regional Support to Operations Division

The R-HRDC shall:

- a. consolidate and prioritize competency needs of the field personnel for the formulation of Regional L&D Plan
- b. review and approve the L&D Program proposals of the Provincial and Regional Offices
- c. screen and select the most qualified nominees from the Provinces and Regional Offices, for L&D and/or scholarship programs
- d. endorse approved proposals to the National Level HRDC for funding support; and
- e. conduct R-HRDC meetings at least once a month to discuss and monitor L&D Programs in the Region.

To effectively discharge its responsibilities, the HRDC works in close collaboration with the Heads of Offices, the employees, the supervisors, ARCDS and the Personnel Division/Section at the Central and Field Offices, respectively. Specifically, their responsibilities are defined as follows:

Heads of Offices/Supervisors

1. Primarily accountable for the performance of their staff. They respond to performance gaps through the preparation and implementation of IDPs which contain the agreements between him/her as the supervisor and the employee
2. Systematically determine the competency needs of employees through the performance management process. L&D is one of the main responsibilities of the Heads of Offices
3. Lead the validation of L&D needs in their respective offices specifically during the Office Performance Commitment and Review (OPCR) and the Individual Performance Commitment and Review (IPCR). Both review processes shall be the bases for validating competency requirements to implement the office plans/functions
4. Primarily responsible for ensuring that IDPs are implemented
5. Monitor the performance of their staff and identify necessary interventions based on the assessment of their development needs
6. Provide support and assistance to subordinates through coaching
7. Ensure that learnings of their staff are applied on the job based on their submitted re-entry plans
8. Use the regular performance evaluation period as a venue to identify the employee's L&D needs. This discussion shall be documented to form part of the employee's IDP

9. Recommend learning and development programs for employees based on their IDP
10. Update ARDCS on the learning and development program participation of employees and the costs incurred.

Employees

1. Take responsibility for their learning. They share in the responsibility for L&D by taking it upon themselves to maximize learning opportunities provided to them. They shall proactively pursue self-development
2. Identify goals and activities for development and discuss these with their supervisor for inclusion in their IDP
3. Participate actively in L&D activities to address their own competency needs and to improve their performance on the job
4. Share what they have learned from attendance to L&D programs
5. Proactively seek ways to apply learning on the job for personal development and to improve their level of performance
6. Ensure completion of attendance to the L&D programs, implement re-entry plan (REP), and submit proof of attendance to Personnel Division/Section
7. Submit feedback report on L&D programs/activities attended, and
8. Accomplish evaluation forms upon completion of the training interventions.

Agrarian Reform Capacity Development Service (ARDCS)

1. Prepare the strategic L&D plan which shall focus on the critical needs to realize the Vision, Mission, Goals, Objectives (VMGO) of the Department
2. Lead in the development and review of policies, guidelines, plans, proposals for L&D programs, and endorse them to the HRDC for approval
3. Assist the HRDC in the selection of the best-qualified employees for scholarship opportunities
4. Lead the planning, execution, and monitoring and evaluation of L&D interventions at the Regional Level
5. Support employees' participation in L&D activities and subsequent application of learnings on the job
6. Monitor and evaluate investments in L&D and assess participants' acquisition of learning vis-à-vis learning objectives
7. Analyze the consolidated L&D needs from other offices and use these data in the formulation of the Annual L&D Plan
8. Facilitate learning and development activities and processes
9. Prepare a list/menu of L&D programs and opportunities.

Support to Operations Division (STOD)

1. Prepare HRD Plan based on the strategy and directive set by the HRDC
2. Participate in the formulation of policies, guidelines, plans, proposals for L&D programs
3. Assist the HRDC in the selection of the best-qualified employees for scholarship opportunities for subsequent endorsement to HRDC for consideration
4. Lead the planning, execution, and monitoring and evaluation of L&D interventions
5. Support employees' participation in L&D activities and subsequent application of learnings on the job
6. Monitor and evaluate investments in L&D and assess participants' acquisition of learning vis-à-vis learning objectives

7. Analyze the consolidated L&D needs from Regional and Provincial Offices and use these data in the formulation of the Annual L&D Plan
8. Facilitate learning and development activities and processes
9. Prepare a list/menu of L&D programs and opportunities.

Personnel Division/Section

1. Complete the induction of all new employees on the first day of their employment.
2. Assist supervisors in preparing/updating a well-crafted competency-based job description which is the foundation for creating employee L&D activities.
3. Maintain the 201 Files of the employees containing the L&D programs attended.
4. Consolidate the L&D needs of personnel in their respective offices for endorsement to ARCDs and to the Regional STOD respectively, for inclusion in the L&D Plan.
5. Update the HRDC on personnel matters such as workforce profile, list of L&D programs attended, and other required human resource information.

B. Planning

1. All plans for L&D shall emanate from the results of the L&D needs identification and analysis, as reflected in each employee's IDP.
2. Competencies or capabilities that need to be developed are prioritized based on the sector's strategic objectives and goals.
3. As additional input to the plan, Heads of Offices/Bureaus/Services consolidate the IDP of their staff with further information regarding their detailed strategies and budget.
4. L&D plans and programs shall be validated by HRDC in accordance with the Office's functions which are aligned to DAR VMGO.
5. Only learning and development activities that are covered in the HRDC-approved L&D Plan shall be implemented.
6. The L&D Plan for the year shall be prepared in the last quarter of the preceding year. This plan shall be based on the L&D directions provided by the HRDC to align the Learning and Development Plan of offices with the Department strategic goals and objectives.
7. Each Office's List of L&D Needs shall serve as inputs in the preparation of the 3-year Strategic Learning and Development Plan. (*Annex B-Template for the List of Learning and Development Needs of Personnel*).
8. ARCDs and its Regional counterparts shall review all L&D Program proposals in terms of design and measures of efficiency and effectiveness. Proposals and designs approved by the Heads of Offices shall be submitted to ARCDs (at DARCO) or the Regional STOD (at the Field Offices) for review and endorsement to the higher authority.
9. All L&D proposals shall be approved by the Office of the Secretary for DARCO and the respective Regional Directors for Field Offices. The proposal must contain the relevant inputs as provided in Annex C - HRD Form No. 1 (Training Proposal Template).
10. L&D Program proposals shall be aligned with the functions of the office, as well as consistency of the learning objectives with the activities. Proposals shall also include the training cost and its specifics – participants' food, accommodation, and lease for the venue which ranges from PhP 1,800 to PhP 2,200 per participant per day, depending on the location. (*Annex D - Allowable Rates for Participants' Food, Accommodation, and Lease of Training Venues in Areas as clustered under EO 77 series of 2019 [Prescribing Rules and Regulations and Rates of Expenses and Allowances for Official Local and Foreign Travels of Government Personnel]*).

11. The review of program proposal template shall be attached to L&D proposals for approval of the ARCDS Director. (*Annex E – HRD Form No. 2 Proposal Review Template*).

C. Execution

1. All Offices implementing L&D shall ensure training activity plan has been prepared. The activity plan includes terminal and session objectives, topics and methodologies to address validated learning needs of specific groups.
2. L&D implementers shall develop customized learning materials and training aids to support delivery; facilitate and monitor participants' learning process during training program using appropriate management of learning activities.
3. A report on actual conduct vis-a-vis Training Activity Plan, which contains documentation of the learning process shall be submitted to ARCDS (for Central Offices) or STOD (for Field Offices).

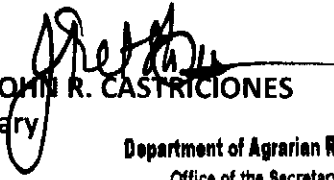
D. Monitoring And Evaluation

1. All Offices shall evaluate the implementation of their respective Annual L&D Programs at the end of the year to determine the actual cost of all programs implemented/attended and to establish the Office Budget Utilization Rate (BUR).
2. ARCDS and STOD shall monitor and evaluate investments in L&D and assess participants' acquisition of learning vis-à-vis learning objectives
3. Heads of Offices/Supervisors shall ensure that learnings of their staff are applied on the job based on their submitted re-entry plans.
4. Satisfaction levels for the Resource Speaker rating, Learning Activity, and Change in Levels of Learning (pre- and post-) set by the HRDC shall be the standard for all L&D Program implementation.

VII. EFFECTIVITY

This Memorandum Circular takes effect immediately and supersedes Circulars and Memoranda inconsistent herewith.

Issued this 29 day of NOV, 2019, Diliman, Quezon City.


Atty. JOHN R. CASTRICIONES
Secretary

Department of Agrarian Reform
Office of the Secretary



ANNEXES

- A – Individual Development Plan
- B – Template for the List of Learning and Development Needs of Personnel
- C – HRD Form No. 1 [Proposal Template]
- D – Allowable Rates for Participants' Food Accommodation and Lease of Training Venues in Areas as clustered under EO 77 series of 2019
- E – HRD Form No. 2 [Proposal Review Template]

INDIVIDUAL DEVELOPMENT PLAN

Name (Last, First, MI):		
Current Position		Date Accomplished:
Salary Grade		Office/Division:
Years in the Position		
Years in DAR		

PART A. COMPETENCY ASSESSMENT AND DEVELOPMENT PRIORITIES

DEVELOPMENT TARGET	INTERVENTIONS (FORMAL OR NON-FORMAL TRAINING)	RESOURCES NEEDED	TIMELINE
<i>Rank 1-3 from among the list of competencies identified which you think you need to possess/acquire within the two (2)-year period to improve your performance</i>	<i>(Select from the list of intervention you wish to undertake/attend to improve your performance in your office/division)</i>	<i>(List the resources/logistic support that will facilitate the intervention stated/ selected in column 2)</i>	<i>Indicate the date when you plan to undertake the training/intervention.</i>
<i>You may also include competency/ies that you need for your personal/ career growth for the next five (5) years according to priority (Rank 1-3)</i>			

PART B. TRACKING METHOD

DEVELOPMENT ACTIVITY <i>(Indicate the actual training/s attended)</i>	DATE STARTED	DATE COMPLETED	IMPACT <i>(Supervisor to check on qualitative result/impact on the performance of the employee. List one or more observable result/s that will indicate success)</i>

Employee Signature	Date	Supervisor's Signature	Date	Head of Office's Signature	Date
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*Copy for employee, supervisor and HRD

FORMAT FOR DESIGNING TRAINING / HRD PROPOSAL**Title :****Proponent :****Schedule :****Estimated Cost :****Rationale**

- Justify the course/activity to establish its significance
- Describe the existing situation
- Focus on problems/constraints, needs and opportunities in the area that can be responded through training/HRD Intervention
- Specify what skills are needed in the area/organization and the level of demand for it
- What benefits can the training/HRD Intervention offer?

Objectives

- General – Describe what the trainee/learner will be like when he/she successfully complete the training/HRD activity
- Specific – Measurable and observable within time frame of the training/HRD activity

Methodology

- Describe the methods to be used

Participants

- Describe the target participants, selection criteria
- Where are they from (Office / Sector / Geographic location / Cluster)

Expected Output

- Indicate the expected output

Budgetary Requirement

- List down the resource requirements
 - Manpower (Resource Persons/Facilitators and Training Staff)
 - Equipment/Facilities Needed
 - Supplies and Materials
 - Board and Lodging
- Recommending Approval (Sectoral Undersecretary and FPAO for Funds Availability)
- Approval (Secretary)

Attachments

- Activity Design
 - Specify the daily schedule of modules/topics and other activities to be undertaken for the entire duration of the training/HRD activity
- Special Order
 - List of participants, Resource Persons/Facilitators and Training Staff

ANNEX D

Allowable Rates for Participants' Food Accommodation and Lease of Training Venues in Areas as clustered under EO 77 series of 2019 (Prescribing Rules and Regulations and Rates of Expenses and Allowances for Official Local and Foreign Travels of Government Personnel)

Cluster	Regions Covered	Rate per participant per day (to cover expenses for board, lodging and lease of venue for live in trainings with more than 2 days duration)	Rate per participant per day (to cover expenses for food and lease of venue for workshops/ orientation with 1 day duration)
1	I II III V VIII IX XIII ARMM	PhP 1,800	
2	CAR VI VII X XI	PhP 2,000	PhP 978.00
3	NCR IVA IVB	PhP 2,200	PhP 1,500

Department of Agrarian Reform
Agrarian Reform Capacity Development Service (ARCDS)

Proposal Review

Activity/Project Title : _____

Total Amount : _____

Activity/Project Date : _____

Proponent Office: _____

Date Received by ARCDS: _____

The following components were reviewed based on Memorandum Circular (MC) No. 6 series of 2009:

Remarks

Design vs. objectives _____

Expected Output/s _____

Honorarium of Resource Person/
Facilitator _____

Amount of Board and Lodging _____

No. of Secretariat vs. No. of
participants _____

Submitted a feedback report if the
proposal is continuing activity of
the previous conduct _____

For recommendation to the ARCDS Director.

Name of Reviewer