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“A manager-leader impassions and inspires individuals with faith in the shared vision, in the journey, in others, and instills conviction and a sense of ‘individual and collective sacrifice’ for the societal or organizational vision and for each other.”

Dr. Cayetano W. Paderanga, Jr.

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3rd CES Thought Leaders’ Congress: Sowing seeds of inspiring leadership



A PRIDE event of a year-long celebration of the Career Executive Service’s 40th founding anniversary, the Career Executive Service Board concluded the 3rd Thought Leaders’ Congress (TLC) where top government officials from different agencies nationwide converged in a day of in-

spiring and thought-provoking symposium-conference at the Manila Diamond Hotel in Roxas Boulevard, Manila, May 28.

Aptly themed “Sowing the 4 C’s of inspiring leadership: Character, Competence, Courage, Compas-

sion,” the event served as a greenhouse for the Career Executive Service Officers (CESOs) to cultivate and grow these C’s into sturdy trees that would soon bear fruits of exemplary service to the country and to the people.

Opening the pro-

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CESOs revisit history through Bulacan heritage tour

The country’s top government executives were treated to a brief yet meaningful trip to the heart of Philippine history as the Career Executive Service Board (CESB) held the second conduct of its CES Club through a one-day heritage tour titled “Dulambuhay: Theater and

society,” in Bulacan, May 30.

In a short program before the trip, CESB Deputy Executive Director Atty. Arturo M. Lachica, CESO II, gave a short welcome speech that described the significance of the tour in this year’s celebration of

the 40th founding anniversary of the Career Executive Service. With the anniversary theme “Renewing our past, leading the future,” DED Lachica pointed out how revisiting the country’s colorful past would help the CESOs receive a deeper sense of nationalism, which is

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gram was CESB Executive Director Atty. Maria Anthonette V. Allones, CESO I, who, in essence, “prepared the soil” by encouraging the participants to make use of the symposium to get acquainted with their regional counterparts, and eventually develop among themselves a strong bond that would be vital in accomplishing their noble tasks.

“There is a CES cliché that says, ‘when we know each other, half of our work is done,’” the executive director started describing how the value of forming camaraderie among colleagues broadens one’s network and strengthens individual as well as collective capacity in nation building.

Relating to CES’ 40th anniversary theme “Fit @40: Renewing our past, leading our future,” Atty. Allones underscored the importance of looking into what went before as a primary step in leading the path towards the future. Renewing the past, she continued, also requires the public leaders to share and document their own stories of challenges and hope. “We like to hear your stories, the challenges in governance that you have dealt with and overcome; stories that would serve as guidance and inspiration to the generations after us.”

From renewing the past—thinking ahead, thinking across and thinking again all together complete the journey, the executive director said. She however reminded everyone that no matter how intense the challenges are, one must remember to make his journey meaningful yet fun.

“This is how we keep ourselves sane. It is very difficult to inspire others if you are in despair.”

Quoting creative genius Steve Jobs for her closing, Atty. Allones expressed her vision for the members of the CES community. “We are here to make a dent in the universe.”

Joining Atty. Allones in welcoming the career executives, the President of the National Union of Career Executive Service Officers (NUCESO), Regional Director Mariano R. Alquiza, CESO III, sent a message of greetings and advanced congratulations through NUCESO Vice President Atty. Lynn D. Moreno, CESO II.

*‘We are here
to make a dent in the universe.’*

In his message, Director Alquiza acknowledged the TLC in showcasing the country’s top leaders, pioneers and other luminaries from various disciplines. He likewise distinguished the efforts of CESB in producing TLC’s that were infused with meaningful and instructive learning sessions.

This inspiring verging of minds and thoughts, Dir. Alquiza said, served as a catalyst in forming imperatives in leadership, which resulted in institutionalizing strategic and cutting edge reforms in governance development in the public sector. With this, Director Alquiza expressed the full support of NUCESO to the goals of the CESB.

Finally, Director Alquiza challenged his fellow member in CES to not only reflect but religiously apply the golden pieces of learning that they can get from the activity as they all

go back to their respective offices.

Casting the first seeds

The soil was ready, and casting the first seeds of inspiring leadership rightly came from the experienced hands of the person who has not only been a silent champion of the CES, but a paragon who uses his heart and talent for the benefit of the government and the people.

Gracing the event with his keynote address, Dr. Cayetano W. Paderanga, Jr., Chair of the Board of Trustees of the Development Academy of the Philippines, started off by presenting to his fellow public servants, the present challenge they are facing in the midst of global changes in governance, business, and technology.

While these rapid technological changes provide opportunities for the senior executives to innovate and significantly improve the way they govern and the manner by which they serve the people, Dr. Paderanga called for a thorough self-assessment among the pool of these public leaders, to identify their level of preparedness in coping with these challenges. Noting the CES’ 40th anniversary theme “Fit@40,” Dr. Paderanga asked “Are you indeed, fit to lead?”

Realizing the complexity of this question, Dr. Paderanga, who was also the Secretary of Socioeconomic Planning and Director General of the National Economics and Development Authority from 2010-2012, helped his colleagues search for a fitting response by presenting the characteristics of a true manager leader.

“This leader can visualize a desired, shared and equitable future state, clarify specific ele-



A paragon. Dr. Cayetano W. Paderanga receives from CESB Executive Director Maria Anthonette V. Allones a plaque of appreciation for his selflessly sharing his time to inspire and empower the CESO leaders. With them are (L-R) NUCESO Vice President Atty. Lynn D. Moreno, CESB Board Member Evangelina C. Cruzado, and CESB Deputy Executive Director Arturo M. Lachica.

ments of that future and craft or strategize a roadmap to that future. He or she is equally capable of empowering, animating and uniting others to collectively value, own, partake of, and share that vision and the journey to the future,” the chair profoundly expressed.

Most importantly, Dr. Paderanga noted, “This manager-leader impassions and inspires individuals with faith in the shared vision, in the journey, in others, and instills conviction and a sense of ‘individual and collective sacrifice’ for the societal or organizational vision and for each other.”

Before ending his speech, Dr. Paderanga shared 10 imperatives for a more effective CESO leader, which, according to him, were borne out of his diverse stints in various gov-

ernment agencies. With a hint of witticism, Dr. Paderanga asked his audience to regard these insights as a practical advice from an older person.

In his closing, Dr. Paderanga gave equally uplifting words of advice, not only from the point of view of an older person, but from the heart and soul of a CES mentor. “These [imperatives] are perhaps too demanding to be fulfilled all at the same time. But then again, this is what CESOs are for—you are a ‘cut above the rest’ and therefore when you became CESOs, you have committed yourselves to a higher bar of excellent service and integrity-laded leadership.”

Nurtured

Two plenary sessions nourished the freshly planted seeds with opportune topics

that were envisioned to enhance the capabilities of leader managers to deliver faithful and responsive public service.

Convened by Atty. Ronaldo A. Ortile, CESO II, of the Land Registration Authority, the morning session had Teresito S. David, PhD., expounding the topic “The heart of the leader: Reflections, lessons and stories of inspiration.”

A senior consultant and external facilitator at the Center for Leadership and Change, Inc. (CLC), Dr. David prepared AHA!-enriched stories and activities that depicted the four attributes of leadership—inspiring, of character and competence, courageous and compassionate.

Walking the participants through the noble traits of effective leadership, Dr. David referred to renowned authors of bestselling leadership development books, such as Stephen R. Covey and James Champy and John Adair; and prominent figures, such as His Eminence Manila Archbishop Luis Antonio Cardinal Tagle; as sources of his heartwarming leadership stories.

And as he turned the last leaf in every story, Dr. David invited the participants to reflect and extract a lesson from each narrative; and get out of their seats to exchange with their fellow career executives their life-long learning and insights.



IMPERATIVES FOR A MORE EFFECTIVE CESO LEADER

1. Demonstrate a conscious effort towards a more important goal;
2. Focus on the developmental dimensions of governance;
3. Lead others and spearhead efforts in exploring fresh perspectives;
4. Cultivate the "instinct" to discern answers
5. Constantly test capabilities against new benchmarks;
6. Challenge your "comfort zones"
7. Plan, search for, and harness all opportunities for developing yourself,
8. Multiply your influence by reaching out to other partners and areas of influence;
9. Be competent and proficient with the tools,
10. Make creativity and excellence not only a mantra but a way of life in your niche or scope of accountability.

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Dr. David concluded his lecture with a comprehensive summary of what it takes to become an inspiring leader. As lunch break came in near, Dr. David indeed gave a nourishing and nurturing food for thought for the participants. "Think of an inspiring leader as you yourself lead and inspire your constituents. Find your voice and inspire others to find theirs. Lead at the speed of trust, tell stories of courage that give hope to people's dilemmas; keep in mind that compassion makes us whole as leader. And lastly, the glue to all of these is our purpose in life, *in omnibus amare et servire Dominum. In everything, love and serve the Lord.*"

Cultured

From the heart of the leader, the afternoon session took on the foundation of the leader—his past, his culture, his art. Dubbed "Mainstreaming and harnessing culture and the arts for governance and development," the session had three distinguished personalities shedding light on the key role of culture and

arts in alleviating poverty and boosting national progress.

In his talk "Transforming communities, one neighborhood at a time: Harnessing arts and culture for best governance," Mr. Chris B. Millado, Vice President and Artistic Director at the Cultural Center of the Philippines (CCP), presented in detail the historical roots of Philippine art from the ancient to the present times, and from this, laid out a transparent link between the arts and community em-

'In omnibus amare et servire Dominum. In everything, love and serve the Lord.'

powerment.

"Under the leadership of Filipinist Dr. Nicanor Tiongson, the CCP restructured its programs and refocused to emphasize Filipino works in all the art forms. It celebrated tradition by recognizing the best artists and their contributions to the artistic legacy of the nation (the National Artist Awards, the GAWAD CCP Para sa Sining), it encouraged new and origi-

nal Filipino works," Mr. Millado started.

Overseeing the programming of the whole artistic season of most of the country's cultural organizations, Mr. Millado further cited the indispensable contributions of art in transforming lives, places and communities.

Among these are the Art Education programs that focus on the training of not only next generation artists but also audiences who will appreciate and participate in art and cultural production; the Outreach Program that brings performances to other parts of the country, and aims to spur the growth of a local arts and culture scene; and the contribution of the CCP to the national agenda of the fight against corruption through specifically themed productions.

Mr. Millado added, art has also responded to disaster and rehabilitation through the 'Kalinga sa Sining' project that mobilizes goods and services from the artistic community during disaster response. "It





At the forum. The afternoon session discussants Mr. Eric Zerrudo, Ms. Emelita Almosara, Mr. Chris Millado, and Ms. Marlene Ruth S. Sanchez address the participants' questions and clarification on the connection of art in national development,

plays a bigger role during rehabilitation by partnering with other agencies to bring workshops and seminars to disaster areas—using art as therapy for children and the youth and training teachers in disaster response.

“With all of these efforts in art and culture engaging with community and empowerment, it makes me wonder why there is still a perception that art and culture is not in the mainstream. Art and culture work, as well as the artists and cultural workers who create them have always been part of the mainstream but local government needs to recognize and tap into its creative currents in order to generate and empower the vision of an enlivened, participative and productive citizenry,” Mr. Millado concluded

Interconnected with the director's piece, another interesting topic livened up the afternoon through the session titled “Heritage, *makakain ba yan? Heritage in developing economies.*”

Delivered by Mr. Eric B. Zerrudo, CESE, Associate Professor, Graduate School and Director, Center for Conservation of Cultural Property and Environment in the Tropics, University of Santo Tomas, this part of the program underscored the deep connection of heritage and national devel-

opment.

Prof. Zerrudo started “Heritage values and concept of development create a lot of tension. We may have a very good mapping of heritage, but how do we transpose that? How do we make that meaningful? How do we enhance and enrich it to make it useful in our everyday lives?”

Describing the successful heritage management applied to Vigan, Ilocos Sur, a UNESCO heritage site, Prof. Zerrudo zeroed in on making use of appropriate and not necessarily popular approaches in promoting the heritage.

He stated that one must better understand the data of his own culture and heritage, which by doing so, enables him to effectively bring heritage as a resource and center it as resource of development program.

In support to the professor's pronouncement, Ms. Amelita V. Almosara, CESO IV, Executive Director of the National Commission for Culture and the Arts (NCCA) likewise emphasized the benefits of incorporating culture in the national development plan. Culture and governance should go together, provided we know our background, she further stressed. “Culture and arts are pillars of development. Let's all get involved, encourage everyone to join and appreciate culture and arts.”

CES CIRCLE Forum goes to Koronadal City

The CESB shall conduct the 2013 CIRCLE Forum on the theme: “Harnessing Green Technologies for Re-Creating the Human Habitat.” It is the fourth session for the year and the forty-first in the series. The forum is scheduled on 14 June 2013 (Friday), 1:00 pm to 5:00 pm at the The Farm @ Carpenter Hill, National Highway, Bgy. Carpenter Hill, Koronadal City, South Cotabato.

The topic explores the diversity of “green technology innovations” contributing to enhanced energy efficiency, harnessing environment-friendly and renewable resources, sustainable waste management, and to the creation of “environmentally-harmonized” and quality habitable communities.

It provides a forum for examining the policy, resource, technology and other key requirements for developing these innovations, and for harnessing their immediate results and long-term impact and implications in shaping the future directions of national development and in ensuring a sustainable future for the nation.

The CES CIRCLE Forum is a learning session conducted by the CESB for Career Executive Service Officers (CESOs) and eligibles. CIRCLE stands for Creative Innovations and Reforms for Committed Leadership and Effectiveness. By its name, the forum serves as a platform for thought leaders, subject matter experts and public service exemplars to dialogue with career service officers and to share insights, ideas, lessons and experiences in the hope of deepening and sustaining collective inspiration to improve leadership and governance.

Attendance in and completion of the forum earns an equivalent of four hours of training credited to each participant. Registration fee of PhP 700.00 shall be charged to each participant. For inquiries, please call (02) 952-0335.

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ored as one of the eight rays in the sun of the Philippine flag. It was where most of the country's historical events happened, and where many of

A perfect example of these changes, the choral presentation titled "Polusyon," depicted the deterioration of the country's natural resources which was a result of people's neglect and destruction of nature. "Part of our culture is our environment," Enriquez said, adding that for Filipinos to preserve their culture, they must also respect and take action in restoring their environment.

a vital component in fulfilling their commitment to provide competent and compassionate public service.

Going back to what went before, the DED continued, allows government leaders to not only trace their roots but learn from the mistakes of the past as well.

A prelude to the past

A second run of CES Club for 2013, the learning session commenced as soon as the participants went on board the service bus. Mr. Bernard Karganilla, a Social Science professor at the University of the Philippines, shared bits and pieces of the country's history, which he aptly summarized as a history of victory. "We won the fight against Spain in 1898, and against the Japanese occupants during the World War II."

It wasn't too long before the group reached Bulacan, one of the provinces that first revolted against the Spanish conquerors, and subsequently hon-

ored as one of the eight rays in the sun of the Philippine flag. It was where most of the country's historical events happened, and where many of the country's national heroes and political figures were born. One of these was Col. Vicente Enriquez, an aide-de-camp of General Gregorio del Pilar. Amazingly, it was none other than Col. Enriquez' grandson and namesake, Vicente "Bong" Enriquez, who welcomed the CESOs in their ancestral house, which would be the venue of a unique and interesting way of presenting the rich history of the Philippines.

Established in 1986, Enriquez introduced Dulambuhay, a group of artists that bring Filipino culture and history through theatrical performances. The group consists of young and adult actors, many of whom are descendants of Katipuneros like Enriquez. "Since its inception, Dulambuhay has evolved to realize the greatness of the Filipinos throughout the years," Enriquez said referring to the positive as well as negative changes that Filipinos have to deal with and overcome.

Blast from the past

The ground floor of the Enriquez' ancestral house served as a place for the CESOs to watch distinct Filipino traditions that they might have known very well but rarely encountered or even practiced. Members of Dulambuhay troupe performed *harana*, an old Filipino courtship tradition of serenading women; and *putungan*, another local custom of crowning a guest, especially a first-timer. Much to the participants' delight, the troupe picked Bureau of Customs Director Remedios S. Espinosa and a CESB staff who gladly took the remarkable chance to be serenaded and crowned, respectively.

It was a festive blast from the past as Dulambuhay actors took the CESOs and CESB staff to the reenactment of *Sayaw sa Obando*, a traditional celebratory dance ritual done in the town of Obando, and is believed to miraculously grant prayers and wishes



for a long-awaited child, husband and even employment.

As if the Obando dance was not enough to liven up the participants, the show got more intense with two young actresses performing a *balagtas* over one of the most timely and stirring issues of all time—"Which is worthy of a love divine, the conservative woman of the past, or the aggressive woman of the present time?"

Balagtas is a Filipino way of debating named after one of the country's greatest poets, Francisco Balagtas. It is a form of public speaking that requires the participants to raise their points and defend their arguments through the use of an impeccable blend of rhyme and measurement of words in every verse.

Take 2

The first part of the program allowed the CESOs to get a unique glimpse—and a taste—of their own local traditions and customs. The following skits, on the other hand, provided a "take 2" of what actually took place in the lives of Bulacan's prominent and unsung heroes; and how these events led to the attainment of Philippine sovereignty.

The theatrical monologue that featured Trinidad Tecson's leadership in fighting the Spanish invaders; and Loreto Lucero, who won a case of sexual harassment that she bravely filed against a Spanish friar; were pieces of inspiring evidence of strength and of the evolving role of women in the society and in the country.

The dramatization of the life and torture of Brigadier General Eusebio Roque, better known as "Maestrong Sebio," depicted a burning desire for freedom and a great sacrifice for the welfare of fellow Filipinos.

Perhaps the most familiar story portrayed that day was that of Gregorio del Pilar, one of the youngest generals of the Philippine revolutionary forces. A paradigm of leadership, bravery, determination and wit, government executives would certainly learn a thing or two from Goyo del Pilar.

They say that the most fulfilling part of a stage play is the audience participation. It was perhaps fulfilling for both the actors and the audience—the Career Executive Service Officers and the CESB staff who were taught to sing the Katipunan song *Alerta*—to be able to unite their voices to ex-

press their passion for freedom and patriotism.

Gastronomic adventure

Bulacan not only takes pride in its historical places and people, but in its cuisine as well. For lunch, the participants, who came from different regions nationwide, were treated to a buffet of distinct Bulacan dishes, such as *kare-kare*, *manok sa labong*, *bringhe*, *pansit sotanghon*, *halabos na hipon*, and sweetened bananas

with tapioca for dessert. The afternoon snack, *ginataang bilo bilo* was flavorful and as rich as Bulacan history, the attendees remarked.

It was a double feast to their senses as CESOs partook in the sumptuous local cuisine and marveled at the aged structure and ornaments that festooned the Enriquez' ancestral house.

What do you get from a heritage tour?

It was certain that as CESOs head back to their hometowns, to their work places so to speak, with them were not only eight hours of training credits but more importantly a deeper sense of patriotism. The CESB wished for them to realize the value of renewing their past in knowing their self more and better. It is through this that they can identify and strengthen their capacity, which is needed to accomplish their obligation not only as CESOs, but as Filipinos, to practice and pass on to future generations a heritage that exemplifies freedom, unity, justice, courage, and compassion. 🌐

HR directors converge to strengthen CES competency standards

Since the beginning of time, man has been subjected to the evolution of work and the accompanying set of standards that determines its absolute execution.

The Career Executive Service, the government's arm in providing a pool of competent and compassionate top level executives, knows the need to keep up with the ever changing and competitive standards of work. It, too, has its own paradigm of performance excellence that it continuously reinforces to make its men and women not only agents of development but also pillars of integrity and service.

On April 30, 2013, the Career Executive Service Board gathered together top human resource (HR) directors and managers from its partner agencies to take part in a lunch and learning session on CES Executive Development Programs.

The session, which was held at the CESB office in Quezon City, had the HR managers engage in a Focus Group Discussion (FGD) cum validation workshop that was part of the board's ongoing initiative to review and strengthen the CES Competency Standards and Capacity Enhancement Framework for the members of the CES.

For this session, the FGD reviewed and validated results obtained from questionnaire surveys conducted by the CESB to ascertain if the existing CES Competency Standards remain relevant, timely and applicable in current managerial environments. It probed for emerging competencies and prescribed managerial attributes to be explored and also aimed to validate expected and appropriate competency clusters for each CESO rank.

The event also gave the HR managers and champions from various public sector agencies the opportunity to jointly study, formulate, get updates on and participate in various CES policies and programs.

Just in time with the nation's celebration of Labor Day, session has also been a venue for HR managers to

share and gain knowledge and experiences on current trends and innovations in executive development and strategic human resource transformation. Likewise, it has also served as a forum for convergence and harmonization of the plans, innovations, initiatives and experiences of CESB's partner stakeholders.

The CES Competency Standards resulted from the Board's brainstorming and research efforts to define the strategic competencies that the 21st

century third level officials should possess. They spelled out six key competencies, supported by their relevant behavioral indicators, and the requisite performance criteria needed for purposes of measurement.

The standards are used as the fundamental framework on which the substance of CESB's work is grounded—setting examination benchmarks, measuring performance through the CES Performance Evaluation System (CESPES), and more importantly, offering meaningful and responsive capacity enhancement programs for CESOs and Eligibles. Lastly, they also served as the bases for competency-based rewards, recognition, and other incentive schemes for all career executives. 🌐



ManPower. Top human resource directors and managers from its partner agencies take part in a lunch and learning session on CES Executive Development Programs, held at the CESB office in Quezon City, April 30.

ERRATUM


There were corrections in the article written about DENR OIC Regional Executive Director Neria A. Andin, CESO III, published in the 2013 first quarter issue of *The Public Manager*. Please take note that she holds a master's degree with PhD units in Forestry. She also led the Forest Management Bureau as Assistant Director for nine years and as OIC Director for two years.

CESB conducts annual assessor's workshop

The Career Executive Service Board (CESB) conducted the "Annual Assessor's Workshop" last May 9-11, 2013 at the Las Casas Filipinas de Acuzar in Bagac, Bataan. The three-day workshop was attended by 25 Assessors of the Assessment Center (AC).

The said workshop elicited ideas and recommendations from the CESB's pool of Assessors on how to continuously enhance the administration of the AC. It also discussed and validated survey results pertaining to CESB's current efforts to improve the existing CES Competency Model. This activity is intended to ensure that CESB's programs and policies on recruitment, selection and career development of CESOs shall remain relevant and applicable in their respective workplaces.

Apart from the discussions, the Assessors also enjoyed and learned new yoga and meditation techniques from Mr. Luisito Palermo, a yoga instructor at the Ananda Marga Wellness Center.

The said workshop is part of CESB's continuing efforts to improve the Assessment Center, which is the second stage of the screening process for conferment of Career Executive Service Eligibility. 



CESB congratulates Energy ASEC Daniel A. Ariaso, CES Eligible

The Career Executive Service Board congratulates Mr. Daniel A. Ariaso Sr., CES Eligible, who was appointed as Assistant Secretary of the Department of Energy (DOE) by His Excellency, President Benigno S. Aquino III last January 28, 2013.

Mr. Ariaso took his oath of office before DOE Secretary Carlos Jericho L. Petilla on January 31, 2013. Prior to being appointed as Assistant Secretary, he was the Vice President of the Naval State University, Main Campus, Naval, Biliran Province.

He obtained a Doctor of Philosophy in Social Science Research degree from the Leyte Normal University and a Master in Economics degree from the University of San Carlos. He obtained his Bachelor of Arts in Economics and Bachelor of Secondary Education from the Eastern Visayas State University.

He was born in Quinapondan, Eastern Samar. He is married to Rowena Narbonita-Ariasos with whom he has a son named Daniel N. Ariaso Jr. 