

The Public Manager



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I-GABAY Session XIX blends in historic Cotabato

Cotabato, an iconic city in the Province of Maguindanao in Central Mindanao, was forged from great historic events intertwining the Christian and Muslim faiths. It is now a bustling hub for business, education and religion, the seat of regional

governance, and a diaspora of multi-cultural diversity. From 17 to 25 July 2014, Cotabato became home for thirty-one (31) career executives from various national government agencies and regions nationwide who successfully completed the 19th Session of the Integrated Gabay ng Paglilingkod (I-GABAY) Training Course.

As the second pillar of the Executive Leadership Program (ELP), the nine-day I-GABAY course was designed to expand and strengthen learners' capacities resulting in increased on-the-job effectiveness and to impart a wider and more meaningful appreciation of the government's objectives, policies, strategies, systems and programs. Specifically, it familiarized learners with the internal and external environment of public management as the contexts for the exercise of leadership and managerial tasks. Learners also gained a deeper understanding and appreciation of the structures, systems, processes, tools, requirements, cross-sectoral innovations and inter-agency experiences relevant to: managing strategic planning in organizations, e-governance and harnessing information-communications technology (ICT),



Immersing in the COAM Field Laboratory. I-GABAY Session XIX learners pose with Mayor Ramon A. Piang, Sr. and members of his official family in front of the Municipal Hall of Upi.

institutionalizing strategic human resource management, implementing the administrative justice system, public finance/ budgeting and the e-procurement system, and the public policy process. They were "equipped with conceptual toolkits and roadmaps" detailing the "whys and how tos" in optimizing administrative systems and capacities resulting in effective decision-making and management, developing organizational capabilities, achieving performance effectiveness, and ensuring effective and sustainable impact on various publics. In the process, they also gained a deeper awareness and appreciation of the major challenges, expectations, dilemmas and tasks

confronting a public leader/ manager. A powerhouse cast of executive leader-managers and subject matter experts composed the course faculty, which included: CESB Exec. Dir. Maria Anthonette V. Allones; former Supreme Court Management Information Systems Office Chief Alexander M. Arevalo; Mr. Enrique V. Abadesco, Chief Learning Office of the Human Resource Innovations and Solutions, Inc. (HURIS); Bureau of Customs Deputy Comm. Arturo M. Lachica; Department of Budget and Management (DBM) Asst. Sec. Tina Rose Marie L. Canda, and; Exec. Dir. Rosa Maria M. Clemente of the Philippine Government

◀◀1 I-GABAY Session XIX...



Mentoring CES Leaders Innovation champion Mayor Ramon A. Piang, Sr. of Upi, Maguindanao eagerly shares leadership insights and lessons with I-GABAY Session XIX learners.

Electronic Procurement System (PHILGEPS) of the DBM Procurement Service.

As the integrating module of the I-GABAY Course, the Community-Organizational Attachment Module (COAM) facilitated a structured exposure-attachment in the Municipality of Upi where the learners conducted field evaluation research in studying and assessing models of excellence in governance and development. These models included innovative award-winning programs, namely the: Upi Mayor’s Council: The Tri-People Way of Conflict Resolution (awarded as an Outstanding Program in the 2004 Gawad Galing Pook Awards) and the Upi Rural Community e-Center

(CeC) (awarded as an Outstanding Program in the 2011 Gawad Galing Pook Awards and the 2005 Best e-Practice Award by the Taiwanese APEC Digital Opportunity Center).

The Upi Mayor’s Council was a customized, inclusive, localized and participatory peace-building innovation. It evolved from the creation to the eventual institutionalization of a grassroots-based, culturally-sensitive and popularly accepted tri-sectoral conflict resolution mechanism which eventually resulted in achieving multi-cultural harmony, just and sustainable peace, and an effective platform for effective governance in the Municipality of Upi. The Community e-Center (CeC), an exemplary model of inter-agency and inter-sectoral partnership and democratic governance, ushered in “urban amenities to a rural community” by hand-holding the local government and all sectors of the community into the digital age - the latest technologies, applications, opportunities and potentials of ICT. More than being just an innovative program, the CeC redefined the value, meaning, standards and measures of transparency and accountability, significantly expanded and strengthened people’s inclusion, and mainstreamed their participation in the municipality’s governance.

Upi Mayor Ramon A. Piang, Sr., the architect, inspiration and champion of these innovative programs, explained the history, key attributes and provided an assessment of the results and impact of these innovations and clarified his vision, roles, experiences with and lessons learned from these initiatives. He also shared his insights on the prospects, potentials and emerging leadership challenges in the governance and development of his municipality, and how continuing innovations, accountable and committed leadership, and genuine people empowerment will play key roles in the community’s future.

The COAM created the environment and partnerships for shared learning involving the learners and leaders from the local governments, civil society, non-government and various community sectors. Through the COAM, the learners examined and evaluated the governance and development framework (i.e., key policies, strategies, structures, systems) of the municipality; the “brand and style” of leadership which conceived, nurtured and institutionalized the innovations, and why and how multi-stakeholder, community-based and corporate sector partnerships and resources aligned with and in support of development thrusts were mobilized and harnessed. As a result, the learners gained new insights, useful lessons and a



Where Learning is Fun. Learners engage in vigorous stretching exercises in one of the I-GABAY sessions which mixes work and play for the “total fun experience”

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HR managers and CES coordinators revisit career executive core competencies



Education Undersecretary Rizalino D. Rivera (in white) took the opportunity to express his appreciation for the value of the periodic fellowship among public HR managers. He also renewed the commitment of the Department of Education to champion reforms in developing the competencies of public manager.

Thirty Human Resource Managers (HRM) and Career Executive Service (CES) Coordinators from various national government agencies gathered for the 3rd Quarter 2014 HRM Fellowship Meeting and Learning Session last August 7 at the Multi-Purpose Hall, National Telecommunications Commission (NTC) Building in Quezon City. CESB Executive Director Maria Anthonette Velasco-Allones, CESO I, led the group in a workshop which sought to revisit and redefine CES leadership and managerial competencies.


Executive Director Allones jumpstarted the workshop by explaining the rationale, key features and behavioral discussions of the six core competencies required of a career executive. The six include: strategic and critical thinking; leading in a continuously changing environment, empowering/ developing others

to establish collective accountability for results; linking and networking for productive partnerships; planning/ organizing for greater impact; and driving performance for integrity and service.

In revisiting the CES core competency framework, she solicited new insights and recommendations from executives in attendance, specifically on what existing roles to keep and new roles to assume, as well as the required knowledge set, behaviors/ attitudes and skills per role, to be able to come up with a consolidated and redefined competency-based HRM.

Executive Director Allones also gave updates on new CES policies and programs. These included policies on: institutionalizing the practice of informing agency heads in cases of deferment/ denial of CES eligibility and rank promotion; establishing an online CES Performance Evaluation System next year; classifying 23 CES positions in the Information and Communications Technology Office; and accrediting the new HURIS training program on Strategic Decision Making, among others.

Career executives who attended included: Department of Education (DepEd) Undersecretary Rizalino D. Rivera and Department of Environment and Natural Resources OIC-Assistant Secretary Corazon C. Davis, CESO II.

The next HRM Fellowship Meeting and Learning Session will be hosted by the Department of Education and is tentatively slated on October 2. 



We are a reflection of the entire core. CESB Executive Director Maria Anthonette Velasco-Allones, CESO I (center seat) with DENR OIC-Assistant Secretary Corazon C. Davis, CESO II (4-R), HR managers/ CES coordinators and CESB Management Committee.

Gawad CES awardees grace CES Strategic Leadership Forum

Honorees of the Gawad CES Award proved there's more to the prestigious award than the glorious awarding rites.

2012 Gawad CES Awardees Department of Education - Dumaguete City Schools Division Superintendent Ramir B. Uytico, CESO IV, and Department of Science and Technology Regional Director Brenda Nazareth Manzano, CESO II, continue to fulfill their commitment to render excellent public service and inspire others to do so as they shared their time and expertise as speakers at the 5th CES Strategic Leadership Forum last July 31, 2014 at the Grand Astoria Hotel, Zamboanga City.

In his talk "Understanding Strategic Leadership," Superintendent Uytico defined strategic leadership as a process of using well-considered tactics to communicate a vision for an organization.

"Typically, it manages, motivates, and persuades staff to share that same vision, and can be an important tool for implementing change or creating organizational structure within a business," he pointed out.

Director Manzano, on the other hand, illustrated the relevance and application of strategic leadership in public governance by relaying their own success story at the DOST.

The director shared that their quest for quality service began in 2004 when they focused on the quality assurance of their testing and laboratory services. She said that in taking these initial steps, her team made sure that "the right test is carried out on the right sample, and that the right result and right interpretation is delivered to the right person at the right time."

Their journey towards the pursuit of quality service continued in 2007 as they set their sights on the entire business processes, namely technology transfer and commercialization, implementation of scholarship program and S&T promotion and information.

The director and her team's strategic efforts proved fruitful as DOST Region IX's Quality Management System (QMS) earned them ISO 9001:2000 Certification in 2008, which was transitioned to ISO 9001:2008 in 2010. Only a year after, their Regional Metrology Laboratory also bagged the ISO 17025 accreditation for Mass Calibration.

To further inspire her audience, Director Manzano concluded her talk with an equally motivating message. "If there is one gain from all these efforts, it was that the culture of quality was building up, becoming a way of life, and so our quest to performance excellence, continues."

The CES Strategic Leadership Forum in Zamboanga was attended by a total of 32 CESOs and eligibles from different




Pointing to a brighter future through strategic governance. 2012 Gawad CES Awardees Ramir B. Uytico and Brenda N. Manzano (5th and 6th from left) with participating CESOs and eligibles during the 5th CES Strategic Leadership Forum in Zamboanga City.

agencies in the region. It was also graced by Julita A. Ragandang, CESO III, Vice President of the Regional Executive Association of Western Mindanao who gave the welcome remarks, and Bettina Margarita L. Velasquez, OIC-Director III of the Career Executive Service Board, who opened the learning session.

Following its success, the CES Strategic Leadership Forum held its 6th conduct on August 20, 2014 at the DENR Social Hall in Quezon City, with 2009 Gawad CES Awardee and Department of Environment and Natural Resources Assistant Secretary Corazon C. Davis as one of its resource persons.

Asec. Davis explained the rudiments of strategic leadership in the government which involve skillful planning and managing, and the ability to inspire and lead others. She as well enumerated the 9 roles (navigator, enterprise guardian, change driver, strategist, entrepreneur, mobilizer, talent advocate, captivator, global thinker) a strategic leader must discover and enhance in order for him/her lead his/her team in achieving its goals.

For her finale, the assistant secretary imparted that "improvement should be a way of life. Staying the 

NEW CES ELIGIBLES

CESB Resolution No. 1162

July 28, 2014

ALOLOD, FRANCISCO ROMERO

Department Manager A
Commercial Services Department
General Santos City Water District
Region XII

BAGAYAO, HENRIETTA LINDEN SAROL

City Government Department Head
City Health Office
Local Government Unit – Tabuk, Kalinga
Region II

BANTOG, NANCY ABNASAN

Senior Science Research Specialist/ Regional Coordinator
for Technology Transfer and Commercialization Department of Science and Technology
DOST – Cordillera Administrative Region

CABRERA, LELANIE TEVES

Elementary School Principal I/
OIC – Office of the Assistant Schools Division Superintendent
Department of Education
DepEd - Division of Bais City

CADANO, ORLANDO GUZMAN

Education Program Supervisor
Department of Education
DepEd - Division of Dumaguete City
Region VII

CEBREROS, MARC TITUS DOCENA

Chief Administrative Officer
Commission on Human Rights
Central Office

CONCEPCION, JOSE JR. SOLEDAD

Chief Administrative Officer/
OIC, Assistant Regional Director
National Police Commission - Cebu City
Region VII

DIAZ, MARIVIC PANEN

Education Supervisor I/ Acting Assistant Schools
Division Superintendent
Department of Education
DepEd – Division of Ligao City

GAZMIN, LEANDRO HERNANDEZ

Director IV
Agri-Business and Marketing Assistance Service
Department of Agriculture
DA - Central Office

MABBORANG, SANCHO ALVARADO

Senior Science Research Specialist/
OIC, Assistant Regional Director – Field Operations Services
Department of Science and Technology
Region II

MARUNDAN, ANASTACIO GUERRA

Assistant District Engineer/ OIC- District Engineer
Department of Public Works and Highways
Cagayan de Oro City 2nd District Engineering Office
Region X

MILITANTE, EDGARDO BALLENA

Education Program Supervisor I (Private Schools)
Department of Education
DepEd – Division of Laguna
Region IV – A

RANCHES, FRANCISCO JR. PINEDA

Assistant Regional Director
Land Transportation Office
Region IV - A

SANTOS, GLENN BONIFACIO

Deputy Director General
Technology Resource Center
Makati City

TORRES, DEBIE TAYPIN

Local Government Operations Officer VII/ Chief of the
Local Government Capability Development Division
Department of the Interior and Local Government
Region XI

NEWLY-APPOINTED TO CESO RANK (JULY 31, 2014)

ORIGINAL APPOINTMENT TO CESO RANK

DEPARTMENT OF EDUCATION

LEILANI SAMSON CUNANAN, CESO VI
Acting Assistant Schools Division Superintendent
Region III – Central Luzon
Division of Pampanga

NERISSA LANSANGAN LOSARIA, CESO VI
Acting Assistant Schools Division Superintendent
National Capital Region
Division of City Schools – Mandaluyong City

MARIA MAGDALENA MERANO LIM, CESO V
Acting Schools Division Superintendent
Region IV – B (MIMAROPA)
Division of Marinduque

SERVILLANO ABIS ARZAGA, CESO V
Schools Division Superintendent
Region IV – B (MIMAROPA)
Division of Palawan

DEPARTMENT OF FINANCE

CAMILO SANTOS CORREA, CESO III
Acting General Counsel
Securities and Exchange Commission

DEPARTMENT OF PUBLIC WORKS AND HIGHWAYS

LEA NAPAGAO DELFINADO, CESO IV
Acting Director III
Region VI – Western Visayas

OFFICE OF THE PRESIDENT

MAURA CONSOLACION DELA CRUZ CRISTOBAL, CESO III
Acting Director IV
Commission on Higher Education
Region VIII

CHERRY PIE FELISSE MARASIGAN MARAYA, CESO IV
Acting Director III
Presidential Management Staff

ADJUSTMENT IN CESO RANK

DEPARTMENT OF EDUCATION

GLORIA RUSIANA-TORRES from CESO VI to CESO V
Schools Division Superintendent
Region I
Dagupan City Schools Division

DEPARTMENT OF LABOR AND EMPLOYMENT


JOSEFINO ISAAC TORRES from CESO III to CESO II
Deputy Administrator
Overseas Workers Welfare Administration
OWWA - Central Office

PROMOTION TO CESO RANK

RAMIR BARBERAN UYTICO from CESO V to CESO IV
Acting Schools Division Superintendent
Department of Education
Region VII
Division of Dumaguete City

◀◀2 I-GABAY Session XIX...

deeper understanding and appreciation of the leadership imperatives for the CES and of the different challenges and threats, emerging opportunities, and future prospects for strengthening governance, ensuring sustainable development and achieving excellence in the public sector.

With the conclusion of I-GABAY Session XIX, CESB was again able to lay down another cornerstone in strengthening the foundations of excellence for the CES. I-GABAY Session XX is scheduled to be conducted from 2 – 10 October 2014 in Dumaguete City, Negros Oriental. 

NEWLY-APPOINTED TO CESO RANK (AUGUST 22, 2014)

ORIGINAL APPOINTMENT TO CESO RANK

DEPARTMENT OF EDUCATION

ALBERTO TENEBRO ESCOBARTE, CESO IV
 Director III
 CARAGA Administrative Region

DEPARTMENT OF LABOR AND EMPLOYMENT

EXEQUIEL RELON SARCAUGA, CESO IV
 Acting Director III
 Region VIII

DEPARTMENT OF THE INTERIOR AND LOCAL GOVERNMENT

CARMELO ENRIQUE BACAS LIBOT, CESO V
 Acting Local Government Operations Officer VIII
 Region X
 Province of Lanao del Norte

ADJUSTMENT IN CESO RANK

DEPARTMENT OF EDUCATION

VICTOR GRASPARIL DE GRACIA, JR. from CESO VI to CESO V
 Schools Division Superintendent
 Region VI
 Division of Guimaras

◀◀4 **Gawad CES awardees grace CES...**

same means stagnation. Leaders must plunge bravely into the future to avoid bogging down in complacency. Rather than fearing change, embrace the possibility it offers.”

Asec. Davis was joined by Coach Randy A. Esguerra of Success Coach Personal and Business Consultancy, who shed light on the topic “Understanding Strategic Leadership,” by enlisting the eight elements of leadership excellence, namely complexity, paradox, boldness, curiosity, perspective, connection, abstraction and persistence.

He as well correlated strategic leadership to implementing authentic change, which, according to him “must challenge old habits, is absurd enough to merit protest, synchronizes multiple interests and is emotionally relevant.”

Twenty nine CESOs and CES eligibles attended the leadership forum in Quezon City.

The CES Strategic Leadership Forum is anchored on

the theme “*Path-finding Service with the Speed of Change.*” It aims to provide a platform for thought leaders, subject matter experts and public service exemplars to dialogue with career service officers and share ideas, innovations, insights, lessons and experiences. Ultimately, it also hopes to deepen and sustain collective inspiration to improve the quality and impact of leadership and governance. 🌐



It’s all in strategic leadership. 2009 Gawad CES Awardee and Department of Environment and Natural Resources Assistant Secretary Corazon C. Davis (center) poses with the participants of the 6th CES Strategic Leadership forum held last August 20, 2014 at the DENR Social Hall in Quezon City.



As we hope to sustain the relevance of *The Public Manager* and uphold its role as the voice of the CES, we are dedicating a new column entitled “Retirement Reflections” to house the personal insights of CES paragons who have retired from the service. We invite you to read on and learn from these people who may have already stopped working in the government but have never stopped from inspiring people and making a difference in the society.

By: Estrella F. Alabastro

I have been a retiree from government service since 2010, and right now I am engaged in the education of young people which I find very satisfying. I joined the Department of Science and Technology (DOST) in 1991 and I continuously served in this unit of government until 2010, except for a break in my service from November 1998 until February 2001. Before that, I taught food science and technology students at the University of the Philippines (UP) in Diliman. And even when I went on a sabbatical from UP to join government service, I continued to teach on a part-time basis. Teaching has always been and will always be my calling.

As a retiree for the past four years, what advice can I offer to a public servant who is at the verge of retirement? First of all, he/she should know that he/she can have a long fulfilling life beyond retirement but he/she should plan for it. Keeping the mind and body active is important to maintaining one’s health and well-being and the key to a long high-quality life. After retirement, one has the golden opportunity to do something he/she is passionate about and enjoys doing, something which he/she has not been able to pursue while in active service because of time constraints and other limitations imposed by public service. The long years devoted to serving the public give one that rare insight on activities or projects that can be undertaken to make the lives of other people better. While it is conceivable that the implementation of these activities may require some skills that the retiree may not currently possess, it may not be too difficult to acquire these skills if he/she has been exposed to continuous learning practices.

Even before I retired from government service, I knew that I would continue to be actively involved in the education of our young people, although I had no firm idea as to what form this involvement will take. It was just fortuitous that two years after my retirement, a period which I needed for rest and recuperation, I was asked to join the National University (NU) College of Engineering as its Dean. I agreed to take on this responsibility because of my strong conviction that our country’s competitiveness in a technology-based global economy is very much dependent on competent innovation-oriented human resources. I was also convinced that I have some learnings and experiences

in Engineering education which I could share and put to good use, having participated in the DOST World Bank-funded Engineering and Science Education Project (ESEP) in the 1990’s. One of the objectives of ESEP was to support selected institutions to produce competent engineers who can produce innovations vital to the country’s industrial development. Further, I do believe that giving our young people access to quality education is a very important factor in improving their economic mobility. Since a large majority of our high school graduates go to private universities, I welcomed the opportunity to make some contribution to the strengthening of engineering programs that are accessible, especially to those in the lower socio-economic sectors.

In the two years that I have been at NU, my interactions with the students have energized me and given me more vigor. I have also developed personal qualities which I previously didn’t have or had very little of: patience, tolerance and understanding.

I encourage all retirees and retirees waiting in the wings to venture out and explore possibilities of starting a new career or giving a new twist to your current career path. I assure you that it will be an exhilarating experience to meet new challenges which you can confidently confront because of the wisdom which you have acquired through the years as a public servant.



Invigorating. Dean Alabastro attests that her interactions with the students of NU’s College of Engineering have energized her and given her more vigor.