

The Public Manager



OFFICIAL QUARTERLY NEWSLETTER OF THE CAREER EXECUTIVE SERVICE

www.cesboard.gov.ph

4th Quarter 2014

Vol. 26 No. 4

CES opens 13th Annual Conference in Cebu *Draws close to a thousand CESOs, eligibles*

The Career Executive Service Board (CESB), in partnership with the National Union of Career Executive Service Officers, Inc. (NUCESO), formally opened the 13th Annual CES Conference with more than 800 Career Executive Service Officers (CESOs) and CES Eligibles (CESEs) in attendance at the Waterfront Cebu City Hotel and Casino, Cebu City, November 12, 2014. The event also stood as the highlight of the 41st anniversary celebration of the CES.

Themed “*CES Leadership in the Digital Era: From Nation-Building to Global Governance*,” this



2013 Gawad CES Awardees take center stage at the 13th Annual CES Conference, story on page 2

year’s conference situates third level officials in the age of digital democracy, where social media is systematically reshaping human culture and is emerging as a powerful source for community transformation.

In a keynote speech read by Un-

dersecretary Michael Frederick L. Musngi, Office of the Executive Secretary, Office of the President, His Excellency President Benigno S. Aquino III expressed the significance of this year’s theme in empowering government officials in this era of technological advancements. He emphasized the avail-

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A historical milestone

Bangsamoro Executive Leadership Course kicks off in Cotabato City

By Romil F. Tuando, Photos by Jose P. Gantiga Jr.

With the transition roadmap in place for the Autonomous Region in Muslim Mindanao (ARMM) to be replaced by the Bangsamoro government in a few months time, the Career Executive Service Board (CESB), in partnership with the Bangsamoro Executives and Leaders League, Inc. (BELL), gathered 48 Bangsamoro public man-

agers for the inaugural Bangsamoro Executive Leadership Course (BMELC) at the Al Nor Hotel and Convention Center, Cotabato City last 8-10 December 2014.

The BMELC was initiated by BELL and was developed by CESB. It aimed to strengthen the

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2013 Gawad CES Awardees take center stage at the 13th Annual CES Conference



Nation builders, globally competitive leaders. The 2013 Gawad CES Awardees (with plaques), PCHRD-DOST Executive Director Jaime C. Montoya, BFAR Regional Director Nestor D. Domenden, DOST Regional Director Rowen Gelonga and PPA Administrator Manuel G. Co (right photo) with (L-R) NUCESO President Mariano R. Alquiza, CSC Commissioner Robert S. Martinez, CESB Governing Board Members Charito R. Elegir, Antonio D. Kalaw Jr., CESB Presiding Chair Nieves L. Osorio, Undersecretary Frederick Michael L. Musngi, (representing Executive Secretary Paquito N. Ochoa Jr.), CESB Governing Board Members Angelito Twano and Evangeline C. Cruzado, and CESB Executive Director Maria Anthonette Velasco-Allones.

The search for 2013's brightest public leaders is over as four Career Executive Service Officers (CESOs) were conferred the prestigious Gawad CES Award at the opening ceremony of the 13th Annual CES Conference held at the Waterfront Cebu City Hotel and Casino, November 12, 2014.

Recognized for their outstanding leadership and exemplary contributions to social development and nation-building, the presidential honorees were Manuel G. Co, Administrator of the Parole and Probation Administration (PPA), Nestor D. Domenden, Regional Director of the Bureau of Fisheries and Aquatic Resources (BFAR - Region I), Rowen Gelonga, Regional Director of the Department of Science and Technology (DOST-Region VI) and Jaime C. Montoya, Executive Director of

the Philippine Center for Health Research and Development (PCHRD-DOST).

Administrator Co is the genius behind clear cut policy and program directions set for the speedy reintegration of released prisoners to the mainstream society.

He implemented the program through close collaboration with the community and utilizing the principles of restorative justice as its philosophical foundation, the therapeutic community modality as its treatment intervention and the use of community volunteers as the PPA's partners in supervising its clients, namely, the parolees, parolees, and probationers. Administrator Co also drafted the PPA Guidelines on Handling Children in Conflict with the Law which now formed part of the Juvenile Justice Law. He also initi-

ated a number of programs that significantly contributed to the welfare of PPA employees and the overall development of correctional facilities in the country.

Regional Director Gelonga and his exceptional strength in building coalitions stood out as he optimized the delivery of Science and Technology Services in the countryside through strategic partnerships with State Universities and Colleges (SUCs). He also promoted a science-based nutrition program that benefited thousands of children in the Western Visayas as well as victims of past disasters.

His other initiatives include efforts in enhancing the Competitiveness of Micro, Small and Medium Enterprises (MSMEs) through Product Packaging Innovations which maximized the


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ability of modern equipment, gadgets and systems which public managers must harness in leading their people towards achieving their goals.

The president likewise extended his warmest congratulations and gratitude to the men and women of the CES who relentlessly dedicate their diligence, time and strength to the civil service. He called upon them to never cease fulfilling their commitment to the Filipino nation. *“Ang atas at panawagan ko: Gawin natin ang lahat ng ating makakaya upang maihatid sa lalong madaling*

panahon ang benepisyong nararapat lamang makamit ng ating kapwa Pilipino.”

Meanwhile, CESB Executive Director Maria Anthonette Velasco-Allones, CESO I, presented to the CES Governing Board represented by Presiding Chair Nieves L. Osorio, 179 new CES Eligibles who hurdled the rigorous four-stage CES eligibility examination processes. She as well presented to the Office of the President represented by Undersecretary Musngi, 94 CESOs who were newly appointed, promoted and adjusted in ranks.

The opening ceremony of the 13th Annual CES Conference was graced by key CES personalities, namely, CES Governing Board Members Antonio D. Kalaw Jr., Evangeline C. Cruzado, and Charito R. Elegir. It was also made successful through partnerships with the NUCESO headed by its President, DPWH Regional Director Mariano R. Alquiza, CESO III, and the Association of Regional Executives of National Agencies (ARENA) – VII represented by its Acting President and Philippine Health Insurance Corporation (PHIC) Assistant Vice President William O. Chavez, CSEE. 

market potential of the local products in the region.

Regional Director Domenden’s innovative concept of Pond-Liner Based Fishponds has converted into productive areas the 5,670 hectares of sand dunes in the region which were perceived to have low economic potential for aqua-culture development. He also invented the Rope-Framed Fish Cages, cage structures that withstand the devastation of typhoons allowing seawater breeds of fishes to be continuously farmed for production. He as well established the hatchery in Region I which is useful in the conduct of research or studies on hatchery operations and management. Regional Director Domenden also implemented the “Mangingisdang Direktor,” program, which nurtured the ties with past and present Regional Fisherfolk Representatives and led


to nurturing fisheries development programs at the grass roots level.

Executive Director Montoya initiated the creation of the ASEAN Network for Drugs, Diagnostics and Vaccine Innovation which was adopted by the ASEAN as its own effort in developing diagnostic tools, strategies, drugs, traditional medicine, vaccines and functional tools that will address pursuing health concerns through inter- and intra-regional collaboration in research among ASEAN members. Executive Director Montoya is also at the forefront of establishing the Regional Health Research Development Consortia (RHRDC) which empowers the regions to create their own research programs and formulate their own research activities.

He also established the Philippine Health Research Ethics

Board (PHREB), the highest policy-making body for health research ethics in the country, which guarantees that conducts of health research are done ethically through the development and timely revision of ethical guidelines on health research, registration and accreditation.

Each of the winners received a Plaque of Recognition with the Presidential Seal and cash prize of P100,000.

The Gawad CES is a Presidential award that recognizes distinguished career executives who embody the CES tradition of competent leadership and faithful public service. Given annually since 2008, Gawad CES aims to encourage among CESOs and eligibles the CES culture of competent, faithful and dedicated public service. 

DAY 2**Highlights of the 13th Annual CES Conference****MMDA Chair Francis Tolentino shares leadership tips on navigating politics**

How does one manage 17 local government units that are led by a diverse set of chief executives, inhabited by 14.5 million people, frequented by typhoons and flood, and always if not often characterized by a remarkable traffic situation judged as one of the world's worst?

In a casual yet rousing speech at Day 2 of the 13th Annual CES Conference, Metropolitan Manila Development Authority (MMDA) Chairman Atty. Francis N. Tolentino said it is as simple as enjoining the participation of all the stakeholders involved and giving them due importance as a vital partner in regional development.

"By taking into consideration the needs and aspirations of the 17 LGUs, the MMDA, in partner-

ship with them, was able to champion policies and programs that yielded positive results," Chairman Tolentino noted as he shared how his smooth working relationship with Metro Manila's local chief executives resulted in the successful implementation of urgent and catalytic policies and projects that many thought would be difficult to achieve.

A few of these projects, he said, include the Single Ticketing System in Metro Manila which simplified traffic apprehension procedures in the cities; and the South-West Integrated Provincial Terminal (SWIPT), which was the MMDA's response to President Aquino's call for a centralized, intermodal and integrated bus terminal system. To date, SWIPT has contributed in reducing bus traffic volume and sub-

sequently, the traffic congestion in the metropolis particularly along Edsa and 11 other areas in Metro Manila.


Chairman Tolentino also mentioned local-based initiatives, such as the Lingap sa Barangay, Metro Ko, Love Ko program, which targeted community participation in the beautification of villages; and the Flood Control Bayanihan Zone Alliance which encouraged community participation in flood prevention. Also under his watch, the MMDA was able to sign a landmark covenant known as "The Estero Declaration" together with all 17 local chiefs affirming their commitment to protect Metro Manila's waterways, control environmental pollution and prevent the recurrence of flooding in the cities and municipalities it covered.

The united efforts of MMDA and the heads of the LGUs however go beyond benefitting the citizens of Metro Manila. In the wake of super typhoon Yolanda in 2013, Chairman Tolentino reported that the MMDA, through the Metro Manila Disaster Risk Reduction and Management Council (MMDRRMC), convened and unanimously approved the following resolutions, namely "Adopting two (2) worst hit LGUs by typhoon Yolanda as Sister LGUs," and "Support by the 17 Metro Manila Mayors to

the Search, Retrieval and Clearing Operations to the Victims of Typhoon Yolanda by Fielding Various Teams per Metro Manila LGUs."

"You may wonder, 'How can these be possible in a world of political divide where most often than not, personal intentions prevail over the common good?'" Recognizing the MMDA's weakness in addressing public safety and health, as well the agency's strength in responding to disaster situations, Chairman Tolentino pointed out that forging a symbiotic relationship with stakeholders concerned is the key to effectively deliver basic services to the community.

While he did not divulge his best kept secret in rallying the support of LGU chiefs and in navigating the politics entailed in the process, Chairman Tolentino however did give three basic tips to strengthen coalition with the LGUs: Never become a polarizing figure; Always aim for the benefit of the majority, if not all; and Create a lasting impression.

Addressing his audience of close to 1,000 CEOs and eligibles as regards forging relationships with stakeholders, Chairman Tolentino concluded his talk citing a very fitting verse from the Proverbs of Solomon, "Plans fail when there is no counsel, but with many advisers, they succeed." 

Plenary Session: Challenges, Issues and Imperatives for 21st Century Leadership

The second day of the 13th Annual CES Conference fired up with the Plenary Learning Session on Issues, Challenges and Imperatives for 21st Century Leadership with Coach Randy A. Esguerra, President and Chief Executive Officer of Success Coach Personal and Business Consultancy, Inc., as the resource speaker.


As a fitting start, Esguerra provided a brief theoretical background on challenges, issues and imperatives, which he linked to current leadership paradigms. The misconceptions of public leadership are the current challenges of public managers, he said, and these include organizational culture; unchanging bureaucracy; and people inefficiency. He affirmed that these misconceptions can be changed, highlighting the impact of people who feel good about themselves knowing how they perform at large.

Esguerra likewise delved into issues which yield public leaders to grow professionally and personally. He believes that with leadership as the battle cry in these modern times, one can achieve growth and productivity. According to him, "productivity is the ability to focus on the right things and say no to the wrong things. We are too busy looking for innovation that the 'wow factor' becomes irrelevant simply because the basic factor does not work."

Addressing the public leaders in the plenary who play vital role in the Philippine bureaucracy, Esguerra enumerated three imperatives that people expect from them: absolute transparency, ASEAN competitiveness, and collective dialogue. Esguerra urged the audience to do something beyond their comfort zone, overcome their own resistance, and be a generous gift-giver. Esguerra also discussed his personal take on the most suitable leadership brand in this era of modernization and global competition. He be-

"... leadership in the digital era is ineffective if you are the sole bright mind."

lieves that one should look at leadership as a means to fix the basic services, listen and take proper actions on the complaints of the people.

Ending his presentation, Esguerra challenged all career executives to reflect on his call for action. "We are waiting for transparency, we are waiting for dialogue, we are waiting for competitiveness. As leaders, our job is to embrace the diversity of our people and the challenge for us is to create multiple clones and a map for others to follow, for leadership in the digital era is ineffective if you are the sole bright mind." 

DAY 2

Highlights of the 13th Annual
CES Conference


MULTITRACK LEARNING SESSIONS

Track 1

**Taming the Storm:
Leading and Managing Change for
Greater Personal and Organiza-
tional Effectiveness**

**By Enrique V. Abadesco, Jr., Co-
Founder and Chief Learning Officer
of the Human Resource Innovations
and Solutions, Inc. (HURIS Inc).**

As the new economy is character-ized by profound and complex changes driven by technology (e.g., information, biotechnology and ge-netics), societal values (e.g. role of women), widespread commoditiza-tion, and age of knowledge worker, among others, Abadesco affirmed that change is inevitable. It is here to stay and it will not slow down. He said that leaders deal with people and often, carry in their minds men-tal maps that are kind of outdated. Perceptions have not evolved in the same pace, he said, adding that change per se happens, yet what matters is how people react to these changes.


Abadesco discussed the dynamics of and losses brought about by change, personal transition processes and behaviors, and organizational change. He recognized that without personal transitions, organizational change will not happen. As such, he shared the four-step process for man-aging change. As a fitting end, Abadesco reiterated that leaders need to communicate, listen than talk, recognize the uniqueness of their team, identity where their peo-ple are apt, honor the past, take care of themselves and be resilient. 

Track 2

**Learning from the Masters:
The CESO as Coach, Mentor
& Institution Builder**

**By Former Undersecretary of the
Department of Environment and
Natural Resources (DENR), Dr.
Rolando L. Metin, PhD., CESO II.**

Recalling his years of service in the government and the camaraderie he had forged with fellow executives, Metin described a CESO as someone who knows his/her subordinates, their back-ground, strengths, weaknesses, and potential. He/she develops for his staff, capacity enhance-ment programs, including career pathing. He/she also sets work targets with his/her staff, and en-courages them to share opinion and suggestions on how best work can be done. On top of all these, Metin described a CESO as someone who serves as role model in work standards and in acceptable values and behaviour.

As agents of change and builders of institutions in the 21st century, Metin underscored a CESO's ca-pacity to instil a culture of excel-lence, quality, performance effec-tiveness and accountability. For his ending, Metin envisioned that the character and stories of CESOs would not only deepen understanding and appreciation of the officers in the midst of ma-jor governance and development challenges confronting the nation but also inspire and harness indi-vidual and collective contribu-tions among the CES. 

Track 3

**Public-Private Alignment,
Convergence and Partnerships –
The Way Forward**

**By Atty. Sherry Ann Austria of
the Public-Private Partnership
Center (PPPC).**


"We have so many needs: from education, infrastructure, health, military, police and more. Our funds will not be enough to meet them. Our solution: public-private partnerships."

Four years after President Benigno Simeon C. Aquino III stated these words on his State of the Nation Address, Public-Private Partner-ship Center (PPPC) has accom-plished many process improve-ments. In her presentation, Atty. Austria highlighted some of the agency's achievements, such as inter-agency coordination, new appraisal procedures in processing of PPP Projects, involvement of oversight agencies in project structuring, and involvement of oversight agencies in project structuring. The PPPC also improved the conduct of PPP Core Courses, Knowledge Sharing Sessions (KSS), and Learning Series (LS), implemented the En-hanced LGU PPP strategy (partnerships with local education institutions and Internship Program), and developed PPP Manual for LGUs and the Roll-out of the PPP Manual for National Government Agencies.

As a result, PPPC is recognized as one of the "Best Central Govern-

ment PPP Promoter" in the recently conducted Partnership Awards 2014. It is the lone Asian entry in the category.

Austria also showcased the progress of the PPPC since its creation on September 12, 2010. In a study conducted by Infrascope in 2011, the Philippines ranked 8th most PPP-ready in the world and highest in the ASEAN Region.

In terms of the length of procurement process which includes the start of the issuance of the Invitation to Pre-Qualify to Bid (ITPB) to the issuance of Notice to Proceed (NTP), the Philippines averaged only 18.8 months, shorter than major countries, such as the United Kingdom, Australia, and Canada. The PPPC has gained momentum that other countries, such as Tonga and Bhutan seek to replicate the Philippines' PPP infrastructure programs. President Aquino has awarded and signed eight PPP projects in his administration. Austria concluded the presentation noting that the PPPC plans to sustain the PPP Programs by strengthening the pipeline of their projects, solidifying the PPP legal and policy framework, conducting transparent, predictable and tested procedures, and creating standard contract agreements that uphold reasonable returns and fair risk allocation to the private sector while safeguarding public interest. 


Track 4

"Conquering the Summit: Achieving and Sustaining Peak Organizational Performance and Effectiveness

By Life Coach
Teresita R. Albert.

Coach Albert's learning session focused on resolving one of the chronic problems that organizations commonly experience besides having no clear purpose or vision, under-utilized talents and potential, and bureaucratic and misaligned systems—the absence of trust.

She emphasized that to successfully lead an organization, a leader must be Honest, Open, and Trustworthy (HOT). He or she must be HOT in communicating his/her people's worth and potential, and in realizing the changes in attitude and behaviour between him/her and his/her team.

Albert also stressed that successful leaders made other people feel important and appreciated. Noting the necessity to live one's values, behave ethically; and set the pace through expectations and examples; Albert pointed out that effective leaders must establish an environment of continuous improvement; provide opportunities for people to grow professionally and personally; and, care and show acts of compassion. These according to her, would conquer the summit and pave the way to achieving and sustaining peak organizational performance and effectiveness. 


Track 5

Trends and Cases on Accountability of CEOs

By Office of the President's
Deputy Executive Secretary
Alberto A. Bernardo, CEO I.

DES Bernardo presented cases as well as legal provisions that shed light on issues and trends that have great impact on accountability and integrity of Career Executive Service Officers.

DES Bernardo started off with issues on Internal Control which entails ensuring economical, efficient and effective operations. Known for his expertise on law and audit, the deputy executive secretary also expounded on Budget Accountability which encompasses planning, budgeting, budgeting preparation, authorization, execution and accountability.

He as well noted problems that arise from Performance Accountability, which covers performance evaluation of human resource and the agency. DES Bernardo also presented cases that put into clear picture the Accountability of Public Officers in putting into practice discipline, public trust, utmost responsibility and efficiency, administrative supervision and control, and discipline in review and compliance. 

DAY 3

Highlights of the 13th Annual
CES Conference

Plenary Session: Digital Leadership and Social Media in Governance



The third and last day of the 13th Annual CES Conference commenced with a timely and relevant plenary learning session entitled, "Social Media Policy for Government."

The session's plenary speaker, Dr. Emmanuel C. Lallana, Chief Executive of ideaCorp, Inc., shed light on the concept, definition, features, platforms, popularity and importance of social media. He also gave exemplary government transformations made through the use of social media. He further discussed in detail the seven types or platforms of social media which served as one-stop shops or online sources of human activities. These include social networking sites, blog sites, wiki-pages, podcast, online forum, content communities and microblogging.

Dr. Lallana, who has almost two decades of extensive experience

and expertise in information and communication technology (ICT) under his belt, deemed "social media as a truly social tool for social change." He said it satisfies the basic human needs, such as meeting new people and strengthening existing relationships. Further, it shapes the Internet in a way that is relevant to people's lives. It organizes and provides the power to speak. These features, he said, "make social media incredible tools that should be embraced by anyone with an eye towards development."

In his discussion, Dr. Lallana also identified four ways on how the government can effectively utilize the social media. He enumerates, the government must permit an additional information channel (e.g., speedy, accurate health information), enable consultation where people can actually participate, allow for greater citizen engagement, and transform government at large. Here, he highlighted Australia's Gov 2.0 initiative, where the whole government is ruled by social media's incredible tools.

He said this initiative made a big impact on how Australia improved the quality and responsiveness of its services to its people in different areas such as, education, health and environmental management. At the same time, Dr. Lallana added, social

media enabled them to deliver these services with greater agility and efficiency; cultivating and harnessing the enthusiasm of citizens by allowing them to get involved and fully contribute to the development of their community.

Besides Australia, Dr. Lallana shared a list of other countries whose respective governments have recognized the potential of social media as an effective tool in achieving and maintaining national progress. These countries include Canada, India, New Zealand, United Arab Emirates, United States, United Kingdom and Republic of South Africa. The Royal Government of Bhutan is expected to follow suit as it sees social media portraying a key role in strengthening their democracy and boosting their Gross National Happiness.

In the Philippines, the question of maximizing the potential use of social media for the government is left unknown. Dr. Lallana ended his presentation with a question he had left for his audience to ponder on. "The default policy is we can't use social media in office, so how are we going to use it for good governance and development?" 🌐

Plenary Session: NCC Co-Chair Bill Luz bats for PH readiness for ASEAN integration

National Competitiveness Council Co-Chairman for the Private Sector Guillermo M. Luz made his stand clear that the Philippines must get ready for the ASEAN Economic Community (AEC) in 2015.

In preparation for this challenge, he said that the Philippines must put economic strategies into place by attracting more investors and generate more income to support the country's developmental projects.

NCC's Co-Chairman added that the country can also contribute in strengthening the ASEAN market by improving its trade system and implementing a free flow of goods and services. He emphasized that human resource is also a vital factor in preparing the country for the integration. They are the framework of management and governance, Luz said. Besides these, Luz stressed that promoting the Philippine brand, the country's natural resources, its rich culture and heritage would help the country make a mark among other members of the ASEAN region. These, he further explained, could help in the smooth mobilization of goods and services that would yield a more efficient, effective, and productive economic flow across the ASEAN region.

Chair Luz presented the Global Competitiveness Report indicating the performance of the Philippines as compared to other ASEAN countries over the past



years. Internally, the Philippines utilizes the Performance Governance System to track the performance of selected national government agencies and local government units. Through the Multi-Sector Governance Council, performances of different institutions were being evaluated for their continuous improvement.

As regards achieving AEC, he made a strong pitch for transparency and good governance. He encouraged government executives to make use of teamwork as this would facilitate best execution of projects and seamless delivery of services. He stated a fact that in this digital era, the competition never sleeps and the bar always rises for a larger, stronger competition. To stand firm in this competitive time, he told the members of the CES community to adopt the speed-for-reform con-

cept as their new mantra. Maintaining momentum is required as well as embedding and institutionalizing change. With this, he said, public-private collaboration is important and effective as both ends learn from each other. He summarized his discussion by encouraging his audience to support his position, and with their various specializations and field of professions, be instrumental in achieving ASEAN integration. 🌐

DAY 3

Highlights of the 13th Annual
CES ConferenceDPWH Secretary Singson inspires CESOs,
eligibles at the CES conference closing ceremony

Bright smiles. DPWH Secretary Singson (center) shares light moments with (from left) NUCESO President Mariano R. Alquiza, CES Governing Board Members Antonio D. Kalaw Jr. and Evangeline C. Cruzado, CESB Presiding Chair Nieves L. Osorio, CES Governing Board Member Charito R. Elegir, and CESB Executive Director Maria Anthonette Velasco-Allones.

“I have accepted the DPWH position with my eyes fully opened, knowing all the risks, sacrifices, long hours and low pay. The only consolation I have is knowing that I am doing my work for the love of God and love of country. That’s what drives me.”

With these words, Department of Public Works and Highways (DPWH) Secretary Rogelio L. Singson left a moving keynote message that was enough for the participants of the 13th Annual CES Conference to mark its closing ceremony on November 14, 2014 as a renewal of their commitment to serve the country with utmost competence, professionalism and dedication.

Standing before close to 1,000 CESOs and CES eligibles, Secretary Singson pronounced further

that good intentions alone will not be enough. “I also had to have a strategic plan to reform the DPWH and make a difference.”

The strategic plan, the Secretary noted, stemmed from a survey conducted among the internal and external stakeholders of the agency. “We asked them what they expect from the DPWH. And they provided us a simple answer—do the right projects at the right cost and right quality.”

Secretary Singson shared that President Aquino also called upon them to have their projects done on time by the right people. Since then, the Secretary shared that doing the right projects at the right cost and right quality, right on time and by the right people became the agency’s management mission which is cascaded

to all levels of the organization through their various training and moral recovery programs.

The strategic plan resulted significant improvements in the number of infrastructure, roads and bridges constructed by the DPWH over the past four years of Secretary Singson’s term. While he refused to announce the numerous awards that they earned in recognition of their efforts, he was quick to admit that they are continuing their work of cleaning the old bad habits, referring to corruption issues that often situate the agency in the bad light.

In his closing, Secretary Singson, who is also a CES Eligible, challenged his fellow members of the CES community to take care of the CES legacy of competent and faithful service. “Practice good working habits, be willing to serve the country with honesty and integrity,” Secretary Singson urged adding that as agents of change and innovation, CESOs and eligibles must take the lead in improving the Philippines’ global competitiveness in preparation to the ASEAN integration in 2015.

Finally, Secretary Singson posed a challenge to the entire CES, the Civil Service Commission and the Department of Budget and Management to address the low salary of government officials. “It is a very important basic policy issue that has to be addressed to improve efficiency and reduce corruption.”

CESB holds thanksgiving night for partners, supporters

November 19, 2014. The Diosdado Macapagal Hall in Landbank Plaza, Manila was filled with celebration, music, dance, thanksgiving and strengthened friendship as the Career Executive Service Board held here the Annual Partners' Night and Appreciation Dinner to honor individuals and institutions who contributed to the success of all its endeavours in the past year.

CESB Presiding Chair Nieves L. Osorio formally welcomed the guests with a verse from Matthew 17:20, which states "Nothing will be impossible for you." This, she said, aptly described CESB's efforts in forging good relationship with its partners as well as its perseverance in fulfilling its commitments—religiously holding a Board Meeting every month for example—despite its "crazy schedule."

After the chair's talk, program



host CESB Executive Director Maria Anthonette Velasco-Allones, started the ball rolling by presenting the Outstanding Assessor Award to Ms. Milagrosa I. Hechanova; the Outstanding Validator Award to Atty. Edelwina De Guia-Parungao, Director Milagros Rimando and Director Lourdes V. Reyes; and the Outstanding Panel Interviewer Award to CES Governing Board Member Charito R. Elegir, Director Minda Soliven-Manantan, Ms. Ma. Paz W. Foronda and former CES Governing Board Member Elmor D. Juridico. Unfortunately, Director Manantan and Ms. Foronda were

not present to receive the award.

Also recognized as Outstanding Partners in Learning for their contribution in promoting leadership excellence among the members of the CES community were institutions, such as the Human Resource Innovations and Solutions, Inc. (HURIS), ideacorp, Inc.; De La Salle University-College of Computer Studies (DLSU-CCS); Care and Counsel Wholeness and Training Center, Inc. (CCWC); and CESB's go-to resource person Coach Randy A. Esguerra who was not able to attend the event due to health emergency. ☞ 12

The audience accepted the challenge with much enthusiasm and inspiration that such call would signal the start of a more meaningful and worthwhile journey towards productive and better governance.

Meanwhile, earlier that day, Department of Education (DepEd) Assistant Secretary Atty. Tonisito Machiavelli Umali and Department of Environment and Natural Resources Undersecretary Atty. Jonas R. Leones, were declared as the National Union of Career Ex-

ecutive Service Officers, Inc. (NUCESO) National President and Executive Vice President-elect, respectively, based on the result of election held on November 13, 2014.

CESB Executive Director Maria Anthonette Velasco-Allones also announced the exchange of Memorandum of Agreement (MOA) between CESB and ideaCorp as regards the implementation of the Leader's Enterprise Attachment Program (LEAP) next year.

She as well recognized the efforts and thanked all of those who made the 13th Annual CES Conference a rousing success: the Association of Regional Executives of National Agencies (ARENA) – VII, Civil Service Commission – VII, the CES Governing Board, the NUCESO Executive Board, the Department of Education, the speakers, panel discussants, moderators and session chairs, CESB Secretariat and the strong contingent of CESOs and CES eligibles who made the event more fun and worthwhile. 🌐

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The Outstanding Partners in Wellness Award was also presented to the following for their efforts in promoting health and wellness among the third level officials in the government: Department of Health Assistant Secretary Dr. Enrique Tayag, Dr. Romulo S. De Villa, Ms. Eleanor A. Sanchez and Mr. Luisito A. Palermo.


Further, the CESB recognized the Department of Budget and Management (DBM), Department of Social Welfare and Development (DSWD), and the Bureau of Internal Revenue (BIR) as top three agencies with highest CESPES compliance rate; the Department of Trade and Industry (DTI), the Department of Public Works and Highways (DPWH) and the Department of Education (DepEd) as top three agencies with the highest number of CESOs and Eligibles who are occupying CES positions; and the Department of Energy (DOE), the Office of the President and the Department of Science and Technology (DOST) as the top three agencies who have consistently complied with the submission of CES Plantilla of third level executives.

Finally, the CESB acknowledged the efforts of the Department of Education – Region VII for its commitment and active involvement during the 13th Annual CES Conference in Cebu. The team was headed by Schools Division Superintendent and 2012 Gawad CES Awardee Ramir B. Uytico. It also paid tribute to the DPWH Bureau of Design and Construction and National Housing and

Authority (NHA) for their commitment and active support in the design and construction of the CESB Resource Center.

Director Allones also extended her gratitude to the National Commission on Culture and the Arts, and the Halili-Cruz School of Ballet Dancers for spicing up the program with award winning dance presentations.

The event was made more fun and worthwhile with the attendance of key CES personalities, such as CES Governing Board Member Antonio D. Kalaw Jr., Former Senator Orly Mercado, former CSC and CESB Chair Patricia Sto. Tomas and former CESB Executive Director Mary Ann Z. Fernandez-Mendoza. Director Allones also thanked the members of the CESB Secretariat whose dedication and hard work all contributed to the success of the CESB programs and projects.

As the event closed, Director Allones conveyed her gratitude to CESB's partners who stood by its side over the years. "The words, the dinner, the tokens are not enough to thank you, nevertheless, I would like to thank you once again for helping us. *Sa inyong tulong, nagagawa naming tuparin ang aming tungkulin makapaghubog ng mga pinunong marangal, magaling at masigasig.*" 

CES Strategic Leadership Forum runs 2014 session finale

October 16, 2014. The CES Strategic Leadership Forum series for this year ended today with 42 CESOs and eligibles in attendance at the Widus Hotel and Casino in Clarkfield, Freeport Zone, Pampanga.

The session theme "Path-finding Service with the Speed of Change," was crafted to provide CES officials a venue where they can discuss with experts, the concepts and application of strategic leadership in public governance.

Department of Budget and Management (DBM) Regional Director and Central Luzon Association of Regional Officers (CLARO) President Elisa D. Salon officially opened the forum with her welcome remarks.

Two experts in leadership and governance, Department of Science and Technology (DOST-Region II) Director Urdujah A. Tejada and management consultant Coach Randy Esguerra graced the event with their informative yet engaging talks.

In his presentation, Coach Randy introduced the eight elements of leadership excellence as the fundamental principles in understanding strategic leadership. He enumerated them as follows: Complexity, which describes the ability to manage large quantities of information and navigate relationships between them; Paradox, which is the ability to drive change and simultaneously ac-



cept and work with statements that are contradictory; Boldness, which involves the confidence to push beyond accepted conventions and eliminate fear of criticism; Curiosity, which notes the desire to think globally and change or improve things.

Also included in the list are Perspective, which shows the ability to shift one's perspective on a situation and identify and secure high-potential talent; Connection, which demonstrates the ability to mobilize between things that don't initially have an apparent connection; Abstraction, which proves one's ability to abstract concepts from ideas and strategize toward the big picture; and lastly, Persistence, which signifies the ability to force oneself to keep trying to derive more and stronger solutions.

Speaking based from her extensive and fruitful years of service to the government, Director Tejada presented her own list of leadership qualities. She remarked, a leader must have good character, influence, positive attitude, excel-

lent people skills, proven track record, confidence, effective communication skills, and must be discontent with status quo.

Director Tejada, who was also a Gawad CES Awardee in 2010, stressed that besides nurturing these

the government. The executive director also expressed her take on the famous quote "The two most important days in your life are the day you are born and the day you find out why."


The executive director pointed out

"The two most important days in your life are the day you are born and the day you find out why."

traits within, an effective leader has continuing roles to observe in order for him to be able to rally his people towards achieving their goals. She mentioned, leaders must keep track of organization's directions, inspire the best in themselves and in others, and bring their full being to work.

CESB Executive Director Maria Anthonette Velasco-Allones, *CESO I*, capped this year's forum finale with a presentation entitled "Leading a Life of Purpose." Here, she shared the 10 leadership lessons she did not learn in school but has mastered throughout her years of service in

that "the third important day is today, which is as crucial for it affords us the chance to live our life to the fullest and embark on a journey towards achieving our purpose in life."

The CES Strategic Leadership Forum was launched in February this year in La Union City. The succeeding sessions were held in different key cities in the country to reach out to more government officials working and residing in the regions. To date, the CES Strategic Leadership Forum has gathered a total of 356 CESOs and eligibles nationwide. 

2014 Paglaum Training Workshop Series fittingly wraps up in Legazpi City



Under the shadow of restive Mayon Volcano's imposing presence on the horizon, the Career Executive Service Board, in partnership with the Regional Directors Association (REDIRAS) in Region V, aptly concluded the 2014 Project Paglaum Training Workshop Series on 2-3 December 2014 at the Ninong's Hotel, Legazpi City, Albay.

Project Paglaum was coined from the Visayan word for hope and as CESB's response to last year's numerous natural disasters and calamities that have brought havoc to the lives of people and communities in the Visayas region. Project Paglaum was developed to build a pool of "hope bearers" in the CES who are equipped with the capacity, competence and commitment to provide and facilitate mental health and psychosocial support services (MHPSS) for victimsurvivors of catastrophes.

Regional Director Gilbert C. Gonzales, CESO IV, Department of Environment and Natural Resources-Region V and current President of REDIRAS, graced the training workshop with an inspiring opening

prayer. CESB Executive Director Maria Anthonette Velasco-Allones, CESO I, welcomed 48 participants from 19 government agencies in the Bicol region and noted that their batch is the newest and biggest addition to the roster of hope bearers in the CES. Executive Director Allones further shed light on the significance of knowledge and skills mastery in providing MHPSS as the insidious and adverse effects of disasters on the psychological health and wellness of victimsurvivors are intangible, subjective and difficult to assess.

The Care and Counsel Wholeness and Training Center (CCWTC) led by its Founder and President, Dr. Violeta V. Bautista, spearheaded the two-day training workshop with the assistance of her associate in CCTWC, Ms. Cristabel Fagela-Tiangco, and four graduates from previous batches of the training workshop, namely, Regional Director Arnel B. Garcia, CESO II, Department of Social Welfare and Development-Region V; Dr. Jose Luis A. Acompañado, Provincial Veterinarian of Northern Samar; Ms. Maria-Magnolia F. Brioso, School Principal of the Department of Edu-

cation-Region V (DepEd-V); and Ms. Cecile C. Ferro, Education Program Supervisor of DepEd-V.

CCWTC is a psychological service agency comprised of professional psychologists and experts in human behavior and community life. It specializes in bringing wholeness out of displacement and/ or brokenness in families, communities and corporate entities, and in combining professional psycho-medical services with sensitivity to the spiritual and cultural dimensions of the healing process.

The two-day training workshop followed the "train the trainer" framework wherein the learners were honed as future trainers/facilitators. It relied on a good balance of experiential and cognitive learning approaches which harnessed a variety of implementation and assessment methodologies to facilitate and ensure the transfer of essential knowledge, skills and technical know-how on MHPSS to the participants. These methods included: lectures; psychosocial processing activities such as art, music and prayer dance sessions; simulation; debriefing dialogues; homily/ecumenical service; and community jamming as the closing ritual.

As a fitting end, Mr. Gilbert T. Sadsad, CESO V, Assistant Regional Director of DepEd-V responded on behalf of his fellow participants. He encouraged all learners to commence their lifelong journey as CES hope bearers by cascading the acquired knowledge, skills and competencies on

providing MHPSS to their respective organizations to reinforce their sense of volunteerism and sensitivity toward the needs of others.

Since its inception last year, the Project Paglaum training workshop has already yielded a total number of 109 hope bearers: 24 from the pioneer batch held on 28-30 January in Metro Manila; 23 from its second run on 26-27 June in Baguio City; 14 from its third installment on 18-19 September in Cebu City, and 48 from the recently concluded training workshop conducted in Legazpi City, Albay.

Last 24-25 February, the first batch of hope bearers went through an immersion activity in Samar, anchored on the theme "Kumustahan sa Kapwa Kawani," which was attended by 184 employees from different government agencies whose families and communities were adversely affected by super typhoon Yolanda in Tacloban City.

To date, 9 CES hope bearers have kept the torch of hope on fire as they have already served as trainer-facilitators during the second, third and fourth runs of the training workshop. 🌐

CESB joins EROPA 2014 Conference



The 2014 EROPA Conference with the theme "Public Administration and Governance in the Context of Regional and Global Integration" was held in Hanoi, Vietnam as host country from October 20-24, 2014.

Minister Nguyen Thai Binh of the Ministry of Home Affairs gave a welcome speech, revisiting the *raison d'être* for EROPA's existence, which is inevitably tied to its objectives: The promotion of best practices in public administration; the increase of awareness on the importance of effective administration; the conduct of research; and capacity-building of government personnel. Further, he acknowledged the trend towards integration in public governance and management within the region vis-à-vis key policies, functions, and goals.

A highlight of the Opening Ceremony was the keynote address given by no less than the Prime Minister of Vietnam, His Excellency Nguyen Tan Dung. He conveyed that the Conference would be a

significant opportunity for participants to share crucial insights, experiences, and practices in public administration reform geared towards socio-economic development. He presented the following topics for possible sharing of ideas: 1) civil service reform; 2) policy formulation and the strengthening of the constitution; 3) administrative procedures; and 4) finance reform.

The Prime Minister conveyed that to cope with the challenges of regional and global integration, governments should be strengthened internally. To do so, good management in public policy and in the delivery of public services is crucial.

The CESB delegation was headed by Executive Director Maria Anthonette Velasco-Allones, CESO I, along with Board Member Evangeline C. Cruzado and members of the CESB Secretariat Atty. Catherine Socorro O. Estrada, Yvonne M. Coloma-Dela Cruz, Luzviminda DR. Arbutante and Imelda R. Guanzon. 🌐

2014 HR Managers Fellowship Meeting and Learning Session Series Culminates through People Strategy Workshop



“Machinery and technology make it possible; people make it happen.”

These were the words of Mr. Gerardo A. Plana, Chief Executive of the Investors in People-Philippines (IiP Philippines), as he led 22 Human Resource (HR) managers and Career Executive Service (CES) coordinators from various government agencies in a workshop during the final stretch of the 2014 HR Managers Fellowship Meeting and Learning Session Series at the Bulwagan ng Karunungan, Department of Education, Pasig City last October 1. Rightly dubbed as “Creating a People Strategy,” the workshop aimed to provide the technology for generating a people strategy and plan that links people management processes and organizational priorities.

Mr. Plana fired up the workshop by enumerating ten prime reasons as to why organizations should invest in people today. These include: link between people and organizational results; hidden costs of people issues; growing value of execution; rise of the knowledge worker;

talent war; downward spiral of performance; growing importance of service; intangibles; employee engagement; and innovation. He discussed in detail the various costs of mismanaging people in an organization such as costs of turnover; absenteeism; tardiness; low employee engagement; conflicts;

resistance to change; low trust; and, low skills as there is a very high correlation in what you do with your people to your organizational results.

Having had extensive experience in the field of human resource management and organization development for more than 30 years, Mr. Plana boldly affirmed that talent will be the resource of scarcity today and the future. He acknowledged that organizations with better talent will be more successful. Yet, according to him, “if you cannot get the best talent, get the best out of the talent that you already have.”

Mr. Plana urged the HR managers and CES coordinators in attendance to humanize their respective workplaces by engaging their employees through leadership; job fulfillment; rewards; purpose; relationship; opportunity and work-life balance as quality of working conditions determines their quality of work and life.

The workshop further delved into the application of the People Strategy Model of the IiP-Philippines, which focuses on developing, taking action on and evaluating strategies to improve the performance of the employees as well as the organization. As a culminating activity of the workshop, Mr. Plana let the participants create and share their own people strategies for their respective organizations.

“Machinery and technology make it possible; people make it happen.”

To date, IiP Philippines is the sole full-licensed Quality Assurance Review Center in the Philippines and Asia.

Prior to the workshop, CESB OIC-Director Bettina Margarita L. Velasquez gave a comprehensive presentation on CESB’s mission, tasks and challenges. Emphasis was given on the latest CES policies and resolutions adopted by the board. CESB Executive Director Maria Anthonette Velasco-Allones, CESO I, together with the CESB Management Committee, was in attendance to respond to the queries raised by the participants. 🌐

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foundational leadership and managerial competencies of Bangsamoro public managers to enable them to effectively perform their roles in leadership, governance and development, and to confront current and emerging challenges, issues and imperatives. As a meaningful and instructive learning experience, the BMELC further deepened their commitment to public service and appreciation of the importance of re-inventing, leading and institutionalizing strategic and cutting-edge reforms in governance and development in the public sector.

Executive Director Janet M. Lopoz, *CESO I*, of the Mindanao Development Authority, kicked off the three-day course with a presentation and in-depth discussion on "Where Are We? The Context of Governance and Development from Nation Building to Regional and Global Integration." As a primary learning outcome, her session aimed to enable executives to clearly understand the challenges, imperatives and issues in governance and development confronting them, and to fully commit to their roles and duties as professionals, as public sector managers, as CES leaders, and as responsible citizens of a national and a global community.

She introduced participants to the definition, concepts, approaches to, models for and measures of development. In particular, she defined development in terms of its key elements, correlates and socio-demographic measures. She also linked development to governance by analyzing development



Frontline Leaders Laying the Foundation for an Inclusive and Progressive Bangsamoro. CESB Executive Director Maria Anthonette C. Velasco-Allones, (seated in white) with Resource Speaker and PHIVOLCS-DOST Director Renato U. Solidum, Jr., and the officers and the participants of BMELC.

from economic, political and sociological viewpoints and by dissecting major issues, concerns, problems and experiences relating to development with history, society and culture, specifically with reference to cultural continuity and change.

She examined the origins, dynamics and implications of current and emerging challenges, issues and trends influencing (economic) development, and explored the potentials, prospects and directions for development in the Philippines vis-à-vis evolving global standards; formation of the ASEAN Economic Community (AEC); and the Brunei Darussalam, Indonesia, Malaysia and Philippines – East ASEAN Growth Area (BIMP-EAGA) Integration, among others. She further delved into how the country currently fares in terms of regional and global market access, credit ranking, monetary and banking system performance and economic growth as measured by the Gross Domestic Product, and indicators/measures of poverty, assets reform, education, sustainability, governance, politics and international relations.

In ending her session, Executive

Director Lopoz tackled the development opportunities and challenges that we are currently facing and urged the executives in attendance to situate themselves and clarify their roles and duties as strategic players, reform-drivers and as catalysts of change in the Philippine governance and administrative system.

Assistant Professor and Director Ebinezer R. Florano, Ph.D., of the Center for Policy and Executive Development – National College of Public Administration and Governance, University of the Philippines, provided an equally interesting follow-through with his 3-in-1 lecture on public policy, policy analysis and policymaking process entitled "Public Policy – Processes, Tools and Special Issues."

Professor Florano presented various definitions, the structure/framework, "pecking order," categories for triggering mechanisms for, general public functions, and causes for the failures of public policy. As rationale for public policy, he underscored its six general public functions, namely to: rule and serve; take over socially relevant areas deemed unprofit-

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Enduring Long-Term Partnership. Incumbent BELL officers handed over the plaque of appreciation to CESB Executive Director Maria Anthonette C. Velasco-Allones, (in white) for her unwavering support and invaluable contribution extended to BELL during the BMELC.

able by the private sector; perform social functions that cannot be adequately performed by market-oriented organizations; allocate/redistribute resources and wealth; provide public goods, services and opportunities; and provide communal activities.

He explained the steps in policy analysis which involve the application of multi-disciplinary fields to provide solutions to policy issues and problems. These include: problem structuring or identifying the root cause of the problematic situation and gap in policy response; forecasting/projecting the effects and impacts of policy alternatives; recommendation of the best policy alternative with the use of set criteria; monitoring/ tracking the progress/ results in implementation of the public policy, and; evaluation of the progress/results vis-à-vis objectives/ targets of the public policy.

He gave a “walk-thru” on the law-making process in Congress by underlining its key elements, policy actors and intervention points. As a fitting end to his lecture, he shared his personal insights, experience and expertise on what makes a good public policy.

The second day of the training program fired up with the brief lecture on “Change Management Journey in the Light of the Bangsamoro Basic Law (BBL)” by Director Dominador E. Gonzales, Jr. of the Civil Service Commission-ARMM.

Given the fact that the BBL will pave way for the establishment of a new autonomous political entity, the Bangsamoro government, Director Gonzales stressed the crucial roles of incumbent top executives of the ARMM in the management-driven and systematically planned organizational changes which will occur in the region. He further discussed the underlying principles of organizational change, particularly its structure, processes and boundaries.

CESB Executive Director Maria Anthonette C. Velasco-Allones, *CESO I*, delved into “Strategic Leadership in a Continuously Changing Environment – The Call for Integrity, Innovation and Excellence.”

Alongside change management, Executive Director Allones emphasized the importance of integrity, innovation and excellence in strategic leadership. She defined the context of transitions, examined various models and approaches for

managing organizations and discussed thoroughly the strategies for reinventing government, which she dubbed as the “5Cs,” namely: core strategy or the clarity of vision; control strategy that pushes significant decision making powers down through the hierarchy and at times to the community; consequence strategy involving enterprise, competition and performance management; customer strategy; and culture strategy.

She said, “to change a culture, you have to change people’s paradigms.” These include changing habits, touching hearts and winning minds. In doing so, Executive Director Allones believes that culture strategy can stabilize the changes resulting from the 4Cs, convince people they are working towards achieving the organization’s mission, engage people in discourse and create a larger opening for change. She however noted there are some disadvantages in culture strategy – it is slow to produce results, difficult to transition to another paradigm (bureaucratic culture is hard to overcome), and does not ensure that the organization will become more effective and efficient.

Another fitting follow-through module on “Empowering People for Greater Results – Strategic Human Resource Management” followed and was spearheaded by Chief Executive Gerardo A. Plana of the Investors in People-Philippines.

Having had extensive training in human resource management and organizational development for more than three decades, Mr. Plana strongly affirmed that organi-

zations should invest in people today. This is due to the strategic links between people and organizational results, hidden costs of people issues, growing value of execution, rise of the knowledge worker, talent war, downward spiral of performance, growing importance of service, intangibles, employee engagement, and innovation. As there is a high correlation in what you do with your people to your organizational results, he highlighted the major costs of mismanaging people such as the costs of turnover, low employee engagement, conflicts, low trust, low skills, resistance to change, absenteeism and tardiness, among others.

He challenged the Bangsamoro public managers in attendance to institutionalize employee engagement in their respective organizations. Employee engagement is "a heightened emotional connection that an employee feels for his/ her organization that influences greater effort." He shared to the learners seven proven ways to engage people: job fulfillment, rewards, purpose, work-life balance, relationship, opportunity, and leadership.

He provided an overview of human resource (HR) management as he discussed the evolution of the HR function from personnel management to human capital management. He concluded his presentation by enumerating essential steps to employee empowerment as "empowering means trusting [your] people."

The third and last day of the training program started off with an interactive session on "E- and M-Governance for Government Ex-

ecutives in the Selfie Generation" with Mr. Alexander M. Arevalo, *CESO III*, Former Supreme Court Chief Justice Staff Head and Acting Chief, Management Information Office as the resource speaker.

Mr. Arevalo introduced the context of 21st governance, i.e., the "e- & m-Governance," which potentially linked the use of information communication and technology (ICT) to good governance as ICT provides operational efficiency, cost avoidance, multi-channel service delivery, new revenue resources and refined business processes. He quoted Beth Simone Noveck to stress the potential of collectively steering society by harnessing the combined resources and expertise of government, civil society and the market: "It is possible now to achieve greater competence by making good information available for good governance, improve effectiveness by leveraging the available tools to engender new forms of collective action, and to strengthen and deepen democracy by creating government by the people, of the people and with the people."

He also emphasized the principles, tools and techniques of, global trends in, critical success and failure factors, efficiency and effectiveness gains of, and key considerations for using social media in government. As he ended his presentation, he challenged the Bangsamoro executives to institutionalize effective performance and change management by clear identification of where they want to go, seeing ICT as the means and not the end, and integrating ICT with broader reform objectives.

Meanwhile, Director Renato U. Solidum, Jr., *CESO III*, of the Philippine Institute of Volcanology and Seismology-Department of Science and Technology, gave a lecture on "Climate Change and Natural Disasters: The Challenge of Building Adaptive and Resilient Communities."

Director Solidum jumpstarted his lecture by explaining why the Philippines is prone to many natural hazards given its geologic and geographic setting. Based on the World Risk Report in 2013, the Philippines ranked 3rd in the world as the most exposed to hazards and as the most at risk to natural hazards. Natural hazards, he said, are "natural phenomena that pose potential threats or cause a negative impact on man, property, business and social function." These include: tropical cyclones, severe winds, storm surges, landslides, floods, and tsunami.

He described the history and effects of the notable earthquakes, tsunamis and volcanic eruptions that hit the island of Mindanao and mapped out the natural hazard scenarios in region. He also discussed the natural causes, man's influence on, implicit effects, hydro-meteorological and geological hazards, and manifestations of climate change in the Philippines. In response to the impacts brought about by climate change and natural hazards, he discussed two preventive measures for consideration: assessment of hazards and risks in an area, and reduction of the risks.

Given that there are instantaneous natural hazard events and long-

Harvesting lessons in environmental governance from the City of Gentle People

“My exposure in this activity enabled me to engage my ideas with those of others, in the process sharpening my knowledge using a multi-dimensional focus in resolving a problem. Indeed, it was a greatly enriching experience.”

This was the experience shared by one of the 43 learners from 18 different government agencies who completed the 20th session of the Integrated Gabay ng Paglilingkod (I-GABAY) Training Course of the Executive Leadership Program

(ELP) from 2-10 October 2014 at the Manhattan Suites and Hotel in Dumaguete City, Negros Oriental.

As one of the CESB’s foundational capacity-building courses, the I-GABAY Course features an array of strategically important topics essential to any public manager’s leadership toolkit. These modular topics not only sharpen their skills and deepen their accountabilities in efficiently managing day-to-day agency operations. They also clarify and highlight the

value of scope of leadership roles in defining the future directions of public sector organizations and the parameters for their effectiveness and relevance to the nation.

The I-GABAY Course Session XX culminated in the Community-Organizational Attachment Module (COAM), which provided multi-dimensional platforms for the learners to study, and also to strengthen, promote and sustain exemplary governance models and practices aimed at institutionaliz-

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term climate change, he aptly ended by addressing the need to treat natural disaster risks simultaneously with climate change risks.


Aside from various learning sessions, the BMELC also served as an opportunity for the BELL general assembly and business meeting facilitated by current BELL President, Mr. Dimnatang M. Radia, *CESO V*. Three fellowship dinners were also hosted for the workshop participants and CESB staff by ARMM Vice Governor Haroun Alrashid A. Lucman, Jr., DPWH Assistant Secretary and concurrent DPWH-ARMM Secretary Emil K. Sadain, *CESO II* and ARMM Governor Mujiv S. Hataman.

In his keynote message during the BMELC Closing Program, Governor Hataman commended BELL and CESB for developing the BMELC. He said, “being a top executive comes with great responsibilities because we are given the

opportunity to redirect our constituents’ life trajectories. With the little time left to us as heads of offices of ARMM, I believe we must give it our all. People of the autonomous region deserve nothing but the best.”

Governor Hataman encouraged all the executives to bear in mind and sustain all the reforms they have introduced: prudent fiscal management, transparent hiring and promotion processes, and evidence-based policy formulation, as all of these lay down the foundation and set the groundwork and standard of governance for the Bangsamoro that is to come. As they look forward to a brighter future, Governor Hataman further challenged them to be reminded of where they are standing on right now. “Let us strengthen the delivery of service to the public as we approach the end and welcome another government,” he added.

In closing, Governor Hataman noted, “the ARMM that we have today, an ARMM that has moved forward, away from its dark past and into a brighter future, an ARMM that now wears a mantle of good governance and transparency, and an ARMM that has a proactive and working government, is a fruit of our collaborative efforts and hard work. This award is not only mine, it is ours.”


The BMELC affirms the vision and purpose shared by CESB, BELL and the Bangsamoro public managers to establish a culture of excellent, innovative and accountable governance which will result in meaningful, inclusive and sustainable impacts on the institutions, the environment, society, and on the lives of the Bangsamoro. 

ing reforms and achieving sustained development through culture change, systems and process innovations. The COAM organizational/ community laboratory model chosen was the Dumaguete City Septage Management Program (DCSMP) which was awarded as a 2012 Outstanding Program under Gawad Galing Pook Awards. The COAM learners were divided into three groups to validate and assess the innovation's "road map" – its relevance, viability, results and impact on the various sectors and institutions of the city and its environment. They generated a consolidated assessment report highlighting the innovation's: 1) Re-

sults and Impact, 2) Engineering Efficiency and Health/ Environmental Impact, and its 3) Financial and Business Operations.

The successful COAM learning experience resulted from the partnership forged between the City Government of Dumaguete and CESB. The city's warm hospitality was only matched by the enthusiasm, generosity and honesty of the city's elected and appointed officials in sharing vital information, participating as resource persons and reactors, and in providing various technical, coordinative and logistical support measures to facilitate the field evaluation re-

search processes. City Administrator and former Vice-Mayor Mr. William E. Ablong led city officials in welcoming the COAM learners.

The partnership was made even more memorable with a dinner-fellowship program organized and hosted by the Department of Education-Division of Dumaguete City headed by Schools Division Superintendent Dr. Ramir B. Uytico, CESO IV. Dumaguete City Mayor Manuel E. Sagarbarria, Cong. George P. Arnaiz (2nd District) and Cong. Pryde Henry A. Teves (3rd District) of the Province of Negros Oriental also graced the event. 

Third gCIO program gets public managers ready to lead e-governance

The Career Executive Service Board, in partnership with the De La Salle University – College of Computer Studies (DLSU-CCS) and ideacorp, successfully conducted Modules II and III of the third installment of the Government Chief Information Officer (gCIO) program last November 3-7, 2014 at the Development Academy of the Philippines (DAP) Conference Center in Tagaytay City.

In her welcome message, CESB Executive Director Maria Anthonette Velasco-Allones introduced gCIO as a training program that also serves as CESB's advocacy to promote the use of ICT in the public sector. She likened the participants into rhizomes, a type of plant that grows underground and produces shoots and roots into a new plant. She said that even though they are small in number, if strengthened and capacitated, they could become the critical mass that would spread wider and plant deeper, the

roots of ICT in the bureaucracy.


Module 1 was discussed by Dr. Emmanuel "Boying" Lallana of ideacorp, an independent, non-profit organization devoted to research, training and advocacy work on the use of information and communication technology (ICT) for development.

His presentation provided an overview of the e-government in the Philippines, the key competencies of a gCIO following global standards adapted to local realities; leadership models for a gCIO; and strategic ICT planning.

As a Module 1 output, the participants were required to formulate a proposal that they will develop into a policy recommendation as a terminal requirement of the course. The proposal was then presented to a panel of ICT experts, namely Carlos Subido of Intel Philippines; Cecilia Reyes, an independent ICT consult-

ant and Dr. Lallana.

Module II on the other hand, was presented by Project Management Professional Francis Uy. As one of the 13 certified practitioners of The Open Group Architecture Framework (TOGAF) in the Philippines, Uy discussed the concepts, tools and processes in developing an enterprise architecture using the TOGAF tool. TOGAF is an open source framework which is an approach for designing, planning and governing and enterprise's information technology structure.

The third batch of gCIO included Joel A. Layson of the Social Security System (SSS), Alona H. Isidro of the Power Sector Assets and Liabilities Management Corporation (PSALM), Shirley J. Salvador of the National Electrification Administration (NEA), Lilia O. Pinzon of the Securities and Exchange Commission (SEC) and Dominic F. Kabigting of the Land Rail Transit Authority (LRTA). 

While he remembers enjoying some of life's perks when he was still a kid, Department of Environment and Natural Resources (DENR)'s Training Management Division Chief Hiro Villaluna Masuda admits his childhood years revolved around experiencing and struggling poverty. The sudden shift from quite an easy life was unfathomable to the young Hiro who all the more felt living on the breadline when they transferred to Tondo, Manila. His mother's income as a laundry woman and sampaguita vendor and his stepfather's salary as a security guard hardly sufficed to support the family. They needed to find other means to put enough food on the table and provide for their other basic needs.

This picture of poverty, little by little, became very clear to Hiro. What seemed to be incomprehensible before came in perfectly lucid for him—life is hard and he needed to do something to help his family make both ends meet. Only grade six then, Hiro thought selling sampaguita was one way of helping out, but his mother reminded him that if he really wanted to change the course of their life, education must remain as his priority. And so he did just what his mother said.

He juggled his time between studying and working on the streets selling sampaguita. Soon enough, Hiro's diligence and hard work paid off. He finished elementary and was able to enrol himself in at Pasay City West High School. "Sa Pasay kasi yung area na pinagtituduhan ng nanay ko. Pag-labas ko ng 4pm [from school], nagmi-meet kami ng nanay ko sa Libertad para ibigay nya yung paninda ko. Nag-



A Hiro's Story

iikot ako ng paninda bago ako umuwi," Hiro starts.

He recalls earning around P100-150 daily, which was enough for him to not anymore burden his parents for his food and transportation allowance. He remembers he was bullied because he shunned invitation to go out with classmates. "Di raw ako sumasama, e wala naman na rin kasi ako pang-ambag," the chief explains, his tone a bit sad for missing out the simple luxuries of youth but never regretful for choosing to devote his time to improving himself instead.

Hiro knew he has the gift of gab so he developed his talent in public speaking. He joined oratorical and declamation contests which earned him and his school awards in division and national levels. It was at this point when he discovered his strong inclination to fulfilling leadership roles so he ran in the student council. Unfortunately he lost, but the fortitude in Hiro did not allow such loss to pin him down. It actually afforded him the chance to reflect on what he really wanted in life.

"Naghahanap na ako ng direksyon, kung anong gusto kong mangyari sa buhay ko. Dumating ako sa punto

na... 'Mag-titinda na lang ba ako ng sampaguita?'," Hiro shares adding that if there's something clear made out of that contemplation, it was his mission to lift his family out of poverty. And he can do that by finding a job with a better salary, of course.

But the job vacancy posters he remembers passing by would always require a high school diploma. So he endured a few more years of selling garlands and further tightening of belt until he finished his secondary education at age 15. A month after graduation, Hiro applied and was admitted as a service crew in a pizza restaurant—one step closer to his dreams, he thought.

Going to college was not as hard because his mother's *suki* offered to support his education at Adamson University. The support was cut short after a only semester however. With the words of his mom inculcated in his mind and heart, Hiro did not stop finding ways to continue his studies. And as if it was a stroke of luck or a blessing from above, a fellow crew mentioned the scholarship program offered by the City College of Manila (CCM, now Universidad de Manila), which in the next four years, would witness how Hiro emerges from a simple Psychology student to a full-fledged leader destined to make a difference in his community.

Hiro's passion

Hiro went through college studying at daytime and working at the pizza store at night. *It was hard* but the presence of a student assembly in the campus gave him more reasons to persevere. Perhaps he had seen a lot of things common between his life and his university, Hiro aspired to bring change to CCM as well. After winning as Public Relations

Officer when he was a sophomore, Hiro perceived running for presidency would enable him to do more for the student body. He pursued his mission and with the solid support from his classmates and the rest of the students who witnessed his competence, Hiro, together with his team, won the Supreme Student Government (SSG) election in a landslide victory.

“This is my chance to prove myself and carry out what we promised,” Hiro recalls telling himself after the election. And the council, with Hiro on the lead, indeed carried out the significant reforms they pushed for using the funds of the council and other initiatives such as solicitation from the office of then Mayor Lito Atienza. The elevator at the old building—which at times working and at times not—was repaired, giving much comfort to students who didn’t have to anymore rush climbing the stairs to get to their next class. With the clocks installed in the classroom, no one’s left clueless of the time. And at last, there were electric fans in the classrooms to enable the students to focus on their studies and not on the irritating heat and sweat.

The former SSG president reveals that the success of the council came from a mutual agreement between the officers and the students. “I told them we should help each other. As they say, we cannot spell success without ‘U’,” Hiro imparts.

Coincidentally, this simple yet essential tenet of effective leadership has become one of Hiro’s guiding principles in his career. From the time he worked as a Psychologist at the CCM, then as OIC-Executive Director at the Youth Development and Welfare Bureau in the City of Manila, till he applied for a job at the DENR and later on appointed to

various managerial posts, Hiro made sure everyone’s on board to contribute his or her own brand of expertise.

But the young chief admits, leading a group of employees, most of whom are 10 to 20 years his senior, is not a walk in a park. “*Laging tinitignan yung capacity ko because of my age,*” Hiro describes the early incidences of hostility and doubt on his capacity.

A positive person that he is, Hiro managed to convince his team to give him a chance to lead. And they did. Hiro discloses that the process involved a lot of respect and trust between him and his staff, and sharing with them the secret formula to creating a successful team.

“*Dapat hindi puro bata, hindi puro matanda. May halong wisdom from well experienced staff and at the same time dynamism from the younger staff. Kung magiging maganda yung relationship, mas magiging okay ‘yung division. Magiging masaya kayo at marami kayong made-deliver,*” he says.

While his position as a division chief sometimes requires him to get strict, especially when it comes to delivering what is expected of them, he did not let it go to his head.

“At times I needed to be a *kuya, kapatid, maging ama, ginagawa ko sa kanila. [Kasi] pag nasa posisyon ka na pala, dapat wag ka mabubulag sa posisyon. Wag mong kalimutan na no one is indispensable. Ang pinakaimportante sa position ay yung relationship mo sa ibang tao,*” Hiro imparts as he remembers the lessons of humility that his teachers and the quotations from the buses he used to ride in during his student days would always remind him of.

But a successful team, Hiro points out, doesn’t rely solely on having a common goal and maintaining a harmonious relationship among its members. In order to reach their aspiration, each member must be well-equipped and continuously learning for the group. Hiro, who had taken on odd jobs just to equip and capacitate himself knows this very well so he had taken every effort to inspire his staff to persevere and be the best that they can be.

His CES journey

“Recalibrate yourself.”

These words of DENR Secretary Ramon J. P. Paje during a flag raising ceremony were enough to push Hiro to look again into his mission and purpose in life. He was already reaping the fruits of his years of hard work—good and stable job that provides well for his family and can already support a family of his own in due time—when he felt that there’s still something missing in his career.

“I had about six months of soul searching: searching for the path I want to take, for what I want to do. Then I saw our top officials. *Magagaling sila. Ano ba’ng common sa kanila?*,” Hiro shares his rumination which eventually led him to walk into the same path taken by the great officials he mentioned, including Secretary Paje who is a Career Executive Service Officer (CESO) I.

His face blushing, Hiro confesses he was anxious on taking the CES path because of the rigorous examination process it entails. But he conquered his fear and on December 8, 2013, he had taken the CES Written Examinations (CES WE) as his first step to his CES journey.

After finishing the test how-

ever, Hiro deemed that first step might be his last. “*Ang una kong tanong sa examiner ay ‘Kailan po ba yung susunod na exam?’ I was anticipating na bagsak ako sa hirap kaya inaalam ko na kung kelan ulit sila magko-conduct,*” Hiro’s face goes red again, laughing upon recalling his CES WE experience.

There might be some stroke of luck, but it was definitely a blessing from above and another fruit of his hard work and perseverance. Hiro passed the CES WE and so were the more tedious and back breaking Assessment Center (AC) stage, the On-the-Job Performance Validation and Board Interview in less than a year’s time. (At the recently concluded 13th Annual CES Conference in Cebu, Hiro was among the 179 newly conferred CES Eligibles.)

Hiro expresses, being a CESE develops in him a more responsible person not only in the way he manages his work but also in the manner that he deals with his people. “My goals this time are not for myself alone. I wanted a shared vision with others. *Kung dati kino-coach ko lang sila*

(his staff), *ngayon tinutukan ko sila isa isa. Mas naging aggressive ako na tulungan sila, ‘Ano ba ‘yung mga competencies na kulang sa’yo?’ Anong kulang mong training? Educational background?’ Kung ako nadala ko yung sarili ko, bakit di ko madala yung iba,*” Hiro’s smile shines brighter knowing that he had finally realized his one great purpose in life— to help and give a part of himself to his family and to others in need.

Well, he was not named Hiro for nothing in the first place. While it sounds perfectly the same as his benevolent character, Hiro is actually a masculine Japanese name which means generous, tolerant and prosperous.

Mission possible

Of the many things he had accomplished—academic excellence, effective and productive governance in the student council (and now in his division), a flourishing career—Hiro regards supporting his siblings till they finished college as his greatest achievement in life. Education

changed the course of his life and Hiro wanted such wonderful change to also take place in the lives of his siblings.

The young chief perceives as well, that the blessings he had received are contributions of many people and he feels that it is just right to give back in his most humble and discreet ways. But sometimes, no matter how one stays low profile, his good deeds return to him. Thus, it is not surprising that Hiro continues to receive a shower of good fortune and admiration from people who get inspired from his journey.

Five years from now, Hiro envisions himself assuming a higher position in the government, which he is quick to add, would enable him to serve more people, better. Coming from a broken family, (Hiro never met his Japanese father), Hiro finally shares one of the greatest dreams he has been longing for all his life. “*Isa talaga sa mga pangarap ko, ang magkaroon ng buo at masayang pamilya.*” 🌐

The Public Manager

The Public Manager is the official newsletter of the Career Executive Service. It is published by the CES Board Secretariat and re-entered as Second Class Mail Matter at the Quezon City Central Post Office with Postage Charge Account No. SPS Permit No. 06-03-053 dated December 31, 2013.

CESOs, Eligibles and other readers are encouraged to send articles, information on government projects and other significant activities of interest to public managers, including comments and suggestions to:

The Editor-in-Chief, The Public Manager, Performance Management and Assistance Division, Career Executive Service Board, No. 3 Marcelino St., Holy Spirit Drive, 1127 Quezon City. Tel. No.: (02) 951-4981 to 85 Fax No.: (02) 951-3306 Website: www.cesboard.gov.ph

EDITORIAL BOARD

Maria Anthonette Velasco- Allones
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CONTRIBUTORS

Christopher F. Calugay, Elaine Grace R. Antenor,
Madona P. Corado, Luzviminda DR. Arbutante,
Romil F. Tuando

LAYOUT & CIRCULATION

Rebecca D. Villas

PHOTOGRAPHER

Pacifico J. Directo Jr.
Jose P. Gantiga Jr.
Khristine S. Labao

PRODUCTION

Agustin G. Moquite

Name here

NEWLY-APPOINTED CESOS

**ORIGINAL APPOINTMENT
TO CESO RANK**

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Acting Local Government
Operations Officer VIII
Oriental Mindoro

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AND HIGHWAYS**

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Bureau of Research and Standards
OFFICE OF THE PRESIDENT

**JUANITO RICACHO
DEMETRIO, CESO III**
Acting Director IV, CHED - IX

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DEPARTMENT OF EDUCATION

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CESO V to CESO IV**
Director III—CARAGA

**PRISCILA C. DE SAGUN,
CESO VI to CESO V**
Schools Division Superintendent
Muntinlupa City

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**MANUEL M. LLANEZA,
CESO V to CESO IV**
Director III - DOE Mindanao

DEPARTMENT OF FINANCE

**ESMERALDA M.
TABULE, CESO VI to CESO V**
Director II, BIR - V

OFFICE OF THE PRESIDENT

**MA. VIVIAN R. PUNO
CESO III to CESO II**
Director V (Assistant Secretary)
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Director III - Central Office

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CESO III to CESO II**
Director IV - Region X

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**CESB Resolution No. 1190
November 12, 2014**

RICKY AGTARAP ARZADON
Attorney V, Investigation
and Litigation Division
Legal Services
Department of Environment
and Natural Resources

WILFREDO BIETE SARAOS
Attorney V/ OIC - Director
Legal Services for Luzon
Department of Environment
and Natural Resources

WINSTON TAN SINGUN
Chief Trade and Industry
Development Specialist
Department of Trade and Industry
Cagayan Provincial Office

NEW CES ELIGIBLES

**CESB Resolution No. 1193
December 18, 2014**

SIMEON S. AMURAO JR.

Agricultural Center Chief III / OIC – Assistant Director
Bureau of Animal Industry
Department of Agriculture, Region IV- A

DONATO D. BALDERAS JR.

Assistant Schools Division Superintendent (ASDS)/
OIC, Schools Division Superintendent
Department of Education – San Carlos City Division

LUZ U. BANSON

Public Schools District Supervisor
Department of Education
Department of Education - Division of Antique

ADELYNE M. COSTELO-ABREA

Executive Director
Philippine Normal University
PNU - Mindanao Campus

MELODY P. CRUZ

Public Schools District Supervisor
Department of Education
Department of Education – Division of Malabon City

NOEL V. DUNGCA

Chief Science Research Specialist
Department of Environment and Natural Resources
DENR – Region XII

JOSEPHINE L. FADUL

Schools Division Superintendent
Department of Education
DepEd– Davao Del Norte Division

CHARISSA T. GUERTA

Local Government Operations Officer VII
Department of the Interior and Local Government
DILG – Region XIII

ALFONSO A. MARALLI JR.

Local Government Operations Officer VII/
Division Chief, Local Governance Training
and Development Division
Local Government Academy - DILG

CARLITO M. MATIBAG

Secondary School Principal IV/
OIC – Assistant Schools Division Superintendent
Department of Education –
Division of Oriental Mindoro

PATRICK JOHN D. MEGIA

Local Government Operations Officer VI/
Assistant Division Chief
Local Governance Training and Development Division
Local Government Academy – DILG

EMELYN C. ORTEGA

Legal Officer, Field Legal Services Department
Area Legal Unit II
Land Bank of the Philippines
City of San Fernando, Pampanga

FERDINAND JOSE G. RIVERA

Colonel/Acting Head, Headquarters Academic Group
Philippine Military Academy
Fort General Gregorio H. Del Pilar, Baguio City

MARIETTA B. SALVIEJO

Chief Trade and Industry Development Specialist
Department of Trade and Industry
Batanes Provincial Office

MANUEL V. SEQUITIN

Chief/General Manager, Educational
Benefit System Office (EBSO)
Armed Forces of the Philippines/ Philippine Army
Camp General Aguinaldo, Quezon City

ELMA M. URBINA

Local Government Operations Officer (LGOO) VI
Department of the Interior and Local Government
Department of the Interior
and Local Government – Region 2

MA. CELINA L. VEGA

Secondary School Principal IV/
Values Education Coordinator
Francisco G. Nepomuceno Memorial High School
Department of Education – Division of Angeles City

ARCHIMEDES H. VIAJE

Academy Inspector General/
Acting Chief – Academy Staff
Philippine Military Academy
Fort General Gregorio H. Del Pilar, Baguio City