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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.



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

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 managers 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 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. Lopez, *CESO I*, of the Mindanao Development Authority,

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2014 Paglaum Training Workshop Series fittingly wraps up in Legazpi City

By Romil F. Tuando / Photo by: Khristine S. Labao



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 victim-survivors 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 victim-survivors 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 CCWTC, 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 Education-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 har-

Harvesting Lessons in Environmental Governance from the City of Gentle People



*Text and Photos by
Luzviminda D. Arbutante
and Christopher F. Calugay*

“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 twentieth (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, Province of Negros Oriental.

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Harnessing the Power of Private-Public Partnerships. The Environmental Quality Management Officer of the award-winning Dumaguete City Septage Management Program (DCSMP) briefs I-GABAY learners.

nessed 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 life-long journey as CES hope bearers by cascading the acquired knowl-

edge, 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. 🌐

3| Harvesting ...

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. Hence, the I-GABAY Course capacitates public managers with the competence, the confidence and the commitment as frontline leaders in leading the nation against current and emerging challenges and the expectations for excellent governance.

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




Savoring the Hospitality of Dumaguete. I-GABAY learners pose with City Mayor Sagarbarria, Cong. Teves, Cong. Arnaiz and CESB Exec. Dir. Ma. Anthonette V. Allones after the dinner-fellowship program hosted by DepEd– Dumaguete City.

sess 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) Results 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 in hosting CESB and its I-GABAY Course 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 and other forms of assistance to facilitate the field evaluation research processes. City Administrator and former Vice-Mayor Mr. William E. Ablong led city officials in welcoming the COAM learners and

engaging them in various learning interaction sessions.

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. No less than 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 graced the occasion.

I-GABAY is a nine-day residential training program taken after the Salamin-Diwa ng Paglilingkod Training Course (SALDIWA), both under the Executive Leadership Program (ELP) and prescribed as official requirements for Career Executive Service eligibles to qualify for appointment to a CESO rank. For 2015, the CESB will conduct I-GABAY Course Session Nos: XXI (16-24 April); XXII (23-31 July); and XXIII (15-23 October). For inquiries and registration, applicants may visit www.cesboard.gov.ph. 

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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 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 cur-

rent 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 Lopez 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 unprofitable 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 multidisciplinary fields to provide solutions to policy issues and problems. These include: problem structuring or identifying the root cause of the problem-

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

atic 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 Manage-

ment 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 organizations 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.

“... to change a culture, you have to change people’s paradigms.’ These include changing habits, touching hearts and winning minds.”

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 Executives in the Selfie Generation” with Mr. Alexander M. Arevalo, *CESO III*, Former Supreme Court Chief Justice Staff Head and Acting Chief, Management In-

formation 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

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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 in 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, se-

vere winds, storm surges, landslides, floods, and tsunamis.

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 the 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-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

294 Examinees Took the December 14 Nationwide CES Written Examination



Quezon City



Cebu City



Davao City

The CES Written Examination (CES WE) held last December 14, 2014 (originally set on December 7, 2014) has registered a total of 294 examinees. It was conducted simultaneously in three testing centers, namely: 1) University of the Philippines-National College of Public Administration and Governance (UP-NCPAG), Quezon City; 2) University of San Carlos (USC), Cebu City; and, 3) San Pedro College (SPC), Davao City.

Of the 294 examinees, 165 took the exam at UP-NCPAG (Quezon City), 84 at USC (Cebu City) and 45 at SPC (Davao City).

Result of the December 14, 2014 CES WE will be released after two (2) months from the date of conduct. All examinees will be informed of their examination ratings via e-mail or regular mail. 🌐

2015 CES WE Schedule		
Date of Exam	Testing Center	Deadline of Filing
MARCH 1 (Sunday)	Quezon City, Cebu, Davao	February 2
JUNE 7 (Sunday)	Quezon City, Cebu, Davao	May 7
SEPTEMBER 6 (Sunday)	Quezon City, Cebu, Davao	August 6
DECEMBER 6 (Sunday)	Quezon City, Cebu, Davao	November 5

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 cul-

ture 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. 🌐