

# The PUBLIC MANAGER

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ANNIVERSARY  
ISSUE



## LEADING TRANSFORMATION





#### About the cover:

This year's anniversary issue of The Public Manager depicts the evolution of butterflies coming out of the CES logo, which manifests the journey of transformation of CES exemplars and senior career officials that transformed communities through good governance and nation-building.

# Contents

1

In this Issue

2

Message from the Chairperson

3

The GAWAD CES Honorees

ROGELIO L. SINGSON  
Transforming public  
governance through transparency and  
accountability

EMIL K. SADAIN  
Trailblazing excellence  
amidst a challenging environment

ALUMANDA M. DELA ROSA  
Sparking a nuclear  
dedication to service

OFELIA B. DOMINGO  
Pioneering ICT reforms,  
accelerating government action

BERNADETTE F. SAN JUAN  
Igniting government  
response to revive a battered community

20

TRANSFORMING COMMUNITIES  
THROUGH THE COMMUNITY  
ENGAGEMENT MODULE

LEANDRO H. GAZMIN  
Taking it to heart

PATROCINIO JUDE H. ESGUERRA III  
Lingering lessons from a brief sojourn

SOFIA C. YANTO  
On the job, on the ground

37

CEStewardship in Focus

38

CES IN CAGAYAN DE ORO: THE  
EMERGING CITY OF TOMORROW  
A feature on the host city of this  
year's annual convention and its own  
transformation as the prime city of  
convergence in the South.



# In this Issue...

*"We cannot hold a torch to light another's path  
without brightening our own."*

- Ben Sweetland

**W**e dedicated the year 2015 to the theme of *Transformation*, regarding it as the imperative outcome of the practice of public leadership -- not the usual leadership practice in government, but the kind of CESO-leadership that defines excellence, service and integrity in a manner that defies the conventional ridicule of and token of appreciation for government officials in some corners of our present society.

The narratives of five CES exemplars, who also happen to be this year's Gawad CES honorees, as told in the pages that follow, will hopefully renew our zest to continue leading the higher civil service in journeys that will make real the presence of government in the peripheries, and yes, inevitably transform ourselves through the experience.

The story of how Secretary Singson led DPWH's turnaround for it to regain public trust is worth retelling if only for it to rekindle pride among us, CESOs, for being a part of the CES community. The detour taken by DPWH Assistant Secretary Sadain to ARMM proved to be the "road less travelled" that literally enabled him to pave new roads and spark inspiration within Muslim communities whose executives now share the aspiration to become CESOs themselves. From ARMM, we journey to Koronadal to appreciate how DOLE Regional Director Domingo boldly pursued ICT-enabled innovative reforms to deliver service par excellence in support of employment facilitation in the countryside. And as

always, it is inspiring to see women leaders carve a niche in the way PNRI chief, Director Dela Rosa, did in the field of nuclear science. Finally, a light to brighten our own shines out of Tacloban post-Haiyan, with the tale of how DA Director San Juan overcame logistical and administrative obstacles to help their constituent communities rise again in the midst of hopelessness and ruins.

Also featured in this anniversary issue are the reflections and resolutions of three *SalDiwa* learners who spent time in development-challenged communities as part of our sensitization journey. As most of us say post-*SalDiwa*, "the experience is life-changing if not lifestyle altering" -- as what happened to NKT's Doc Boyet Chavez who has given up his daily dose of soft drinks, realizing that the cost of a can of soda buys his foster family its meals for the day. I know that there are as many stories such as this one as there are CESOs and eligibles amidst us who pursue the leadership path of reflective action and genuine engagement.

In brief, we are also sharing highlights of CESB's 2015 milestones -- marked by our bold leap to roll out the Online CESPES, our successful ISO re-certification and steps to expand such to all our programs by early 2016, readying our E-learning platform, and the continuous redesign of our eligibility examination processes and contents as well as our career development programs.

*Basana...* and may the odds of positive transformation be always at your side.

*All Allones*

MARIA ANTHONETTE VELASCO-ALLONES, CESO I



# Message from the Chairperson

**I**t is with great pride and pleasure that I wish to extend my warmest congratulations to our CES colleagues as we celebrate the 42nd anniversary of the Career Executive Service (CES)!


As we commemorate this milestone, let us look back on how our country has been transformed as evidenced by many strides in governance that resulted in significant progress across economic, political, and societal goals. This transformation was a product of a revitalized bureaucracy counting transparency, accountability, and integrity as its defining pillars. We owe our resurgence to the civil servants who rose to the challenge of transforming the nation's governance systems and processes and leading it to the era of political and economic integration.

Our challenge now is to sustain these efforts. In the face of serious social, political, and even environmental challenges, we must harness our strengths and confront these challenges the same way we did for the past years: with integrity, innovation, and unwavering commitment.

This year's anniversary theme, "**Leadership Excellence: Transformation,**" is a perfect fit to our individual and collective commitment to good governance. As public managers, we are identified agents of change, thus, our roles should be anchored on achieving national development goals and improving public service.

I hope this anniversary issue inspires you to embrace the challenges of the digital era and conceive innovative ways to help our country in providing a more effective and responsive public service, and carry on the legacy of those who have led before us.

*Isang maligayang anibersaryo sa ating lahat! Taas noo, CESO!*

  
**ALICIA DELA ROSA- BALA, CESO I**  
Chairperson  
CES Governing Board





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**2014**  
**GAWAD CES**  
**HONOREES**

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## Transforming public governance through transparency and accountability

2015 Gawad CES Honoree  
**ROGELIO L. SINGSON**, CES Eligible

By: Rogelio C. Medina

“I am here to serve the people, and I am here to lead DPWH to a new beginning, to start a new way of doing things, new culture and values to change the image of DPWH which is the clamor of the whole country. We want to restore public trust in DPWH. It cannot be business as usual or should I say business as *unusual*. There has to be a major change and a major transformation.”

Those words of wisdom were uttered by 2015 Gawad CES Honoree **ROGELIO L. SINGSON** when he assumed the post of Secretary of the Department of Public Works and Highways (DPWH) in July 2010.

Secretary Singson, in leading the State’s engineering and construction arm as its 42nd head, advocates transformation and innovation in governance through transparency and accountability, management by mission, preferential option for the poor, and public-private partnership.





Among his most outstanding accomplishments or contributions are as follows: he **successfully implemented good governance reform and anti-corruption program, professionalized the organization, and strategically converged with other national agencies on important program.**

*Successfully implemented good governance reform and anti-corruption program.* Secretary Singson provided and pursued clear-cut policies and program direction when the agency embarked on a Transformation Program that included DPWH Culture Building Program and Values Formation Workshops for its officers and employees.

He initiated drastic moves to reduce corruption by introducing changes in systems, processes and procedures, such as streamlining the bidding and procurement process by eliminating documents that increase potentials for collusion.

He improved evaluation of financial contracting capacity which eliminated bidders without the necessary capability. He also required employees, contractors, suppliers and partners to execute an integrity pledge which commits them to shy away from corruption and to perform with the highest degree of professionalism and ethical standards.

Moreover, he enhanced involvement of private sectors and Civil Society Organizations (CSOs) from the identification to the evaluation of projects. Inspection and quality assurance have also been outsourced upon his directive.

No less than President Benigno S. Aquino III lauded the transformation of the department as a former cradle of corruption to a model agency.

*Professionalized the organization.* Secretary Singson used the Executive Leadership and Management Capability Enhancement Program (ELMCEP) to improve effectiveness of management in the agency.

He introduced reforms in recruitment approach through the Cadet Engineering Program (CEP) by selecting new engineers through a purposive process of examinations and interviews. The best 40 out of 197 applicants were selected based on their academic and work performance to undergo 26 weeks of training. By the end of 2015, the agency is expected to have a cadre of 120 young and well-trained engineers.

*Strategically converged with other national agencies on important program.* Secretary Singson's contribution to the tourism convergence program with the Department of Tourism (DOT) is remarkable as it opened up tourism attractions and therefore contributed to the increasing tourism arrivals.

He was likewise cited for establishing Strategic Convergence Program with the Department of Agriculture (DA). The Rural Road Development Program with the DA enabled the constructions of farm-to-market roads (FMRs), which linked agriculture and fisheries production sites, coastal landing points, and post-harvest facilities to the market and arterial roads and highways.





Born on September 16, 1948 in Ilocos Sur, Secretary Singson who is a practicing Catholic and covenanted member of Ang Ligaya ng Panginoon Community, is happily married to Isabel Nepomuceno. Their union since 1972 is blessed with four children and four grandchildren.

He obtained his Bachelor of Science degree in Industrial Engineering from the University of the Philippines in 1971 and attended the Master's Program in Public and Business Management in De La Salle University. He also attended various trainings abroad on public-private sector partnership, privatization and build operate transfer (BOT) schemes.

As to his personal attributes at work, he is a leader with character who can effectively manage a perceived difficult environment, a leader with a strong commitment to results and who possesses technical competence to manage for achieving desired results, and a leader who can make a difference.

Furthermore, he demonstrated successful and effective practices in developing, building, nurturing and

sustaining cohesive, organized, highly motivated and consistently productive work teams.

Since he took over as DPWH Secretary, he continuously motivated and inspired "us to work our best to meet the many demands of our times and to lead the district engineering offices in the practice of good governance, transparency and accountability and aspire for the best in living out DPWH's core values of public service, integrity, professionalism, excellence and teamwork to truly achieve national transformation."

As an Outstanding Filipino (TOFIL) awardee, Secretary Singson truly displays the highest level of creativity and innovation in leading change and shows awareness of the people's expectation for a big change in DPWH.

*"The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things."*

*- Ronald Reagan*











## Trailblazing excellence amidst a challenging environment

2015 Gawad CES Honoree  
**EMIL K. SADAIN**, CESO II

By: Rogelio C. Medina

*"A great leader's courage to fulfill his vision comes from passion, not position."  
- John Maxwell*

An innovator and a visionary, he plans and implements project proposals with a vision and positive results.

The eagerness to realize his dreams by utilizing his unique skills has made 2015 Gawad CES Honoree EMIL K. SADAIN, Assistant Secretary (ASec) of the Department of Public Works and Highways (DPWH), a trailblazer who is far ahead of his peers.

He is the change that everyone wants to see through leading by example. Though a *Tausug*, he is fair and just to all different cultural groups in the region, whether they are *Maranaos*, *Yakans*, *Maguindanaos*, *Iranuns*, *Samals*, or *Tausugs*.

Among his most outstanding accomplishments are as follows: **he transformed the DPWH-ARMM from an under-performing agency into an award-winning office in the ARMM; developed institutional reform, enhanced capacity development and empowered personnel of the**







**DPWH; and practiced prudent fiscal management that resulted in efficiency and work absorptive capacity with the procurement of heavy construction equipment and project monitoring vehicles and survey instruments.**

*Transformed the DPWH-ARMM from an under-performing agency into an award-winning office in the ARMM. ASec Sadain transformed the agency with the highest level of performance and excellent infrastructure programs under the DPWH-ARMM Reform Agenda and Beyond. He enabled the implementation of strategic infrastructures, strengthened institutional capacity of District Engineering Offices (DEOs), Regional Planning and Development Office (RPDO) and local government units (LGUs), and implemented projects through public bidding.*

More interestingly, he succeeded in his effort with the Regional Legislative Assembly in revising the Public Works Act (PWA), making it attuned to the reform agenda of his department. It provided the needed policy framework for a more strategic and purposive identification of projects that address the needs of the people.

Specifically, the revised PWA effectively addressed problems of corruption and ineffectiveness of infrastructure projects in ARMM, thus eradicating lump sum appropriation, gravelling and re-gravelling (in Macadam roads), and project implementation through Memorandum of Agreement.

Initially, he conducted a SWOT analysis through multilevel consultations with internal and external stakeholders, such as regional and district staff, regional, provincial and municipal government officials. Based on its results, he formulated and

implemented the DPWH Reform Agenda 2012 and Beyond, which served as the foundation of all the reform initiatives in the DPWH-Region.

*Developed institutional reform, enhanced capacity development and empowered personnel of the DPWH. ASec Sadain implemented the creation of new positions and transfer of plantilla positions in the Basilan DEO from DPWH National to DPWH-ARMM; the fair and transparent recruitment and selection system; the institutional capacity development program; the improved work environment; the 5S of good housekeeping; and the promotion of the welfare and benefits of DPWH-ARMM employees.*

These, among others, have undeniably sealed him with the acceptance, support and respect of his people.

*Practiced prudent fiscal management that resulted in the efficiency and work absorptive capacity with the procurement of heavy construction equipment and project monitoring vehicles and survey instruments.* Under the leadership of ASec Sadain, the DPWH-ARMM declared an amount of Php290,924,890.82 as savings from 2012 to 2014, more than half of which were utilized for the purchase of various heavy equipment and monitoring vehicles.

The acquisition of new equipment has improved the efficiency and absorptive capacity of the DPWH-ARMM. This is one of the most frequently mentioned outstanding accomplishments of ASec Sadain that emphasizes its importance in the agenda of reforming the DPWH and restoring its dignity as an infra-agency.

With proper programming, the DPWH-ARMM has gained the trust of DBM, according to the Regional Secretary.



## An ordinary man doing things extraordinarily

ASec Sadain is the fifth child in a brood of 10 in a family; a husband to Marilyn; and a father to Abdel Rashid, Sarah, Lian Irvin, Iman and Mian Sophia. He is an ordinary man who simply does things extraordinarily well. He rose from the ranks and served in various capacities within the DPWH. His government career has been a quest to overcome one challenge after another.

Having read about CESOs in *The Public Manager*, he had told himself that, "If this is the highest career, the highest profession [and the highest venue] for trainings that I can get [as a government official], then I'll go for it." As a civil engineer, a sanitary engineer and a Master's degree holder in Construction Management, he acknowledges that he "needed more exposure to management and supervision in the government service." He believed that becoming a CESO would help him to continue implementing his reform ideas in the public infrastructure sector. He now holds the rank of CESO II.

He has high esteem for CESOs and the CES program in general. He says, "[The CES program] gave me a lot of confidence in my job, especially in my management and supervisory skills." In fact, he encourages his colleagues in the ARMM to become CESOs.

His advice to new and aspiring CESOs is to become instruments in restoring dignity in the public service as well as "to remain true, dedicated and loyal to their agencies and the mandate of their institutions and to perform well as public servants."

As to his professional attributes at work, he has the ability to inspire people to perform at their best. Soft-spoken and mild-mannered, he is a well-loved leader in the DPWH-ARMM. He was able to establish a cohesive organization with a positive organizational

culture, as his people have developed a shared vision with trust and openness.

An advocate of hard work, he says, "Work hard as if everything depended on [you]." Yet, as a man of deep faith, he adds, "Pray as though everything depended on God." While he demands hard work, he simultaneously ensures that he provides people the opportunity to learn and acquire the necessary knowledge and skills to their work.

He has also manifested the ability to lead change with his able leadership in the transformation of the DPWH-ARMM. While the need for change in ARMM is apparent, ASec Sadain was able to emphasize and drive home the urgency for reforms to all stakeholders involved. They have understood that he is serious about transforming the DPWH-ARMM, as one of his superior comments, "They knew that it is not business as usual."

Indeed, under his stewardship, the DPWH-ARMM gained respect, trust and confidence of the public, local and regional leaders, contractors and stakeholders.











## Sparking a nuclear dedication to service

2015 Gawad CES Honoree  
**ALUMANDA M. DELA ROSA, CESO IV**

By: Rogelio C. Medina

*"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."*

*- John Quincy Adams*

Her service in government spans 45 years up to retirement age; however, the dearth of career scientists of the same caliber as 2015 Gawad CES Honoree ALUMANDA MOLINA DE LA ROSA, Director IV of the Department of Science and Technology's Philippine Nuclear Research Institute (DOST-PNRI) resulted in an extension

of her services for another year in March 2012 and the issuance of a co-terminus appointment in her favor by the President of the Republic of the Philippines in May 2013.

Director Dela Rosa is a woman of distinction. Among her most noteworthy accolades are the Lifetime Achievement Award conferred by the World Association of Radiopharmaceutical and Molecular Therapy



(WARMTH) at the 8th International Conference on Radiopharmaceutical Therapy on 18 November 2013 in Manila and the 2005 World Nuclear Association Award honoring Women in Nuclear (WIN) for distinguished contribution in the peaceful use of nuclear technology.

She was invited as a speaker in the 23rd WIN Conference in Vienna, Austria last August 24-28, 2015, which brought together more than 450 participants from nearly 100 countries and international organizations.

Prior to her stint as Director IV, she occupied various positions at the PNRI, starting as Nuclear Research Assistant in 1968. She moved up the ladder of PNRI's organizational structure and the rest, as they say, is history.

Armed with a Bachelor of Science degree with a Major in Chemistry from the College of the Holy Spirit in 1968 and a Doctoral degree in Biochemistry from the University of Hawaii in the United States, licensed chemist Director De la Rosa is a Career Executive Service Officer (CESO) IV under the CES system and a Career Scientist IV, the highest rank in the Scientific Career System.

She also holds sensitive and prestigious positions in the international arena, such as the National RCA Representative to the International Atomic Energy Agency (IAEA), the National Focal Person of the Comprehensive Nuclear Test Ban Treaty Organization, and the Philippine Coordinator in the Forum for Nuclear Cooperation in Asia (FNCA).

Three of her most outstanding accomplishments in the last five years are as follows: **creation of an enabling environment conducive to undertake the PNRI's mandate for research; scientific output; and nuclear security.**

*Creation of an enabling environment conducive to undertake the PNRI's mandate for research.* As PNRI Director, Director Dela Rosa has worked relentlessly with dedication and perseverance to provide an enabling environment and to challenge the PNRI scientists to higher levels of excellence and to the pursuit of new fields of endeavor.



In her capacity as National IAEA/RCA Representative and National Point of Contact with the IAEA, she has worked for a more active participation of the PNRI in the research and development, technology transfer, and normative activities of the IAEA.

Moreover, her initiatives opened up greater opportunities to more PNRI researchers and regulatory staff and their collaborators in other agencies and departments developing their areas of specialization and cultivating regional and international linkages with their peers, which resulted in significant research and development results and in the recognition of PNRI as a nuclear research organization, of PNRI scientists, and of her own achievements in the field of nuclear science and technology and international cooperation.

Her initiatives and strategies have gained greater external funds for the PNRI from multilateral, regional, and bilateral cooperation and from local GIA funds and contract research activities that enabled the PNRI to acquire new facilities and equipment and augment its personal complement and MOOE to support its research, nuclear services, technology transfer, and regulatory activities.

*Scientific output.* Director Dela Rosa rose from the ranks starting as a Nuclear Research Assistant, a Nuclear Research Specialist, and a Career Scientist IV, the highest rank conferred by the Scientific Career Council to a Filipino scientist.

With her expertise in radiation chemistry, Director Dela Rosa initiated the studies on the interaction of radiation with natural polymers such as cellulosic waste, fast growing plantation trees, natural rubber latex,





and carrageenan. Her research work has also covered environmental chemistry and studied coastal pollution due to heavy metals and harmful algal blooms. In the course of her scientific research work, she has trained young scientists and students and also formed and trained a research group that will continue her work.

As a chemist, she has advocated for the rights and responsibilities of the profession under the Chemistry Law.

She has published/presented 45 scientific papers both in international and national journals, as well as international conferences.

*Nuclear security.* As an aftermath of the terrorist bombing of the World Trade Center in New York on 11 September 2001, the nuclear community saw the need to strengthen the security of nuclear and radioactive materials. With the same determination and perseverance, Director Dela Rosa led the PNRI in chartering grounds to address nuclear terrorism and formulating strategies and programs for the security of radioactive and nuclear sources in the Philippines.



She initiated interaction with the national security and intelligence agencies which reciprocated by taking PNRI within their sphere of influence and responsibility and soliciting the assistance of PNRI in nuclear security/nuclear terrorism matters and training of their staff.

The PNRI and its collaborators (Philippine National Police, National Intelligence Coordinating Council, National Security Council, National Bureau of Investigation, Bureau of Customs, Philippine Ports Authority, National Disaster Coordinating Council, AFP Intelligence Service, and Anti Terrorism Council) completed the Philippine National Nuclear Security Plan (NNSP) in 2010. Director Dela Rosa initiated multilateral and bilateral cooperation with the IAEA, the EU, the USA, Australia, and Canada under the Global Threat Reduction Initiative (GTRI) to implement the NNSP.

Director Dela Rosa has manifested reception to change especially when it can bring about clear directions and positive changes to the agency.



Under her leadership and direction, the PNRI was awarded an ISO 9001:2008 certificate of registration covering research and development, regulatory services, technology diffusion and finance and administrative services. Also, two of PNRI's existing laboratories (microbiological and nuclear analytical techniques application) were given ISO 17025:2005 certificates.

Director Dela Rosa also does not hesitate to come up with projects which she believes can help people improve their lives. She sends her subordinates in the field to check on how PNRI can assist. For instance, when Typhoon Yolanda hit the Visayas region, she met with her researchers to ascertain how PNRI can help using nuclear science and technology.

Very approachable, open-minded, motherly, down-to-earth and soft-spoken, she communicates openly to her subordinates and invests heavily on human resource by building up the technical skills and capabilities of the employees. As an output-oriented executive, she empowers her subordinates by entrusting to them the work processes and focusing on the delivery of the required results in accordance with the set standards and within the prescribed time frame.

Whenever she is required to travel abroad on official business, she makes it a point to meet with her staff before she leaves so that she would be able to determine not only the status of the programs and projects of the PNRI but also the issues and concerns that need to be addressed.

Despite her age, she has no qualms in rendering overtime work when necessary. Whenever she has a speaking engagement, she drafts her own speeches and prepares her own presentations.

She is single and lives with her niece, and she is contented in riding a tricycle when she goes to work, especially if her official car is not available.

Her extraordinary personal and organizational achievements, coupled with her very humble persona, serve as a benchmark of excellence, dedication, and relentless positive transformation for all civil servants.









## Pioneering ICT reforms, accelerating government action

2015 Gawad CES Honoree  
**OFELIA B. DOMINGO**, CESO III

By: Rogelio C. Medina

*"Taking initiative pays off. It is hard to visualize a leader if she is always waiting to be told what to do."*  
- Sheryl Sandberg

She does not want stakeholders to wait - this is the main reason why 2015 Gawad CES honoree **OFELIA BAUTISTA DOMINGO**, CESO III, the Department of Labor and Employment's Regional Office XII (DOLE RO-XII) Director, instituted the online systems.

Regional Director (RD) Domingo has been with DOLE RO-XII since 2013. That same year, DOLE RO-XII ranked best among all DOLE delivery units for exemplary performance, which could be attributed to the resilient and visionary leadership of RD Domingo, nurtured with strong and solid team spirit towards effective implementation of operational plans by linking personnel incentives to performance.

Moreover, under her leadership, the region has shown an emerging sign of rebalancing, where all major



economic sectors were able to contribute substantially to the region's overall economic output.

Under RD Domingo's conceptualization, DOLE-RO XII was able to develop and launch online/internet based programs to address the previous manual processing of documents that was tedious, time-consuming, labor-intensive, and susceptible to graft and corruption. RD Domingo was on top from the development of the systems until they were test-run, perfected, and finally made available to the public.

RD Domingo was the only RD that was assigned in DOLE-RO XII who prioritized "relevant and fast timely delivery of services" as the epitome of customer satisfaction; hence the launching of the online/internet-based service processes under her auspices.

Four of her most outstanding accomplishment are summed up as follows: **establishment of the Internet-Based Quality Management System (IQMS); development of online SPES (Special Program for Employment of Students); development of online Registration of Workers Association System; and online application and issuance of certificate of Construction Safety and Health Program (CSHP).**

*Establishment of the Internet-Based Quality Management System (IQMS).* Director Domingo initiated the establishment of Internet-based Quality Management



System (IQMS). She conceptualized and established all online/internet based programs of DOLE-RO XII. She was personally involved in all stages of the development and implementation of the system.

Notably, the IQMS significantly increased personnel productivity, eliminated paperwork requirements, enhanced transparency, simplified DOLE transactions, and enhanced the region's service delivery capability.

With the establishment of the IQMS, access between and among DOLE Regional Offices was made easier and efficient. DOLE-Region XII also successfully hurdled its second surveillance audit for its ISO 9001-2008 certification.

*Development of online SPES (Special Program for Employment of Students).* Under RD Domingo's leadership, DOLE-RO XII adopted the online SPES, which fast-tracked the payment of the agency's 40% share in the wages of SPES beneficiaries. MLhuiller Financial Services became DOLE-RO XII's conduit to ensure that salaries are immediately released to SPES beneficiaries through money transfer.

The system also accelerated SPES registration, created an accurate database of SPES beneficiaries, made transparent SPES pledges, and monitored overall SPES implementation.

Notable in this innovation is the active online participation of all PESO managers and the necessity of the SPES beneficiaries to register online. Through the online SPES, DOLE-RO XII can now easily monitor the status of application of SPES beneficiaries, including their employment.

*Development of online Registration of Workers' Association System.* Registration of workers' association is one of the





requirements of the programs of the Department of Social Welfare and Development (DSWD) to recognize informal associations of workers. Thus, in **August 2014**, RD Domingo conceptualized the first online system to process the registration of workers' association. The system, which was developed in-house with the assistance of the Field Offices, speeded up the issuance of certificates from the previous manual processing which takes up between 10-15 days to one day. The establishment of the online RWAs is a first for the region and also with the DOLE.

Following the adoption by DOLE-RO XII of its automated system for the registration of workers' associations, DOLE Secretary Rosalinda Baldoz directed all DOLE regional offices to adopt a similar online system, not only to fast track the registration of local workers' associations, but also to enable the DOLE to effectively assist workers who belong to informal associations.

Online RWA is also an efficient tool to safe keep documents and a convenient way of paying for RWA applications and for the issuance of certificates. It also allows the viewing of a worker's association profile, as well as accurate reporting and effective monitoring of workers' groups.

*Online application and issuance of certificate of Construction Safety and Health Program (CSHP).* In January 2015, RD Domingo initiated and implemented another paperless transaction: the online CSHP.

This online system aims at fast track the processing of approval of CSHP and application of Registry of Establishments under DOLE Rule 1020. The system also aims at correcting the negative feedback coming from customers in the issuance of the certificate.

The online program significantly reduced the number of persons the CSHP document shall pass thru, thereby reducing the process cycle time and eliminating graft and corruption. With the online CSHP system, DOLE-RO XII field offices now encode and process CSHP applications online for faster approval.

Online CSHP has been operational since 2014 and has drawn positive feedback from clients. The system effectively reduced process cycle time (PCT) and was able to comply with the requirements of the Anti-Red Tape Act (ARTA).

This online program is another first system among DOLE regional offices.

RD Domingo continues to strive to think of ways to make the DOLE-RO XII service delivery capacity and capability far easier and faster, without sacrificing its integrity.

She was described by her subordinates as a visionary, ahead of her time. *"Iniisip pa lang namin, pinapagawa na niya"*, says her subordinates.

Her superior, DOLE Undersecretary Rebecca Chato, meanwhile, describes RD Domingo as a systems person and considers her as the agency's trailblazer.

She was also able to build strong and effective working relationships with her stakeholders. She is the only DOLE-RO XII RD who has involved all the LGU officials in the implementation of DOLE's projects and programs. Her networking runs all the way to other provinces and municipalities.



Soon to be a Labor Attache, RD Domingo continues to initiate, implement and embed a strategy for change in DOLE-RO XII.

RD Domingo's exemplary performance and dedication to innovative ideas in the implementation of the agencies programs and services in the region are testaments to her character as a true leader who fearlessly advocates transformation for the betterment of the government service.







# PhilFIDA, RO8

(PHILIPPINE FIBER INDUSTRY DEVELOPMENT AUTHORITY)

"Ahon **B**Ayan 'tungo sa **K**A

## Igniting government response to revive a battered community

2015 Gawad CES Honoree

**BERNADETTE F. SAN JUAN**, CESO IV

By: Rogelio C. Medina

*"There is in every woman's heart a spark of heavenly fire which lies dormant in the broad daylight of prosperity, but which kindles up and beams and blazes in the dark hour of adversity."*

- Washington Irving

She assumed office at the time of devastation as it was a time that called for a strong leadership.

2015 Gawad CES Honoree **BERNADETTE F. SAN JUAN**, Director III of the Department of Agriculture's (DA's) Central Office, assumed office in Tacloban City amidst the devastation brought about by Super Typhoon Yolanda. The tragedy called for strong leadership, and Director San Juan, a trailblazer, became the rallying force in getting the DA-Regional Field Office (RFO) VIII back to normal operations.







She changed the mindset and work habits of her subordinates and trumpeted them to rise up to the situation. Services at the DA were extended beyond the regular 8 hours. She always explored better alternatives and was relentless in her pursuit of accessing resources for the rehabilitation of the agricultural sector. She established new working methods of manpower mix in organization.

Three of her most outstanding accomplishments are as follows: **restoring the DA-RFO VIII's normal operations after the onslaught of Super Typhoon Yolanda, rehabilitating the agricultural landscape in Eastern Visayas, and designing and implementing an improved feedback system from and for the clientele and the local government units.**

*Restoring the DA-RFO VIII's normal operations after the onslaught of Super Typhoon Yolanda.* In a week's time from her assumption in February 2014, power was restored. Within a month's time, the DA RFO's communication facilities were restored.

Director San Juan rallied for the support and cooperation of all personnel to get back on their feet, extended services beyond the regular hours, and made sacrifices to serve more people in need.

She has set herself as an example by working more than 8 hours a day and 7 days a week. She mobilized available resources and maximized the potentials of the personnel.

Director San Juan's dedication and perseverance are noteworthy and significant considering the DA's role as the lead agency in delivering services to farmers and fisherfolks in an agriculture-based region. Her bold moves have resulted in restoring normal operations with focused, aggressive, responsive and fast-paced working attitude from the staff and personnel. It has

later restored normal services to the clientele.

*Rehabilitating the agricultural landscape in Eastern Visayas.* Eastern Visayas is basically an agriculture-based region. Super Typhoon Yolanda severely damaged 63 out of 143 municipalities and cities. Director San Juan, together with her staff, came up with and implemented a rehabilitation plan. She was up against inadequate resources and lack of personnel but she was able to mobilize and access resources from DA's Central Office, other DA RFOs, INGOs and NGOs.

Seeds, farm implements and livestock, among others came pouring in from these entities. The UMA-AHON initiative of the DA-RFO, as initiated by Director San Juan, has provided cash for work, farm implements for intercropping and livestock.

The assistance was very responsive and yielded positive results. The rice harvest in 2014 had positive growth, stabilizing the prices in the markets. Likewise,





the coconut and rice farmers were able to cope with the loss and found a viable alternative source of income through DA-RFO VIII's drive to shift to vegetable farming and even organic farming.

*Designing and implementing an improved feedback system from and for the clientele and the local government units.* Within a month's time from her assumption, Director San Juan instilled a shift in the work habits of the personnel and maximized personnel's potentials and strength.

She instituted a district-level deployment of personnel, called the **Area Focal System** - a mix organizational set-up of team composing of three or more personnel. They were assigned in the 12 districts and reported daily to the regional office. The data and information gathered by these Area Focal teams were relevant in identifying the severely hit areas and providing appropriate assistance. It also put the DA in the position to steer and properly coordinate the services of other entities, international or local, for the agricultural sector.

agency collaboration efforts. As a team player, she has consistently delivered the needed support and cooperation from the DA.

Working beyond the regular office hours, she opened her office doors and all lines of communication to her staff and their clients.

Known to have set high standards for herself and asked no less from her staff, Director San Juan's reputation, as a performer truly precedes her.

Congratulations, Director San Juan, and keep the zeal burning!



Director San Juan showed her passion in sharing knowledge at work by taking time to explain clearly the task needed. Her strength of character and her dedication at work have inspired personnel to work hard. She worked hand in hand with her subordinates, showing them that she leads by example.

She took the time to also give her subordinates a breather through team-building activities and engaged them during lighter moments. She delegated responsibilities and gave full trust in her division chiefs.

It is interesting to note that the INGOs, NGOs, GAs, barangay officials and farmer beneficiaries were all unanimous in their observation that Director San Juan actively engaged them in the decision-making and project implementation processes of the agency.

She in fact has also openly acknowledged the partnerships and has gone out of her way to assist them in their program. She has regularly hosted inter-



The background of the page is a collage of three images. The top left image shows a group of children, some in school uniforms, looking towards the camera. The top right image shows a group of young people, mostly men, sitting together and smiling. The bottom image shows a white truck with a large sign on its side that reads 'A TORRE'. A man is sitting on the back of the truck, and another person is visible next to him. The truck has a license plate that reads 'ABICULCAY'.

# TRANSFORMING COMMUNITIES

*through the*

## COMMUNITY ENGAGEMENT MODULE

The Community Engagement Module (CEM) is the terminal learning module of the SALAMIN-DIWA (SALDIWA) and Integrated Gabay (I-Gabay) training courses. It is an experiential learning platform to encourage public managers to individually and collectively explore, adopt, and advocate meaningful, innovative, and results-focused paradigms, approaches, and tools for re-examining governance and leading reforms in the public sector.

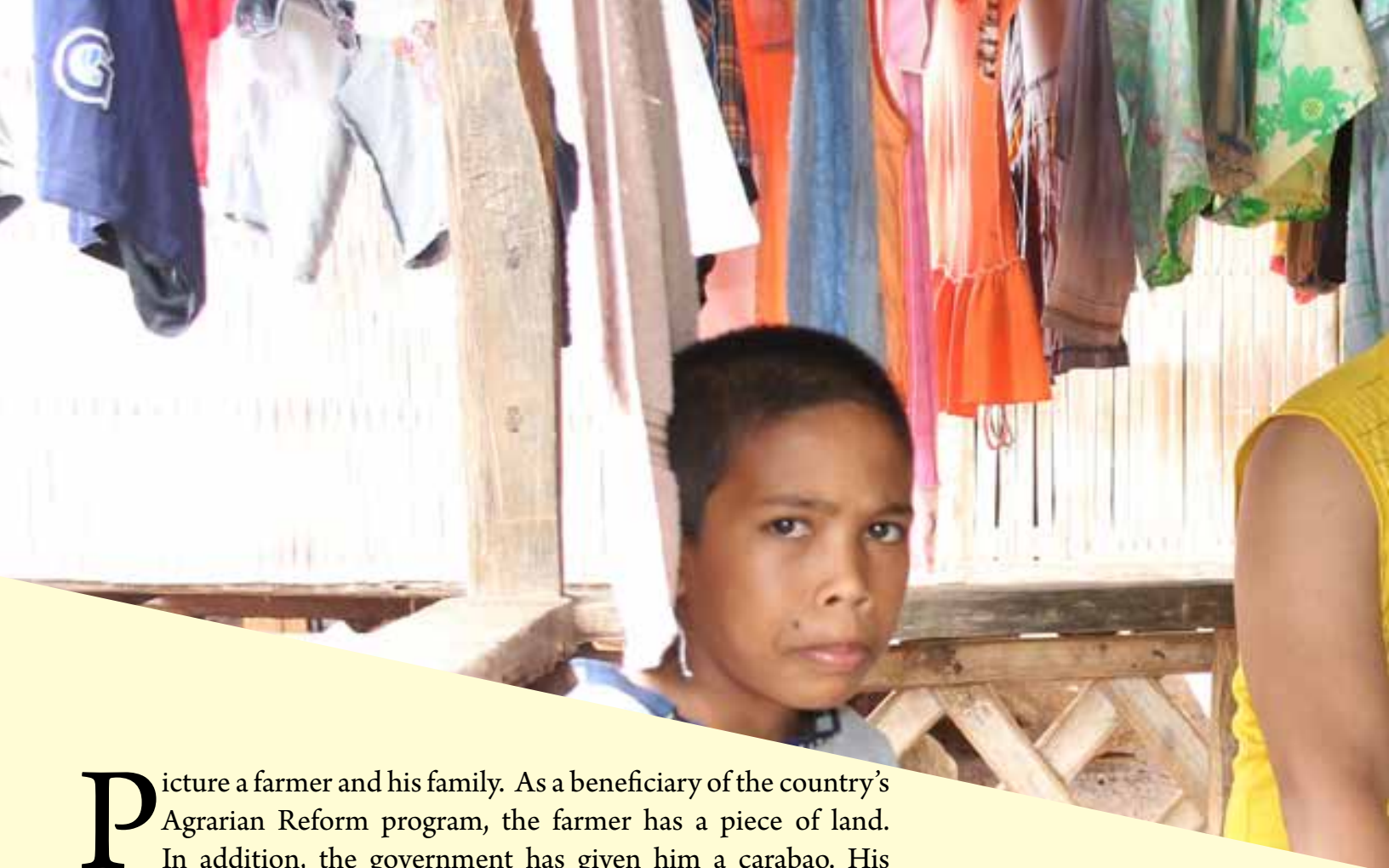
In this issue, three officials share their experiences, including their personal transformations and envisioned changes for the communities which welcomed them during the CEM.





# Taking it to Heart

By: Nathalie Alcantara-Pasa



**P**icture a farmer and his family. As a beneficiary of the country's Agrarian Reform program, the farmer has a piece of land. In addition, the government has given him a carabao. His wife is also one of those who have taken part in the Department of Education's Alternative Learning System (ALS). The children receive free education from the public schools. This is a success story of our government's programs for the common tao. True?

Maybe not quite. This was what Department of Agriculture (DA) Assistant Secretary Leandro Gazmin realized when he went on a community immersion in Zamboanguita, Negros Oriental. The community immersion, more formally called the Community Engagement Module (CEM), was part of the Salamin-Diwa (Saldiwa) training program of the Career Executive Service (CES).

"I underwent [the] Saldiwa in June of this year in Dumaguete, and *yung* immersion *namin* was in Zamboanguita," the Assistant Secretary recalls. "It was... [an] awakening... to live with them, to really immerse yourself in the lifestyle there, [in] their day-to-day activities; *ang laking* eye-opener." This was how he found out that the farmer who had received a piece of land had to cross two mountains before he could reach his field, "*yung kalabaw niya hindi marunong mag-araro*, and he didn't know what to do next, *saan siya lalapit*, how to train it..."

ASEC Gazmin also recounts the challenges: "Before you go to their house, you have to cross the river twice." Electricity and toilet facilities were limited. Water was okay

during the rainy season, but the summer brought dry spells. Children going to school had to cross the river. "One of the neighbors actually lost a child already, *nalunod doon sa river...* *Ang hirap, ang dami-dami nilang* problems. It's too many to count."

A mechanical engineer turned farmer and entrepreneur, ASEC Gazmin was originally part of a group of farmers who chose to shy away from government

**"It was... [an] awakening... to live with them, to really immerse yourself in the lifestyle there, [in] their day-to-day activities; *ang laking* eye-opener."**







intervention because of the idea that there were too many complications involved when working with government. By a twist of fate, he was invited to join the government in 2010. Amid mixed sentiments, he decided to accept the invitation to be the DA's Director for Agribusiness and Marketing, seeing it as an opportunity to serve and to do something about the issues he had regarding government services.

From the concerns of his own small-scale business, ASEC Gazmin found himself catapulted to national level concerns. Then, from Director in 2010, he became Assistant Secretary, still for Agribusiness and Marketing. One of the biggest challenges he encountered in the DA was the measurement of outputs. "[The] focus should be the income of the farmer, not the productivity."

*"Nakakatuwa... na kahit ganun kahirap ang kanilang buhay, they still have hope. Maganda yung may pinanghahawakan pa rin sila, na someday, they will improve their life."*

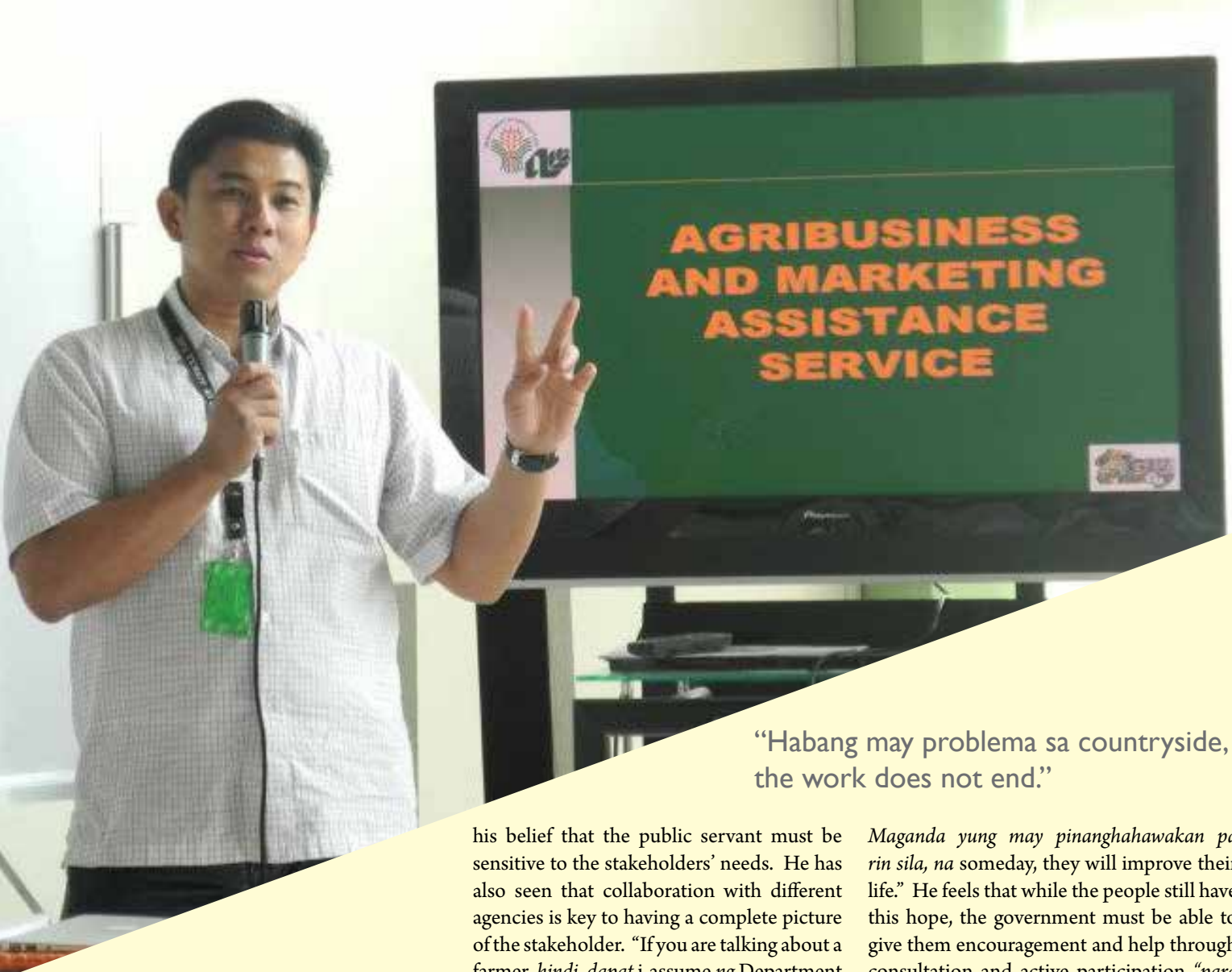
There was a need to change the paradigm from being production-focused to market-focused. Then, too, "there are external challenges to meet the requirements of the stakeholders."

ASEC Gazmin's CEM experience brought him to the realization that it was truly necessary to become more personal. "*Hindi lang* stakeholder consultation, but [also] stakeholder participation in all these programs and activities... I think government should strive to be [closer to the] specific needs of the stakeholder."

In this community in Zamboanguita, ASEC Gazmin and his companions saw that the people had land on which to plant.

However, most of what they were planting were for their daily sustenance, and while they had the desire to have crops to sell, they had practically nothing for commercial purposes. Seeing the potential for ginger, the CEM participants facilitated the provision of ginger seedlings for this community. To add to their daily sustenance, vegetable seeds were also given to the community.

The group also observed that livelihood activities could be more effective if the people formed themselves into a collective body that would do things together instead of keeping activities on a per household level. For ASEC Gazmin, this is worth looking at on the planning level, in order to see how this can be implemented not only within Zamboanguita but also beyond.



“Habang may problema sa countryside, the work does not end.”

In the meantime, the CEM experience has strengthened ASEC Gazmin's advocacy to be more hands-on. Prior to the CEM experience, he had initiated a training program for his staff. Held in Bukidnon, the training included hands-on farming activities. “Surprisingly, most of my staff... first time *nakahawak ng hoe*, first time *nakahawak ng rake*, first time *nagbungkal ng lupa*... and these are the people working in Agriculture.” The CEM experience, therefore, further strengthened his conviction that one needs to immerse himself in the situation of the farmer in order to truly understand the farmer's needs. “*Kasi ang dali mong sabihin na you need training...*, you need all these things, but if you really don't know the situation..., *hindi rin magiging swak yung intervention na ibibigay mo.*”

Given the fact that there are many things which are not readily visible from the perspective of the national government, ASEC Gazmin's experience reinforces

his belief that the public servant must be sensitive to the stakeholders' needs. He has also seen that collaboration with different agencies is key to having a complete picture of the stakeholder. “If you are talking about a farmer, *hindi dapat i-assume ng Department of Agriculture that we know more [than the] social worker*, kasi it's all aspects of their life, so *kailangan namin talagang mag collaborate* with the different agencies to see the real picture...”

For ASEC Gazmin, working for the government is a privilege; serving the people is a privilege. In the CEM experience, he was struck by one thing that he saw in the people. “*Nakakatuwa... na kahit ganun kahirap ang kanilang buhay*, they still have hope.

*Maganda yung may pinanghahawakan pa rin sila, na someday, they will improve their life.*” He feels that while the people still have this hope, the government must be able to give them encouragement and help through consultation and active participation “*para tuluy-tuloy silang magkaroon ng pag-asa.*”

For those who have yet to go through the CEM, ASEC Gazmin's advice is to really “take it to heart.” His own experience which had started as mere compliance has become an awakening and now serves as his beacon. “*Habang may problema sa countryside, the work does not end.*”

Doubtless, Assistant Secretary Leandro Gazmin has really taken it to heart.







# Lingering Lessons from a Brief Sojourn

By: Nathalie Alcantara-Pasa



**W**atch a young man in a crowd clamoring for social change. There is a lot that can be done better in this country, after all... Bring the years to a fast forward, and now you see the once young activist already in government, working to bring about social changes in the country.

This is Undersecretary Patrocinio Jude H. Esguerra III of the National Anti-Poverty Commission (NAPC). With his combined background in Sociology, Economics and the activist tradition, USEC Esguerra has acquired both empathy and rigor, which significantly influence the way he thinks and works. Despite being already capable, he continues to look up to and be inspired by people who stand out and do things well. This, in fact, was how he found his way to the Career Executive Service (CES), the common factor he discovered among several people in government service whom he had come to admire.

Now a CES Eligible himself, USEC Esguerra has gone through various training courses of the CES. Just recently, he participated in the Integrated Gabay ng Paglilingkod (I-GABAY) in General Santos City, part of which was the Community Engagement Module (CEM) in the Municipality of Tupi, South Cotabato and in Barangay Poblacion of the said municipality. Based in General Santos for the most part of

the training, the I-Gabay participants were joined by the local officials of Tupi and of Barangay Poblacion for a day. “Then, we went for a day in Tupi... [We went to] the Tupi Municipal Town Hall, and then [to] Barangay Poblacion... The following day, they joined us again in [General Santos]...”

Despite finding the time spent in Tupi to be rather short, USEC Esguerra found the local officials and staff to be very exciting. “They were really moving beyond the bounds that one expects from the local government.” He was fascinated by how

“They were really moving beyond the bounds that one expects from the local government.”

the mayor of Tupi turned departments into enterprises in order to multiply the municipality’s partnerships and limited resources, thus delivering more to their constituents, both in terms of quantity and quality. He was also impressed by how the mayor envisioned Tupi, not only in the context of the province, but of the region.

In Barangay Poblacion, what stood out was their ability to institutionalize practices, such as their efforts towards tourism, disaster preparedness and becoming clean and green. “Everything they do is through ‘manualization’ and approval by the barangay council, institutionalized, *hindi maque-*







question,” says USEC Esguerra. “I always recall Barangay Poblacion when I think of... the good practices that we haven’t manualized yet. *Kasi, kung kaya ng barangay, dapat kaya din namin...*” Another good practice of the barangay was the use of evidence as the basis for planning, a practice that has spread to other Tupi areas. USEC Esguerra looks forward to seeing the barangay use evidence for evaluating their progress as well.

Seeing how Tupi is being brought ahead by one of its own bright minds, who could have pursued opportunities elsewhere but chose to return instead, USEC Esguerra sees that it is important to have support systems to help people reconnect to their roots. “*Ang galing ng kayang gawin kung bumalik at mag-stay ang mga tao... pero lalong magaling kung may support system.*”

Beyond the impressive achievements of both the municipality and the barangay, the Undersecretary and his companions saw a challenge. “The interaction between these two levels of government and the interaction

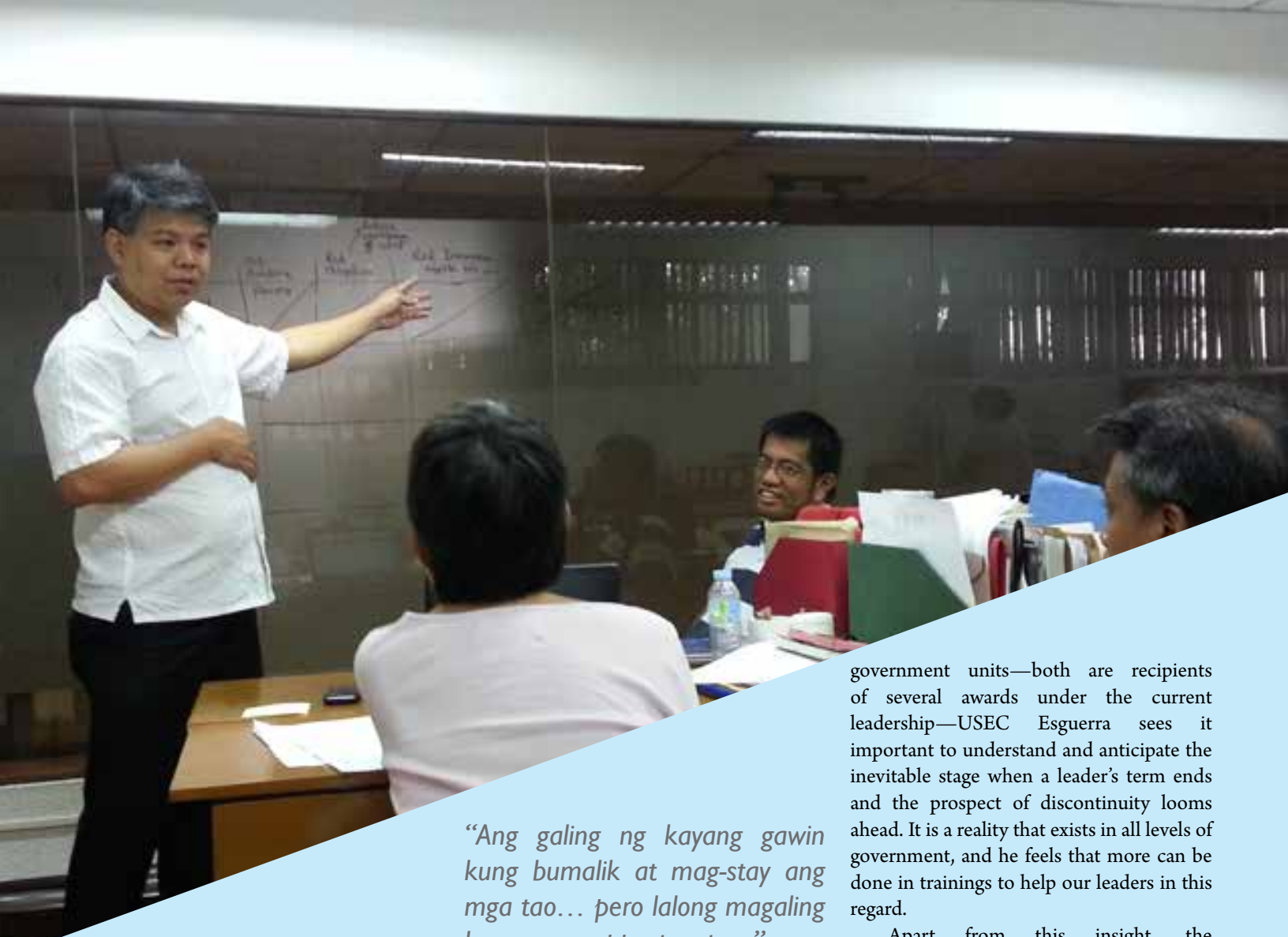
“I always recall Barangay Poblacion when I think of... the good practices that we haven’t manualized yet. *Kasi, kung kaya ng barangay, dapat kaya din namin...*”



with the national agencies that can support them was something that we knew was very important, but was a little opaque for us,” the

Undersecretary shared. Potential tensions, resolutions and synergies were not easy to discover; instead, USEC Esguerra put his efforts into understanding the overlaps between the initiatives of the municipality and the barangay, as well as how they were complimenting each other.

Albeit the brief exposure to the local government of Tupi, USEC Esguerra and his companions were able to have a picture of how the municipality and the barangay were doing, and give their recommendations. One of the things they did was to link Barangay Poblacion with Philhealth, enabling the barangay to have direct access to Philhealth programs instead of going to



*“Ang galing ng kayang gawin kung bumalik at mag-stay ang mga tao... pero lalong magaling kung may support system.”*

the already crowded Municipal Rural Health unit. USEC Esguerra also connected with the municipality’s Disaster Risk Reduction (DRR) personnel, sharing with them resources and initiatives toward disaster preparedness, such as NAPC’s MAPA-HANDA, an initiative not only to come up with hazard maps, but also to formulate appropriate action plans.

One can say that the experience was mutually beneficial for both the local government of Tupi and those who underwent the CEM. USEC Esguerra

values the learnings that he had acquired from the competency of the municipality and the barangay, and the insights from the CEM experience as a whole. He also saw how agencies, like the NAPC, can help the local governments with their projects, such as in housing and water. “There [were] many starting points in the three days that can bring benefit in both directions,” he says.

Given that both the municipality and the barangay are high performance local

government units—both are recipients of several awards under the current leadership—USEC Esguerra sees it important to understand and anticipate the inevitable stage when a leader’s term ends and the prospect of discontinuity looms ahead. It is a reality that exists in all levels of government, and he feels that more can be done in trainings to help our leaders in this regard.

Apart from this insight, the Undersecretary also saw the CEM as an engagement which involved “a very rich set of perspectives, from different agencies, from different towns, all focused on a single locality.” It brought the concrete realization that there is so much that can be accomplished if agencies converge. “Kasi ngayon, ‘pag nag-implement, kanya-kanya... Natayo na ang bahay, pero ayaw tirhan” because of a lack, for example, in terms of water, livelihood and schools. Instead, during the CEM, he saw a glimpse of what could happen if agencies converged. “So, I feel a desire to contribute to having such multi-agency convergence in areas become more of a routine than [an event]... There’s a lot of value [in] having the different agencies come together... where they [can] enrich each other.” He also points out the benefit in terms of cost-effectiveness.

With all these learnings and insights, USEC Esguerra affirms that his I-Gabay CEM experience was one of the important highlights of his government service.







# On the Job, On the Ground

By: Nathalie Alcantara-Pasa



“**M**any families have to do with their meager budget the best they can—even if it means having only rice and salt as their daily meal to enable them to continue sending their children to school.” This was one of the greatest pains that Assistant Secretary Sofia Yanto of the Department of Budget and Management (DBM) came face to face with when she took part in the Community Engagement Module (CEM) last April 2015.

“I took part in the CEM...and was assigned to a disadvantaged family in Isian Norte, Leon, Iloilo for three days,” ASEC Yanto shares. “We were acquainted with their day-to-day life and we shared their life as a member of the household—cooking, cleaning, eating, etc... with them.” For the

Assistant Secretary, the three-day experience was enlightening. “[It] allowed me to better relate and identify with the stakeholders and [with] the tasks and goals at hand as a public servant. It gave me new lenses upon which to see the country whose development we are working towards.”

“[CEM] allowed me to better relate and identify with the stakeholders and [with] the tasks and goals at hand as a public servant. It gave me new lenses upon which to see the country whose development we are working towards.”







A Certified Public Accountant (CPA) and a lawyer at the same time, ASEC Yanto worked with the private sector, particularly in the field of Administration and Finance. After ten years in the private sector, ASEC Yanto's career in public service began when she was appointed as Director of the Administrative Service of the Department of Budget and Management in 2012. Despite her qualms about how her experience in the private sector could be applicable in government, she was grateful to have been given the opportunity to work as a public servant. Being quite young, she saw it as a chance to "pay back" to the country while still at the peak of her productive years. The qualms were eventually replaced by the conviction that the mindset and the skills that she had gained from the private sector

were what she actually needed "to formulate, apply and execute the necessary reforms in the system."

In her desire to contribute to the establishment and the strengthening of the country's financial management, ASEC Yanto found her way to the Career Executive Service (CES). It was through the programs of the CES that she had the possibility of immersing herself in the life of a community in Isian Norte. The three days in the said community gave her valuable insights into the life of the grassroots. She saw, for example, that although public school tuition fees were free, parents needed money for their children's school projects, something

that was hard for disadvantaged families to raise. As a servant of the public, ASEC Yanto says, "I believe in the importance of listening to people on the ground, experiencing their experiences and learning from their daily grind." In fact, having lived the life in the community, albeit briefly, ASEC Yanto says it has given her a better appreciation of the impact that government's decisions have on the lives of ordinary people, as well as "the importance of having dedicated public servants in the government."

While changing a community cannot happen overnight, ASEC Yanto and her companions in the CEM put in their drop in the bucket by sponsoring a community project to rehabilitate water pipes and improve the school's water facilities. They

"I believe in the importance of listening to people on the ground, experiencing their experiences and learning from their daily grind."



also proposed a livelihood project for housewives in the community, using materials that were locally available, especially bamboo. In addition, they also taught the people of the barangay easier ways to avail of the services of the government.

The CEM experience is something that has left its mark on DBM's Assistant Secretary for Internal Management. "I was able to appreciate better my position in life and in my work," she says. "I felt a stronger dedication to the reforms that we have been pushing for through good governance, transparency and accountability," the ultimate goal of which, she says, are "better infrastructure, facilities, job opportunities, education and transportation systems, and public services for the country."

Being in the budget and management sector, ASEC Yanto's CEM experience has encouraged her all the more in her advocacy for fiscal transparency and citizen participation where the national

**"I felt a stronger dedication to the reforms that we have been pushing for through good governance, transparency and accountability,"**

budget is concerned. While there are many challenges in making budget data open to the people, she is proud of how the Philippines fared in the latest Open Budget Survey. "...21st in the world and 1st in the ASEAN Region," she says. "It speaks volumes about how much we have achieved in the pursuit of transparent, accountable and participative governance."

ASEC Yanto further speaks of the CEM as a means in which a manager, policymaker and decision maker can call upon and work with the actual stakeholders. She sees

the real-life interaction with "people on the ground" as an important ingredient in the formulation and the effective implementation of policies relevant to the actual situation of the stakeholders.

Given that public service has been seen as a "thankless job," she encourages other public servants to go through an immersion experience. She believes that taking part in the CEM is essential for those "who want to know for who and for what they are working long, thankless hours for." For her, "the CEM is a great reminder and encouragement that the work we do in government is on a scale much larger than we think, and that its effects and outcomes can be better seen, evaluated, and appreciated when immersed at the grassroots, at the communities."

To those who want to go through the CEM, ASEC Yanto says with conviction: "[The CEM] is a great learning opportunity if you truly dedicate and immerse yourself into the community as its member.



# custewardship in **FOCUS**



## **CESPES goes Online**

The CESB initiated the move to administer the Career Executive Service Performance Evaluation System (CESPES) through an online interface to make the performance evaluation more systematic, efficient and transparent.



## **Refreshing policies**

The CESB conducted study visits to Malaysia and India on 19-29 October 2015 to appreciate and adopt specific best practices in executive search and talent management within the context of ASEAN's integration.



## **CESB Tree Growing Project**

In support of the National Greening Program, a massive rehabilitation program of the government to help save Mother Earth, the CESB renewed its partnership with the Department of Environment and Natural Resources (DENR) and the Rotary Club of Makati-Rockwell to support the Tree Growing Project last 03 October at the Upper Marikina River Basin Protected Landscape, San Jose, Antipolo City.



## **CESB Maintains ISO 9001:2008 Certification for the 5th Year**

The CESB maintained its ISO 9001:2008 certification for the fifth year and was cited for three good practices, namely: records presentation and system implementation; strict compliance with procurement process; and consistent implementation of preventive maintenance activities for computers and servers.

**Growing.  
Serving.  
Learning.**  
**2015 proved to be a milestone year for the CESB in living out its commitment to deliver the best service to its clients through good governance, excellent leadership and innovation.**



## **New Recognition Awards**

CESB announced its first awardees of the CES Very Innovative Person (VIP) and Outstanding Cost Effective Officer for the 3rd quarter of 2015. Recognized were: Minda B. Brigoli, CESO III; Sitti Amina M. Jain, CESO IV; and Rodolfo Lb. Jaucian, CESO V for the CES VIP Award and Rosa H. Lacanglacang, CESO IV; Mateo G. Montano, CESO I; and Emil K. Sadain, CESO II for the Outstanding CEO Award.



## **CESB attends EROPA Conference**

To further equip its employees with competencies needed for efficient and effective public administration, the CESB joined the Eastern Regional Organization for Public Administration (EROPA) Conference in Shanghai, China last 18-21 October 2015. The theme for the 2015 conference was "Modernization of Governance: Reforms and Good Practices in Emerging Markets."



## **Renewing Talents**

The CESB, throughout the year, conducted three SALDIWA Training Courses, three Integrated Gabay Training Courses, two CES Wellness and Work-life Balance Camps, eight CES CIRCLE Forums, and three Project Paglaum Workshops to affirm its commitment to career development and continuous learning of CESOs and third level eligibles.

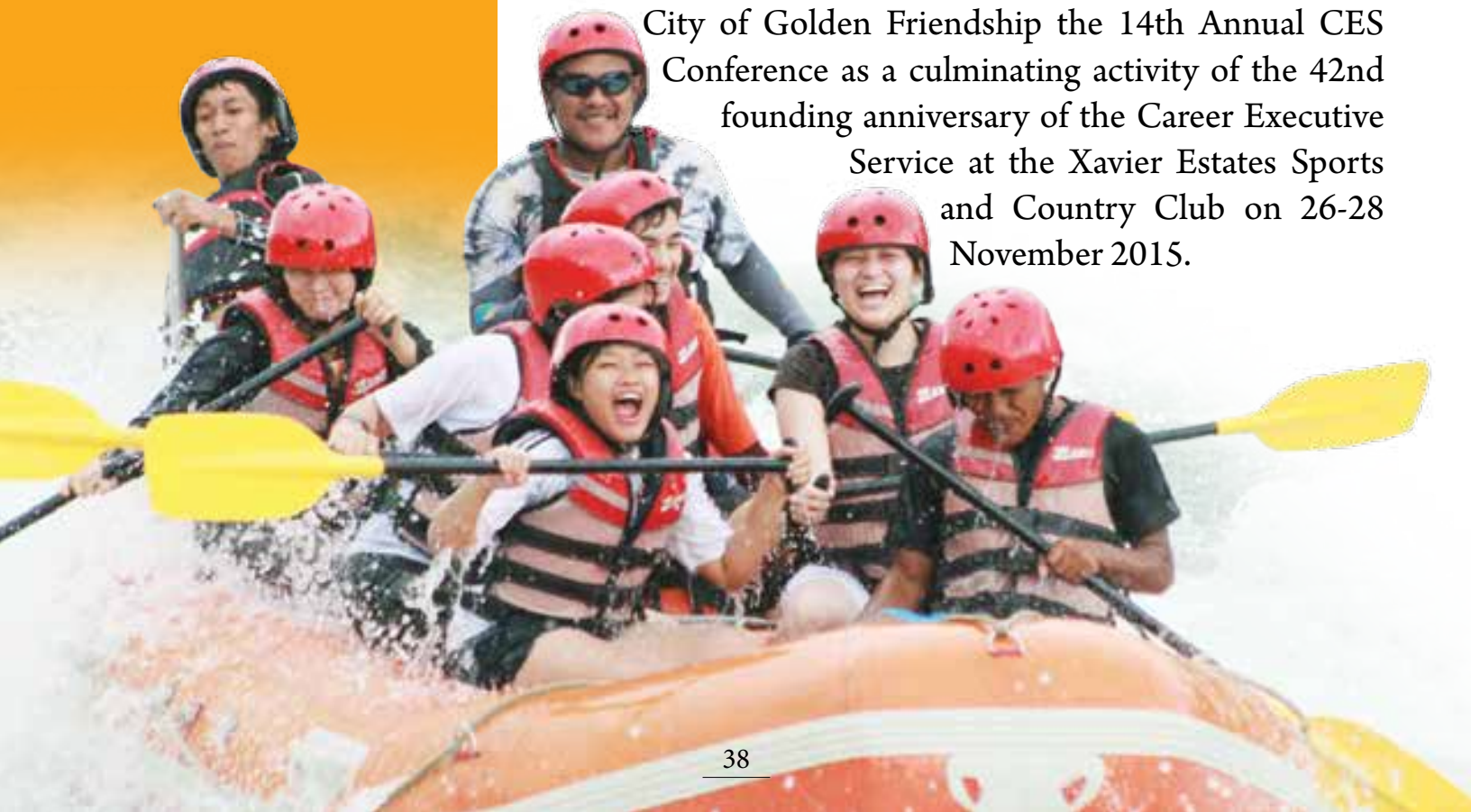


## **CES Anniversary Kicks off with Attitude for Gratitude**

As a commencing activity of the month-long celebration of the 42nd founding anniversary of the Career Executive Service, the CESB joined the concelebrated mass at the Concordia College Chapel on 07 November 2015 with His Eminence Most Rev. Luis Antonio G. Cardinal Tagle as a culminating event of the Catholic Church's Year of the Poor.



See  
The  
Oh!



**CES** in Cagayan de Oro:

# THE EMERGING CITY OF TOMORROW

By: Paul Lindon P. de Leon

**E**xpect warm smiles and friendly reception all around as the Career Executive Service Board, in cooperation with the National Union of Career Executive Service Officers, Inc., brings to the City of Golden Friendship the 14th Annual CES Conference as a culminating activity of the 42nd founding anniversary of the Career Executive Service at the Xavier Estates Sports and Country Club on 26-28 November 2015.



Cagayan de Oro (CDO) City is the perfect place for the CES Community to celebrate its pride events as this year's Conference theme, "Leadership Excellence: Transformation," is in line with the city's transformation as the prime city of convergence in the South.

In 2014, CDO was internationally acclaimed as one of the nine global intermediate cities or emerging cities of tomorrow by the United Nations Human Settlements Programme (UN Habitat). The only Philippine city on the list, it was handpicked by the UN Habitat for its economic dynamism, government efficiency, and appropriate infrastructures.

That same year, CDO became a 'most child-friendly city' as it was hailed as one of the national finalists in the '2014 Presidential Award for Child-Friendly Municipalities and Cities' (highly-urbanized city category), alongside Bacolod, Puerto Princesa and Pasig. On 18 May 2014, Mayor Oscar S. Moreno finally sealed the deal when he affixed his signature on Executive Order 072-14, constituting the CDO Youth Development Council (OYDC), an institution of youth representatives in various local bodies of the city. This does not only give the youth actual participation in crafting policies but also serves as a door for the youth to learn and appreciate governance first hand in a broad range of concerns.

CDO also boasts a combination of deep heritage, rich culture and contemporary tourist attractions.

### From 'Cagayan de Misamis' to 'Cagayan de Oro'

When the Spaniards colonized Mindanao in 1818, they divided the land into politico-military districts, one of which was the Segundo Distrito de Misamis, the largest district in Mindanao. This area was composed of today's Misamis Oriental, Misamis Occidental, Camiguin,



Bukidnon, Lanao, Zamboanga del Norte, and the northern part of Cotabato.

On 27 February 1872, the Spanish Governor General Carlos Maria de la Torre issued a decree declaring Cagayan the permanent capital of Segundo Distrito de Misamis. The Spanish politico-military governors of Misamis, who were all lieutenant colonels, lived at the Casa Real de Cagayan, built in 1831, the site of modern-day Cagayan de Oro's city hall. During this era, the town was known as "Cagayan de Misamis".

In 1946, after the liberation from the American and Japanese occupations, Misamis Congressman Pedro S. Baculio lobbied in the Philippine Congress so that Cagayan de Misamis, which was reeling from the ashes of war, would be declared a city. On December 17, 1949, Congressman Emmanuel Pelaez introduced House Bill No. 54, entitled "An Act Creating the City of Cagayan de Oro". President Elpidio Quirino signed the city charter at 11:30 am, 15 June 1950.

Pelaez appended "de Oro" to "Cagayan" in recognition of gold mining in the hinterland barrios known to Spanish explorers in the 1500s.

### Let the Good Times Roll

Being one of the most progressive cities in Mindanao, Cagayan de Oro City is known for its modern-day activities aimed to attract all kinds of markets. Experience an exhilarating adventure while white



water rafting along Cagayan de Oro's countryside. Discover a 20-foot natural slide, 25-foot jump, 65-foot rappelling, and countless feet of river trekking. Let the waves wrestle around your boat and guide you along the river. Feel the thrill as you try to conquer the hardest rapids, the "Kiss the Walls." Aside from rafts, you can also ride on tubes along the river.

Still craving for more? Try out the first and longest multiple course zip line in the Philippines. This thrilling attraction is located at the Jatiko Extreme Adrenaline Adventure.

### Picture-Perfect

Capture a piece of heaven in your lens as you explore Cagayan de Oro's Kweba de



Oro, which means the Cave of Gold. Make the most of your time by rappelling 110 feet down to the cave's entrance. Keep your adrenaline pumping as you walk along the 120-foot sky bridge amid century-old trees on Macahambus Adventure Park.

If you're planning to have an adventure by foot, the "City of Golden Friendship" also keeps enchanting sceneries in town. Tourist spots include the Golden Friendship Park, Gaston Park, Vicente de Lara Park, St. Augustine Cathedral, Wooden Sta. Cruz, City Executive House, and Ysalina Bridge.

Be amazed by the vast collection of endemic plants and trees in the Gardens of Malasag



Eco-Tourism Village and the magnificent view of Macajalar Bay. Activities such as horseback riding, trampoline jumping, and waterfall trekking can be done during the rest of your stay.

### Tickle Your Tastebuds

Cagayan de Oro is also famous for its annual Kagay-an Festival as celebrated by its people. Expect to be greeted with the residents' big smiles and warm hospitality. CDO's Sinuglaw Festival is also a must-try experience especially if you're a foodie at heart. It's the biggest culinary show and competition which feature the best kinilaw recipes in the Philippines. This annual feast lasts for a month, just all the time you need to forget your diet.

Don't forget to wander along J.R. Borja Street, Cagayan's longest street, where the Cogon Market is located. This place carries the best hot chocolate in the region called the "Sikwate" or "Tsokolate." Also, don't be surprised when you meet people offering you their "puso" because this is what they call their hanging rice.

Source: [www.cagayandeoro.gov.ph](http://www.cagayandeoro.gov.ph)



## Must-see, must-do things in CDO:

### Must Visit!

- Mapawa Nature Park
- MacArthur Marker
- Golden Friendship Park
- Macahambus Cave
- San Augustine Cathedral
- Gaston Park
- Museo de Oro
- Museum of Three Cultures
- Gardens of Malasag
- Eco-Tourism Village



### Must Experience!

- Whitewater Kayaking
- Whitewater Rafting
- River Trekking
- Canyoneering
- Jatiko Adventures



### Must Try!

- Kinilaw
- Sikwate (Hot Chocolate)
- Puso (Hanging Rice)
- Sinuglaw
- Jamon de Cagayan
- Binaki (Steamed Cake)





# THE PUBLIC MANAGER

OFFICIAL MAGAZINE OF THE CAREER EXECUTIVE SERVICE

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# CESB Vision, Mission, and Core Values

## OUR VISION

A CES that provides leadership and continuity in governance, imbues relevance, builds collaboration and inspires trust in achieving national development goals hand in hand with political leaders, the bureaucracy and the citizen.

## OUR MISSION

We will maintain continuity and stability in the civil service and serve as a critical link between government and the Filipino people. We will infuse our ranks with well-selected and development-oriented leaders and through them, bring change, expertise and leadership for a responsive public service.

## CORE VALUES

### PROFESSIONALISM

We will serve with the relevant knowledge, skills and attitude.

### INTEGRITY

We will work with adherence to the highest standards of ethical conduct.

### INNOVATION

We will continuously seek new ideas, strategies and tools to improve public service.

### COMMITMENT

We will remain focused in carrying out the CES mission in partnership with stakeholders to respond to emerging challenges.

### EXCELLENCE

We will nurture our talents and do our best for the Filipino people.



**CAREER EXECUTIVE SERVICE BOARD**

No. 3 Marcelino Street, Isidora Hills, Holy Spirit Drive, 1127 Quezon City