

# The PUBLIC MANAGER

CAREER EXECUTIVE SERVICE  
**GREAT**  
LEADERSHIP

*ful*

Performance • Positivity • Possibilities



# NURTURING **GREAT***fulness*



## About the Public Manager Annual Theme

The annual theme for the 2019 Public Manager Magazine, **“GREATFUL Leadership: Performance, Positivity, Possibilities”** emphasizes the value of gratitude in one’s personal and professional journey as a leader.

We recount inspiring stories of gratitude, wisdom and hope behind exemplary and life-changing achievements of people from the public sector. The narratives of their works, lives, lessons and legacies—which not only help them transform, will also help others transform themselves. Through their stories, we hope to inspire you to write your own gratitude list and receive life’s gift of happiness.

### THE PUBLIC MANAGER

Official Magazine of the Career Executive Service

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# TABLE OF CONTENTS

## MESSAGES

- 4 Message from the Chairperson
- 5 Editor’s Note

## NURTURING GREATFULNESS

- 6 Nurturing Leadership: from the Lens of a Greatful Leader
- 8 *Excellamus*: Enhancing Performance, the DBM Way
- 11 Health Camping for the Environment: The DENR Health and Wellness Program
- 14 Succession Management Program of the BSP : Developing and Keeping the Gold from Ore to Jewels
- 17 Our Treasure, Our People: DTI’s Best of Trade



## CES NEWS

- 20** A Grateful Journey towards Quality Management: The ISO Experience of DepEd Davao Region
- 22** The First-Ever CES Public Leaders' Summit: Are you Game for Change?
- 26** Practising Grateful Leadership in Public Service
- 28** Government HR Managers learn how to manage a Multigenerational Workforce
- 29** SALDIWA XL: Towards Leadership and Service with a Grateful Heart
- 30** GABAY 34: Contributing Organizational Success to Achieve the Vision of a Drug-Free Philippines
- 32** Government Executives Rediscover Happiness in Service in the 2019 CES Executive Leadership and Wellness Camp
- 34** President Duterte Signs 37 CESO Rank Appointments
- 36** March 3, 2019 CES Written Exam Result Released (Registered 46.90% Passing Rate)
- 37** CESB is FOI Compliant  
  
CESB Issues Guidelines and Statement on NUCESO Engagement
- 38** CESB Appraises 2019 Mid-Year Performance, Sharpens Client Management Skills



## TAAS NOO: CESO

- 40** Exemplary Courage in Mastering the Odds

## ALL ABOUT CES: CAREER EXPERIENCE SERVICE

- 42** 'Pammati ken Ayat' (Faith and Love)







“

In this issue of the Public Manager on “Nurturing GREATfulness”, we pay tribute to the different organizations that have successfully deployed their HR programs and have nurtured positive work culture in their respective organizations.

”

## message from the CHAIRPERSON

All of us have an innate capacity for greatness since we were created in the image of a perfect God. In an organizational context however, individual talent, no matter how immense, does not always translate to individual and organizational performance excellence. This is because excellence does not happen in a vacuum, but exists where it is cultivated and nurtured.

With this in mind, the CSC, through the “*Program to Institutionalize Meritocracy and Excellence in Human Resource Management*” or PRIME-HRM, is building the foundation of performance excellence in the bureaucracy by transforming the way the agencies understand and practice human resource management and development, thereby helping them create work environments that enable their employees to thrive both as individuals and as contributors to the organizational outcome.

In this issue of the Public Manager on “Nurturing GREATfulness”, we pay tribute to the different organizations that have successfully deployed their HR programs and have nurtured positive work culture in their respective organizations. Through their stories, we hope to inculcate awareness on the role of culture in honing and producing innovative, effective, efficient and integrity-laden servant-leaders whose contributions redound to the fulfillment of our country’s development goals.

*Nawa ito ay maging inspirasyon upang sama-sama nating patuloy na linangin ang ating kapwa lingkod-bayan.*

ALICIA dela ROSA-BALA, CESO I  
Chairperson, CES Governing Board

## editor's NOTE

In the book, *"The Why of Work: How Great Leaders Build Abundant Organizations That Win"*, authors David and Wendy Ulrich espouse that for work to be a source of one's personal happiness, it must provide meaning and purpose, which not only improves personal well-being and work productivity, but also leads to organizational success.

As CEOs, we play a significant role in providing meaning and purpose as we set direction and champion behaviours that builds a positive organizational climate. These behaviours are embedded in the organization through different human resource management practices that strengthens interpersonal trust and open communication, provides and communicates opportunities for growth, and allows one to connect personal aspirations with the organizational goals.

With this in mind, we begin this issue, *"Nurturing GREATfulness"*, with the story of 2009 Gawad CES Honoree Salvador A. Aves, a retired CEO whose vision and leadership brought his office to 19 years of organizational excellence to emphasize the role of leadership in building a culture of gratitude and excellence.

Zooming out at the organizational level, we focused on four (4) organizations, namely the Department of Budget and Management (DBM), the Department of Trade and Industry (DTI), the Department of Environment and Natural Resources (DENR), and the Bangko Sentral ng Pilipinas (BSP). Each organization represents a best practice that enabled their officials and employees to live a full, authentic and grateful life, to reach full potential, and to contribute to the greatness of the organization and the bureaucracy. We also featured the ISO journey of the Department of Education Region 11 to which we can all reflect on as we pursue the path towards quality management system certification.

As we further our advocacy for GREATfulness and encourage everyone to write their own gratitude list, we offer this Public Manager as a platform for you to share your gratitude story. Our next issue will focus on Family, as center of one's life and pursuit of greatness and happiness.

It is our hope that you will find joy and inspiration in this issue of the Public Manager as much as we enjoyed putting this together for you.



MARIA ANTHONETTE C. VELASCO-ALLONES, CESO I  
Executive Director





# Nurturing Leadership: from the Lens of a Greatful Leader

by Salvador A. Aves

It was March 25, 2019, just three days before my wife and I left for the United States, when my feet brought me back to a very familiar place. I smiled and greeted the people as I entered the same door that once upon a time in my life ushered me to a new work environment when I assumed the post of the Regional Director of the then National Statistics Office (NSO) Region X, now the Philippine Statistics Authority (PSA). I halted as I gripped the doorknob as if I was trying to measure how I filled a large part of my life in sowing the seeds of excellence in the organization that I had nurtured for twenty-two years as regional director.

For a moment, I thought of how peculiar it was because while other people tend to close the door to their past, I was there re-opening mine. I stepped inside and stopped at a wall near the door. The wall, which they now call “*Wall of Fame*”, houses all the trophies that the NSO-Region X garnered for ranking First Place for consecutive 19 years in the National Field Awards, the agency’s system for recognizing the regional and provincial offices for their efforts in carrying out its mandate.

However, I did not question myself for long since I remembered what Aldous Huxley once wrote, “*There are things known and there are things unknown and in between are the doors of perception.*” So, I asked myself, “*What did I actually perceive?*” Clearly, it crystallized the old dictum that leadership is a phenomenon. While it is true that scholars have been writing about leadership, I have



personally witnessed as a Career Executive Service Board (CESB) deputized validator that leaders need to share best leadership practices and lessons learned through a variety of lenses to serve as guide in understanding how leaders succeed or fail given the opportunities and constraints that confronted them. That it is vital to know why a leader who has the skills of crafting long-term goals for the organization could fail to maintain stable performance under pressure, opposition and job ambiguity.

## Empowering People Brings Extraordinary Results

I do not want to sound presumptuous in sharing my own little story of nurturing excellence because as I opened the door

to the past, I literally saw some gems still moving around the current workroom, glowing with enthusiasm and passion for commitment to attain high standards of performance. They were the people who did not mind undergoing the unfreezing, changing and refreezing process to be molded into the new models of behavior and values that must influence their thought and behavior as public servants because they understood the importance of internalizing and manifesting these values in their personal and professional life. They were the ordinary men and women who worked with me in the past two decades in attaining extraordinary accomplishments, such as bringing the Barangay Civil Registration to the national front and even to some international fora as a strategy of addressing the needs of the indigenous people and those situated in remote barangays.

As a leader, I believe that the matter of determining the achiever versus the average is no longer the issue. The concern is changing old attitude into positive one to empower ordinary people to achieve deeds. In order to do so, a leader must be able to inspire and challenge its team members to grow professionally by encouraging them to pursue post-graduate studies. Moreover, this also points to the importance of providing employees with coaching tasks and more trainings and exposures that would immerse them in different working conditions and develop and enhance their capabilities.

In our NSO R-X experience, having produced four doctors of management graduates was already a big inspiration for the organization to continuously work for excellence. Everyone was given the opportunity to lead, speak in a forum, guest in radio/TV information programs, present papers in local, national and international convention, deal with various stakeholders, draw plans, conduct research, and do other related assignments. I must admit that I did not have some apprehensions whether or not they would succeed in their given tasks, but I have to engage them in a new task, otherwise they would miss the chance of being empowered.

## Developing a Shared Vision from the Heart

There were three strong points that my experience had taught me. First, a leader must excite the imagination of the organization about opportunities that may not have been considered before, but whose possibilities will likely be attained. Second, a good shared vision emanates from the heart. Lastly, if everyone owns the vision, then everyone is engaged to achieve that vision. This means the vision is inspiring and compelling, not commanding people to work for it.

I believe that the leader's job is to make sure that the team makes it to the top together. It was my teammates who climbed with me to the top as we scaled the heights of public service. This explains why they felt so jubilant when I was awarded the Presidential Lingkod Bayan Award and the Gawad Career Executive Service (CES) Award, because they knew that they were part of the recognition.

Although much of the time, the leader is at the top, this does not stop him/her from going down the heights to personally have a



closer look at the situation and to get in touch with the people. There are times that the leader must also bend down to lend a helping hand or to lift some climbers up.

This has been my guiding principle – that in nurturing excellence in the organization, the leader has to spend time to connect his mind and heart to the teams' hearts and minds. If you find their hearts and enter their minds, they will be more than willing and happy to give their total persons to support your shared vision.

The bottom line, however, is to make everyone in the organization remember that no matter how far they have gone in scaling the heights of public service, they should remain humble and anchor their feet on the ground and acknowledge the blessings bestowed by the Greatest Leader of All Times-the ALPHA and the OMEGA. After all, great leaders are grateful leaders.

## About the Author:



NSO Regional Director Salvador A. Aves, CESO V and his award-winning innovations are a source of CESO pride.

Aves has the rare honor of being conferred with both the GAWAD CES and the *Lingkod Bayan* awards. Although honored by the recognition, he remains tireless in his efforts to improve public service delivery at the National Statistics Office (NSO) with his innovative ideas and effective leadership.

Aves has received numerous accolades for his groundbreaking Barangay Civil Registration System (BCRS) that targeted the *lumads* or Mindanao's indigenous people (IP). Aves recognized how difficult it is for the IP community to travel to the town center just to register the vital events in their lives. Civil registration in these communities is hampered by the locals' lack of awareness on Civil Registry Law, language barriers due to the presence of tribal groups, a volatile peace and order situation, and varying cultural beliefs and practices. Through the BCRS, Aves enlisted the voluntary services of barangay secretaries, *hilots*, midwives, and teachers who belong to the same tribe and speak the language of the tribe to report newly-born babies for registration. This simple but revolutionary approach to civil registration has garnered acclaim both here and abroad and was hailed as one of the most viable models for improving the process of birth registration.

Not resting on his laurels, Aves remains resolute in his pursuit of public service excellence through innovation and reinvention. He has also become a published author with his first book entitled, *Primer on Civil Registration* named as one of the bestsellers for Rex Publishing in 2004. His recent book entitled, *Engaging Change in Scaling the Heights of Public Service* talks about his experience in managing transitions and delivering efficient performance in public service.



# EXCELLAMUS:

## Enhancing Performance, the DBM Way

Edited by: Marizel Christine A Bautista



### The Language of the Winners: *Excellamus*

Excellence is the work chant at the Department of Budget and Management (DBM), as it performs its mandate to promote the sound, efficient, and effective management and utilization of government resources (i.e., technological, manpower, physical and financial) as instrument in the achievement of national socioeconomic and political development goals. Employing the cream of the crop, it relies on its people to work, breathe and think with excellence as they hone their best selves to become the top public servants of the land. This is consistent with the DBM aspiration to be one of the top three (3) budget institutions in the ASEAN region.

To achieve this overarching goal, the DBM Management Committee has set the corresponding strategies: (1) improved Open Budget Index (OBI)/ Public Expenditure Financial Assessment (PEFA) score; (2) increased Budget Utilization Rate (BUR) thru accelerated infrastructure spending; (3) integrated Monitoring and Evaluation (M & E) functions in implementing agencies; and (4) streamlined/automated systems and processes. Its various clients: the national government agencies, constitutional offices, state universities and colleges, government-owned or controlled corporations, and local government units, are all rooting for its success.

In pursuit of the above strategies, DBM, through all of its bureaus and offices which comprise the delivery units, strives to improve the budget and management services in all phases of the budget cycle (i.e., budget preparation, budget legislation, budget execution and budget accountability). The seeds of the nation's development, well-being and existence are allocated and planned in its barn, and everyone in the DBM is aware of this responsibility. No wonder, the Department's thrust for its human resources includes working in a culture of wisdom,

patriotism, responsible creativity, accountability and integrity, together with the other virtues required of a civil servant. By doing so, everyone supports the vision of placing the Department as one of the best budget institutions in the ASEAN Region.

### Tools @ Work

The DBM Strategic Performance Management System (SPMS), which is based on the framework developed by the Civil Service Commission (CSC) for adoption by government agencies, is an evolving performance management system. Not only does it consider the internal and external organizational environments, but it also establishes a mechanism for the DBM's continuous improvement of the systems and processes in service delivery. It reflects the organization's positions as the lead agency in championing good governance and public expenditure management in the bureaucracy, and embodies a strong vertical alignment of goals and targets (i.e., deliberate reference to development plans and administrative thrusts, and organizational accountabilities that cascade down to the level of individual employees). The system also conforms to globally recognized standards of management system that addresses both the department's internal and external issues, and the needs or requirements of stakeholders.

In the past, the DBM adopted performance evaluation and appraisal systems that focused on individual appraisals, with limited consciousness on how employee performance contributed to organizational productivity, effectiveness and efficiency. In 2012, the DBM shifted to a new framework and engaged delivery units and employees to the changes in five major facets: (1) perspective – from performance evaluation to performance management; (2) focus – from activities and inputs to outputs and outcomes; (3) indicators – from performance indicators to



success indicators; (4) performance alignment – from focus on individual, i.e., competition, to alignment of individual to office/organization, teamwork and collaboration; and (5) role of supervisor – from evaluator to coach and mentor. These five aspects influenced the organizational development efforts at DBM in the years the SPMS was being established.

The DBM Strategic Performance Management System (SPMS) Implementing Guidelines issued through Department Order No. 2016-12 dated June 15, 2016, as amended, governs the implementation of SPMS in the DBM. In 2017, after undergoing a series of modifications, the guidelines were approved by the CSC which affirmed its compliance with the requirements stipulated in the Commission's Memorandum Circular No. 6, s. 2012.

The DBM SPMS employs an inclusive, participatory structure composed of key players that implement SPMS in the Department. The Performance Management Team (PMT) promulgates internal rules, procedures and strategies in implementing the SPMS; recommends the approval of office performance and rating system and tools; and acts as appeals body and final arbiter thereof.

The Corporate Planning and Management Service serves as the PMT Secretariat which monitors the submission of Office Performance Commitment and Review Forms (OPCR); and consolidates, validates and evaluates the initial performance assessment of delivery units based on accomplishment reports. It also conducts the annual DBM performance planning and review activities.

On the other hand, the Human Resource Development Division monitors the SPMS compliance at the level of individual employees, including the submission of Individual Performance Commitment and Review (IPCR), analysis of competency gaps, and crafting of individual development plan. DBM Officials and employees, for their part, participate in the system as active partners of the management in meeting organizational performance goals.

A series of training and briefing activities for employees was undertaken to ensure there is adequate level of appreciation of the principles behind the implementation of SPMS. A PRIME Officer in each delivery unit was designated to serve as focal persons in the respective offices for performance planning, review, integration, monitoring and evaluation. Later on, they would assume the more prominent role as SPMS champions in their respective units.

To comply with Administrative Order No. 161 dated October 5, 2006 and Executive Order No. 605, s. 2007, the Department underwent a series of technical briefings for the adoption of ISO 9001:2008 Standard which espouses the globally recognized principles of quality management system that include engagement of people in the organization, customer focus, strong leadership, process culture, systems approach, continual improvement, facts-based decision-making, and mutually beneficial relationship with suppliers. The DBM adopted the Standard with the general objective that its services would be consistently undertaken and delivered to client agencies in accordance with certain criteria of relevance, good quality and timeliness. Concerted efforts were exerted

to achieve the overall objective and embed the accompanying principles into the existing and emerging systems in the DBM.

While the DBM SPMS was being established, the Department established its Quality Management System (QMS) which was later on certified under the ISO 9001:2008 Standard in 2015. Covering all the budget and management processes as undertaken by delivery units in both the Central and Regional Offices, the DBM adopted the principles of the standard in its quality management system, with the performance management as one of the key components. In 2018, the DBM succeeded in transitioning its QMS to ISO 9001:2015 Standard, further enhancing the strategic consciousness in performance management that required risk-based thinking in planning for intended results and leadership that engages people for more active participation.

## Changing the Beat

At the outset, the introduction of SPMS in the DBM dealt with skepticism among employees. The new system forced employees to transition from an old system that focuses more on individual employee's performance to a new one that promotes shared accountability to deliver results with emphasis on collective efforts and teamwork. The shift required each employee to rethink and accept that individual performance would be of interest to the whole delivery unit or even the Department.

For a while, performance planning was also not only between the supervisor and the supervisee. Setting targets became a challenge such that delivery units were able to determine the appropriate and realistic targets only at the end of a few performance periods. They realized, belatedly, the need to set more definite performance commitments, including the setting of parameters, assumptions and methodologies on how their accomplishment should be monitored, measured and evaluated.

Corollary, performance monitoring activities were required to be more deliberate, frequent and structured. While some delivery units were able to conduct performance reporting and monitoring of their staff on a weekly basis, others took longer periods to do the same, i.e., per quarter or semester.

Responsible units also experienced difficulties in attributing their performance commitments to the strategic priorities of the DBM that were identified during the Management Committee strategic planning conference. Still others were at first puzzled in distinguishing strategic priorities from the regular or routine functions.

To add more in the overall foreboding apprehensions in adopting the SPMS, the DBM units and employees were also beset by the challenges of complying with the requirements of other reforms being introduced in the Department such as the QMS and Program Expenditure Classification (PREXC). The QMS emphasized the required documentation of action-taking to address performance issues whereas the PREXC was a new way of structuring the agency budget by grouping related current activities undertaken to meet agency objectives and mandate into programs, and identifying the corresponding outputs and outcomes for each program. Opening communication lines strongly supported the performance



In the past, the DBM adopted performance evaluation and appraisal systems that focused on individual appraisals, with limited consciousness on how employee performance contributed to organizational productivity, effectiveness and efficiency.

DBM performance management has elevated employees' awareness on their individual and office contribution in the achievement of the Department's performance goals and objectives.

management in the DBM. With this, performance issues raised by delivery units were clarified with the SPMS Secretariat or elevated to the DBM Performance Management Team (PMT) for resolution, as needed. PRIME advisories, technical briefings and consultations were likewise conducted for sharing of ideas and best practices among key players. Also under the QMS, the delivery units and Functional Group Heads were required to conduct the Management Reviews in regular intervals to discuss particular concerns on the performance of individuals and functional units, and determine the appropriate courses of action.

Performance management in DBM has also been governed by performance-based incentive system in the government—the Performance-Based Bonus (PBB). The same set of performance indicators were submitted to validating oversight agencies in addition to other criteria set by the Inter-agency Task Force for Administrative Order No. 25, which promulgates the annual guidelines for the grant of the incentives to eligible agencies. Criteria recently set by the Task Force included good governance conditions, achievement of physical targets, including support to operations (STO) and general administration and support services (GASS), and officials and employees' performance ratings.

## Measuring Indicators of Success and Organizational Climate

The DBM SPMS has elevated employees' awareness on their individual and office contribution in the achievement of the Department's performance goals and objectives. It established a culture of performance that recognizes collective efforts as an important ingredient in attaining organizational success.

Performance management documents in the delivery units represent a results-based performance culture characterized by regular close monitoring of the progress of any undertaking. The attitude and behavior of the key players and staff have improved positively towards being mindful of achieving the targets with willingness and commitment to give their best, which resulted in client satisfaction.

Documentation of performance management processes and results are prepared and accounted for in regular intervals, and facilitated the eligibility of the DBM to the annual grant of the Performance Based Bonus (PBB) and the continued certification of the DBM QMS under the ISO 9001:2015 Standard by a third-party Certification Body.

Performance contracts of delivery units and individual employees are submitted at least once a year. The bureaus and offices prepare their annual Office Performance Commitment Review (OPCR) Forms which undergo series of reviews and validation by the PMT and PMT Secretariat before they are finally signed by the approving authorities.

Individual employees similarly comply with the required submission of the Individual Performance Commitment and Accomplishment Review Forms (IPCR and IPAR) as basis for performance rating.

## Success in a Nut Shell

In summary, the SPMS has become DBM's helpful program in achieving its goals by: (1) ensuring alignment of office and individual targets with the Department's mandate and priorities consistent with the national development plan; (2) focusing on outputs and outcomes that contribute to realization of the Department's vision and mission; (3) promoting collaboration through shared accountabilities and responsibilities in the achievement of organizational goals; (4) adopting technological innovations that support monitoring and evaluation to track employee and organizational performance and to generate timely, accurate and reliable information for policy and decision-making; and (5) formulating communication plan to promote awareness and interest in the system and generate appreciation which engages officials and employees as partners in the achievement of the Department's goals.

Consequently, with the adoption of a strengthened performance management, commitment, monitoring and evaluation system, the DBM gained big strides toward the realization of its goals, through the implementation of the following reforms:

1. Improved Fiscal Discipline and Openness.  
The Philippines ranked first in Asia in the 2017 Open Government Survey with a score of 67 out of 100. It is also commended by the Open Government Partnership (OGP) for its effort to promote OGP. The DBM also received multiple recognitions in the 2018 Freedom of Information Awards.
2. Efficient and Effective Government Operations.  
The proposed 2019 National Budget submitted to Congress is the first-ever cash-based budget. The efficient and effective government operation is also evident in the increase in government spending in 2018 by 20.7% compared to actual spending in 2017.

## The Virtues of Excellence

Looking at how the DBM flies high, we learn some fine virtues to emulate and develop in our own organization. Excellence can be achieved through benchmarking for best practices with other organizations, whether in the government or private sector, and determining applicability of such practices in your own settings.

Through the DBM experience, once can learn that a performance management system that is zeroed in on the organization's strength and weaknesses gives them a better understanding of one's real value. Meanwhile, empowerment can be achieved through capacity building and communicating the importance of performance management system. By taking the opportunities for capacity-building on performance management inside the organization, by communicating the importance of streamlined performance management system to stakeholders, and by benchmarking outside the organization to acquire additional knowledge on trends and updates, an organization takes on the greatest way to empowerment.

As they say in Economics, scarcity creates value. *Ceteris paribus*, unity in efforts and in aspiration is a top mark of the best organizations. With the need to achieve sustained growth and development, our country relies on the valued services of those who slice the cake. In an organization such as the DBM, whose main line of business involves the optimal utilization of the country's limited resources, everything has to be done the one best way.

Establishing top management support and designating advocates in functional units to ensure commitment and engagement of everyone in the organization are critical factors in the successful delivery of mandated functions. As public officers, our actions spell the great difference between life and death, between growth and poverty, and between unity and discord among our people and in our country. Let us march with one beat: *excellamus!*



# Health Camping for the Environment: The DENR Health and Wellness Program

by Marizel Christine A. Bautista



## From the Buds to Growing Fit and Green

The Department of Environment and Natural Resources (DENR) Health and Wellness Program was created by virtue of Special Order No. 2015-837 on August 13, 2015 to take care of basic health needs of its employees after the DENR's Medical and Dental Unit (MDU) was abolished as part of the DENR Rationalization Plan. Set up through the initiative of Director Ric G. Enriquez of the Human Resource Development Service, the program aims to promote employee's health and wellness to sustain work productivity and to manage Non-Communicable Diseases (NCDs). It is spearheaded by the Health and Wellness (H&W) Committee which is composed of an Executive Committee headed by supervising Assistant Secretary for Human Resource Development; a Technical Working Committee headed by Chief, Training and Development Division; and a Secretariat, headed by Ms Marilou S. Mendoza.

The H&W Committee was tasked to formulate, implement health and wellness activities as guided by

issuances/policies including: the Program to Institutionalize Meritocracy and Excellence in Human Resources Management (PRIME-HRM); the Guidelines on the Conferment of HR Recognition and Awards; the Reiteration of the Physical Fitness Program: "Great Filipino Workout"; and the Occupational Safety and Health Standards. Through the H&W Committee, activities are implemented in line with other Civil Service Commission (CSC) issuances, such as the Physical and Mental Fitness Program for Government Personnel, the Promotion of Good Nutrition in the Bureaucracy, the 100% Smoke-Free Environment Policy, the Civil Servant's Health and Wellness Month, the Protection of the Bureaucracy against Tobacco Industry Interference, the Guidelines in the Mandatory Random Drug Test for Public officials and Employees, and the Establishment of Medical Check-Up Program for Government Personnel.

Through the initiative of Career Executive Service Board Deputy Executive Director Hiro V. Masuda as then Division Chief of the Training and Development Division of the DENR, the H&W Committee members

formally met, which led to the conduct of the DENR Wellness Camp. Attended by employees from the different DENR offices, the Camp hosted the planning activities for the Health and Wellness Program, identifying the activities, specific objectives, roles and responsibilities, monitoring mechanism, and resource requirements.

Part of the Health and Wellness Program is the Health Risk Assessment (HRA), an important tool to gather the baseline information of the current health status and behavior of the employees to help identify risks. The results of the HRA help the H&W committee in designing disease prevention and health intervention programs to address the identified health related problems.

Later on, the H&W Committee also embraced the Department of Health's Risk Factor Assessment for Non-Communicable Disease (NCDs) because of its significant impact on productivity and absenteeism of the workforce. Proactive and extensive evaluation of the health risks and employees' levels of risk will lead to accurate evaluation, intervention and management.

## The Healthy Green Warriors

Employee engagement, communication, and the absence of the MDU are some of the challenges faced by the H&W Committee.

Employee engagement was a challenge as employees were more interested in attending health education and awareness sessions only when free health screening are included in the program. To increase participation, the H&W Committee incorporated health screenings every time health education and awareness programs are conducted. Due to lack of financial resources since the Health and Wellness Program did not have its own Work and Financial Plan (WFP) at that time, activities were dependent on free services given by different pharmaceuticals, medical associations, and other similar non-government organizations.

Communicating the program/activities to the employees also posed concern because some employees were complaining that they do not see the advisories. To address this concern, the H&W Committee intensified information dissemination by using various communication systems, such as the PA system, “intranet” service, bulletin boards, staff meetings and other gatherings.

Another major concern is the employees’ clamor for medical and dental services most especially during emergency situations. The H&W Committee resolved it by providing free medical and dental

services. Since the basic equipment still exists, free dental services to all DENR Central Office personnel every Friday and during emergency cases are being provided by virtue of a special order issued in 2015. The DENR also allocated minimal funds in order to purchase medicines and medical/dental supplies for emergency purposes.

## Growing the Seeds of Health and Wellness

The DENR Health and Wellness Program continues to be active and relevant through the years as part of its commitment to make their employees healthy thereby making them happier, more engaged and productive.

Lectures on health education and awareness, such as Non-Communicable Diseases, Nutritional Guidelines for Filipinos, Benefits of Physical Activity, Harmful Effects of Drugs, Alcohol and Smoking, Stress Management, and others, are being conducted consistently. Work-Life Balance Camps throughout the year have likewise been part of the health and wellness program. Health screenings and examinations such as blood testing are made available regularly together with the annual physical examination and flu vaccination for employees. In 2018, employees aged 45 years old and above were given the pneumonia vaccine.

Physical activities, such as Zumba fitness exercises, yoga, and sports fests are conducted regularly. In June 2019, the H&W Committee launched Team

Weight Loss Challenge to address the problem of overweight and obesity, while fostering healthy competition and camaraderie. This goes well with the Stair WELL Program which was initiated to encourage employees to use the stairs in order to reduce cardiovascular risks, help control weight and build muscle tone. Motivational signs were posted on the wall of each flight of stairs.

The H&W Committee continuously encourage DENR employees to quit smoking for health reason. While 100% success has yet to be achieved, the committee nevertheless reinforced its “no smoking” campaign by determining a Designated Smoking Area (DSA) to protect employees from exposure to second hand smoke. Directional Smoking Area Signs were posted on visible areas to help employees and visitors on the location of the DSA. “No Smoking” signages were also placed in many conspicuous areas in the DENR premises.

A Mandatory Random Drug Testing for all permanent employees was also conducted to ensure that the agency is drug-free, and as a condition for the continuous employment of personnel. Likewise, drug test is also referred for employment/renewal of contract and job order personnel.

The H&W Committee also hosts Health and Wellness Fair every month of July per the CSC’s Civil Servant Health and Wellness Month and during its Philippine Civil Service Anniversary. The yearly fair provides opportunities to connect employees with local health vendors that showcase their health-related products and services. Some of the stakeholder partners of the DENR are: rolling stores for rice of the National Food Authority; Quezon City Fruit and Vegetable stores; I.Learn Center; Caritas Margins; Bewell Nutraceuticals Corporation; Essensa Naturale; Essentials Derm Factor, Golden Beans and Grains Producers’ Cooperative; Taisho Pharma; Pascual Laboratories; and others.

## Leading and Living the Health and Wellness Efforts

The level of employee participation and satisfaction in medical and dental services are used as success indicators. Recent statistics show that DENR employees are now more conscious of





The Health and Wellness Program of DENR continues to be active and relevant through the years as part of its commitment to make DENR employees healthy thereby making them happier, more engaged and productive.

their well-being with 81 percent of DENR employees participated in the Health Risk Assessment (HRA) session. The HRA session presented the status of the health conditions of the DENR Central Office employees.

Large part of this success may be attributed to the immense leadership and management support of Assistant Secretary for Human Resource Development, Information System and Legal Affairs Joan A. Lagunda and Director Enriquez who are both persistent in promoting health and wellness.

Now on its third year, the program is set to monitor the program's development and assess whether changes need to be made and acted on accordingly.

## Winning Despite Wanting

Without a complete MDU, the H&W Committee is doubling its efforts to make up for the limitations of not having a complete medical and dental clinic which can at least respond to first-aid needs to major illnesses such as strokes, heart attacks, seizures and the like. These efforts are very much appreciated by the employees as shown in the rate of participation during medical and dental programs, and on face to face interactions when employees express their feelings that management is looking after their health needs now, more than ever.

The H&W Committee believes that it can do more should there be an operational clinic at hand. They are working on limited resources in terms of lacking medical and dental apparatus/equipment, scarcity of medication, absence of an ambulance and lack of budgetary requirements, with the medical team using their own stethoscopes, blood pressure apparatus and other equipment, and even draw out money from their own pockets for immediate expenses.

In any case, as the saying goes, *"half a loaf is better than no bread"*. With the



end in view of lowering health risks, and preventing the occurrence of and managing chronic physical illnesses among its people, the H&W Committee has managed generally well in the past few years in its promotion of healthy and stress-free lifestyles despite constraints and various challenges.

## All things are Green, Glow and Go for the environment

With the global environmental crises and recurring natural calamities, an organization such as the DENR needs to maintain the mental and emotional health of its people focusing on the behavior and emotional status of the employees. As such, the H&W Committee has set a Psychological Resilience Program at hand that will utilize testing instruments to assess the mental health of employees. The results of the test can be referred to their partner organization, Psychological Association of the Philippines. With a mind that is healthy

and ready, and a robust body in tow, all things are Green, Glow and Go for the environment at the DENR.

Like the re-greening of Mother Earth, the H&W Program of DENR is a work in progress and is gradually evolving. In the face of success and failure, its commitment to serve the DENR employees remains unwavering and steadfast. Like the warriors for nature, they are keen on embracing and establishing a healthy and fit people through the programs and projects they develop and implement.

For the other agencies, they express some words of advice: even with the lack of resources, create a health and wellness committee whose membership should come from dedicated and enthusiastic health buffs in the different levels of the organization. They are the ones who are very willing to share their skills and motivational attitude to encourage healthy lifestyles.

# Succession Management Program of the BSP: Developing and Keeping the Gold from Ore to Jewels

by Marizel Christine A. Bautista and Imelda B. Guanzon



Succession Planning is an organizational assurance of continuity and security that enables an organization to prepare for and respond to the contingencies resulting from resignation, retirement, sickness, death and dismissal. It is a corporate strategy of preparedness and stability which involves the identification and development of future leaders.

As a critical component of human resource management and development, implementation of a succession management program requires the organization to look ahead with an open mind without losing sight of the organizational vision, mission, mandate and objectives. It also requires people at all levels to be aware of and involved in this quest for the pool of excellent personnel to fill in the most critical positions in the organization.

## Keeping and Polishing the National Monetary Jewels: the Bangko Sentral ng Pilipinas Way

The Bangko Sentral ng Pilipinas (BSP) plays a crucial role in ensuring our country's financial and economic stability. It relies

on its people, as its first line of defence to effectively perform this role and sustain its safe and sound operations. Hence, it has installed mechanisms, from talent acquisition to talent management, to ensure that its personnel are competent to carry-out their respective duties and responsibilities.

Anchored on its core values of excellence, patriotism, integrity, solidarity and accountability, the BSP's organizational culture is an example of empowerment and excellence worthy of emulation. Woven over the years, this corporate culture is a product of BSP's visionary leadership, who led its people to seek higher level of excellence. With the able leadership of its past and present Governors, the BSP has set the direction and walked the path together, worked together, learned together, changed together and excelled together.

## Succession Management Program as the Banner Innovation

The BSP Succession Management Program (SMP) was put into gear to deepen the bench of possible successors for key and



critical positions (KCP), such as director, regional and branch managers and higher. The SMP aims to determine the positions and competencies that are critical and core to the BSP's operations; develop and grow talents from within who can fulfil their requirements/functions of the leadership positions; and ensure that a leadership pipeline is available at any given time.

The SMP follows a framework with three elements, which are:

- 1) Organization Assessment. It involves the objective analysis of the gap between current work force and the projected manpower requirements based on the BSP Strategy Map and balanced score card. It also involves the identification of KCPs to BSP's operations.
- 2) Individual Assessment. It involves the identification of high-potentials and high-performers, the evaluation of their development needs, and the implementation of the development activities to address competency and gaps of said high-potentials and high-performers, if any.
- 3) Program Assessment. It is the assessment of the SMP based on a set of indicators.



Sheila P. Valderrama  
Department Manager  
Human Resource Management Department



Archellis A. Villena  
Deputy Director  
Human Resource Sub-Sector

## Beating the Silos in Talent Development

The journey was tough.

The BSP SMP started in 2007, about the same time that the Human Resource Sub-Sector Group was created. Like most HR programs that are based on western concepts, adaption to the local context can be challenging. As confided by Ms. Sheila P. Valderrama, Human Resource Department Manager, *"They (the westerners) are straightforward, but with Asians or Filipinos, kapag sinabing 'hindi ka talent' eh nakaka-offend eh... Even the name 'talent development' was new"*.

She narrated that in its initial implementation, the identification of talent was unilateral. The heads are at the liberty of identifying their high performers and high potential and there were questions on why a certain individual was identified as talent. This has resulted in silos and turfs, as managers develop their own unit's competencies, without regard of the needs of the whole organization. A lot of people with high potential were excluded.

As the program evolved and became the SMP that it is today, the BSP found ways to make it more inclusive and to get the line managers involved in the search for talents. Aside from getting the assessment of supervisors, one of the major changes they

employed is the adoption of various assessment tools to identify possible successors.

*"For each of the KCPs, we prepare career profile. Aside from assessment results, we conduct Talent Development Needs Analysis. In this activity, we interview the supervisors, the peers, the incumbent to identify the areas of strengths and areas for development. Through that, we identify the gaps and recommend how to address the gaps through the different HR interventions,"* according to Archellis A. Villena, Deputy Director of the BSP's Human Resource Sub-Sector. He further explained that the BSP's Performance Management System not only assesses performance, but also the competencies of their employees. Each employee has individual performance scorecards which identifies the individual development needs on the core/bank-wide, technical and managerial competencies. For the lower level employees, the BSP starts with developing the core/bank-wide and technical competencies until such time they are ready to assume higher roles.

In the BSP, technical competencies are easier to develop, the bigger challenge is the development of managerial and leadership competencies. While they have built strong foundational/bank-wide competencies, they needed the better version of its leaders, and so they crafted enhancement and empowerment sessions and interventions. They already have the gold, what they needed was to polish and craft.

## Crafting the Best and Building an Agile Organization

The BSP has management development interventions customized for different managerial levels, whether formal and informal or in-house and outsourced. Stressing on the



importance of organizational agility, job rotation was employed among their people to make sure that they are able to perform other roles, not just theirs. It is part of the Talent Optimization program, where one key personnel is transferred to another sector for 2 to 3 years to learn more roles and master more terrains. This is attuned to Cognitive Flexibility espoused by former BSP Governor Nestor A. Espenilla, Jr. to create more leaders who are ready to assume roles in other areas.

Organizational Climate Survey results have also helped glean the hearts and minds of people, as employee satisfaction and agility in the workplace were also included in personnel inquiries. Everyone was part of the survey, making the data and information more reliable bases for documented progress. By knowing people more, measures and indices of improvement were better attuned to corporate strategy. Initially, these surveys were conducted with the help of consultants. However, organizational climate surveys now are made by the HR people, which incorporated new revisions based on actual employee responses.

By hitting the right marks at the right place and at the right time, with the right people, the numbers are now talking for change. Everything is reported, measured and analyzed. The Performance Management System was

revised to incorporate the need for people to perform better, and not just to see what is wrong making it more developmental rather than punitive. Linking change and alignment of goals also benefited from information system, as online surveys have used digital threads as well as supervisors advisories which remind them of their expanded competencies on encouraging improvements, and forging developmental commitments among the ranks.

### The Secret of Talent Mining and Polishing

Deployment of communication plan played a crucial role in ensuring buy-in. They conducted briefings in the different departments and branches on the development of the programs and policies, with top leaders leading the dialogue. Communicating change aired the lessons on involvement, information, and inspiration, from top to bottom. Risk was managed through the redefinition of “WE”. The feeling of involvement made people active actors for change as they have learned their significant contribution to organizational success. This has also allowed them to answer the career question; *Quo vadis?* They became more inspired to dream as they work their way in the ladder for service excellence. Buy-in was easier as management became a potent driver of change. More people

became involved because of effective communication, which lead to the breakdown of resistance. Links were made clear, and gaps were addressed properly as strategies were made known to everyone. Alignment of actions to corporate strategies not only generated support, but forged sustainability of actions.

Competency based human resources programs were cascaded to individuals, giving premium to excellence. Each one became stronger building blocks from which the organization stands on, giving them more significance, appreciation, and meaning to one’s effort. The link between Performance Management and Learning and Development was clarified.

The culture of collaboration is breeding at the BSP. With a regular revision of their total rewards systems, upgrade of monetary benefits, idea sharing, the implementation of programs that recognize their performance and enhance their self esteem, and a proactive stance at work-life balance, the BSP keeps the jewels in the national chest of monetary talents. Being at the top of its shape, the central monetary authority of the country with its 18 branches nationwide shall secure the cash operations, cash administration, gold buying operations of the country, as we gear towards higher levels of development and healthier monetary strength.



# Our Treasure, Our People: DTI's Best of Trade

By: Marizel Christine A. Bautista



Human beings are creatures of motivation. They must have a reason to move, an inspiration to do better, and a need to push them to achieve. In this organ called brain, is the seat of this big M. It is our nature to think as it is to breathe. And as in Latin, *Cogito ergo sum*, I exist therefore I am.

Many studies have been conducted on what motivation is all about, the most famous include Maslow's Hierarchy of Needs, Alderfer's ERG, and Herzberg's Two Factor Theory about Maintenance and Motivation. Studies have also been done on how motivation works and how we must act on it, like the reinforcement theory of Skinner, Adam's Equity Theory, and Expectancy Theory of Locke. However, with the strong factors of culture and indigenous realities, the applicability and universality of these motivational theories are also variable.

In our country, we have also attempted to figure out what makes the Filipino rise, in an effort to boost national productivity over the years. Different scholars have searched

for the indigenous ways of motivating and managing the Filipino worker using its indigenous cultural values. Lately, to answer the often asked question "*Bakit ka Kumakayod?*", Hechenova et al attempted to identify the interplay of needs and the predictors of engagement, as they relate to job, career, organization and family. This has showcased the necessity of developing a Filipino Needs Theory of Motivation.

With work life and family relations greatly influenced by many factors as society, economy, environment, politics, and of late digitalization of many things, a potent and never ending challenge is for public managers to understand what collectively motivates people, and how to address them pro-actively as they dynamically change with time. With the Civil Service Commission (CSC) handling the core responsibility of human resources management in the bureaucracy, policies and programs have been developed to guide and lay out ways of understanding the pull and push factors of Filipino motivation towards enhancing productivity among civil

servants. Brilliant leaders use that as the basis, yet they innovate some more.

## Our Treasure: Our People

While promoting the realization of the country's goal of global competitiveness and innovation in the industry and services sector for the inclusive growth of people, and for employment generation; and ensuring consumer access to safe and quality goods and services, our Department of Trade and Industry (DTI) actively encourages its people to be more creative, innovative, efficient, productive and imbued with integrity in their public service. It strives to be a center of excellence in human resources management and organizational management in its sphere, while still adhering to existing laws and policies, imbuing meritocracy and excellence among its personnel. The DTI-Program on Awards, Incentives for Service Excellence (PRAISE) is an embodiment of this commitment.

By providing incentives, interventions and awards on the bases of performance, innovative ideas, and exemplary behavior among its people, they have developed a highly motivated workforce who are committed to serve and act even beyond the call of duty. Through the various monetary and non-monetary awards and planned or on-the-spot recognition of deserving employees, they raised the productivity level of the whole organization. Excellence is the drum that beats in their cadence of social service.

The effort is spearheaded by the PRAISE Committee, chaired by the Undersecretary for Management Services Group (MSG) with the Assistant Secretary for MSG as vice chair. Members of the PRAISE Committee includes directors of Human Resource and Administrative Service, Planning and Management Service, Finance Management Service, representatives from Regional operations groups, heads of attached agencies, functional group PSB chairs and coordinators and representatives from the employees union, and the secretariat. The Committee is tasked to oversee the overall implementation and monitoring of the program; ensure the identification of productivity, innovative ideas, suggestions and exemplary behavior; and manage the program at all levels, including the identification of top performers who are qualified for the conferment of awards and incentives. They also administer, develop, monitor and evaluate the awards and incentives system, through the use of established internal rules, procedures and strategies.

## Tweak and Treat

While the CSC has provided the guidelines for rewarding excellent performance, exemplary behavior and outstanding accomplishments, government agencies are allowed and encouraged to craft their own programs for enhancing employees' performance and productivity provided that they subscribe to the parameters and pertinent legal requirements and conditions.

DTI crafted its flagship HR program, SPRInts, a notch higher than the CSC-PRAISE Model. SPRInts stands for System on Performance Rewards and Incentives, the department's annual search for exemplary performers given out to recognize outstanding accomplishments and noteworthy performance. A program for service excellence, it has inspired employees and given them more motivation to uphold the highest standards of performance and ethics, handed out incentives to enhance competence, efficiency and productivity, recognized and highlighted superior accomplishments, extraordinary acts and personal efforts which are contributory to the department's improved operations. The formal SPRInts Recognition Ceremony called the Huwarang DTI Awards is held as part of the DTI Anniversary Celebration or on an alternative schedule approved by the DTI /Performance Management Team/ PRAISE Committee. A much awaited event every year, the event hosts the announcement of the DTI Executive of the Year (ExOY) and DTI Employee of the Year (EOY), who each receive a cash award or token of appreciation amounting to Php 100,000, a medal worth Php 1,500



and a Letter of Commendation from the Secretary. Finalists receive Php 50,000 cash or token, a trophy worth Php 3,000 and a Commendation Letter from the DTI Secretary.

Other awards on the Department Level include: Innovator Award (Individual) Most Innovative Idea Award (Group); DTI Secretary's Award (for Individuals who performed extra ordinary acts in the public interest through outstanding government/community service); and Heroic Service Award (for team extraordinary acts or services in the public interest related to his official employment).

Like in the PRAISE model provided by the CSC, Loyalty Awards are given out to DTI employees who have satisfactorily served continuously for at least 10 years and have not been charged administratively. As such, employees celebrating milestone years







are granted monetary and non-monetary awards in the Loyalty Award program, with Php 1,000 for every year of service, released starting on the 10th year and every five (5) year milestone.

In the DTI's Enhanced Loyalty Program dubbed as "*Serbisyong Tapat*", those with 10 years qualified service gets Php 10,000 worth of tokens. Correspondingly, 15 years gets Php 15,000.00, 20 years gets Php 20,000, 25 years gets Php 25,000.00 plus ring, 30 years gets Php 30,000, 35 years gets Php 40,000, 40 years gets Php 45,000 and 45 years gets Php 50,000.

The *DTI Handog Pamana*, a Knowledge Management Legacy Incentives Program Award, is granted to an employee who participates in the DTI Knowledge Management Initiative (KMI). The KMI is a program that allows retiring employees to contribute in transforming tacit knowledge to explicit knowledge and leave behind a legacy in the form of documents, including literary work, other relevant studies and similar outputs. Employees who are retiring are qualified to receive this provided they have at least satisfactory performance, have not been found guilty of any administrative charge and have complied with the guidelines, templates and forms required by the Knowledge Management and Information Service (KMIS)-led Focus Group. Awardees receive non-monetary tokens worth Php 30,000 to 50,000.

The *Salamat-Mabuhay*, on the other hand, is the DTI Enhanced Retirement awards given to retiring employees who rendered at least 15 years of satisfactory government service pursuant to provisions

of Executive Order No. 292 or the Administrative Code of the Philippines. Monetary and/or non-monetary tokens of appreciation of specific worth are given out as Php 1,500 per year for 15th to 25th year, and Php 2,000 to 26th to 35th year of rendered qualified service. "*Pahimakas*" tribute *despidida* lunch or dinner are also given as send off parties to retiring colleagues, plus bouquet of flowers or plants.

Pursuant to CSC-Department of Budget and Management Resolution No. 1, series of 2012, Step Increment Due to Meritorious Performance is granted every 1st day of January to qualified personnel who belong to top five (5) percent, also known as the "*Mythical Five*" of their respective group or cluster as determined through ranking based on their final individual performance rating. The clusters include: third level/CES position in the central and regional offices; the Central Office functional groups (1st and 2nd Level); and the Regional Office (1st level and 2nd Level).

Members of the Mythical Five who receive a rating equivalent to "*Outstanding*" receive two (2) step increments, while a rating equivalent to "*Very Satisfactory*" receive one step increment. Individuals belonging to the Mythical Five but has reached Step 8 is qualified to a One-Time Monetary Incentive which shall be computed based on the differential amount between the Basic Monthly Salary and Step 1 of the next Salary Grade and released annually until the employee relinquishes his/her position due to separation from the service, promotion or transfer.

## The Journey

Providing performance enhancement program does not come in a flick of an eye or a snap of a finger at the DTI. It entailed a lot of collaboration, innovation and study. With its lean structure, the HRAS needs to collaborate with people from within and outside of the organization. Composite teams from the different units are organized to compliment its personnel unit. Since the DTI PRAISE did not use the template provided by the CSC but instead created its own, they had to make sure that whatever innovation and inclusion does not contravene any existing policy set by the CSC. This meant years and numerous occasions of constant consultation and communication, review and revisions until its approval. On August 11, 2017, Secretary Ramon M. Lopez submitted the revised DTI PRAISE and it was approved for implementation by the CSC on August 24, 2017.

Money is another factor, considering the many awards and monetary resources required for each. To answer this, 20 percent of the training fund of each office is allocated for the PRAISE, as allowed by law. This accumulated financial strength has produced a more motivated and empowered people whose total performances are of noteworthy continuous improvement.

The whole country is benefited by the different services provided by the DTI, in the trading of goods and services and the protection of the consumer welfare. Even local government units are priding themselves of the One Town, One Product (OTOP) program that promotes top local products in the communities. With everyone committed to serve the people, and motivated with the realization that his significance and contribution to the organization is given premium, DTI can boast indeed that they have mastered the trade. They have succeeded in making OTOP right at their own backyard, this time it stands for "*Our Treasure: Our People*"

# A Grateful Journey towards Quality Management: The ISO Experience of DepEd Davao Region

By Lorenzo E. Mendoza



**T**hree in a row and more are still coming.

This is the current scenario in the Department of Education (DepEd) Region XI as the regional office proper, the City Schools Division of Davao City, and the Davao City National High School (DCNHS) received ISO 9001:2015 Certifications one after the other. This milestone was made more meaningful by the announcement of the external auditors that their processes were compliant without major non-conformity.

With the ISO 9001:2015 certification, the regional, division and school office personnel became more adept in performing their roles and responsibilities. With the improved processes, customer satisfaction will be at its best.

These accomplishments were achieved through the constant prodding of erstwhile Regional Director and now DepEd Assistant Secretary Atty. Alberto T. Escobarte, CESO III. He was later supported by Dr. Evelyn R. Fetalvero, CESO V then the officer-in-charge of the Office of the Assistant Regional Director and now the OIC-regional director.



## Start with a Shared Vision for Change

They say that *“Nothing is constant but change.”* Yet no matter how often it happens, change remains to be an unnerving experience, thus has to be carefully managed.

As a leader, Assistant Secretary Escobarte believes that the secret of change is to focus all of one’s energy, not on fighting the old, but on building the new. *“The ISO 9001:2015 certification is the product of the said change we wanted to have in the*

*Regional Office and expect that the Division Offices will follow suit”*, Assistant Secretary Escobarte added.

Real change subtly came in when the DepEd Region XI, as a family, decided to form its shared aspiration and core values. Now deeply-rooted in the hearts of every employee are its vision to be *“The top-notch region in developing and nurturing 21st century learners through inclusive education”* and its core values of empowerment, adaptability, goal-oriented, leadership, and excellence as these are displayed conspicuously in the different corners of the office.





## Strive: It is Not a Walk in the Park

Like in most organizations, the establishment of a Quality Management System (QMS) in the region was not easy. The exercise prodded all employees to convene and converge so they can improve the processes, engage in discussions, identify opportunities, and set organization-wide direction.

At the end of the arduous yet fulfilling journey, about 177 processes were developed for the eight (8) functional divisions of the region. These processes were scribbled in detail in the Operations Manual (OM) of each division, thus becoming the guide of all employees in the regional office.

As required under the ISO 9001:2015 standard, the OM also included process risk assessment, which defines the potential risks and opportunities and its impact to customers and the proposed actions to address the identified risks and opportunities.

## Enjoy the Journey, not just the Destination

While the regional office is on its ISO journey, they experienced small but tangible changes. Physical changes, such as the improvement of the facade of the regional office, as well as the arrangement of office tables, chairs, etc., were noticeable.

The regional office's work environment improved with the application of 6s (sort, set in order, shine, standardize, sustain, safety). Convergence and function matching were strengthened because the work units were transferred to strategic locations. The regional office became disaster-prepared as first aid kits were

installed in all offices and hard hats were distributed to all employees.

These baby steps toward quality management have become sources of inspiration.

## Achieve and Multiply

Following the success of its regional office, the DepEd Davao City Division under the leadership of Schools Division Superintendent (SDS) Dr. Maria Ines C. Asuncion, CESO V, now concurrent OIC-assistant regional director, also formally earned the ISO 9001:2015 certification making them the first DepEd division in the Davao Region to obtain such distinction.

The certification culminated the yearlong journey towards establishing a QMS covering the DepEd Davao City Division's provision of educational management services to schools and learning centers offering Kindergarten to Grade 12 Basic Education Program.

Knowing that undergoing ISO certification is highly challenging and demanding, SDS Asuncion said, *"Each employee in our operations must be fully dedicated to the pursuit of quality"*. She continued by saying that in fulfilling and sustaining the strict requirements of the 9001:2015 standard, there is a need to assure that the Office could provide the clientèles the excellent and highest quality of services they deserve by scrutinizing the services at every level.

Completing the troika of success is the ISO Certification of the DCNHS, the first DepEd secondary school that received ISO certification. Under the leadership of Wenefredo E. Cagape, Ed.D., Ph.D., the school underwent a long but satisfying journey to straighten up its management systems to better serve its clientèles as learner-centered institution.



The formal awarding of the ISO 9001:2015 Certification for DepEd Region XI, the Division of Davao City and the DCNHS was conducted at the Apo View Hotel, Davao City on April 26, 2019 with no less than DepEd Secretary Leonor Magtolis Briones gracing the occasion.

The DepEd Davao Region is grateful to have joined the league of more than 40 DepEd offices that have professed their commitment to the standard of quality management in providing services to their stakeholders.



## About the Author

Dr. Lorenzo E. Mendoza, a Career Executive Service Eligible, is the OIC Schools Division Superintendent of the Department of Education - Division of Davao Oriental. He obtained his Doctor of Education degree from the University of Mindanao in Davao City and his Master of Education degree from the Assumption College. He published several reference books on grammar and regularly writes for the Sunstar Davao.

*(With reports from Gemima V. Galang and Mary Ann Jumud. Photos from Karlo Esmeralda and some contributed photos)*

# The First-Ever CES Public Leaders' Summit: Are you Game for Change?

By: Kirk Matthew V. Alfante and Marizel Christine A. Bautista

The Career Executive Service Board (CESB) successfully staged the First Public Leaders' Summit last May 29-30, 2019 at the Summit Galleria Hotel in Cebu City with the theme "Are you Game for Change?: Innovation, Inclusion, Inspiration" drawing a diverse crowd from various government agencies all over the country.

Dr. Hiro V. Masuda, CESO IV, led the delegates to solemn invocation followed by Department of Trade and Industry (DTI) Regional Director Sitti Amina M. Jain who led the recitation of the CES Pledge. Mr. Efrén B. Carreon, CESO III, Regional Director, National Economic Development Authority (NEDA) Region VII, subsequently welcomed everyone in attendance to the growth region of Cebu, Bohol, Siquijor and Negros Oriental which posted a GRDP of 7.6% in 2018.

Civil Service Commission (CSC) and CESB Chairperson Alicia dela Rosa- Bala, CESO I, welcomed the game-changers and challenged the "Leaders and Servant Heroes" to rethink the rules as things shift from the traditional to the Fourth Industrial Revolution characterized by tremendous advances in information technology and digital transformation. She imparted to the participants that it is very important to hone new skills, develop agile organizations, nurture a smart and ready workforce, utilize data analytics and identify among the new blood those who have the competencies and potentials to become future leaders. Chairperson Bala also stressed the vital role of data mining in governance as it allows sound decision-making based on verifiable information. With these objective data come appropriate programs and government intervention, and the identification of correct target beneficiaries and subjects of government action. "Although there may be some inclusion errors, there are other ways of validating the data," citing among others the case of the *Pantawid Pamilyang Pilipino Program* of the Department of Social Welfare and Development (DSWD) and the identification of who the poor are and where they are located.

After the opening ceremonies, Atty. Maria Anthonette C. Velasco-Allones, CESO I, Executive Director of CESB, commenced the



Members of the CES Governing Board (from left) Erwin Enad, Ricardo Bernabe III, Alberto Bernardo, Chairperson Alicia dela Rosa-Bala, (from right) CESB Deputy Executive Director Hiro Masuda, Executive Director Maria Anthonette Velasco-Allones, and Board Member Rolando Metin pose for a photo with Huawei's Global Chief Public Safety Expert Mr. Hong-Eng Koh (4th from right) after his morning keynote speech.

summit proper focused on the sub-theme, "READY: Game Changing Technology and Platforms and the Digital-Era Leader". Executive Director Allones viewed the participants as game changers but reminded them that being great at something does not automatically equate to success. As exemplified perfectly in the recent film "Avengers: Endgame", even superheroes need a team to save the world. To further reiterate the need for increased collaboration and cooperation, ED Allones went back to the timeless CES adage that, "when we know each other, half of the work is done."

The First CES Public Leaders' Summit was blessed with the participation of top calibre resource persons from various technology sectors. The morning Keynote speech was delivered by Mr. Hong-Eng Koh, Global Chief Public Safety Expert of Huawei Technologies Corporation. Mr. Koh shared that he was a former policeman in Singapore prior to his current role in Huawei. Mr. Koh's keynote address centered on the context of evolving threats and operational challenges and the necessity of addressing the security needs of the times giving emphasis on people and on processes, and being "First safe, then smart."



Civil Service Commission and Career Executive Service Board Chairperson Alicia dela Rosa-Bala, CESO I, delivering her Opening remarks during the preliminaries of Day 1 of the Public Leaders Summit.

The new order of things he said requires a new mindset, new system, and a new approach. Leaders must think outside their comfort zones, collaborate with strong partners, strike a balance between privacy and security, and, most importantly, innovate.





PACC Commissioner Manuelito Luna and CES Governing Board Chairperson Alicia dela Rosa-Bala sign the Cooperation Agreement between the CESB and the PACC for a more transparent public service.



(Top) The Cebu Normal University Chorale delivering a moving performance of the National Anthem. (Bottom from left) CESB Deputy Executive Director Hiro Masuda leading the invocation followed by DTI Regional Director Sitti Amina M. Jain's CES Pledge, NEDA Regional Director Efren B. Carreon's Welcome Message, and CESB Executive Director Maria Anthonette C. Velasco-Allones' introduction of the morning keynote speaker.

leader, one should drive, connect, relate, and think. She cautioned the participants not to equate Digital Literacy to Digital Leadership.

The penultimate event before the midday networking break featured the ceremonial signing of the Cooperation Agreement between the CESB, represented by CES Governing Board Chairperson Alicia dela Rosa-Bala and the Presidential Anti-Corruption Commission (PACC), represented by Commissioner Manuelito Luna on behalf of PACC Chairman Dante Jimenez. The agreement aims to foster transparency in the CES via information sharing with PACC of relevant data pertinent to investigative purposes on administrative and criminal cases involving the CES corps.

## Technology and the evolution of government-service delivery

Plenary Session 1 featured Dr. Emmanuel C. Lallana, CEO of Ideacorp Inc., who tackled *"Data Driven Governance"*. He discussed the evolution of technology: digitization, digitalization, digital transformation and datafication; the benefits of using data to a great extent to define policies, make decisions, and do results-based management. He shared that on average, we meet the challenges by strengthening data collection, institutionalizing data governance, heightening public access and confidence, and gearing up for big data. Advocating a culture of appreciation to the enormous value of data will bring more governance success, real development and progress, he said.

Atty. Yves Gonzales, head of Public Policy and Government Relations at Google Philippines, tackled *"Information at Your Fingertips"* during the second session. Highlighting how people's lives are greatly affected by digital movements and activities, he said that in 2000, 2 million Filipinos were online compared to this year's 75

million Filipinos *"living online."* On the average, we pick our phones 150 times a day. With technology evolving, people have become always informed. And with a rising super empowered commerce, people are into personalized engagement and a frictionless experience. He shared Google's Principles of Innovation: focus on the user; healthy disregard of the impossible; innovation and not instant perfection, iterate; ideas coming in from everywhere, and the use of data and not opinions.

*"UP Your Game, Digital Era Leadership"* was the focus of Plenary 3 with Ms. Rosandrea R. Gaddi, Managing Director of Development Dimensions International (DDI) Philippines, a global leadership consulting firm that helps organizations hire, promote, and develop exceptional leaders. She stressed that reshaping organizations' competitive advantage with data and technology is an imperative. It must be clear from the onset why there is a need to transform the organization, and how the changes should be done. She reminded her audience that as changes roll out, the contexts will always vary, and mistakes will always happen, but the core differentiation of any organization will always be integrity and compassion for people. To be a digital era

## Set! — Realizing the importance of a customer-centric government service delivery

The morning sessions of the last day centered on setting and arranging change ideas into place. With a powerhouse cast of four (4) subject matter experts in the vast sphere of technology and its potential for applications in the government, participants were treated to informative learning sessions that tackled the different areas of support needed in order to ensure a stable foundation for ICT-enabled projects.

The fourth Plenary Learning Session entitled, *"The Government in Every Filipino's Pocket"*, was facilitated by sought-after Information and Communications Technology Consultant Mr. Alexander M. Arevalo, CESO III, who introduced the theories behind the Philippines' growing digital-ready consumers and the concomitant need of the government to provide better channels for service delivery. His proposal and challenge to the executives in attendance was to acknowledge the

requisite need to upgrade the ICT capabilities of government agencies to connect better with its clients. He further expounded on this apparent necessity by explaining the irony of client focus where the front and back lines of government services should be closer to the client without being physically there. Furthermore, Mr. Arevalo explained that client satisfaction is actually the result of the agency’s perceived performance minus the client expectation. The last part of Mr. Arevalo’s presentation came in the form of an evaluation of the websites of different agencies and how they fare in terms of being mobile-friendly and screen-adaptive. The CESB’s website topped this regard as it scored 90+ on tests on speed and adaptability.

Top recruitment platform Kalibrr founder and CEO Paul V. Rivera led the fifth Plenary Learning Session with his topic on “*Connecting the NextGen Leaders*”. In his discussion, Mr. Rivera focused on the cycle of recruiting, honing, and molding future leaders, along with the challenges and opportunities of connecting with today’s digital generation. Likening his experience in his company, Mr. Rivera asserted the importance of designing a meaningful and enjoyable user experience that will immediately speak to clients about the quality standards of the agency. As for connecting with the youth and future leaders, Mr. Rivera stressed the importance of empathy and understanding the pains of their generation.

## The hazards of technological advancement and issue of cyber security

Center for Strategy, Enterprise and Intelligence, Inc (CenSEI) President and CEO Ricardo L. Saludo facilitated the sixth Plenary Learning Session entitled, “*Cyber Risks and Social Media*”. In his discussion, he highlighted recent cyber attacks the Philippines faced, one of which was the breach of data that leaked voter details in April 2016 when hackers hijacked the Commission on Elections (COMELEC) website. The question “*Are you and your organization addressing cybercrime risks and threats: who might attack and what are they after?*” was at the heart of his presentation. In stressing that agency heads have accountabilities in cases of data breach, he noted the need to bolster awareness and proactivity at the top levels of corporate risk governance through Cyber Risk Management, utilization of organization strategies and other concepts and mechanisms. As a parting

message, Mr. Saludo offered his expert advice in dealing with people: ENLIGHTEN – Engage, Non-partisan, Listen, Investigate, Gratitude, Humility, Truth, Empathy, Nationhood.

The morning series of Plenary Learning Sessions concluded with “*CyberResilientPh*” by Engr. Allan S. Cabanlong, Assistant Secretary for Cybersecurity and Enabling Technologies of the Department of Information and Communications Technology (DICT). In his talk, Assistant Secretary Cabanlong discussed the role DICT plays in championing and transforming Philippines into a cyber-resilient country by recommending more stringent Cybersecurity laws, campaigning to integrate Cyber Security into the Philippines’ education system, and a vigilant implementation of the National Cyber Security Plan 2022 (NCSP 2022). The essential driver for this National Plan is for the protection of the three (3) key pillars of the country’s cybersecurity infrastructure via the issuance of Memorandum Circulars (MC) on the following areas: 1) Critical Infostructure (DICT-MC 005); 2) Government Agencies (DICT-MC 006); and 3) Individuals (DICT-MC 007). These MCs state the general policies of the state in cybersecurity and directs relevant agencies and companies to comply. In addition, Assistant Secretary Cabanlong also highlighted DICT’s National Computer

Emergency Response Team (CERT) Website, an information hub focusing on threats, vulnerability warnings and alerts which also has an embedded Helpdesk Ticketing System that shareholders can use in reporting cyber attacks and cyber crimes.

## Go! – Applying change theories into practice

The afternoon installment of the 1st Public Leaders’ Summit was highlighted by the interactive integration activity by *Celemi Exploring Change™*, through the partnership of CESB and Aboitiz Equity Ventures Inc., and facilitated by Ms. JV Wong, Chief Executive Igniter of People Ignite and accredited distributor of Celemi products here in the Philippines. The three-part presentation and activity covered the: 1) Fundamental – understanding what the change is about through other people’s perspective using rational (how?) and emotional (why?) lenses; 2) Essential – the 4 success factors of change and change theories; and 3) The Fenix case study and individual action plans.

Celemi’s ready-made business simulations and custom solutions allowed participants to recreate



Meet our resource speakers! (Clockwise from top left) Dr. Emmanuel C. Lallana, Atty. Yves Gonzalez, Mr. Ricardo L. Saludo, Assistant Secretary Allan S. Cabanlong, Mr. Xavier “Txabi” J. Aboitiz, Ms. JV Wong, Mr. Alexander M. Arevalo, and Ms. Rosandrea R. Gaddi.



corporate challenges and situations, test their skills, and explore new concepts in a realistic, relaxed, hands-on environment. The interactive game proved effective in tackling the human side of change and provided an avenue for leaders to share and learn together while applying change management theories in a safe environment.

The Closing Plenary Session entitled, “*Change from Within*” by former Senior Vice President and Chief Human Resources Officer Xavier “Txabi” Aboitiz of Aboitiz Equity Ventures, Inc. shared two (2) nuggets of knowledge: first is that there is a big difference between a mediocre team and a good team, and second is to learn a lot from others but figure out for yourself what works best for you. Expounding on this point, Mr. Aboitiz quoted New York Times bestselling author and Life Designs, Inc. creator Martha Beck in her book “*Finding your own North Star*” in that, “*the journey towards the ultimate realization of one’s potential for happiness starts with a choice.*”

Aside from the fundamental virtue of ‘*Palabra de honor*’ by the Aboitiz family, the four (4) other qualities they strive to embody are: Integrity, Teamwork, Innovation, and Responsibility. Reiterating the role the private sector plays in nation-building, Txabi Aboitiz had this to say to the four hundred and fifty-two (452) participants: “*If you succeed, we succeed with you and overall, our country succeeds.*”

## After the sessions: Different voices, unified commitment to serve

Participants shared varied appreciation of the sessions. National Police Commission (NAPOLCOM) Region XI Regional Director Ma. Teresa T. Pacudan saw the high relevance of data-driven governance in her work ensuring peace and order. “*Information technology and data collection and analytics have critical roles in crime prevention and community relations.*”

Assistant Secretary for Engineering Paul Chua of the Light Rail Transit Authority (LRTA) believed that the future of our country should be aligned towards what is already happening around the world, which is the creation of Smart cities. “*The examples presented are already the best practices that we should follow so that we could provide the level of service that is required by our people, we need to move forward.*”

Department of Public Works and Highways (DPWH) Asst. Regional Director Mario Montejo declared his office is ready to collaborate and go with the flow of change and innovation. With



Participants enjoy themselves while taking on the Celemi Exploring Change™ interactive integration game.

his relatively young personnel, around 65% of whom have served government for less than 5 years, DPWH is ready with this new technology-driven demand in a digital world. He agrees that people now tend to be more open and mobile in their lives, opening their phones “*first hour in the morning.*”

“*Community empowerment and connectivity is enhanced by digital technology and transparency of data*”, says Department of the Interior and Local Government (DILG) Davao City Director Vicky Sarcena, adding that the young generation are more glued to the digital platform requiring parents to be more aware of their activities, and always ready to guide them.

In the field of education, Schools Division Superintendent of Cavite Cherrylou D. Repia attests to the necessity and benefits of basing her decisions on valid, credible and verifiable data. With her office doing paperless work, collaboration among teachers and school administrators is easier, and can be efficiently documented. This has given them the pride of being the first schools division in the country to be ISO 9001-2015 certified. “*We do evidence-based teaching to our students who are the future citizens of the world and of this country. We consolidate our data, giving us a clear view of the decisions to make. We never base decisions on mere assumptions or else we might not hit our targets.*” This digital leader now works with her team of dedicated teachers for the Philippine Quality Award and Prime HR.

Regional Director of the Department of Environment and Natural Resources (DENR) Mines and Geosciences Bureau Region XI, Atty. Jasper Albert Lascano believes that the challenge to career executives is how to create technology savvy environments in their organization, and work towards having the needed infrastructure and resources.” Good

leaders create that kind of environment, and also cultivate a culture of innovation, even learning to unlearn old ways.” Digital data management is a component of success in their disaster and risk reduction management functions, as their office is mandated, among others, to do geo-hazards studies and maps, and identify locations which are prone to landslides and flooding. However, he says that these efforts are useless if people do not know about them. “*Our role now is also to teach people how to read these maps and use them, and to prevent the loss of lives and properties when disasters come.*”

Participants enjoy themselves while taking on the Celemi Exploring Change™ interactive integration game.

## Creating a change-ready CES community

The success of the first-ever CES Public Leaders’ Summit brought about various transfers of skill, learnings, assimilations and realizations to the participants. In today’s ever-changing society and the boon of technology, the need to adapt, hone and align one’s skill to the current global standard becomes apparently necessary in order to survive the exacting demands of the public which the government serves. The recurring thesis of change embedded in this 1st Public Leaders’ Summit resonated with the hearts of the delegates as this timely theme is being experienced and is to be expected from our public leaders. The warm reception and unwavering support of the CES community to CESB activities is a commendable sign of the CES corps’ commitment to continuing learning and professional development. Congratulations to the newly-inspired change-agents!

# Practising **Greatful Leadership** in Public Service

By: Kirk Matthew V. Alfante



CESB Executive Director Maria Anthonette C. Velasco-Allones delivering an inspiring lecture on the essence of "Greatful Leadership."

A sea of one hundred forty-five (145) delegates lend their ears as they listen intently to the presentations of the resource speakers of the 2019 2nd CES Leadership Conclave in Cagayan de Oro City.



Meet our Resource Persons! (From left) DBP-AVP Helbert Antoine A. Achay; Chalre Associates President and Founder Rebecca Bustamante-Mills; Housing and homiest regulatory affairs office of the provincial government of Batangas Ronnel A. Del Rio.



Clockwise from top left) CESB Deputy Executive Director Hiro V. Masuda leading everyone in solemn invocation. Cagayan de Oro City Mayor Oscar S. Moreno delivering his Opening remarks. The Northern Mindanao Medical Center Chorale performing a powerful rendition of the National Anthem. DOJ-PPA Regional Director Rosa H. Lacanglacang leading the recitation of the CES Pledge.



One hundred forty-five (145) executives from different government agencies in all parts of the country gathered to assimilate inspiring, compelling, and captivating talks from exemplary, pioneering and influential leaders from both the public and private sector at the second installment of the 2019 CES Leadership Conclave Series with the theme: “*Greatful Leadership: Performance, Positivity, Possibilities*” in partnership with the Career Executive Officers - Northern Mindanao (CEO-NM) represented by its President, Dr. Adriano P. Suba-an, CESO IV, at the Emerald II Ballroom of the Limketkai Luxe Hotel in the City of Golden Friendships, Cagayan de Oro City on 21 June 2019.

The event preliminaries included an invocation from CESB Deputy Executive Director Hiro V. Masuda, followed by the singing of the National Anthem by the Northern Mindanao Medical Center Chorale and capped off by the recital of the CES Pledge led by Department of Justice – Parole and Probation Administration (DOJ-PPA) Regional Director Rosa H. Lacanglacang. Delivering the opening remarks was Cagayan de Oro City Mayor, the Honorable Oscar S. Moreno. In his talk, he described his journey before being a public servant, up to the challenges he faced while working as one. More importantly, he emphasized the need for “*nobility in public service*” as this is the level of service everyone should strive to deliver to the deserving public. In closing, Mayor Moreno expressed his admiration for the CES corps as these leaders “*exude professionalism in the bureaucracy.*”

## Discovering the best version of you

Kicking-off the plenary learning sessions is CESB Executive Director Maria Anthonette C. Velasco-Allones and her module entitled, “*Greatful Leadership*”. In her talk, Executive Director Allones highlighted the similarities between servant-leaders and “*greatful*”-leaders in that both have the same effect of energizing others by being a role model of optimism, gratuity and positive engagement. Using Mayor Moreno’s narration of his journey in exemplifying “*greatful*” leadership,

ED Allones noted three (3) qualities/ attributes: 1) resilience when facing adversities as evidenced by his second attempt at running for public office; 2) recognizing the importance of forging partnerships in achieving development goals; and 3) professionalism in all dealings and interactions, especially in the bureaucracy. In answering the module’s central question of “*who is the best version of you?*” ED Allones remarked, “*the best version of you is the grateful you.*”

Development Bank of the Philippines Assistant Vice President Helbert Antoine A. Achay facilitated the second plenary learning session entitled, “*Pursuing Greatness*”. In his module, AVP Achay detailed the story of hardships he had to go through in his early years experiencing poverty and how it made him more resilient, adaptive, and positive. Coming from a family whose primary livelihood was agriculture, he used the knowledge he had accumulated throughout his formative years and translated them into a more compassionate, understanding, and sympathetic assistant bank manager in his early tenure with DBP. Knowing the plight of his fellow farmers motivated AVP Achay to perform his service to the public with a stronger, deeper, and more meaningful commitment. Now a father of two (2) beautiful children, AVP Achay now takes inspiration from his family whom he is very grateful for.

## Taking on challenges with a grateful attitude

The afternoon installment of the plenary learning sessions showcased the truly inspiring story of Ms. Rebecca Bustamante, President and Founder of Chalre Associates and Asia CEO Events. Her story of resilience is evidenced by the fact that she once worked as an overseas maid, nanny, and even saleswoman in order to provide for her siblings back in the Philippines. Even though she faced hardships every step of the way, she always found something to be grateful for which kept her relentless in her pursuit of excellence in whatever she sets her mind to. One powerful lesson she imparted to the delegates was putting a premium on time because every second is an opportunity.

The closing plenary learning session was staged by Housing and Homesite Regulatory Affairs Officer Ronnel A. Del Rio of the Provincial Government of Batangas. His “*Greatness-Enabled Leadership*” brand knows no boundaries as his being visually impaired never got in the way of him promoting and advocating for equal opportunities for persons with disabilities. A recognized champion of the community, Mr. Del Rio’s staunch affirmation of the competence of people who are differently-abled has earned him nationwide appreciation. His achievements, most notably being the first visionless person to earn a Master’s Degree in Management Technology at the De La Salle University and also being the first passer of the CESB’s Assessment Center through tactile reading and voice-assisted technology only proves that being differently-abled does not mean you are bound by any limitations.

## Translating learning objectives into realizations

“*Greatful*” Leadership in government service cannot be achieved with a half-hearted commitment to serve the Filipino people. A full-fledged calling to serve must be heeded and an unyielding passion for delivering more than what is expected must be present in every endeavor. A unified, coherent, and cohesive government can only be realized if everyone joins in the pursuit of excellence. Participants to the 2nd CES Leadership Conclave took away lessons in facing adversity, inspiration from incredible stories, and motivation from our envisioned future as they go back to each of their own agencies more armed, equipped, and ready to serve better. For Department of Education Compostela Valley Division Chief Josie T. Bolofer, “*gratefulness is not only felt in big moments but in every little detail of good or bad experience in our lives. It all depends on how we appreciate it.*” As for Department of Tourism Regional Director Marie Elaine S. Unchuan, “*All the topics were very inspirational and relevant. It deepened my understanding of why and how we can be grateful in our public service careers.*”

# Government HR Managers learn how to manage a Multigenerational Workforce

By: Edgardo P. Sabalvoro



One. Two. Three. Government HR Managers and Officers strike a pose for their group photo.

**T**wenty-nine (29) Human Resource managers and executives from eighteen (18) government agencies met at the Bureau of Internal Revenue, National Training Center, BIR National Office Compound, BIR Road, Diliman, Quezon City and discussed CESB Policies and Updates, the Guidelines on Secondment, and learn how to manage a multigenerational workforce as part of the CESB HR Fellowship and Learning Session on June 10, 2019.

CESB Executive Director Atty. Maria Anthonette C. Velasco-Allones opened the fellowship meeting by thanking BIR for hosting the event for HR managers.

She explained the important provisions of Resolution No. 1464 approving the Guidelines on the Secondment of Career Executive Service Officers (CESOs), Third Level Eligibles, and officials occupying Second Level Executive/Managerial positions.

In the afternoon session, the participants explored the reality of millennials in the government work setting brought in through organizational changes such as right-sizing, re-organization, rationalization or resignations, early retirements or simply through recruitment. Many public sector offices encounter inter-generational conflicts among its employees and executives causing workplace tensions and even increased turnovers. HR managers in government are then faced with the

challenge of creating a good working environment for all.

In his presentation on *“Understanding and Engaging Millennials”*, Dr. Hiro V. Masuda, Deputy Executive Director of CESB, discussed the skills HR Managers and Executives must possess in order to maximize millennial’s involvement and participation in their respective organizations. Using andragogy methods and group discussions to solicit thoughts, ideals and responses, Dr. Masuda explained that the friction experienced by organizations between the more experienced personnel and millennials are sometimes generational in nature. Millennials are here to stay and HR managers need to be equipped with the right mind and skill set to deal with them and to adhere to office norms and practices. Dr. Masuda explained that millennials may not be the usual workforce senior HR Managers may be used to, they have a compulsive need to relate to the vision of the organization otherwise we may lose valuable potential talents. They need to feel that they and the work they do matters in the greater scheme of things, they need a sense of purpose and worth. They are what HR managers must be ready to provide this generation. He also discussed the need to maximize and use their creativity and imagination in performing their tasks like in the use of technology on how work is delivered.



CESB DED Dr. Hiro V. Masuda, CESO IV explains with glee why Millennials like him will soon populate the Philippine bureaucracy and will be a force to reckon with.

Ms. Lecirda R. Cahigan, Administrative Officer V from the Department of Interior and Local Government (DILG) remarked *“very informative knowledge acquired on the evolution of generations from builders/traditional to Generation Z and also the succeeding generations up to Generation Gamma.”* She suggested CESB to *“continue the usual learning session during the HR Managers Fellowship Meetings; it is very useful to all HR practitioners.”*

Following this year’s Human Resource Managers Fellowship Meeting and Learning Sessions’ running theme, Pivotal: Public Servants v.4IR (Version 4th Industrial Revolution) centering on the four (4) components viz., Mindset, People, Processes, and Technology, this month’s session focused on how Managers will deal with a multigenerational staff. The next HR Managers’ Fellowship Meeting will focus on creating a growth mindset to be held on 26 September 2019 at the Department of Finance.



# SALDIWA XL: Towards Leadership and Service with a Grateful Heart

By: Luzviminda DR. Arbutante and Christopher F. Calugay



Engaging Activities. A melange of meditation, reflection, case studies, group exercises and learning sessions.

There is no elevator to success; you have to take the stairs according to SALDIWA XL members who strike a pose with CESB Executive Director Maria Anthonette C. Velasco-Allones and Mr. Tomas Alejo S. Batalla of Ateneo Bulatao Center for Psychological Services.

**T**wenty-six (26) public managers participated in the 40th session of the Integrated Salamin-Diwa ng Paglilingkod (SALDIWA) Training Course held at the Kapis Mansions Hotel in Roxas City, Capiz from 3-18 June 2019 to spearhead governance reforms and commit to make a lasting difference.

SALDIWA, which serves as one of two (2) foundational training courses for career executives under the CESB's Leadership and Management Proficiency (LAMP) Program, provides a unique and meaningful learning experience enabling learners to develop an honest and deeply personal appreciation of themselves, i.e., their behaviours, values, attitudes, leadership styles, and the other factors that influence their leadership and personal effectiveness. Lectures, case analyses, role simulation exercises, group workshops and other structured learning exercises were among a diverse array of methods facilitated by subject matter experts to further deepen the appreciation and self-realization of the learners and to enable them to internalize and live out essential values of public service leadership.

*"Salamin is mirroring – you see not a reflection of yourself."* These were the words of Atty. Maria Anthonette C. Velasco-Allones, Executive Director of the Career Executive Service Board (CESB) in her opening remarks which framed

the minds of the learners on what to expect from the sixteen-day course. She encouraged the learners to deeply reflect, honestly examine themselves, and return to their agencies endowed with a heightened sense of personal awareness and a mastery of one's self towards enhanced leadership.

SALDIWA's Community Engagement Module (CEM) served as the internship and learning integration module of the program. It was conducted in the rural coastal barangay of Basiao in the fourth-class Municipality of Ivisan in the Province of Capiz. This intensive exposure-immersion methodology required all the learners to live with pre-selected host families in Barangay Basiao for the learners not only to experience, understand and appreciate the needs, problems, challenges, issues, and unique milieu created by poverty in a community but also its immediate effects and far-ranging implications on the various institutions, sectors, families, individuals and environments in a rural community. The CEM enables learners not only to critically observe, examine and analyze the origins, key attributes, culture and dynamics created and influenced by poverty, but also to envision, formulate and layout a road map for a community-based, participatory and inclusive development agenda addressing different areas of the social, political, economic and even cultural life of the community.

The participants of SALDIWA XL also shared thoughts on the deeply personal immersion and transformation experience. Many said that sharing in the life of an impoverished and marginalized fishing community greatly humbled them, made them more grateful for their blessings in life, but more importantly challenged the participants to achieve a higher level of commitment, service and effectiveness as a citizen, a professional, a public manager, and as a career executive. *"The immersion is a life-changing experience for me this late in my life and in my career. It has benefitted my being as a person and as leader. During the immersion, I have realized that gratitude and service should always be the language of the heart. My foster family made me realize and value simple and little things as they can make you happier and contented"*, reminisced Assistant Schools Division Superintendent Jeanie L. Mativo of the Department of Education.

During the closing program, CESB Deputy Executive Director Hiro V. Masuda challenged the graduates to serve as effective instruments of positive change in their organizations. He pointed out that this role and life-mission requires one to embrace total change from within. He reminded them that as SALDIWA graduates they are now exemplars, vanguards, teachers and cadres leading their organizations guided by a noble vision, driven by the passion to serve the people and the nation.

# GABAY 34: Contributing Organizational Success to Achieve the Vision of a Drug-Free Philippines

By: Kirk Matthew V. Alfante

More than a century after the publication of *“Administration Industrielle et Generale”* in 1916 by the French “Father of Modern Operational Management” Henri Fayol, we can still perceive the practicality of the theories he set forth to describe the functions of management, namely: Planning, Organizing, Commanding, Coordinating, and Controlling which modern management authors condensed to just four—Planning, Leading, Organizing and Controlling. For a government comprised of a myriad of agencies each tasked with a specialized function, it is all the more imperative for officials in the third level to not only be apprised of the organic role they play in their organization, but also their potential to work with other government organizations and agencies in the joint effort to realize President Rodrigo Duterte’s goal to eradicate the country’s drug problem for a better future.

## Learning efficiency in the organization

To enhance and further the understanding of the robust theoretical concepts concerning organizational management and its modern-day application, the Career Executive Service Board (CESB), through the Integrated Gabay ng Paglilingkod Training Course (I-GABAY) under the Leadership and Management Proficiency (LAMP) program, conducted its thirty-fourth (34th) session in General Santos City, the strategic hub of industrial and economic growth of Region XII. Twenty-seven (27) eager participants representing 18 different government agencies across the nation completed the course. The 12-day I-Gabay course, featured eleven (11) modules handled by different subject-matter experts in the field of Philippine Governance and Strategic Public

Management; Strategic Human Resource Management for Public Managers; Information and Communication Technology; Data Privacy; Public Finance and Procurement Laws, Rules, and Systems; Public Finance Policies, Systems, and Laws for Public Managers; Essential Philippine Audit Laws, Rules, and Practices; Public-Private Partnerships; Philippine Administrative Justice System; Public Policy Process; and the Community Engagement Module.

## The roles of different government agencies towards a drug-free Philippines

According to the revised Philippine Anti-Illegal Drugs Strategy Statement, *“By 2022, the Philippines will be able to achieve drug-free communities through supply reduction efforts involving strong law enforcement with consistent adherence to and observance of human rights, coupled with comprehensive demand reduction initiatives and supported by strong international ties.”* In line with this goal, the City of General Santos initiated its own reformatory program to tackle the problem of drugs in their affected communities. Branded as *“Lingap ng Kabataang Ayaw sa Droga”* or *“LIKAY Droga”*, one of the



(Top) Learners pose with CESB Deputy Executive Director Hiro V. Masuda donning their graduation jackets and flashing their certificates of completion of the I-GABAY training course. (Bottom) CESB DED Masuda poses with key stakeholders from the Department of the Interior and Local Government (DILG), Philippine Drug Enforcement Agency, the City Government of General Santos City, and Local Barangay Units.

Learners pose with ICT expert Mr. Alexander Arevalo after their session on “ICT for Development”





ten outstanding local governance programs awarded with the 2017 Gawad Galing Pook awards featuring a holistic and multi-sectoral approach in confronting the drug problem in the community.

With the purpose of facilitating the application of the assimilated theories in management, the last component of the I-GABAY course entitled, “Community Engagement Module”, the CESB partnered with the City Government of General Santos, the Division Office of the Department of Education (DepEd) Region XII, the Philippine Drug Enforcement Agency (PDEA), and the Barangay Governments of Tambler, Calumpang, Dadiangas-West and Dadiangas-South, to offer learners a chance to delve into the warp and woof of the award-winning program of General Santos City and appreciate how different agencies and communities created a unified front and an organized effort towards contributing to the attainment of the vision.

Learners conduct guided dialogues with relevant program stakeholders to harvest best practices in inter-agency collaboration supported by pertinent policy formulation.

### Learners’ report on the efficacy of the “Likay Droga” program and recommendations

By the end of the 5-day engagement module dominated by dialogue, interviews and evaluation research involving the learners, concerned agencies, and model communities,

two (2) narrative reports from the two (2) study groups were produced which highlighted best practices and lessons in program implementation, inter-agency collaboration and change management, key elements which resulted in the successful grassroots implementation and sustainability of the program, as well as in recommendations addressed to all agencies on how to further expand, recreate or reinvent the program or generate other innovative programs for other parts of the country.

### Different learnings and experiences

The success of the 34th I-GABAY training course featured experiences and learnings which seeped into the minds and hearts of participants, and were reinforced with virtues and values resulting to transformed leadership styles. According to Department of Information and Communications Technology (DICT) Assistant Secretary Allan S. Cabanlong, “I was able to understand issues and concerns as well as best practices from the ground. LIKAY Droga as one of the major programs in preventing drug abuse can also be replicated to other local governments and even in our own barangay.” For Department of Trade and Industry (DTI) Region II Provincial Director Marietta B. Salviejo, the “Models of Development must be inclusive and in convergence we can do and achieve more.” For Acting Assistant Schools Division Superintendent of DepEd Masbate Raymundo M. Cantonjos, “I learned that any unit or sub-unit of society is a fertile ground for innovation, system upgrade, and process

Learners conduct guided dialogues with relevant program stakeholders to harvest best practices in inter-agency collaboration supported by pertinent policy formulation.

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Source: [https://www.ddb.gov.ph/images/downloads/Revised\\_PADS\\_as\\_of\\_Nov\\_9\\_2018.pdf](https://www.ddb.gov.ph/images/downloads/Revised_PADS_as_of_Nov_9_2018.pdf). Accessed April 15, 2019.

development. The Barangay Government and the DepEd Alternative Learning System have their own unique and significant contributions in the innovative and development initiatives of the local government unit.”

For the Filipino people to achieve a national goal, a concerted effort must be made towards achieving key milestone objectives in the journey to the future. The journey is no doubt a marathon and more than a sprint, and a sense of personal accountability should envelope the various roles we play. A better, more organized, and more efficient delivery of public services from integral government agencies will ensure that people get what they need in a responsive, timely, and cost-effective way. Consequently, the people therefore can be held accountable for their own responsibility towards being the first-line of defense and primary deterrents against drug abuse because if there is no reason to use drugs, the drug problem will be rendered virtually non-existent.

# Government Executives Rediscover Happiness in Service in the 2019 CES Executive Leadership and Wellness Camp

By: Lucre Mae H. Villaluna

The annual CES Executive Leadership and Wellness Camp, held back-to-back this year in Siquijor and Batanes, is staunchly advocated by the CESB and is pioneered by its own wellness ambassador Executive Director Maria Anthonette Velasco-Allones, CESO I.

This much sought after program, which recently concluded its 20th and 21st sessions, champions sustained productivity through activities that promote the ideas of holistic well-being, rest and recreation among perennially busy government executives. It is a trailblazing program which understands that leadership wellness and well-being has a huge impact on employee and organizational well-being. Harvard University, University of Pennsylvania, Gallup and the likes have made studies along these lines which further inspire the CESB to continually redefine and enrich its wellness program for public service leaders.

Thirty-one (31) learners actively took part in the 20th session of the Wellness Camp held at the Coco Grove Beach Resort in San Juan, Siquijor while fifty-one (51) enthusiastic learners coming from eighteen (18) agencies were present during the 21st session held at the Human Resource Training Center (HRTC) Training Room of the Provincial Capitol in Basco, Batanes.



Session 20, Siquijor photos (from top to bottom): Learners getting to know each other during the first session on Work-Life Integration (top). Discovering personal space during the session on Meaningful Connections (middle). Class goes for the zombie-inspired wacky pose during the closing portion of the Self-Care session (bottom).





Serve Happy, the 2019 wellness camp theme, promotes the idea of happiness anchored on the science of positive psychology. Research says that when we are happy – when our mindset and mood are positive – we are smarter, more motivated, and thus more successful.\* Serve Happy equips leaders to cultivate that happiness frame of mind so that they are able to happily serve and be able to serve that happiness to the people around them whether at work, at home, or elsewhere, creating ripples of positive change all-around.



Sessions for this year’s camp included establishing the importance of wellness and work-life integration for leaders with Mr. Jesse Rebutillo. Building upon it and providing specific happiness tools were the sessions on cultivating well-being with Dr. Parkash Mansukhani, meaningful connections with Ms. Avril Rodriguez, and self-care tips with Ms. Catherine Pacia. Outdoor activities included nature trips around Siquijor and Batanes islands while physical activity sessions featured Tai Chi instructors Mr. Antonio Delgado for Siquijor camp and Ms. Irene Chia for Batanes.



*“The program provided a strong and significant reminder for us to take care of ourselves in all aspects of our lives. More of this please, maybe quarterly, as an oasis for those nearing burn out,”* Ms. Cecile Ferro, CESO VI, Assistant Schools Division Superintendent of the Department of Education Division of Camarines Sur wrote in her program evaluation form.

*\*Shawn Achor (2010). The Happiness Advantage: How a Positive Brain Fuels Success in Work and Life.*

Session 21, Batanes photos (from top to bottom): Learners getting active in the morning Tai Chi session (top). Group shares a light moment during one of the learning sessions (middle). Learners enjoying the sun and Ivatan culture during the outdoor session (bottom).

# President Duterte Signs 37 CESO Rank Appointments

By: Imelda B. Guanzon

Malacañang released the appointments to Career Executive (CES) Ranks of 37 career officers on 1 August 2019 through transmittal letters dated 31 July 2019 signed by Executive Secretary Salvador C. Medialdea addressed to the CESB.

President Rodrigo R. Duterte signed 22 original appointments and 15 rank adjustments on 31 July 2019. This is the third batch of rank appointments signed by the President this year, following the rank appointments of 29 career officers on 28 February and 78 career officers on 25 March 2019.

This batch includes officials from the Department of Education (19), Department of Environment and Natural Resources (2),

Department of Finance (2), Department of Public Works and Highways (1), Department of Science and Technology (2), Department of the Interior and Local Government (2), Department of Trade and Industry (3), Department of Energy (1), National Economic and Development Authority (1), Department of Health (1), and Department of Social Welfare and Development (1).

The series of rank appointments this year is an expression of the President's commitment towards strengthening merit and fitness in the higher civil service and sustaining a pool of globally competitive career executives in the Philippines.

## I. ORIGINAL APPOINTMENT TO CESO RANK

### Department of Education

NAME	POSITION	CESO RANK
Editha Montino Atendido	Schools Division Superintendent	V
Fatima Dela Cruz Buen	Acting Assistant Schools Division Superintendent	VI
Benilda Marcelo Daytaca	Assistant Schools Division Superintendent	VI
Alfredo Binag Gumaru	Assistant Schools Division Superintendent	VI
Madelyn Lata Macalling	Assistant Schools Division Superintendent	VI
Dante Jamison Marcelo	Assistant Schools Division Superintendent	VI
Moises Domaya Labian	Assistant Schools Division Superintendent	VI
Majarani Macaraeg Jacinto	Assistant Schools Division Superintendent	VI
Helen Aguirre Ramos	Acting Assistant Schools Division Superintendent	VI
Rachel Ramirez Llana	Assistant Schools Division Superintendent	VI

### Department of Environment and Natural Resources

NAME	POSITION	CESO RANK
Francisco Eloreta Milla, Jr.	Director IV	III

### Department of Finance

NAME	POSITION	CESO RANK
Eric Parreñas Diesto	Director I	VI

### Department of National Defense

NAME	POSITION	CESO RANK
Bernardo Rafaelito Alejandro, IV	Director III	IV
Arsenio Rianzares Andolong	Director IV	III

### Department of Public Works and Highways

NAME	POSITION	CESO RANK
Pol Marajas Delos Santos	Director III	IV

### Department of Science and Technology

NAME	POSITION	CESO RANK
Annabelle Briones Briones	Director III	IV
Nancy Abnasan Bantog	Director IV	III



### Department of the Interior and Local Government

NAME	POSITION	CESO RANK
Carmelo Flaviano Orbista	Local Government Operations Officer VIII	V
Julieta Paraiso Rañeses	Director II	V

### Department of Trade and Industry

NAME	POSITION	CESO RANK
Arnel Evangelista Hutalla	Provincial Trade and Industry Officer	V

### Department of Energy

NAME	POSITION	CESO RANK
Amelia Marcelo De Guzman	Acting Director III	IV

### National Economic and Development Authority

NAME	POSITION	CESO RANK
Rosemarie Gerolaga Edillon	Deputy Director-General	I

## II. ADJUSTMENT IN CESO RANK

### Department of Education

NAME	POSITION	CESO RANK	
		FROM	TO
Arturo Bernardo Bayocot	Director IV	V	III
Jose Lagula Doncillo	Schools Division Superintendent	VI	V
Orlando Eslava Manuel	Acting Schools Division Superintendent	VI	V
Florante Espinosa Vergara	Schools Division Superintendent	VI	V
Merthel Merana Evardome	Schools Division Superintendent	VI	V
Salvador Onating Ochavo	Schools Division Superintendent	VI	V
Rosemarie Dime Torres	Schools Division Superintendent	VI	V
Rebonfamil Rañada Baguio	Schools Division Superintendent	VI	V
Catalina Perez Paez	Schools Division Superintendent	VI	V

### Department of Environment and Natural Resources

NAME	POSITION	CESO RANK	
		FROM	TO
Ric Ganapin Enriquez	Director IV	IV	III

### Department of Finance

NAME	POSITION	CESO RANK	
		FROM	TO
Soledad Emilia De Jesus Cruz	Assistant Secretary	III	II

### Department of Health

NAME	POSITION	CESO RANK	
		FROM	TO
Lilibeth Caoili David	Undersecretary	III	I

### Department of Trade and Industry

NAME	POSITION	CESO RANK	
		FROM	TO
Rebecca Magno Rascon	Director IV	V	III
Marcelina Salayo Alcantara	Director III	V	IV

### Department of Social Welfare and Development

NAME	POSITION	CESO RANK	
		FROM	TO
Florita Rubiano Villar	Undersecretary	II	I

## March 3, 2019 CES Written Exam Result Released (registered 46.90% passing rate)

By: Mylene G. Villasis

Sixty-eight (68) out of one hundred forty-five (145) examinees or 46.90% passed the Nationwide CES Written Examination (CES WE), the first examination stage for CES Eligibility. The exam was held last March 3, 2019 simultaneously in three testing centers, i.e., University of the Philippines (Quezon City), University of Cebu (Cebu City) and San Pedro College (Davao City).

Notably, all top ten (10) passers work in various government agencies and first time CES WE examinees. Nine among the top ten took the examination in Quezon City testing center, while one from Cebu, and they are as follows:

- |  |  |
|--|--|
| 1. De Los Reyes, Marco Dominic M. (88.70%)<br>Director III<br>Department of Social Welfare and Development (DSWD)-C.O.                               | 6. Orolfo, Vina Lorraine A. (86.03%)<br>Municipal Agriculturist<br>LGU-Cavinti, Laguna   |
| 2. Alabado, Roberto III P. (87.97%)<br>Assistant Secretary<br>Department of Tourism (DOT)-<br>Makati City  | 7. Go, Elizabeth F. (85.95%)<br>Officer I<br>Government Service Insurance System (GSIS)-Pasay City   |
| 3. Buenaventura, Joel H. (87.57%)<br>Chief Health Program Officer<br>Bureau of International Health Cooperation<br>Department of Health (DOH)-Manila | 8. Andres, Armida P. (85.74%)<br>Chief, Ecosystems Management Specialist/OIC-Assistant Director, Biodiversity Management Bureau<br>Department of Environment and Natural Resources (DENR)-Q.C. |
| 4. Abanil, Abram Y. (87.25%)<br>Director IV<br>Department of Education (DepEd)-<br>Pasig City  | 9. Guerrero, Aprille Regina P. (85.38%)<br>Local Government Operations Officer VI<br>Department of the Interior and Local Government (DILG)-Ilocos Sur   |
| 5. Danao, Vic Emerson C. (86.59%)<br>Supervising Education Program Specialist<br>Department of Education (DepEd)-<br>Pasig City                      | 10. Iturralde, Ma. Carmen I. (85.15%)<br>Chief Trade and Industry Development Specialist/<br>OIC-Provincial Director<br>Department of Trade and Industry (DTI)-Aklan                           |

The complete list of March 3, 2019 CES WE passers may be viewed at the CESB website, [www.cesboard.gov.ph](http://www.cesboard.gov.ph), and the percentage of passing per testing center is broken down, as follows:

Quezon City	67.65% or 46 passers
Davao City	17.65% or 12 passers
Cebu City	14.70% or 10 passers

All successful CES WE examinees may call the Eligibility and Rank Appointment Division (ERAD) at telephone number/s 9514981 to 85 loc. 100 or 832 for the schedule and other details of the Assessment Center (AC), the second examination stage for CES eligibility.

### Top Three Passers

The top three (3) March 3 CES WE passers include the following:



**Marco Dominic M. De Los Reyes**, who obtained the highest rating of 88.70%, currently occupies the position of Director III (under a Memorandum of Agreement), at the Office of the Undersecretary for Legislative Liaison Affairs and Special Presidential Directives in Mindanao Region (OUSLLASPDMMR), Department of Social Welfare and Development where he started as Executive Assistant V of then DSWD Secretary Judy M. Taguiwalo in 2016. Prior to DSWD, he was a Senior Human Resource Specialist at the Public Assistance and Information Office, Civil Service Commission. He graduated with a degree in Bachelor of Arts in Public Administration at the University of the Philippines in 2011. His fields of specialization/expertise include Planning, Policy Administration/Management, Social Services, and Project Management.



**Roberto P. Alabado III**, who obtained the second highest rating of 87.97%, presently works as Assistant Secretary at the Department of Tourism (DOT). He graduated with a degree in BS Communication Development at the University of the Philippines-Diliman in 1993 and MA in Regional Development Planning in 2001 in the same university. In 1999, he also received his graduate diploma in Regional Development Planning and Management at the Universitat Dortmund, Germany. His fields of specialization/expertise include Planning, Rural Development, Tourism, Transportation, and Urban Development.



**Joel H. Buenaventura**, who obtained the third highest rating of 87.57%, is a Doctor of Medicine by profession. He currently occupies the position of Chief Health Program Officer and designated as OIC-Division Chief (Medical Officer V), at the Bureau of International Health Cooperation, Department of Health (DOH). He graduated with a degree in BS Physical Therapy from the University of Santo Tomas in 2000 and passed the board exam in the same year. In 2004, he received his degree in Doctor of Medicine, Cum Laude, in the same university and passed the medical board exam in 2005. Seven (7) years later, he finished his Master in Public Health, as Merit Scholar, at the Boston University School of Public Health, Massachusetts, USA. His field of specialization/expertise is Health & Medical Science.



## CESB is FOI Compliant

By: Romil F. Tuando



For the second year in a row, the CESB received a Freedom of Information (FOI) Certificate of Compliance from the Presidential Communications Operations Office (PCOO).

The Certificate signifies that the CESB is fully compliant with the enhanced FOI requirements set forth by the Inter-Agency Task Force on the Harmonization of National Government Performance Monitoring, Information, and Reporting Systems (Task Force Administrative Order 25, s. 2011) through its Memorandum Circular No. 2018-1, Sections 5.1.a and 6.5.b.

To be considered fully compliant with the enhanced FOI requirements, agencies are required to upload in their official website under the Transparency Seal page the People's FOI Manual duly signed by the Head of the Agency, Agency Information Inventory, 2017 and 2018 FOI Summary Report, and 2017 and 2018 FOI Registry within the set deadline. A screenshot of the agency's website home page containing a visible and functional FOI logo linked to the electronic GOI portal shall likewise be submitted to the PCOO.

Executive Order No. 2, Series of 2016 signed by President Rodrigo R. Duterte mandates all executive departments, agencies, bureaus, and offices to make public any records, contracts, transactions, and information requested by a public individual except for confidential documents containing sensitive information.

For step-by-step and complete information about the CESB FOI People's Manual, visit [http://www.cesboard.gov.ph/2018/Public%20Documents/Transparency/FOI\\_CESB.pdf](http://www.cesboard.gov.ph/2018/Public%20Documents/Transparency/FOI_CESB.pdf).

## CESB Issues Guidelines and Statement on NUCESO Engagement

By: Romil F. Tuando

The CES Governing Board issued CESB Resolutions Numbers 1481 and 1482 on 04 July 2019 setting new parameters for engaging National Union of Career Executive Service Officers, Inc. (NUCESO) towards a more productive public policy setting and formulation process.

CESB Resolution Number 1481, Series of 2019 limits the participation of NUCESO in all meetings of the CES Governing Board. The prior observer status granted by the Board to NUCESO has been revoked.

Under the new policy, the Board may invite NUCESO to act as a Resource Person on specific agenda items for them to provide their inputs on policies and proposed programs that impact on the career development of its members who are also members of the CES community. Further, the NUCESO's authorized representative shall only be allowed to attend the meeting in portions where the NUCESO's position or comments are being sought by the CES Governing Board. For this purpose, the NUCESO shall submit its position paper or comments within one (1) week from the scheduled Board meeting.

The Board also directed the exclusion of the CESB Executive Director from the NUCESO Board of Trustees in CESB Resolution Number 1482, Series of 2019, pursuant to the provisions of Section 1, Rule IX of the Implementing Rules and Regulations (IRR) of Republic Act Number 6713, otherwise known as the "Code of Conduct and Ethical Standards for Public Officials and Employees".

The afore-cited law provides that any official or employee shall avoid conflict of interest at all times. Conflict of interest occurs (1) when the official or employee is a substantial stockholder; or a member of the Board of Directors; or an officer of the corporation; or an owner or has substantial interest in a business; or a partner in a partnership; and (2) the interest of such corporation or business, or his rights or duties therein, are opposed to or affected by the faithful performance of official duty.

Considering that the NUCESO is a private organization registered with the Securities and Exchange Commission (SEC), and that the membership of the CESB Executive Director in the NUCESO Board of Trustees is not annexed to the Executive Director's official position or exercised as a consequence thereof, such may be incompatible with the aforementioned law and jurisprudence.

### CESB Upholds the BEI

The CESB also issued its official statement on 04 July 2019 upholding the performance of duties of the CESB personnel who acted as members of the Board of Election Inspectors (BEI) during the 14 November 2018 NUCESO election for its National President and Executive Vice President held in Davao City. The CESB's official statement noted that the CESB Personnel, particularly: Frederick Kin M. Fajiculay, Marijoy R. Francisco, Darius R. Maya, and Giselle G. Durana performed their duties as BEI in accordance with the NUCESO Amended By Laws and the Rules on the Election of its National President and Executive Vice-President.

# CESB Appraises 2019 Mid-Year Performance, Sharpens Client Management Skills

By: Romil F. Tuando



## KEEP MOVING FORWARD.

The CESB Secretariat led by Executive Director Maria Anthonette C. Velasco-Allones (1st row, center) and Deputy Executive Director Hiro V. Masuda (1st row, 4th from left).



"RULE #1: The client is always right! RULE #2: If the client is wrong, read Rule #1," reminds Executive Director Allones during the Client Management Training of the CESB Secretariat.

Led by Executive Director Maria Anthonette C. Velasco-Allones, CESO I, the Career Executive Service Board (CESB) Secretariat trooped to Baguio City from 26 to 28 June 2019 to hold its 2019 Mid-Year Performance Review and Client Management Training.

Led by Executive Director Maria Anthonette C. Velasco-Allones, CESO I, the Career Executive Service Board (CESB) Secretariat trooped to Baguio City from 26 to 28 June 2019 to hold its 2019 Mid-Year Performance Review and Client Management Training.

Mr. Romil F. Tuando, Planning Officer, and Ms. Cristina P. Maya, Budget Officer III, reported the mid-year physical targets vis-à-vis actual accomplishments and budget utilization, respectively, to take stock of the accomplishments for the first half of the year and align the remaining programs, activities and/or projects (PAPs) between July and December 2019.

A series of discussions on administrative, human resource, and information and technology concerns were likewise held. Mr. Tuando, Performance Management Team (PMT) Secretariat, outlined the Strategic Performance Management System (SPMS) Calendar in time for the semi-annual performance rating period. A review on the proposed Manual

of Authorities on Administrative, Financial and Technical Matters was facilitated by Ms. Jocelyn P. Lachica, Financial and Administrative Division Chief, to delegate authorities and delineate functions in the CESB Secretariat.


Subsequently, Mr. Michael F. Laguio, Management Information System (MIS) Unit Head, highlighted in his presentation the salient features of the proposed Information Systems Strategic Plan (ISSP) for FY 2021-2023, which was timely submitted to the Department of Information and Communications Technology (DICT) for review and approval.

To provide information on the adoption of a competency-based system in preparation for the Level II reaccreditation of the CESB under the Civil Service Commission's (CSC's) Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM), Ms. Joana Carla D. Mance, Human Resource Unit Head, presented the actual personnel complement of the CESB in comparison with its organizational structure. She further discussed certain provisions of the 2017 Omnibus Rules on Appointments and Other Human Resource Actions (ORAOHRA), particularly on reassignment, to guide the CESB Secretariat on their decision for the reassignment survey.



To cap off the three-day activity, Executive Director Allones spearheaded the learning session on client management to provide helpful tips on how to manage clients effectively. She discussed in detail the RATER framework, a model used in measuring client service quality. RATER stands for: Reliability – the ability to provide what was promised, dependably and accurately; Assurance – the knowledge and courtesy you show to the clients, and your ability to convey trust, competence and confidence; Tangibles – the physical facilities and equipment, and your own (and others’) appearance; Empathy – the degree of caring and individual attention you show to the clients; and Responsiveness – the willingness to help clients promptly.

1



Positively approach the problem/complaint

2




Acknowledge whatever is being expressed

3



Act on the issue and provide solution

4



Ask if there is anything else you can help him/her with

# RATER

RELIABILITY



the ability to provide what was promised, dependably and accurately

ASSURANCE



the knowledge and courtesy you show to the clients, and your ability to convey trust, competence and confidence

TANGIBLES



the physical facilities and equipment, and your own (and others’) appearance

EMPATHY



the degree of caring and individual attention you show to the clients

RESPONSIVENESS



the willingness to help clients promptly

A diagnostic workshop per division/office was held to identify the top problems or complaints from clients against the CESB service standards.

Executive Director Allones closed the learning session by challenging the CESB Secretariat to exceed performance targets, renew personal commitments and improve service delivery through customer focus by adopting a four-step client interaction guide.

Asked about any major benefits they received from the session, Ms Magelende C. Llona, Procurement Officer, replied, “I was reminded about the need to be more accommodating to clients.” Meanwhile, the major takeaway of Ms. Ma. Filipina R. Azanza, Performance Management and Assistance Division Chief, is that “[t]he value of doing our work efficiently because its effect has great impact on others.”



## Exemplary Courage in Mastering the Odds

Dr. Chavez's Medical Madethrough Story



**D**r. Joselito R. Chavez, Deputy Executive Director for Medical Services of the National Kidney and Transplant Institute (NKTI) and a member of the Career Executive Service (CES) Community was conferred the 2019 Presidential Lingkod ng Bayan Award – Regional Winner by the Civil Service Commission – National Capital Region for his exemplary service in introducing Extracorporeal Membrane Oxygenation (ECMO) in the treatment of severe leptospirosis in the country.

ECMO is a medical equipment similar to an artificial lung that aids in the filtering of oxygen of patients. During the leptospirosis outbreak in the country last year, Dr. Chavez pioneered the use of ECMO machine to treat patients affected with leptospirosis at the NKTI.

The use of ECMO, as introduced by Dr. Chavez had drastically elevated the treatment available to people afflicted by severe leptospirosis, thus saving lives.

In the following page is the article originally published at the NKTI website:



## National Kidney and Transplant Institute and Civil Service Commission Honor Dr. Joselito Chavez for his Pioneering Work in the Management and Treatment of Severe Leptospirosis

Last July 1, 2019, a special flag raising and awarding ceremony was held at the Atrium of the National Kidney and Transplant Institute (NKTI) to honor one of its outstanding doctors, Dr. Joselito R. Chavez, Deputy Executive Director for Medical Services of NKTI.

### Recognizing Dr. Chavez's Accomplishments

NKTI's top Management along with its medical, nursing, and administrative staff; and invited guests from the Civil Service Commission gathered in recognition of the achievements of Dr. Chavez. Dr. Rose Marie R. Lique, NKTI Executive Director, in her opening remarks for the event, spoke of how Dr. Chavez's dedication to his work sets a great example to other government workers. Director Prisco S. Rivera, Jr., NCR Director, Civil Service Commission, praised the transformation of NKTI through the years. He gave the audience an overview of the award to be received by Dr. Chavez. It was Dr. Nerissa M. Gerial, Deputy Executive Director for Nursing Services who enumerated Dr. Chavez's notable accomplishments both in the field of medicine and as a customer service champion at NKTI. According to Dr. Gerial, Dr. Chavez is successful in his job because he is focused on outcomes. He is emulated by many young physicians he has mentored through the years.

Dr. Joselito R. Chavez is one of the most outstanding physicians in the country today. He graduated from the UP College of Medicine in 1981 and had his training in Internal Medicine and Pulmonology at the UP-PGH Medical Center. He then went to Stanford Medical Center in Palo Alto, California for Observership in Transplantation Medicine. He started his career as a Clinical Assistant Professor in the Department of Medicine, UP PGH and later became the Head of Pulmonary Section at the National Kidney and Transplant Institute. Aside from NKTI, he was also a medical consultant in the following hospitals: Capitol Medical Center (CMC), Lung Center of the Philippines (LCP), Philippine Heart Center (PHC) and St. Luke's Medical Center (SLMC). Because of his training and expertise, he was often called upon to attend to many cases of immunocompromised patients in different hospitals with lung infection.

In the field of medical education, Dr. Chavez pioneered the implementation of the first Integrated Internship program in the Philippines where Post Graduate Interns (PGIs) rotated not only in one hospital but in six (6) Institutions including the Specialty Centers (NKTI, PHC, LCP, and Philippine Children's Medical Center (PCMC). This exposed the new graduates to greater learning experiences and the latest technology. Starting with ten (10) interns during the first year of implementation, the program has grown to accepting more than 200 graduates per year after the Department of Health adopted this model for its Integrated Internship Training Program. The initiation, implementation and growth of this innovative program is attributed to the initiative of Dr. Chavez.

Dr. Chavez's many notable accomplishments include being a recipient of the University of the Philippines Medical Alumni Society (UPMAS) award for Outstanding Medical Service (2018); Philippine College of Physician (PCP) Exemplar as Distinguished Internist Awardee for the fiscal year 2018-2019; Finalist, Philippine Medical Association (PMA) - 28th Dr. Jose P. Rizal Memorial Awards Clinical Practice Category and 2019 University of the Philippines Alumni Association (UPAA) Distinguished Alumni Award in Public Service and Good Governance.

### Highlight of the Program

One of the highlights of the program was a surprise song number from Eric, Dr. Chavez's son. He sang "What a Wonderful World", a classic by Louis Armstrong. Residents from the Department of Internal Medicine, also sang a medley of Dr. Chavez's favorite songs.

### ECMO as Medical Breakthrough

Dr. Chavez was recently conferred the 2019 Presidential Lingkod Bayan Award by the Civil Service Commission – National Capital Region (CSC-NCR) for his trailblazing work on the use of Extracorporeal Membrane Oxygenation (ECMO) in severe Leptospirosis. ECMO is a machine similar to an artificial lung that filters out blood by means of a cannula or a long tube that goes through the machine's oxygenator then sends the blood back to the patient, oxygenated or "cleaned." The use of this technology in the treatment of severe Leptospirosis is a first in the country and considered a medical milestone in the history of the Philippines.

Last year, during a Leptospirosis outbreak in the metro, Dr. Chavez initiated the use of ECMO to treat patients suffering from severe Leptospirosis who were admitted at the NKTI. During one of his medical trainings abroad, he learned that ECMO was able to save a Lepto patient in Japan. The opportunity to try this breakthrough treatment in his home country where there is an ever increasing number of Lepto fatalities inspired Dr. Chavez to form a team of doctors and nurses to oversee the task of pioneering ECMO for lepto patients with severe pulmonary issues.

And the rest, as they say, is history. The innovative treatment was able to save the lives of five patients who would have likely succumbed to the fatal disease. This medical breakthrough changed the landscape of management of severe Leptospirosis in the Philippines and paved the way for both the Institute and Dr. Chavez to reap awards for the successful handling of the Leptospirosis outbreak in Metro Manila last year.

# 'Pammati ken Ayat' (Faith and Love)

By: Christianne Suguitan

As if shoved by a time machine to a world in sepia, I listened to our speaker, Victorino Mapa Manalo, Executive Director of the National Archives of the Philippines (NAP), discuss the importance of archives in preserving our heritage. And just to make sure his discussion would be forever etched in my all-knowing brain, we were brought to three (3) museums. I pass by these museums each day as I go to work, but was clueless of the stories which were there beyond their facades. I went to this year's Career Executive Service (CES) Club activity with a precondition that, "I am now a legitimate daughter of this charming heritage city called Vigan, and I already know what the speaker will talk about". My arrogance got the better of me. I knew almost nothing about the city, except that I cannot walk the cobblestone streets of Vigan City in heels.

It is most easy for folks to step into a museum and gawk at the articles on display, take photos, and lazily read the notes propped somewhere near an old map, a piece of clothing, a basket, or even a single tile which one can assume was part of a living room floor danced on by the wooden-shoe laden feet of women in heavy *saya*. But I learned that each sentence on the descriptive notes accompanying the pieces on display was carefully thought of by those who spent their whole lives studying history and heritage. Our speaker could not have been clear enough: the NAP preserved 'records' and 'articles' told stories based on facts. How people interpret these stories in the context of history is not theirs to impose.

I am a sucker for the 'old'. I have always thought of myself as a reincarnation of perhaps one of those peasants who lived during the Spanish era in Ilocos: woven basket atop my black curly hair; clad in *kulambo*-cloth top in fluffed sleeves; wearing a checkered '*saya*' tied by the waist; and barefoot. I imagine myself walking along the cobblestone streets, looking up at the rich families' wide capiz windows where I strain my neck to catch a glimpse of the lady of the house, her chin up, holding a fan adorned by small pearls and expensive embroidery. I have yet to know for certain what exactly is in the basket I am carrying. Vegetables, perhaps?



So the day I listened to the lecture and walked through Ilocos history was truly a milestone. I felt a mix of awe, wonder, disbelief, and even amusement. Stories of the way houses were built and the materials used to construct them had meaning in themselves. Social norms, which I now find absurd, had reasons. Religion, a major concept that influenced our heritage, cannot be ignored. Arts, the design of almost everything – from clothes, housewares, sheets – adapted to the times. The *pasyon*; that sound of old women's voices in lamentation commemorating the death of 'Apo', lingered in my ear even after I stepped out of the Conservation Center Complex of Vigan City. The depressing melodies tore my heart as I replayed voices set in a musical arrangement. I am certain that the women who sang them were unconscious about how their music made me feel. They have sung in altos, one higher in octave than the other, without the benefit of 'reading notes' from a musical piece. Yet the voices came together perfectly.


All the stories, even that of why Vigan City was spared of the American bombings when Japan surrendered to them in Ilocos, are sewn together by faith and love; '*pammati ken ayat*'. The heritage we boast of in Ilocos is not that which is shown in the Instagram or Facebook posts of tourists who flock to the place stuck by the charm of all that is vintage. It is in our faith to the Divine that was taught to

us by those who came and left after three centuries. No matter how history judges them. Our strength and fortitude, then and now, find its roots in what they taught. It is about love – the love between a Japanese soldier and a Filipina that was said to be the reason why this charming city of Vigan was spared from total devastation. As cheesy as that may sound today, this story alludes to how Ilocanos value love, and why they are loved in return.

This one-day activity entitled '*Our Heritage, Our Future*' of the CES Club was a journey to my past. It was a day which made me rethink of how I perceive my heritage, and how I am missing out on the wondrous things that this place offers me, day after day. This day also taught me that it is in the pride of my heritage that I anchor my life towards navigating a future I did not realize will be largely shaped by my past.







THE PUBLIC MANAGER

# gut story?

it takes guts to tell a story, let us help you  
get your message across

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get your story published.

i nspire  
d ialogue  
e ngage  
a spire  
s hare



**Career Executive Service Board**

No. 3 Marcelino Street, Isidora Hills Subd.

Brgy. Holy Spirit, Diliman, Quezon City

Trunklines: 951-4981, 951-4982, 951-4985, 951-4988

Direct Lines: 366-1943, 366-1941, 366-1986, 366-1979, 366-1965, 366-1984

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