

The PUBLIC MANAGER

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CAREER EXECUTIVE SERVICE

G**REAT**
LEADERSHIP

ful

*Performance
Positivity
Possibilities*



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 will recount inspiring stories of gratitude, wisdom and hope behind exemplary and life-changing achievements of people from the public sector. We will narrate their works, lives, lessons and legacies—which not only help them transform, but 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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In this issue...

With the theme "*CESNewGen Inspired and Inspiring*", we take a glimpse of the younger generations of CES officials who have made headway in their government careers and whose stories of performance excellence were felt in their respective organizations/constituents. It explores their leadership values, challenges and triumphs and future plans and prospects in government service.

Message from the Chairperson

John Quincy Adams once said, *“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”*

In today’s challenging times, we are further compelled as career executives to keep up and set the pace of providing impactful servant-leadership. In doing so, let us not forget the importance of emulating and spreading the attitude of gratitude and positivity to the CES community and the rest of the Philippines.

This year’s CES theme of *“GREATful Leadership: Performance · Positivity · Possibilities”* reminds us that we reach greater heights when we make the most of the challenges and opportunities thrown our way.

Psychological studies have proven that keeping *“gratitude lists”* is an effective way to improve one’s mindset. With this in mind, we have made it our mission to highlight in this issue of The Public Manager Magazine the narratives of extraordinary exemplars who have pioneered reforms and initiatives and attribute them to more than just their own hard work and perseverance.

As we bring our complete selves to the development and delivery of a responsive public service, may we also be reminded by the stories in the next pages to emulate the attitude of gratitude throughout our lives and lead others to do the same.



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





Message from the Executive Director

Following the resilience-focused Quarterly Public Manager last year, we bring forward this year's theme, "*GREATFUL Leadership: Performance, Positivity, Possibilities,*" to build on the core dimensions of resilience and put forward the value of gratefulness as a key towards leading with greatness. With self-awareness at its core, gratitude elevates resilience to the next level, igniting one's ability to see things positively, welcome new possibilities and turn challenges and adversities into opportunities.

In this quarter's issue, through the Cover Story entitled "*Enhancing VALUE towards GREATful Leadership,*" we share with you lessons on self-empowerment and reinvention to be the best version of yourself.

In the section VoiCES, we narrated stories of gratitude of Department of Education – Region VIII Regional Director Ramir B. Uytico, Government Procurement Policy Board Executive Director Rowena Candice M. Ruiz, Department of Justice Assistant Secretary Adonis P. Sulit and Bureau of Local Government Supervision Director Odilon L. Pasaraba as they made their remarkable leap in their careers and made a difference in the lives of others. We also shared responses of the younger generation of CESOs on their views about public service and leadership.

We know that there are gratitude stories behind each of the faces we meet in the community. We cannot write all these stories, but through our quarterly issues, we hope to encourage you to share your own gratitude story.

Let everyday be an opportunity to do great things, gratefully.

A handwritten signature in black ink, appearing to read 'All Allones'.

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

*Enhancing
VALUE
towards
GREATful
Leadership*





“The cornerstone of self-empowerment is to be grateful in everything. Those who can value little things will be rewarded with more and will experience true joy. But, those who cannot appreciate are bound to make their life miserable, frustrated and insecure.”

Do you find yourself stagnating and feel as if you are going nowhere in your career? Do you feel like no one is paying that much attention to you? How can you increase your personal value and be a GREATful leader in today's more volatile, uncertain, complex and ambiguous marketplace?

As a public manager, you have to think of yourself as a valuable product and it is imperative to invent and re-invent yourself every year. You have to create a personal brand to distinguish you from others and stand out in a crowded workplace.

However, some managers refuse to accept or ignore the need of an honest evaluation of their capacity as doubt and uncertainty sneaks every time they move into an unknown future even before they have started, thus they fail to see the prospect of an exciting future along with all its potential promises. Others are at a crossroad: whether to go through the familiar path or take the road less traveled.

How you spend your money, energy, emotion and time is a direct reflection of your values and priorities. Be mindful of the words of Peter Drucker, *“People who do not manage themselves for effectiveness cannot possibly expect to manage their associates and subordinates.”* Self-improvement does not need to be an expensive undertaking.

The cornerstone of self-empowerment is to be grateful in everything. Those who can value little things will be rewarded with more and will experience true joy. But, those who cannot appreciate are bound to make their life miserable, frustrated and insecure. Research shows that having an attitude of gratitude can help you balance out the negative effects of the challenges and stresses. It leads to optimism, better execution and enables you to see new possibilities and comes with a great bonus: improved health.

About the Author



Mr. Antonio Errol B. Ybañez, Jr. is an Assistant Department Manager at the Philippine Deposit Insurance Corporation, where he steadily rose through the ranks after being hired as Bank Examiner in 1996.

He holds a Doctor of Business Administration (DBA) degree from the Pamantasan ng Lungsod ng Maynila (PLM), where he also finished his Master of Business Administration (MBA). He is a part-time faculty of various universities, including PLM, Perpetual Help System Dalta and Philippine Women's University. He teaches advanced business and management courses to doctoral and masteral degree students.

A Career Executive Service Eligible of many interests, Mr. Ybañez is also book author. He recently published his second book entitled, ***Firstpective Matters to a Life Well-Lived***. His first book was published in 2013.

Leaders who feel great about themselves produce positive change, unleash excellent performance, and create new possibilities. Be a GREATful leader by enhancing your personal value thru Vision, Action, Leverage, Uniqueness and Education.

Visualize your new direction. Know who you are in relation to where you want your life to go further. Recognize patterns and trends from the lessons of your yesterdays to help you draw your possible future state. Paint a clear picture of your destination where you can also inspire others to engage in the exciting possibilities of your vision.

Take deliberate steps that will keep you true to your purpose and self. The Japanese word *'ikigai'* or sense of purpose is pivotal in finding one's satisfaction, meaning and in feeling of well-being. *Ikigai* is a combination of two words: *Iki*, which means life, and *Gai*, refers to value or worth. It is essentially the reason why you get up in the morning. Acting toward maximizes your potentials and lets you to take a grip on your life.

Actualize your vision. Courageously lead your life in the direction you have visualized. Build your momentum by taking baby steps, gradually moving on to try more difficult things. There are no shortcuts to success but experience equips you to speed up the process. You need tenacity, grit and focus to stay on track. Along the road there would be humps and bumps; you may need to pause, re-assess and decide to chart your course because as Murphy's Law states *"If anything can go wrong, it will go wrong."*

Always strive to be a leader who does not define his leadership based on position, but rather spurs others to action with successful and encouraging stories that unfetter the power of ingenuity, goodness and love. Your action is an expression of your true character which will shape your destiny. Nurturing hope will enable you to rein in your predicament. Refresh your courage from the words of Helen Keller, *"Life is either a daring adventure or nothing at all."*

Leverage with successful people. Leveraging is associating with people who will strengthen your core capabilities and push you to do better and be a better version of yourself. The key to leveraging is developing relationship and goodwill with people prior to needing them. Be resourceful and opportunistic in the nicest way possible. Be with people who are positive, cheerful, productive and intellectually stimulating.

There are three ways to implement this strategy: Foremost, develop a personable personality. Being

personable multiplies your reach because every person you meet can be a key connector to others you can leverage with. Secondly, build an authentic personal brand that is consistent and easy to recall. You have to package yourself from the presentation of your business card, to your manner of dressing and talking. Finally, practice an 'elevator pitch' – or a quick synopsis of your background and experience so that you can explain what you do within a few seconds and never miss an opportunity.


Unlock your uniqueness. Flaws and vulnerabilities are inherent foundations of authenticity. Look beyond your imperfections and be happy about them. Everyone has fears and insecurities because confidence is learned through life's mainstreaming. Self-empowerment can grow when you start valuing and loving yourself by embracing and finding joy from the life's ups and downs. Your personal mistakes, struggles, pains and disappointments are what make you valuable and inimitable.

Consequently, the excitement and enthusiasm that you exude in dealing with your life's difficulties will inspire and build-up the lives of others to greatness. Taking time to cultivate and enjoy personal relationships is essential to long-term happiness. Leadership is a relationship which permeates to the very core of the people around you. Be steered with the words of John Maxwell, *"Creating positive change is the ultimate test of leadership."*

Educate yourself. Amazing leaders soar above and go beyond the boundaries of apprehension and timidity with the belief that they are capable of ascending to boundless feats.

Learning new skills is tantamount to getting in shape. Choose to specialize and develop expertise on skills such as leadership, social media marketing and blogging, photography, business analytics, public speaking and many more. Take heed of the saying by Gandhi, *"Live as if you were to die tomorrow. Learn as if you were to live forever."*

In every undertaking, there is a new lesson to learn and new perspective to uncover, which can be applied in another endeavor. When you embrace change with new learnings, you will be more resilient and confident with failures. Add fun and pleasure by mentoring younger generations to develop more leaders. Keep learning to keep growing. Devote time to learn, re-learn and unlearn to create a leadership brand of value.



VoiCES
Voice of
the New
Generation
CES



A recent study suggests that Generation X or those born between 1965 to 1981 comprise majority of leadership roles globally. Meanwhile, the Millennials, eager to ascend to leadership role, are also emerging in leadership positions, occupying as much as 20% of leadership jobs in US in 2005. Studies also support that these new generations of leaders have important distinctions about how they are taking on their leadership role.

In the Philippine bureaucracy, data shows that there are a few who enter the third level before they reach 35 years old. However, with 56 as the average age, the younger generations remain to be lesser in number (22%) and their

ages are dispersed over 21 years. On the contrary, those within the retirement age (61 – 64 years of age) comprise more than 23% of the CES officials. With the possibility of lowering down the retirement age to 56, the percentage of possible retirees gets to as high as 56%. Given this possibility, we can infer that the ascent of new generation leaders will inevitably come sooner than later.

In the succeeding section, we are sharing with you the voices of new generation CES Officials, exploring their thoughts on leadership and public service, as we hope to influence a more inclusive and empowered generation of CES.

Atty. Ruiz: Up Close and Professional

by Marizel Christine A. Bautista



ROWENA CANDICE M. RUIZ
42 years old
Executive Director
Government Procurement Policy Board
Department of Budget and Management

“All women are created equal but only the finest become lawyers.”

A woman, a barrister and a public servant, Atty. Ruiz reflects a life of balance and a brand of public service worthy of attention. Obtaining a Bachelor of Arts Major in Political Science degree from the De La Salle University, she pursued a Bachelor of Laws degree at the San Beda College and entered the Bar at the age of 27. She finished Master of Laws at the University of London as a Chevening Scholar. She joined the roster of the CES Eligibles in 2011 and was appointed to CESO Rank III in 2012. To this day, she continues to display the highest

values and competencies of leadership excellence, and the marks of a woman of integrity. A daughter of Malabon, she is her hometown's pride in the field of law and public finance and expenditure management.

Her Journey in Public Service

Starting as a lawyer at the Department of Budget and Management (DBM) handling legal opinions, litigation and special projects, Atty. Ruiz had the privilege to be designated as Officer-in-Charge (OIC) of the Legal Service two years into the job. This gave her the needed exposure and training to prepare for management work as she was appointed Director III in 2010 and two years later, promoted to Director IV. She was Director III when Former President Benigno Aquino, Jr. issued an executive order requiring those holding Career Executive Service (CES) positions to secure CES ranking which lead to her CES leadership journey. During the SALDIWA leadership program, she was truly exposed to the daily travails of the marginalized, giving her a deeper and personal understanding of public service that later on shaped her life as a public servant.

Eager to learn more, she has long asked then Budget Secretary Florencio “Butch” Abad for permission to take further studies. However, given the many controversies, such as the PDAF and DAP, that the Department had been entangled with, she was asked to wait it out. When the dust settled, she took the chance and applied for a Chevening Scholarship without any government endorsement.

When she returned from her studies, she again had the privilege to serve as OIC of the Department's Legal and Liaison Group. In 2018, she was tapped to head the Technical Support Office (TSO) of the Government Procurement Policy Board (GPPB).

Challenges and Victories at Work

She admits that she considers mentoring as her most challenging task as a public servant. The diversity of the professionals, mostly lawyers, that she constantly works with makes handy off-the-shelf formula or strategy unsuitable. Instead, she needed to carefully assess each personality to come up with a viable mentoring approach. The multitude and myriad of work their unit has to face makes it more challenging for her to find the time and energy to integrate mentoring in their daily grind.

Aside from mentoring her subordinates, she also had difficulty in finding her mentor. In her stint at the DBM, she often reports directly to the Secretary. Given such situation, she is grateful to have had the chance to the work with high caliber CESOs, such as Undersecretary Evelyn Gurrero and Undersecretary Laura Pascua, who somehow became her “forced” mentor and helped her adapt to her work. “They have greatly influenced and shaped the very precepts of government budgeting. Somehow, I would say that their influence made me a better lawyer for the Department,” says Atty. Ruiz.

A woman of humility and profoundness, she feels that her greatest achievement so far is the respect and recognition she receives from her colleagues in the DBM. “It feels like a long and warm hug from the people that I equally respect and look up to. It makes me strive harder and be better in anything that I do.”

A Grateful Servant of the People

She is most grateful for the work they do in government, truly believing that it is a privilege to be in government because of the exclusivity of the whole experience, which cannot be equaled by the private sector. She explains that government work enables its servants to shape and influence governance and public policy and empowers them to make a difference and actually change lives.

“I have always said that one need not be a superhero or do something extraordinary to effect the change we need in society. It starts with us, in the everyday work we do, in the way we value our role in governance by carefully and judiciously crafting public policy that directly impacts the lives of every Filipino.”

For Atty. Ruiz, hard work and humility are the most important values/principles that a leader must possess and share with his/her subordinates/peers and the general public. She endeavors to live by the principle of integrity because it permeates into other values and principles, such as respect. It is also the core principle passed on to her by her father and the same principle she hopes to pass on to her children.

“There is also no substitute to hard work and perseverance. Anything as important as good public service requires resoluteness and passion. Success is made more sweeter when realized with these two elements: hard work and perseverance.”

She also values humility because she believes that the government leaders exist to serve the people. She explained that humility keeps government leaders grounded and makes them serve beyond their position, while the illusion of influence and power can be tempting.

Steering the GPPB - TSO

Under her leadership, the GPPB – TSO commits to make procurement responsive to the needs of the government. Imbued with the paradigm of procurement management, the GPPB is looking at the entire procurement process from planning to contract administration. In line with this, the GPPB aims to introduce tools and approaches that will allow procurement practitioners to become proactive players in the procurement process.

The GPPB – TSO opened the year with a fresh offering with the conduct of its First Procurement Forum on 24 January 2019. *“Central to our reforms is making our procurement rules pragmatic.*



To this end, we shall continually leverage advances in technology in streamlining our rules and making our processes more efficient – all these towards a strong and responsive procurement.”



What does public service mean to you and why do you choose it as a career?

My life in public service came to be as a result of a challenge posed by a friend to do something rather than rant after I had a rather testy experience with a government office (not DBM). I may have been egged into entering government service, but it was my choice to stay.

When I was young, I see public service as a calling, a choice for me to do something and make things better, not being contented with business as usual or *‘pwede na’*. It is a yearning, a desire to uplift and make a difference, no matter how insignificant it may be for some. It is the art and science of making the mundane and sometimes even the arcane inner workings of government practical and effectual because every aspect of government work matters.

How do you think the younger generation best contribute to their agency and to the bureaucracy in general?

The technological advancements that permeate the younger generations’ work environment make them more innovative and inspired to do their work. Also, these advancements are useful tools in giving feedback making mentoring process more effective. The younger generation provides a more integrative and adaptive approach in making the bureaucracy more responsive, and to certain extent, alive, as it continuously changes.

What do you think are the three (3) most important skills/competencies a leader must have?

- a) **Inspiring** – Leaders do not make the change, they inspire the hearts and mind of the people to make the change. As leaders, we should strive to allow others to grow and be the person they desire by setting a good example and living by the tenets and principles we impart.
- b) **Innovative** – As leaders, we have to continually find ways to make things better; not business as usual. Leaders thrive during adversities because they see them as opportunities; never as constraints. The everyday challenges become an exploration of possibilities when we have leaders that innovate.
- c) **Decisive; Courageous** – People tend to be risk averse; choosing to play it safe than take chances. But effective governance requires leaders to actively make decisions for the bureaucracy to evolve continuously. With decisiveness comes the courage to maneuver around politics in the workplace. As leaders, we cannot be ingenuous to politics. Leaders will be tested. We need to stand by our principles and fight for what is right, which may not at all be a popular stance at all. We need to be courageous enough to put our careers on the line, if need be.

Of Grateful Hearts and Greater Heights: Uytico's Journey of Service

by Marizel Christine A. Bautista



RAMIR B. UYTICO
50 years old
Regional Director
Department of Education, Region 8

Leading from the classroom to directorship, the journey of Director Ramir B. Uytico, EdD CESO IV is one great story of committed and empowering leadership. He toiled from the blackboard and rose from the ranks. Along the way, he created many opportunities for excellence among the students and educators, whose lives he has greatly transformed. His sacrifices are numerous, but with his people, victory was enormous.

He took on the tough challenge and rugged terrain to become part of the elite corps of CESOs while he was still serving as an Assistant School Division Superintendent of Department of Education – Cebu Province. The man that he is, who has sharpened his skills along the way, emerged as an icon of educational leadership. Armed with the 4Cs: Character, Competence, Courage, and Compassion, he became an epitome of resilience, excellence and gratefulness.

“Having a heart full of conviction, I embraced all as a work at WOW. Imbibing the reality that there is no separation between the CES journey and one’s career, I used all the organizational challenges as my inputs in sharpening my saw in hurdling the CES stages. The insights gained along the way were my take off points in causing my career to fly, my happiness to exude, and my absolute best to fully express. All these are contributory to my present position.”

Innovation as a Passion

He was like a soldier soaked in the battlefield. His theater of war was his classroom where he learned the hard realities of the public school system. He lived by the lessons he taught and learned. And as time went by, unafraid of bringing in change, he campaigned for out of school children to go back to the classroom and read. He facilitated the implementation of home-stay study programs to address the different scenarios requiring different learning techniques. He rallied to improve learners’ reading comprehension as a foundation for better learning. He created many leaders along the way of his service. Enshrining each individual’s traits, he influenced and inspired his people, peers and personnel.

His efforts and change leadership paid off as he was given the Gawad CES Presidential Award in 2012 in recognition of his innovative projects and programs and consistent display of

exemplary performance in public service. This feat he shared with his co workers and school children, who have great words and high respect for him. He has the loyalty, cooperation and support of the leaders and stakeholders in his region.

A Snippet of his Achievements

He pushed for the implementation of Project LEAD (Lead, Empower and Achieve through Data-Driven Decisions) upon his installation as the Regional Director of Region VIII on September 6, 2016, by inspiring all his division Superintendent of Schools to craft their own division banner projects which echoed the principles of innovation, convergence and empowerment. The next month, the convergence of all national agency and local government unit executives and stakeholders witnessed the launching of the program. With 13 schools divisions and 4,187 schools implementing their own needs-based and contextualized banner projects with passion, excellence and the core values of Project LEAD, he led the way.

With excellence as his way of life, he spearheaded the efforts to attain ISO 9001:2015 certification of the regional office. This is an international standard related to quality management that provides a guide in responding to the challenges of management in service efficiency, progress measurement, knowledge exchange database, risk management and core business processes.

With these recent accomplishments, he finds inspiration and gratitude from the *Warays* and the *Bisayas* of Region VIII. He appreciates their recognition of the little and big successes of their collaborative work.

The Journey of Heartfelt Service

His journey as a public educator and CESO is guided by core leadership values of sharing a vision with everyone. This allowed them to own the struggle to reach the goal and its rewards. He established the organizational culture with his people.



As a leader, he influenced the best practices among his peers, built trust, developed rapport and team spirit in the organization. He learned his theories well, and he implemented and converted them into realities. Humbled by the recognition of his efforts and the high esteem given to him by everyone he has worked with, the man selflessly teaches others the way to greatness as a token of his gratefulness.

Director Uytico who is seen as a great example of professionalism and commitment shares his view on the years before his retirement, *“My last few years must be spent in an organization where people have obsessive, energetic, and continuous self-education because these are among the greatest survival tactics to get through challenging and turbulent times. Being in it entails less or even no stress at all because everyone works with passion and commitment. During that time, I will have a happy mind as it leads to successes in all endeavors.”*

He has walked the journey well, so far.



What does public service mean to you and why do you choose it as a career?

Public service is institutionalizing customer loyalty with high hopes and unlimited energy in carrying out goals and objectives with utmost transparency and commitment. It is an employment of excellent management ability and people skill, coupled with political will and determination, wrapped in example of commitment, modesty, and unquestionable integrity. Surely, these will propel toward successfully navigating across challenges and winning the people’s hearts and minds.

For me it is my calling that rings a bell in my heart and God’s inner voice telling me to make a difference.

How do you think the younger generation best contribute to their agency and to the bureaucracy in general?

Young generation means young blood who stirs the fountain of creativity. They are fresh contributors of innovative and great ideas, without discrediting the efforts of their mentors who have been their companies in their leadership journey. The young leaders are enablers of people and facilitators of teams which can be potent tools in raising the bar

of excellence in governance. In the bureaucracy, young leaders are often the cradle and the spring of dramatic improvements contributory to organizational catalytic changes.

What do you think are the three (3) most important skills/competencies a leader must have?

A leader must:
a) manifest enthusiasm and emerging charisma;
b) value people and see the potential in each person; and
c) be innovative to make a difference.



#GratefulLeadershipandGovernance

by Marizel Christine A. Bautista

Technology has redefined human lives by creating a smaller world where everyone who has an access to its many media has an access to the new wealth of information. Rendered to its different applications, information technology has given a new shape to community relations that gave birth to a new brand of democracy and governance.

With the advent of new technology and the opportunities for interaction with the people, the traditional ways of reaching out with the constituent communities have been replaced by broadcast over radio and television, the use of the world wide web to institute eGovernance and the use of social media by posting information and soliciting people's reactions over social media giants, Facebook, Twitter and Instagram. Everything now is seemingly subject to people's scrutiny and validation. Consequently, the minds, voices, attitudes and movements of people are now more interactive, dynamic, volatile and exposed to the new technologies. With a hashtag (#), filtering of information becomes possible for people to see the available resources connected to one single word or phrase.

DILG Region 2: Digital Democracy and Governance

The Filipino people have reacted and participated in our democratic processes in varying degrees, depending on their geographic location relative to that of the power centers and their economic condition. Local governance has naturally been subject to the fluctuations in interest and participation, making it more challenging to affect local constituents' lives.

Abreast with these changes, innovative leadership gave birth to digital democracy and governance in the Department of the Interior and Local Government (DILG) Region 2. Thanks to the proactive mindset of Dir. Odilon L. Pasaraba, the DILG Region 2 reformatted the old system using new technologies available.

Director Pasaraba was instrumental in transforming the Local Governance Regional Resource Center (LGRRC) of Region 2 from being a physical library to digital libraries to facilitate ease of sharing knowledge, system processes, operational strategies and other components to enhance the operation of DILG Region 2.

He used multimedia to raise awareness among the locals on the programs, projects and activities of the agency and launched the radio program *Ikaw at ang Gobyernong Local: LGRRC2 On-Air*. With the people becoming more savvy

to technology and equipped with mobile phones, computers and laptops, he also tapped social media platforms, such as YouTube, Twitter, Instagram and lately, Facebook.

In addition to information technology (IT)—enhanced initiatives, capacity building was addressed through a series of relentless campaigns to increase the number of local government units that acquired Seal of Good Local Governance. He also facilitated the conduct of training programs for newly elected and re-elected officials and encouraged them to attend development sessions and dialogues to foster and strengthen participation, and enhance DILG program implementation.

Along the way, better linkages were formed through these institutional interactions. Communities benefited from the newer ways of people empowerment. Popular information gateways emerged and social, economic and political lines transcended. Information has somehow become an equalizer of sorts.

Local leaders have expressed their appreciation of the efforts of Director Pasaraba, who have led the transition to new governance with his new ways and the use of IT. Awarded as CES Very Innovative Person (VIP) for the first quarter of 2018, he is also held in high esteem by chief executives of the region for creating better leaders up to the barangay level through his projects.



ODILON L. PASARABA

43 years old
Director IV

Bureau of Local Government Supervision
Department of the Interior and Local Government

The Man Behind The Achievement

A close encounter with the man reveals a grateful leader, thankful for the trust accorded to him by the Department, through his superiors, who acted as his mentors. He takes pride on being able to rise from the ranks, as he continues to aspire to reach higher leadership positions.

He started his government career as a contractual employee at the Bureau of Fisheries and Aquatic Resources, and then transferred to Department of Agrarian Reform in 1999. In 2002, he transferred to the DILG, where he rose through the ranks armed with his innate traits and honed skills. *"I am proud to say that I am one who rose from the ranks. I believe, everyone who started from there has aspired to become a CESO. I, for one, have challenged myself to become a future leader of the Department,"* he said. He is grateful for the trust that the government has given him as he now heads the Bureau of Local Government Supervision of the DILG.

Director Pasaraba, a proud son of Cagayan, earned his undergraduate and post graduate degrees in his hometown. He obtained his Bachelor of Science in Agricultural Engineering degree from the Cagayan State University and his Bachelor of Laws and Master in Public Administration degrees from the Cagayan Colleges.



As a people-person, he finds joy working and accomplishing things with his team. *“My greatest accomplishment, so far, lies in the accomplishments of the people I work with. When they achieve their goals as public servants (i.e., career development) and I know that I am part of that achievement because I trusted in them that they can do better, it is my greatest accomplishment,”* says Director Pasaraba.

He finds his career as a blessing because it gives him the opportunity to create impact on the lives of others. He recounted, *“Everyday, I take the chance to say and do something to inspire and motivate people to become better versions of themselves. It is through these moments that I feel my purpose – I am most grateful for that.”*

While he enjoys his work, the path isn't all smooth as he recalls the difficulties he faced in handing dismissal and suspension notices to LGU officials. *“It was challenging because it was a test of (my) professional, personal, and emotional strength, especially when resistance among the local officials was as strong,”* he quipped.

He believes that integrity is the only value that will enable one to do his duties in the most responsible, right, and sincerest way. *“It is through one's integrity that subordinates or peers or the general public will put the highest trust on a leader.”* According to him, this value sets one apart from the others, because excellent skills and knowledge may fade, but integrity will always be at the core of an individual. Not even new technology can change his stand on integrity, especially in the period of fleeting truths and fake news.

Before he retires, he would like to leave a *“compassionate bureaucracy”* by actually being part of it. *“I aspire to live to the expectations of the people, especially the poor, that they may always see the light and hope in public service.”*

What does public service mean to you and why do you choose it as a career?

Public service has been my calling ever since, because I have always wanted to serve the community. I have always believed that it is an instrument for me to turn the hopes of people into realities, that I am part of the solution, and that I can make a difference. Choosing it as my career path was the easiest decision I have ever done. I find public service as my way of life.

How do you think the younger generation best contribute to their agency and to the bureaucracy in general?

The younger generations are potential change-makers in the bureaucracy. Their imagination and innovation can influence the workings in the government. I have worked with these younger generations and their dedication, passion, and love for public service make all the difference. While there are number of opportunities for these people, their choice of being part of the bureaucracy tells us that they are indeed the channels of hope that the country needs.

What do you think are the three (3) most important skills/competencies a leader must have?

A leader, above anything else, should always look after the welfare of his/her team because s/he acknowledges that s/he could only be as effective as his/her team. S/he makes sure that what s/he wants for himself/herself is the same as, if not better than, what his/her team wants. S/he does not give up on his/her people and s/he continues to empower, motivate, and inspire them through sincere actions every day.

It is also most important that a leader knows how to listen, because he knows that there is no monopoly for learning. And also by listening, a leader showcases humility and learns through the thoughts, ideas, and sentiments of other people to sincerely continue working and doing the things that are needed by the communities they serve. If a leader is called to serve, s/he must always accept the challenge and never say no.

SULIT na Sulit ang Serbisyo

by Marizel Christine A. Bautista

When life gives you lemons, turn them into lemonades and bring some burst into people's lives. What a way to turn bad things into something better! This is the case of Atty. Adonis P. Sulit of the Department of Justice (DOJ) who decided to join government service after his "*not-so-good experience*" with some government offices. With a passion to improve government service, he opted to make a career in public service and to serve with competence and integrity. What he meant by public service is exactly what he does with it.

Born 45 Februaries ago in the town of San Juan, Batangas, this truly *Ala Eh, Batangan!* is an epitome of bravery for the truth. In the agricultural area of Batangas, his parents, the late Serafin Sulit and Victoria Porto, have molded him to grow in simplicity and truth. He enriched this legacy that he also conveys to his daughter Lara Ysabel and wife, Atty. Maricel U. Salcedo –Sulit, who works at the Bureau of Immigration.

A product of Batangas City East Elementary School, he graduated with 6th honors of his graduating class in 1988. After his high school at the Sisters of Mary School in Cavite, where he finished as a Class Salutatorian on a four-year full scholarship grant. He studied at the Western Philippine College (now University of Batangas [UB]) and earned a Bachelor's degree in Political Science as

Cum Laude. He finished Bachelor of Laws as Class Valedictorian in 2001 and passed the Bar in the same year. He has held since then his youthful idealism for the truth and for justice, like a torch bearer for his people.

Learning from his professional experiences, Atty. Sulit enumerates the three important things leaders must possess: vision, integrity and strong leadership skills. These are the exact elements of his leadership that he adopted in his career.

Hired as an Executive Assistant to then DOJ Secretary Nani Perez in 2001, he was promoted to State Counsel IV in 2004. In 2005, he was designated as Foreign Peace Monitor representing the DOJ to the Aceh Monitoring Mission in Indonesia. This stint was rendered meritoriously, and he was awarded later on with a Medal of Honor by Indonesian President Susilo Bambang Yudoyono for acting as Human Rights Monitor, Deputy Team Leader, and sometimes acting as Team Leader for the Peace Monitoring efforts in Aceh, Indonesia.

He also acted as a Trade Negotiator representing DOJ in various trade negotiations such as the Japan-Philippine Economic Agreement, ASEAN Trade in Goods Agreement (ATIGA) and Free Trade Agreements with ASEAN Member States and with other dialogue partners in different capacities.



ADONIS P. SULIT
44 years old
Assistant Secretary
Department of Justice

To be a Cream of the Crop

His journey as a CESO started when he was almost eight years in the DOJ. After realizing that government service would be his long-term career, he decided to join the elite group of civil servants by going through the different stages of the CES eligibility process in 2008. The opportunity to be a CESO presented itself when he was designated as Assistant Secretary in late 2015. Right now, he is the only career Assistant Secretary in the Department.

Like what most CESOs have experienced, being at the top exposed him to difficult situations. So far, his most difficult challenge is on managing change. He believes that there are many variables to take into consideration in dealing with change, some of which are beyond his control.

Transcending all the challenges, he considers his role in the improvement of services to both internal and external clients his most significant contribution to their organization. They accomplished this feat by instituting reforms to streamline the process in payments and reimbursements, making them transparent. He said that he is most proud that he is instrumental in making sure that their local offices all throughout the Philippines feel the support of the main office, which is important in an office where funds are centrally managed.

Despite his achievements, he remains humble and grateful of the chance to serve and make a difference in other people's lives. He is grateful that the officials and



employees of his department appreciates that the innovations are for their welfare.

He advises his fellow CESOs that the way to greatness is gratefulness and open mindedness. *“Firstly, it is important that a leader knows his work and does his best to deliver. Being a leader requires you to go out of your comfort zone, listen and learn from colleagues and subordinates, and provide guidance with clarity.”*

A man of selflessness and dedication to greater welfare, he stresses that *“my goal before retirement is to put all systems in place so that the changes instituted are sustained regardless of who occupies the position.”*

True enough, Atty. Sulit is a living proof that in integrity, there is moral strength; in wisdom, there is justice; and in justice, there is peace. With a long way to go before his retirement, the marks of his service leadership can live up to the Batangan pride as *sulit na sulit!*

What does public service mean to you and why do you choose it as a career?

Public service means serving the people with competence and integrity. My not-so-good experience with some government offices contributed to my decision to enter public service and the passion to improve government service led me to make a career out of it.

How do you think the younger generation best contribute to his/her agency and to the bureaucracy in general?

The younger generation has the advantage in technology which leads to innovation in systems and processes. With a proactive

approach and using technology as a tool, internal processes in our agency were enhanced to be more responsive, user-friendly and more inclusive. This leads to an improved bureaucracy.

What do you think are the three (3) most important skills/competencies a leader must have?

A leader must possess vision, integrity and strong leadership skills. Vision requires foresight for the good of the agency. Integrity is a pre-requisite to make one's leadership effective. There is likewise the need to exhibit strong leadership skills in times of adversities.

To the Point

What does public service mean to you and why do you choose it as a career?

Public Service is the best expression of my talent. It defines who I am. What is more fulfilling than expressing myself with greater impact in the development of my own community and the Filipinos as a whole. We live and act on a reason. Public Service is my reason.

How do you think the younger generation best contribute to their agency and to the bureaucracy in general?

The younger generation is characterized as fast, ambitious,

open, confident, creative and goal-oriented. Ergo, the same qualities are wanting in the bureaucracy to cope with the demands of the present time. When these traits are demonstrated within the sphere of love of country, and consciousness of the Almighty, we can only anticipate a working government for the people.

What do you think are the three (3) most important skills/competencies a leader must have?

A leader must hunger for continuous learning, empower others, and harness social intelligence.



AKMAD J. USMAN
40 years old
Regional Director
Department of Budget and Management, Region 12

What does public service mean to you and why do you choose it as a career?

From my personal experience, the Filipino is not lacking in ability; he/she is lacking in opportunity. For me, to be in public service is to be in a position to shape a social and economic landscape that provides opportunities to Filipinos, so that they may be empowered to uplift their lives.

How can the younger generation best contribute to their agency and the whole bureaucracy?

We must continue to innovate and bring new ideas to our respective agencies on how to better serve the Filipino people. As the saying goes, problems are not solved by the same thinking that created them. New ideas, combined with the institutional knowledge and experience of our respective agencies, will serve to ensure that the government remains dynamic and responsive to the needs of the people. Slowly, but surely, we will

be able to win back the people’s trust in the bureaucracy.

What do you think are the three (3) most important skills/competencies a leader must have?

- a) **Strategic Thinking.** More than being efficient in producing the outputs required, leaders must also be effective in delivering the intended outcome. Despite going through the day-to-day grind of the bureaucracy, leaders are mindful of that responsibility of moving the organization toward realizing a long-term vision.
- b) **Performance Management.** Leaders are necessarily managers; responsible not only for his/her individual performance, but also the collective performance of the team. As such, leaders must be able to set the standard and drive the team towards accomplishing their targets for the benefit of the agency’s customers and stakeholders.

- c) **Developing and Empowering Others.** Beyond the skill of getting others to follow, a leader must have the ability to foster leadership in others; recognizing their potential, nurturing their strengths, and entrusting them with opportunities to grow into leaders themselves.



JOHANN CARLOS S. BARCENA
34 years old
Director IV
Governance Commission for GOCCs

What does public service mean to you and why do you choose it as a career?

Public service is thinking beyond one’s personal interests, beyond one’s career, to serve the interests of the country and the majority of the people. It is about making a conscious effort to share and apply one’s knowledge and skills to understand socioeconomic and political problems and discern what is good for most people, regardless of political leanings.

Government service allowed me to have some more direct influence in making the changes I want from government. I thought it was time that I try to do things myself from the inside without getting “sucked into a rotten system”, as activists and critics put it.

How can the younger generation best contribute to their agency and the whole bureaucracy?

The younger generation can be good listeners and articulators of new demands for responses to new or emerging problems and challenges. The bureaucracy can be slow and

unwieldy, with all the controls and processes in place. With the fast pace of technology and development in general, the younger generation will be the ones to constantly ask “Why?” and “Why not?”

What do you think are the three (3) most important skills/competencies a leader must have?

- a) **Prudence** – Leaders must be sensitive to social realities and have empathy so that they can make prudent decisions amid pressures from various sources.
- b) **Adaptability** – Things change fast. The bureaucracy has to be able to keep up with changes (technological, social, political, environmental) and new demands that come with these changes. Leaders must be willing to learn and unlearn.
- c) **Multidisciplinarity or Interdisciplinarity** – Problems are complex. Leaders must have an appreciation of various disciplines and must be able to discern which

approaches are most appropriate in dealing with issues and challenges. They should not be enamored to their own ideas and expertise, for even the correct technical solution to a technical problem may not always suffice and no amount of creativity can make something technically wrong work. Complementarity is key.



NERISSA T. ESGUERRA
48 years old
Director IV
Development Information Staff
National Economic and Development Authority

What does public service mean to you and why do you choose it as a career?

Public Service is a kind of vocation—a calling. “Many are called, yet few are chosen.” It is a rare opportunity to become a public servant and to “serve the public”. A person will be committing himself to his countrymen and be their servant, this in itself is a personal sacrifice and how one will define his character in staying true to his oath.

How can the younger generation best contribute to their agency and the whole bureaucracy?

The younger generation is more exposed to new technology which can be applied to deliver workloads faster and more efficient. They have the drive to change if they are nurtured well and insulated from perennial politics. They are assets who should be treated as the people who would eventually take over someday, and the people who will reform bureaucracy to come up with better services for the public.

This generation has a unique motivation and discipline. When properly recognized, they can possibly

become better citizens and public servants than the previous generations. Such is my optimism that they will make this country BETTER.

What do you think are the three (3) most important skills/competencies a leader must have?

- a) A leader must have the respect of his/her people, in order that his/her decisions are accepted regardless if favorable to them personally. It is also with respect that one does not fully rely on fear and authority to maintain control. This sense of respect encompasses, and is achieved by, humility, impartiality and exemplary performance.
- b) A leader must be patient. He must be able to understand delays, face embarrassing situations with grace, accept shortcomings, and maintain calmness. This gives his/her people the comfort to raise adverse issues so they can be dealt with. Patience of the leader creates an atmosphere that is highly professional and suppresses untoward behavior yet will lead to a united organization and rise of a family – united and stronger.

- c) A leader must be decisive. To do so, s/he must have good judgment and be open to suggestions. He recognizes that as time changes, there are new developments in the culture of people and their approach towards work. They can adopt and adjust to a dynamic organization, and when it matters most, can decide what is best for the organization.



NOEL TORIBIO L. ILAO
45 years old
Bureau Director
Bureau of Equipment
Department of Public Works and Highways

What does public service mean to you and why do you choose it as a career?

Public service, for me, means that the public is your boss and the comfort and welfare of the people is your number one priority. It is not the typical job that only confines you in the office to deal with papers but it also requires you to go out to see the real scenario of the communities to better understand their needs. It may mean while you stand as a front-runner, you actually work as a servant-leader.

Philosopher Gandhi once said, “service can have no meaning unless one takes pleasure in it.” I personally chose to take this path for so many reasons, foremost of which is that I have a profound love for our country and to my fellow Filipinos.

However, the ultimate thing that fuels me to continue this career is the genuine joy it gives me out of immersing myself in helping others. Truly, the more you forget yourself to serve others, the more you feel your purpose and essence as a public servant and as an individual.

How can the younger generation best contribute to their agency and the whole bureaucracy?

When guided by great leaders in the workplace, the younger generation is the best asset of a company or the government. Millennials are the bank of unlimited ideas and creative minds in our time. Not only that they are innovative, but most of all, they relate much to the digital world. They work fast and can finish their jobs independently.

While others see millennials as risks to companies and can turn as a weakness, the younger generation can actually start a revolution in the workplace to shift into modernized operations. The flexibility of this group of people enables them to adapt to different cultures and contemporary philosophies that make them more effective in rendering service and achieving organizational objectives.

What do you think are the three (3) most important skills/competencies a leader must have?

- a) **Customer-focused** - ensures that all aspects of the organizations put its customer’s satisfaction first.
- b) **Innovative** - introduces a product, service, or idea that is new, original or improved, which creates value to the organization’s internal and external clients.
- c) **Ethical** - adheres to the code of conduct and ethical standards in order to earn others’ trust and respect.



SANCHO A. MABORANG
50 years old
Regional Director
Department of Science and Technology,
Region 2

CES News

Gratefulness Makes Leaders GREAT!

by Marizel Christine A. Bautista and Christopher F. Calugay

“Exude positivity in the workplace, because positivity generates energy, generates innovation, generates new ideas on how best we can do better in the bureaucracy.”

Against the backdrop of the many challenges and opportunities to the bureaucracy, Civil Service Commission (CSC) Chairperson Alicia dela Rosa-Bala, welcomed the delegates to the inaugural session of the 2019 CES Leadership Conclave Series, highlighting the theme of *“Greatful Leadership: Performance, Positivity and Possibilities.”* Featuring multi-sectoral thought leaders and public servants who have excelled in their fields, the initial conclave was held at the Diamond Hotel on February 7, 2019 with three hundred five (305) in attendance.



Choosing Gratefulness Drives Greatness

“Affirm each other,” says keynote speaker from the private sector Mr. Aniceto M. Sobrepeña, who has 23 years of distinguished service as a public servant at the National Economic and Development Authority (NEDA) and the Presidential Management Staff (PMS). The Ateneo activist, who championed agrarian reform and decided to join government instead of the underground, recalled how he got promoted every two years, his scholarships abroad, and the variety of challenges and the roles, he performed in line with his many duties and experiences in the public service which allowed him to maximize his potentials as a person and as a leader. *“My choice to be grateful contributed to my early success.”*

Chito believes that his public service did not stop with his retirement but continued on as he moved in 2006 to the private sector serving his fellow Filipinos through Metrobank Foundation. Finding time to celebrate small victories with his people, achieving things with gratefulness, and inspiring others to become servant leaders by example, are among the lessons he shared with the CES family.

Turning Challenges into Blessings

In the second keynote speech, Secretary Bernadette Romulo-Puyat shared her experiences in the government service. She started as a Volunteer staff at the NEDA after graduating cum laude at the University of the Philippines School of Economics (UPSE). Out of her love to serve in government, she happily recounted working on a 1 peso annual salary as a consultant at the Housing and Land Use Regulatory Board, making coffees and preparing briefs at the Presidential Management Staff, flying aboard cargo planes for site inspections around the country. She also served as an Undersecretary at the Department of Agriculture until her recent appointment as Secretary of Tourism. She shared how she loved to teach at the UPSE, her strength and courage as she overcame her personal trials as a young widow, how she managed to stay humble and grounded despite being a daughter of a senator, the many lessons she learned from her encounters with Bukidnon ethnic groups, and the personal frustrations in which she turned into blessings out of gratefulness.

“Earn the people’s trust, walk your talk, go down to the grassroots, bring positive initiatives, and make a difference” are among the valuable lessons she left to her audience. *“No matter what is thrown at you, you make the best out of the situation, no matter what, you can make a difference.”*



“No matter what is thrown at you, you make the best out of the situation, no matter what, you can make a difference.”

Secretary Bernadette Romulo-Puyat

Growing the Best Version of You

Taking the stage for the first plenary learning session was CESB Executive Director Maria Anthonette C. Velasco-Allones, who discussed *“Greatful Leadership Zeroing in on Gratitude.”* She stressed that all leaders must allow a shift of paradigm to leading *“greatfully”* which leads to more gratitude. She affirmed that a thankful individual is grateful for whatever he or she receives, whether tangible or not. This allows him to acknowledge the goodness of life and to realize that goodness lies at least partially outside themselves and enables them to connect to other people as well.

“The best version of you is the grateful you. Leaders whose attitude is one of gratitude significantly influence in positive ways the engagement of employees. It empowers people and inspires confidence, initiative and innovation,” according to Executive Director Allones. She also launched the 2019 Gawad CES.

Finding the Sweet Spot

The afternoon session started with a keynote speech from Ms. Maria Rosario Santos-Concio, CEO of ABS-CBN Corporation, who imparted her learnings in life and her great moments of resilience, tenacity and grit to achieve success. *Ate Charo*, as she is more popularly known, brought her audience down memory lane as she shared her life as a young *provinciana* from Calapan, Oriental Mindoro whose life changed after she won the title of Miss Baron Travels. She shared how she managed to overcome challenges of life after her father’s death, making a name for herself in the movie arena, braving the male-dominated TV industry, launching *Mel and Jay*, *Home Along the Riles*, *Maalaala Mo Kaya* and other enduring iconic programs which required perseverance, unwavering spirit, discipline, hard work and seasoned wisdom. Her journey to success was not easy, but her trials made all the achievements more meaningful as she received a total of 35 local and international awards and recognitions, to date.

“The messages to me after the speech, were very very heart warming, telling me that it was very inspirational, and they have a good take away,” beamed Ms. Charo in appreciating her audience at the Conclave. She believes that she is also a public servant *“in her own little way.”* With media affecting the lives of people on a daily basis, Ms. Concio encourages all to become leaders themselves, influencing and empowering people across various social strata.



Taking the Road Less-travelled

2017 CSC PAGASA Awardee and finalist for the 2018 Presidential Gawad CES, Dr. Sangkula G. Laja, a medical doctor from Tawi-tawi, spoke next on *“The Quest for Greatfulness.”* He shared the sacrifices he endured, and the dedicated service he delivered with other health workers to bring public health services and improve the nutritional status of his constituents.

With the geographical difficulties in the southernmost part of our country, poverty and affliction became the major challenges to his mission and leadership. However, he did not hesitate to do the unthinkable. He extended the frontiers of public service, embraced the welfare of his people in order to create a new culture of public health, and inspired a new consciousness for public service along the way! With his *“people involvement approach”*, he was able to rally the support of his people and colleagues, to whom he is very grateful. Under his leadership, he built new health systems and infrastructures to make radical changes at the Tawi-Tawi Provincial Health Office.

Acknowledging People and Experiences

The next plenary learning session speaker was Rear Admiral Aurelio A. Rabusa, Jr. (Ret.) who spoke on *“My Public Service Gratitude List”* where he recounted all the opportunities for learning and experiences which made him more equipped and competent as a person. Rear Admiral Rabusa, son of an Army soldier and schooled in the public educational system, rose to graduate on top of his class at the Philippine Military Academy (PMA). He received intensive training in different defense competencies and specializations, including the defense of our maritime and exclusive economic zones. Consequently, he was able to develop human resources programs and systems at the

PMA, Philippine Navy, and the Armed Forces of the Philippines (AFP) as a military personnel management expert. He achieved a meritorious feat as a naval soldier of more than 37 years, anchoring his ship, ready and trustworthy.

Looking back at his career, the only retired Admiral with a CES Eligibility is grateful for the values he acquired during his development experiences with the Navy. As he continues his leadership journey as Assistant Vice President of the Security and Assets Management Division of the San Miguel Corporation, he sees himself gifted with another career which he is very much ready to carry out. Acknowledging the people who supported him along the way, Rear Admiral Rabusa enjoined his fellow CEOs to develop an attitude of gratitude and to stick to the values of patience, commitment and humility as public servants. Remembering his cadetship at the PMA, he thinks that with the initiatives of peace, entering the public service as a professional soldier is highly relevant in our quest for development. With the free education offered in the State Universities and Colleges (SUCs), he believes that *“serving government after availing of a scholarship grant will be one great program to return the sense of nationalism and patriotism among the youth now.”*

Finding Lessons of Excellence

“We are the lesson.” This is the resounding message of the closing plenary session speaker, Ms. Lou Sabrina S. Ongkiko or Teacher Sab who is grateful for the lessons she learned as a Jesuit volunteer and as a grade school teacher at the Culiati Elementary School. Citing the stories of her students who learned hard lessons in life and taught her great values, she discussed her insights on the meaning of EXCELLENCE and its Filipino equivalent *“GALING”*. She learned that to be excellent is to be better (*mas maGALING*), to heal (*gumaGALING*) and to come from below (*GALING sa*).

Citing the need for excellence and passion in our lives, Teacher Sab spoke of excellence as *pagbaba para maging magaling din ang iba* and passion should be *PasaSALAMAT*. The 33-year old teacher is happy to be a woman-for-others, consistent with the Ateneo de Manila University’s vision and mission.



We are the lesson

– Teacher Lou Sabrina S. Ongkiko



“The best version of you is the grateful you. Leaders whose attitude is one of gratitude significantly influence in positive ways the engagement of employees. It empowers people and inspires confidence, initiative and innovation.”

– Executive Director Maria Anthonette C. Velasco-Allones

Building on Gratitude

Varying reactions came from the audience. Mr. Crespin Adayo Jr. of the Department of Education, Division of Camarines Sur believes that Teacher Sab was *“Excellent, feel na feel ko”* for striking the best message and touching his emotions.

Ms. Arlyn Bandong of the Technical Education and Skills Development Authority (TESDA) says, *“It is important not to forget that being grateful is an essential element of becoming a successful leader.”*

Ms. Fatma Idris of the Bureau of Fisheries and Aquatic Resources, Davao thinks *“It is hard to be great, and I am thankful to the introduction of Director Allones and the sharing of Dr. Laja on the sacrifices of a leader. Relate na relate ako sa kanila, at nirerecognize ko ang kanilang great contributions to the community.”*

President Duterte Appoints 107 CESOs

by Romil F. Tuando

President Rodrigo R. Duterte signed the appointments to Career Executive Service (CES) ranks of 29 career officers last 28 February 2019. Seventy-eight (78) more qualified incumbents of CES positions were appointed to ranks on 25 March 2019, bringing the total number of CESO rank appointments this year to 107.

This year's batch included 65 original appointments, 38 rank adjustments and 4 promotional appointments from 19 agencies, namely: Department of Agrarian Reform (DAR), Department of Agriculture (DA), Department of Budget and Management (DBM), Department of Education (DepEd), Department of Environment and Natural Resources (DENR), Department of the Interior and Local Government (DILG), Department of

Energy (DOE), Department of Finance (DOF), Department of Health (DOH), Department of Labor and Employment (DOLE), Department of Public Works and Highways (DPWH), Department of Science and Technology (DOST), Department of Transportation (DOTr), Department of Social Welfare and Development (DSWD), Department of Trade and Industry (DTI), National Economic and Development Authority (NEDA), Philippine Statistics Authority (PSA), Securities and Exchange Commission (SEC) and Career Executive Service Board (CESB).

Career officers who are appointed to a rank corresponding to their positions are conferred tenure to third level positions and are entitled to a one-step salary adjustment in the salary grade attached to their rank.

The CES adheres to a rank system that follows the following structure:

CESO Rank	Salary Grade
CESO I	SG 30 (Undersecretary)
CESO II	SG 29 (Assistant Secretary)
CESO III	SG 28 (Regional/Bureau Director)
CESO IV	SG 27 (Assistant Regional/Bureau Director)
CESO V	SG 26 (Director II)
CESO VI	SG 25 (Director I)

Below is the complete list of the 107 appointees:

ORIGINAL APPOINTMENT TO CESO RANK

CAREER EXECUTIVE SERVICE BOARD

- Hiro Villaluna Masuda, CESO IV
Director III

DEPARTMENT OF AGRARIAN REFORM

- Ma. Celerina Gallardo Afable, CESO III
Acting Director IV
- Ramon V. Estanislao III, CESO IV
Acting Director III

DEPARTMENT OF AGRICULTURE

- Lucia Atienza Campomanes, CESO IV
Acting Director III
- Shandy Marfilla Hubilla, CESO IV
Acting Director III

DEPARTMENT OF BUDGET AND MANAGEMENT

- Rudyliya Corro Parrel, CESO IV
Acting Director III

DEPARTMENT OF EDUCATION

- John Arnold Sasi Siena, CESO III
Acting Director IV
- Concepcion Ferrer Balawag, CESO V
Schools Division Superintendent
- Donato Dulce Balderas, Jr., CESO V
Acting Schools Division Superintendent
- Josephine Lucero Fadul, CESO V
Schools Division Superintendent
- Manuela Santiago Tolentino, CESO V
Schools Division Superintendent
- Dexter Ygoña Aguilar, CESO VI
Acting Assistant Schools Division Superintendent
- Ma. Theresa Velasco Avanzado, CESO VI
Acting Assistant Schools Division Superintendent
- Maria-Magnolia Fajardo Brioso, CESO VI
Assistant Schools Division Superintendent
- Lelanie Teves Cabrera, CESO VI
Acting Assistant Schools Division Superintendent
- Reynante Zipagan Caliguiran, CESO VI
Assistant Schools Division Superintendent

- 11 Cecille Gonzales Carandang, CESO VI
Acting Assistant Schools Division Superintendent
- 12 Susan Soreta Collano, CESO VI
Acting Assistant Schools Division Superintendent
- 13 Merlina Pasion Cruz, CESO VI
Acting Assistant Schools Division Superintendent
- 14 Silverlina Acop De Jesus, CESO VI
Acting Assistant Schools Division Superintendent
- 15 Eduardo Constantino Escorpiso Jr., CESO VI
Assistant Schools Division Superintendent
- 16 Cecille Cañaverl Ferro , CESO VI
Assistant Schools Division Superintendent
- 17 Nelson Sambajon Morales, Jr., CESO VI
Acting Assistant Schools Division Superintendent
- 18 Susan De Leon Oribiana, CESO VI
Assistant Schools Division Superintendent
- 19 Cherry Salarzon Ramos, CESO VI
Acting Assistant Schools Division Superintendent
- 20 Romulo Biri Rocena, CESO VI
Acting Assistant Schools Division Superintendent
- 21 Ernesto Francisco Servillon, Jr., CESO VI
Acting Assistant Schools Division Superintendent
- 22 Meliton Porte Zurbano, CESO VI
Assistant Schools Division Superintendent

DEPARTMENT OF ENERGY

- 1 Patrick Tuazon Aquino, CESO III
Acting Director IV

DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES

- 1 Paquito Domingo Melicor Jr., CESO IV
Acting Director III
- 2 Tirso Payot Parian, CESO IV
Acting Director III
- 3 Lourdes Calara Wagan, CESO IV
Acting Director III

DEPARTMENT OF FINANCE

- 1 Sharon Pornillosa-Almanza, CESO II
Deputy Treasurer of the Philippines
Bureau of the Treasury

- 2 Larry Mabalay Barcelo, CESO V
Acting Director II (Head Revenue Executive Assistant)
Bureau of the Internal Revenue
- 3 Gerard Lim Chan, CESO I
Chief Privatization Officer
Privatization and Management Office

DEPARTMENT OF HEALTH

- 1 Cesar Canonizado Cassion, CESO IV
Acting Director III
- 2 Adriano Petagara Suba-An, CESO IV
Director III
- 3 Annabelle Pansoy Yumang, CESO IV
Acting Director III

DEPARTMENT OF LABOR AND EMPLOYMENT

- 1 Nathaniel Vergara Lacambra, CESO III
Director IV
- 2 Exequiel Ronie Aquino Guzman, CESO IV
Acting Director III

DEPARTMENT OF PUBLIC WORKS AND HIGHWAYS

- 1 Eric Armada Ayapana, CESO IV
Acting Director III
- 2 Cayamombao Dimaampo Dia, CESO IV
Director III

DEPARTMENT OF SCIENCE AND TECHNOLOGY

- 1 Reynaldo Valencia Ebor, CESO III
Acting Executive Director III
Philippine Council for Agriculture, Aquatic, and
Natural Resources and Development
- 2 Dominga Dalagan Mallonga, CESO III
Acting Director IV
- 3 Julius Caesar Villacorta Sicut, CESO III
Acting Director IV
- 4 Edwin Chrisostomo Villar, CESO IV
Acting Deputy Executive Director III
Philippine Council for Agriculture, Aquatic, and
Natural Resources and Development

DEPARTMENT OF THE INTERIOR AND LOCAL GOVERNMENT

- 1 Anna Liza Fidel Bonagua, CESO III
Acting Director IV

- 2 Rolyn Quillope Zambales, CESO IIII
Acting Director IV
- 3 Valente Pura Bajet, CESO V
Acting Local Government Operations Officer VIII
- 4 Pablo Loreniana Benitez, Jr., CESO V
Acting Local Government Operations Officer VIII
- 5 Ray Barbosa Caceres, CESO V
Acting Local Government Operations Officer VIII
- 6 Belina Terrera Herman, CESO V
Acting Local Government Operations Officer VIII
- 7 Lailyn Alair Ortiz, CESO V
Acting Local Government Operations Officer VIII
- 8 Mary Anne Barrera Planas, CESO V
Acting Local Government Operations Officer VIII
- 9 Sudi Garcia Valencia, CESO V
Acting Local Government Operations Officer VIII

DEPARTMENT OF TRADE AND INDUSTRY

- 1 Ceferino Juaminal Rubio, CESO V
Provincial Trade and Industry Officer

NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY

- 1 Thelma Castillo Manuel, CESO III
Director IV
- 2 Ma. Monica Posadas Pagunsan, CESO III
Director IV
- 3 Phlorita Agcarao Ridaao, CESO IV
Acting Director III
- 4 Priscilla Respecia Sonido, CESO IV
Director III

PHILIPPINE STATISTICS AUTHORITY

- 1 Editha Ramos Orcilla, CESO III
Assistant National Statistician
- 2 Maqtahar Lipae Manulon, CESO V
Director II (Regional Director)
- 3 Cynthia Lumberio Perdiz, CESO V
Acting Director II

SECURITIES AND EXCHANGE COMMISSION

- 1 Emmanuel Yason Artiza, CESO IV
General Accountant
- 2 Gerardo Fernando Del Rosario, CESO IV
Director

ADJUSTMENT IN CESO RANK

DEPARTMENT OF BUDGET AND MANAGEMENT

- 1 Lilia Catris Guillermo, CESO I
Undersecretary

DEPARTMENT OF EDUCATION

- 1 Alberto Tenebro Escobarte, CESO III
Director IV
- 2 Marilyn Sumalinog Andales, CESO V
Schools Division Superintendent
- 3 Augustines Enad Cepe, CESO V
Schools Division Superintendent
- 4 Leilaini Samson Cunanan, CESO V
Schools Division Superintendent
- 5 Jonathan Suminlay Dela Peña, CESO V
Schools Division Superintendent
- 6 Cristito Acero Eco, CESO V
Schools Division Superintendent
- 7 Gorgonio De Guia Diaz, Jr., CESO V
Schools Division Superintendent
- 8 Norma Pascua Esteban, CESO V
Schools Division Superintendent
- 9 Socorro Vargas Dela Rosa, CESO V
Schools Division Superintendent
- 10 Ma. Luz Medroso De los Reyes, CESO V
Schools Division Superintendent
- 11 Romelito Guanzon Flores, CESO V
Schools Division Superintendent
- 12 Salustiano Torrenueva Jimenez, CESO V
Schools Division Superintendent
- 13 Joel Bagain Lopez, CESO V
Schools Division Superintendent

- 14 Reynaldo Bautista Mellorida, CESO V
Schools Division Superintendent
- 15 Maria Luisa Pedrigala Samaniego, CESO V
Schools Division Superintendent
- 16 Allan Batocael Yap, CESO V
Schools Division Superintendent

DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES

- 1 Sofio Basco Quintana, CESO III
Director IV

DEPARTMENT OF HEALTH

- 1 Ronald Rivera De Veyra, CESO II
Deputy Director-General
Food and Drug Administration

DEPARTMENT OF LABOR AND EMPLOYMENT

- 1 Maria Criselda Rebuldela Sy, CESO II
Executive Director IV
National Wages and Productivity Commission
- 2 Sisinio Baura Cano, CESO III
Director IV

DEPARTMENT OF PUBLIC WORKS AND HIGHWAYS

- 1 Dimas Sales Soguilon, CESO I
Undersecretary
- 2 Medmier Gangcuangco Malig, CESO III
Acting Director IV
- 3 Roberto Reyes Bernardo, CESO I
Undersecretary

DEPARTMENT OF SCIENCE AND TECHNOLOGY

- 1 Brenda L. Nazareth-Manzano, CESO I
Undersecretary

DEPARTMENT OF SOCIAL WELFARE AND DEVELOPMENT

- 1 Camilo Glova Gudmalin, CESO I
Undersecretary
- 2 Rodolfo Musngi Santos, CESO II
Assistant Secretary
- 3 Vincent Andrew Talplacido Leyson, CESO III
Director IV

DEPARTMENT OF THE INTERIOR AND LOCAL GOVERNMENT

- 1 Julie Julian Daquioag, CESO III
Director IV
- 2 Reynaldo Mayor Bungubung, CESO III
Director IV
- 3 Ariel Odoño Iglesia, CESO IV
Director III
- 4 Juan Jovian Evangelista Ingeniero, CESO IV
Director III
- 5 Jonathan Paul Molintas Leusen Jr., CESO III
Director IV
- 6 Odilon Luis Pasaraba, CESO III
Director IV
- 7 Araceli Arruejo San Jose, CESO IV
Director III
- 8 Victoria Hilario Ramos, CESO IV
Director III
- 9 Karl Caesar Recaido Rimando, CESO IV
Director III
- 10 Dennis Domingo Villaseñor, CESO IV
Director III

PROMOTIONAL APPOINTMENT TO CESO RANK

DEPARTMENT OF BUDGET AND MANAGEMENT

- 1 Myrna Santiago Chua, CESO I
Assistant Secretary

DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES

- 1 Efren Perez Carandang, CESO II
Deputy Administrator, National Mapping and
Resource Information Authority

DEPARTMENT OF SCIENCE AND TECHNOLOGY

- 1 Rowen Robero Gelonga, CESO II
Director IV

DEPARTMENT OF TRANSPORTATION

- 1 Eric Lenard Elequin Tabaldo, CESO IV
Director II (Regional Director)
Land Transportation Office



SALDIWA 39: Embracing the Human Side of Leadership

by Kirk Matthew V. Alfante

In the 1990's book entitled, *"A Force for Change: How Leadership Differs from Management"* by renowned Professor Emeritus of Leadership at Harvard Business School and best-selling author John Kotter, he stated that leadership involves the process of *"motivating and inspiring"* and that a leader should *"appeal to very basic, but often untapped human needs, values and emotions."* As leadership plays a critical role in an organization's long-term success, and innovation has become a strategic necessity in today's organizational environment, there is an increasing need for third-level executives to introspect on their own perspective of change, and to motivate others to buy-in on the idea of uniting disparate departments and ultimately meet development goals.

In line with this apparent need for a more profound sense of the *"self"*, twenty-three (23) third level government officials embarked on a quest to revisit their own brand of leadership style in the 39th installment of the Salamin-Diwa ng Paglilingkod (SALDIWA) Training Course under the Career Executive Service Board's (CESB) Leadership and Management Proficiency (LAMP) Program for Career Executive Service Officers (CESOs) and Career Executive Service (CES) eligibles.

The course, comprised of eight (8) modules aimed at participants' achieving a deeper understanding of the self, is specifically designed for senior officials to better know themselves holistically in order to lead their respective organizations better. Equally important to studying the

theories behind examining one's personal leadership style is the Community Engagement Module (CEM) where theories are tested against the harsh realities of the living conditions of underprivileged community sectors in the micro-setting of the barangay level.

After this brief but very meaningful immersion experience in the lives of people who have less in life, the learners were given a chance to present their experiences, findings, and recommendations in front of a panel of government officials and leaders from the barangay, municipal, and national levels. From their collective reflections, the class ultimately found out that poverty is a result of people not being brave enough to dream of a better life. Complacency and a defeatist attitude kill any hope for meaningful action which drives a community towards wanting, striving, and dreaming of having more in life. In retrospect, learners related this situation to their own organizations where specifically this feeling of contentment and indifference among their personnel is what is ultimately hindering personal growth.

According to Maricris E. Calipjo-Cabural, Deputy Executive Director at the Juvenile Justice and Welfare Council, *"the program enabled me to reflect on my own values, my prejudice and judgments, and my beliefs that affect how I perform as a leader-manager in my agency. Further, my major take-away from the program is the affirmation of the 'why' I'm doing public service, particularly working on child protection and welfare."* As for Raymundo M. Cantonjos, Acting Assistant Schools Division Superintendent for the Department of Education Schools Division Office of Masbate, *"seeing and feeling for myself their challenges, pains, sufferings and poverty made me stronger in my work philosophy and principle that those who have less in life shall be given more services and protection by the law. It reminded me to always stay on the ground and that efficient, effective and genuine public service should be made accessible to our people."*

As stated by CESB Executive Director Maria Anthonette C. Velasco-Allones in her module on Self-Mastery as Leadership Foundation, our VUCAD (Volatile, Uncertain, Complex, Ambiguous, and Disruptive) world necessitates leaders to always be adaptive and resilient — traits which can only be achieved by having a meaningful and profound understanding of one's self. Stressing the participants' deeper sense of understanding of themselves and the strengths and weaknesses of each one's leadership brand, CESB Deputy Executive Director Hiro V. Masuda closed the program with the assertion that, as leaders, we should *"be the order we want in our organization."*

2019 CES Club Kicks-off in Pampanga: Lifts the Spirit of 41 CESOs

by Imelda B. Guanzon



Forty-one happy souls left the Conference Hall of the Quest Plus Conference Center, Clarkfield Pampanga at the dusk of February 22, 2019. They attended the inaugural session of the 2019 CES Club entitled *"Art, Art and Away! Rediscovering Art in Service"*.

The one-day art workshop was facilitated by Ms. Jinkee Garcia, a young entrepreneur who is carrying the social media brand of coffee + calligraphy by Jinkee g. Ms. Garcia espoused that a person does not need special talent to create beautiful art pieces. She builds her case based on her own experience in learning the arts. She narrated that while down with despair after she had an injury that rendered her unable to walk, she realized that she can make better use of her hands – thus she started her interest in calligraphy and painting.

Before the demo and trial, Ms. Garcia introduced the different materials that will be used for the workshop. She also provided a lesson on the basics of arts and painting, such as the color wheel, the different medium and techniques among others.

After the lecture, the participants created their watercolor painting as Ms. Garcia demonstrated the process step-by-step. In the afternoon, the participants painted on tote bag using acrylic paint.

Ms. Mabel Acosta, City Councilor of Davao City expressed her delight of the activity. She said, *"Thank you Career Executive Service Board for this art workshop! Been wanting to participate in one. It was a welcome break."*

CESB Executive Director Maria Anthonette C. Velasco-Allones explained that work-life integration is a continuing advocacy of the CESB, believing that *"a leader*

that is well, leads well." Arts Therapy is used to promote emotional well-being for its effectiveness in eliciting self-expression and in reducing stress.

Ms. Melissa Sanchez of Department of Education – Division of Tarlac affirmed this. She said, *"That was one effective way to de-stress and go back to doing what you love to do."*

Everyone left the workshop with smile on their faces and clenching on their hand-painted tote bags for themselves or for their loved ones.





Public Sector HR Managers Meet to Address the Threats and Opportunities in the Information Age

by Edgardo P. Sabalvoro

Public Sector HR Managers pose with Acting Secretary Eliseo M. Rio Jr. and Assistant Secretary Allan S. Cabanlong of the host agency, DICT.

*Cyber attacks will most likely come from your current employees.
You cannot share employee's personal information over the phone.*

Send documents through email with encryption or password.

Be mindful of people you add in your online group or community.

There should only be one administrator for your online groups or communities.

These are just a few of the many best practices and tips shared at the **2019 First Quarter Human Resource (HR) Managers Fellowship Meeting and Learning Series** attended by 27 HR Practitioners from 17 government agencies last Wednesday, 20 March 2018 at the Department of Information and Communications Technology (DICT) in Quezon City.

CESB Deputy Executive Director Hiro V. Masuda updated HR Directors, Managers and CES Coordinators on the latest CESB programs, policies, and issuances.

For the first learning session, Engr. Allan Salim Cabanlong, DICT

Assistant Secretary for **Cybersecurity** and Enabling Technologies and concurrent Executive Director of the Cyber Crime Investigation and Coordination Center, gave a two-part lecture on Cybersecurity in light of the increasing online threats to national security, our national interest, and our economic prosperity. He initially presented the DICT's National Cybersecurity Plan 2022 by briefly discussing the history of cybersecurity in the Philippines, the governance framework, and the national cybersecurity plan.

In the second part, he provided some tips on **Cybersecurity for HR Practitioners**. He stressed that HR Practitioners: (1) should be aware

that they work with some of the most vulnerable data in the organization and that the most likely cyber-attacks will come from current employees; (2) need to actively protect data that come their way; (3) actively engage in cybersecurity efforts within the organization; and (4) should be involved in crafting and enforcing agency-wide security policies.

Ms. Ma. Cecilia P. Baldos, Chief Administrative Officer of the Human Resource Management Division from the Department of Energy, praised his lecture as *"very relevant and practicable."*



Asec. Allan S. Cabanlong passionately presenting his brainchild - the DICT's National Cybersecurity Plan 2022.

In the second Learning Session, Dr. Emmanuel C. Lallana, President and CEO of IdeaCorp, Inc., discussed the opportunities available for government agencies in using **Data Driven Decision-Making**, Big Data and Data Ethics. He started his lecture noting the ongoing data revolution brought about by information produced by humans, those shared by interconnected computing devices, i.e., of the Internet of Things (IoT), and of passively collected data from people's use of digital services or Exhaust Data, call detail records or CDRs from our mobiles, files generated by web browsers, cookies, temporary internet files, actively collected data from sensors (sensing data) such as wearables and satellites, open web content or digital content produced from social media or of Big Data. He then stressed the importance of Data Analytics,

of extracting meaning from data collected to draw conclusions and identify patterns using descriptive, diagnostic, predictive and prescriptive analytics.

He, however, cautioned the participants about automated decision-making powered by analytics, due to algorithmic biases and stressed the importance of fairness, accountability and transparency in machine learning. He then encouraged everyone to value the following principles of Data Ethics which must: (1) promote human flourishing; (2) protect individual and collective rights and interests; (3) ensure trade-offs are made transparently, accountably and inclusively; 4) seek out good practices and learn from success and failure; and 5) enhance existing democratic governance.



From Internet of Things (IoT) to Internet of Everything (IoE). Dr. Emmanuel C. Lallana is showing the enormity and measure of the volume data created by the Internet.

Adrian L. Morin of the Department of Environment and Natural Resources (DENR) *“realized how undervalued our data is.”* Brenalyn A. Peji, OIC- HRDS of the Department of Labor and Employment (DOLE) *“appreciated the importance of data analytics in decision-making and realized the need for building people’s competencies in analyzing data to aid in policy and decision-making.”*

The next HRM Fellowship Meeting and Learning Session will be hosted by the Bureau of Internal Revenue (BIR) in Quezon City.

December 9 CES Written Exam Result Released 53.19% Passing Rate

by Ercee M. Capati

Two hundred twenty-five (225) out of four hundred twenty three (423) examinees or 53.19% passed the Nationwide CES Written Examination (CES WE), the first examination stage for CES Eligibility. The exam was held last December 9, 2018 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, the top ten (10) passers, who work in various government agencies are all first time CES WE examinees, enumerated as follows:

1. **Concha, Maria Elinore A. (91.89%)** Medical Specialist IV/
Southern Philippines Medical Center (DOH)-Davao City
2. **Cantre, Reno Joseph N. (90.01%)**
Head Executive Assistant/NEDA-Pasig City
3. **Gocuan, Jane K. (89.57%)**
Senior Vice President/DBP-Cebu City
4. **Christiansen, Stephanie F. (88.77%)**
Chief Administrative Officer/NEDA-CAR
5. **Faberes, Roshella O. (88.71%)**
Bank Executive Officer I/DBP-Makati City
6. **Samonte, Ilynne S. (88.52%)**
Education Program Supervisor/DepEd-Bataan
7. **Ponco-Estares, Katrina Jamilla B. (88.25%)**
Securities Counsel II(OIC-SEC Davao Extension Office/
Securities & Exchange Commission-Davao City
8. **Domingo, Ronnie D. (87.73%)** Veterinarian III
(OIC- Director/Bureau of Animal Industry-Quezon City
9. **Bandal, Ricardo Josef II S. (87.47%)**
Vice President/DBP-Makati City
10. **Rejuso, Jesily A. (87.06%)**
Bank Executive Officer I/DBP-Surigao Del Norte

For those interested, the complete list of December 9, 2018 CES WE passers may be viewed through our website www.cesboard.gov.ph.

Compared with the three previous batches of the Nationwide CES WE for 2018, this batch of examinees registered the highest passing rate, as follows:

CES WE Batch	Passing Rate
March 4, 2018	44.08%
June 3, 2018	48.83%
September 2, 2018	40.07%
December 9, 2018	53.19%

One hundred forty-seven (147) out of the two hundred twenty-five (225) or 65.33% passers of the said December 9 exam mostly came from the Quezon City testing center, forty (40) or 17.78% from Davao City and thirty-eight (38) or 16.89% from Cebu City. All successful CES WE examinees may call the Eligibility and Rank Appointment Division (ERAD) at telephone number

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

Maria Elinore A. Concha, who took the exam in Davao City testing center, obtained the highest rating of 91.89%. She is a Doctor of Medicine by profession and currently occupies the position of Medical Specialist IV, designated as Chief Training Officer, at the Southern Philippines Medical Center, Davao City. She graduated with a degree in BS Psychology, Cum Laude, at the UP College of Social Science & Philosophy in 1992. In 1997, she finished her Medical Degree at the UP College of Medicine with a commendation as one of the most outstanding interns in Family Medicine. In the same year, she passed the Physician Board Exam with a rating of 80.42%. Her fields of specialization/expertise include Health & Medical Science, Research, Quality Management System and Quality Improvement.

Reno Joseph N. Cantre, who took the exam in Quezon City testing center, obtained the second highest rating of 90.01%. He presently works as Head Executive Assistant at the National Economic and Development Authority (NEDA)-Pasig City, where he spent more than ten (10) years of his career starting as Economic Development Specialist in 2008, on a contractual basis. He graduated with a degree in BS Agricultural Economics, with a B.M. Gonzales Award for Best Undergraduate Thesis in Agricultural Economics, at the University of the Philippines-Los Baños in 2007. In 2015, he finished his MA in Policy Economics at the Williams College-Center for Development Economics (CDE), Massachusetts, USA and was among the top 20% of Williams College-CDE Class of 2015. His fields of specialization/expertise include Economics, Planning, Policy Administration/Management and Research.

Jane K. Gocuan, who took the exam in Cebu City testing center, obtained the third highest rating of 89.57%. She holds the position of a Senior Vice President, designated as Group Head of the Visayas Lending Group, at the Development Bank of the Philippines-Cebu City. Prior to DBP, she also worked with other private banks for more than ten (10) years. She graduated with a degree in Business Management, Magna Cum Laude, at the University of the Philippines Cebu College in 1992 and Master's Degree in Business Management in 1997, same university. Her field of specialization/expertise is Business Management.

A Hiro's Welcome: CESB's New Director III

by Joana Carla D. Mance



The Career Executive Service Board (CESB) welcomes its new Director III in Mr. Hiro V. Masuda who took his oath before Civil Service Commission and CES Governing Board Chairperson Alicia dela Rosa-Bala, *CESO I*, on 25 January 2019.

CESB Executive Director Maria Anthonette C. Velasco-Allones, *CESO I*, congratulated and warmly welcomed Director Masuda, saying that his knowledge, skills, and expertise would undoubtedly be a great contribution to the agency.

Director Masuda committed that he would do everything in his power to help the CESB in fulfilling its mission to maintain continuity and stability in the civil service and serve as a critical link between the government and the Filipino people.

An active member of the CES community with more than ten (10) years of solid working experience, Director Masuda

started his career in government service as a Psychologist at the City College of Manila (now Universidad de Manila) and worked his way up to becoming the Officer-in-Charge of the Office of the Director for Strategic Communication and Initiatives Service in the Department of Environment and Natural Resources.

He earned his Bachelor's degree in Psychology from the Universidad de Manila (former City College of Manila), and finished his degrees in Master in Public Administration and Doctor in Business Administration from the Eulogio Amang Rodriguez Institute of Science and Technology. He also finished a post graduate diploma course on Organization Development at the Ateneo Center for Organization Research and Development (CORD). His fields of expertise include human resource and organizational development, and project management.

For another milestone in your CES career, we say *Taas Noo, Hiro!*



CES Board Gears up For Policy Renewal

by Imelda B. Guanzon

The Career Executive Service (CES) Governing Board conducted an intensive Policy Workshop on January 10, 2019 at the Development Bank of the Philippines as part of its continuing commitment to ensure relevant and timely policies for the CES. In preparation for the Board policy review, the CESB Secretariat conducted its Policy Writeshop on January 02 to 05, 2019.

Facilitated by CESB Executive Director Maria Anthonette C. Velasco-Allones, CESO I, the policy review was focused on strengthening performance accountability through the Enhanced Online Career Executive Service Performance Evaluation System (CESPES), forging cooperation with the Presidential Anti-Corruption Commission (PACC) in pursuit of integrity-laden service and refining the policy on secondment of CESOs.

Enhanced CESPES' New Features

In its regular meeting last 25 January, the Board approved the new CESPES guidelines and tools through CESB Resolution No. 1445. The revised forms and guidelines shall be used for rating in July for the 1st Semester 2019 performance review.

The Board agreed to revise pertinent provisions of the Enhanced CESPES to make it fully aligned with the Program Expenditure Classification (PREXC) – being the framework for improving performance accountability in the public service. The revised guidelines also provide for tools to facilitate accurate measurements of the official's contribution to the achievement of organizational/unit accomplishments.

The new CESPES retained the Semestral Rating Period but allows annual Rating Period for justifiable reasons. In addition, it also introduced the Peer Rating System to have a more comprehensive view of the official's managerial competence. Changes in the design of the Ratee Information Sheet (RIS) and the Performance Contract and Review Form (PCRF) were also included.

CES Recognition Programs Now Accept Team Nomination

As part of its policy renewal initiatives, the Board also revised the guidelines for its recognition programs, particularly, the Gawad CES and the Outstanding Cost Effective Officer (Outstanding CEO) and CES Very Innovative Person (CES VIP) Awards, through CESB Resolution No.s 1440 and 1439, respectively.

The revised guidelines of both programs opened its respective nomination platforms to team nominations, however in Gawad CES, all team members must be composed of CESOs/third level eligibles, while in Outstanding CEO and CES VIP Awards, must only be led by a CESO/third level eligible to qualify. Apart from expanding the nomination, the Board also adjusted the frequency of selection process of the Outstanding CEO and CES VIP Awards from quarterly to semestral.

The Gawad CES is an annual Presidential Award administered by the CESB, while the Outstanding CES and CES VIP Awards are awarded by the CESB. CESO or third level eligible nominated to these programs must have at least a Very Satisfactory performance rating or its equivalent for the last two years; have not been found guilty of any administrative or criminal offense involving moral turpitude; and have not been formally charged administratively or criminally at the time of the nomination.

The deadline of the nomination for the 2019 Gawad CES is on May 31, 2019. The deadline of the nomination for the 1st Semester 2019 run of the Outstanding CES and CES VIP Awards is on June 30, 2019.

Downloadable nomination forms and guidelines are available in the CESB website. Interested parties may call the Performance Management and Assistance Division (PMAD) at 9514981 locals 110 and 111 or 3661941.

GRATEFULNESS IN VOLUNTEERISM

by Luzviminda d.R. Arbutante



Hope-Bearers Batch 22 pose with Executive Director Maria Anthonette C. Velasco-Allones and the Paglaum team composed of Coach Tomas Alejo S. Batalla, Ms. Priscilla Gonzales-Fernando and Ms. Alyda Yasmin A. Keh.

Twenty-five (25) government executives signed up in response to a call to increase the pool of hope bearers in the recently concluded Project Paglaum Training Workshop conducted from 19 to 21 March 2019 at the Microtel UP Technohub in Commonwealth Avenue, Quezon City.

Executive Director Maria Anthonette C. Velasco-Allones expressed her gratitude to the participants saying, *“On behalf of the CES Board, we would like to express how immensely grateful we are that you have volunteered yourselves to be part of the increasing pool of hope bearers in the bureaucracy and hopefully what you have learned from the workshop is something that you can bring back to your professional milieu.”*

Executive Director Allones encouraged the new hope bearers to equip themselves with new competencies for helping others in times of need for psychosocial support services. She reminded them to be kind to people who may be undergoing difficulties in life. She told them that beyond gratefulness is the challenge to each one of them

to keep the fire of service and commitment ablaze. She expressed her expectation for them to be harbingers of hope and not despair to people who experience personal tragedies and problems.

Executive Director Allones emphasized that the workshop always begin with the Module on Healing the Healer because *“we cannot draw from an empty cup, so we need to fill ourselves to be more effective in being instruments or vessels of healing for others and within our respective communities.”*

She thanked the facilitators led by Coach Tomas Alejo S. Batalla, Ms. Alyda Yasmin A. Keh and Ms. Priscilla Gonzalez-Fernando who are all certified Clinical Psychologists and Child Play Therapists for being reliable and consistent partners of CESB in the conduct of Project Paglaum. Executive Director Allones inspired the hope bearers to find wealth in the spirit of commitment and hope and to enjoy what they are doing while learning from the course’s session.



Project Paglaum, now on its 22nd session, is a three-day training workshop, aimed at building the competencies of CES officials, government executives and other community leaders in facilitating mental health and psychosocial support (MHPSS) as immediate intervention to survivors of disasters and calamities. It also intends to institutionalize organizational support mechanism for responding to psychological and mental health concerns in the work place.

The course was presented with lectures, demonstration and experiential learning activities.

The first day of the course taught the learners the value, key elements of and requirements for effective and reliable communication. Coach Tom, as he is fondly called, emphasized the importance of *“healing the healers”* and facilitated the group therapy session to assess the preparedness of the learners as psychological first-aid (PFA) providers.

The second day was a mix of lecture and experiential learning exercises for the participants. Ms. Keh discussed the PFA framework and engaged the learners in various role playing and situational simulation exercises demonstrating how to apply the appropriate PFA techniques and approaches to affected survivors of severely traumatic incidents with the guidance and assistance of the three facilitators.

The excited learners also had lots of fun and light moments in the learning session on the last day of the program. They were overwhelmed with assorted toys scattered around the room. They were given time to play during the session as a technique for delivering PFA to children and special populations, considering different sensitivities, reactions to stressful events and sometimes dysfunctions in fully expressing emotions.

The session ended with the preparation, refinement and installation of action plans and inter-organizational linkages for better coordination among hope bearers.



NorWIN: Atty. Noreen, a Woman with Innovative Niche



The CES community hails one of its members, Atty. Noreen Bernadette S. San Luis-Lutey, Regional Director of Land Transportation Office – Bicol, as she was acclaimed as one of 2019 Outstanding Women in Law Enforcement and National Security of the Philippines!

The recognition was bestowed upon Regional Director San Luis-Lutey for [literally] paving the way to road safety earning her numerous awards and recognition affirming her relentless effort and political will in putting forward holistic advocacies that support lifesaving programs and policies on road safety.

Below is the article originally published by the Philippine Information Agency:

LTO Bicol Chief: An epitome of “BicolanangOragon”

By Ana-Liza S. Macatangay
Published on March 19, 2019

NAGA CITY, March 19 (PIA) - The urban dictionary coined the word “**oragon**” for somebody who is “**feisty, determined, principled, fighter, unafraid of consequences, and one who stands up for his principles**” – traits that perfectly describe the only Bicolana and non-uniformed government officer who made it to the prestigious list of the Ten Outstanding Women in Law Enforcement and Security of the Philippines (OWLENS) - Land Transportation Office (LTO) Bicol Regional Director Noreen Bernadette San Luis-Lutey.

She was joined by PSupt. Olivia A Sagaysay of the Manila Police District, Captain Jovita G Buclat of the Army Mechanized Brigade, from the Army Field Artillery Battalion, Captain Jennylyn S Tamacay; 2 from the 15th Strike Wing Phil. Airforce - MAJ Nancy R Dacanay and MAJ Gemilyn A Mendoza; MAJ Maria Ghirly A Solis of the 250th Presidential Airlift Wing Phil. Air Force, Phil. Coast Guard Commander Perlita P Cinco; Sr. Police Officer II Sonia A Corpuz of the Phil. National Police Maritime Group and Metropolitan Manila Development Authority Traffic Aide Rowena DT Capistrano.

ROAD SAFETY ADVOCATE

As a registered nurse, San Luis-Lutey knows how precious human life is – and she knows that the road can snap and shut the life of a person in split seconds or in just a snap of a finger. Her father, the former Chief Executive of Pili, the capital town of Camarines Sur, lost his life -- in a car accident.

She believes that bringing her advocacy for road safety in the confines of the classrooms to start educating the youth about the dangers of ignorance regarding traffic rules and road discipline, would mean less lives being taken away from their loved ones.

She wants the youth to be responsible road users so that the values instilled in them carries over for when they become motorists in the future.

In 2014, San Luis-Lutey introduced Students Today, Road Users Tomorrow or the STRUT Program primarily to instill road safety consciousness among the youth of the region as well as to educate them about land transportation laws and regulations.

After gaining strong support from its stakeholders, the STRUT program was formally integrated in the K-12 Curriculum on Nov. 6, 2017, this time with the full backing from the Department of Education (DepEd).

The success of this pioneering program for road safety which reflects the effective implementation of LTO’s mandates, earned another feather in San Luis-Lutey’s cap. In the same year that STRUT landed in the K12 curriculum, she received the Presidential Lingkod Bayan Regional Winner Award during the 2017 Search for Outstanding Government Employee given by the Civil Service Commission (CSC).



Even before the OWLENS and the CSC awards were bestowed to San Luis-Lutey, she was already crafting her own niche in hatching endeavors that will give LTO's clients more satisfaction and convenience. She was instrumental in the establishment of five (5) LTO District Offices with CSC ARTA Ratings of Excellent in the year 2015 - Iriga LTO District Office, Legazpi LTO District Office, Ragay LTO District Office, Naga LTO District and Ligao LTO District Office.

She was able to establish two (2) additional Regional District Offices of LTO in the municipalities of Irosin, Sorsogon and Tigaon, Camarines Sur and one LTO Extension Office at Pamplona, Camarines Sur, basically to decongest other district offices that often exceed regular office hours just to meet the demands of the clients. The newly established LTO Offices are aimed at serving more clients in more conducive spaces for their comfort and convenience.

LTO E-Patrol (LTO Mobile Office), which was dormant for almost ten (10) years was re-instituted by RD San Luis-Lutey to reach clients leaving in the regional outskirts, an effort not just to decongest the district offices, but to bring the government service right in the doorstep of every Bicolano.

RD San Luis-Lutey called the attention of the district chiefs to better improve the facilities and amenities of the office in order to better serve the office clientele when she was granted with a Php 39M budget for the improvement

of waiting areas, providing more comfort for visiting customers especially those with physical limitations. Her stand on road safety was imminent in the implementation of RA 10054 - an act mandating all motorcycle riders to wear standard protective motor helmets while driving. LTO Bicol has attained the highest number of apprehension for violators under her stewardship.

She was one of the members who drafted and pushed for the implementation of the IRR on RA 10586, known as "*Anti-Drunk and Drugged Driving Act*" of 2013. The establishment and implementation of this law ensures the safety of all road users as a tool to keep them away from drunk and drugged related road crashes and accidents.

In time for the women's month, San Luis-Lutey launched another first – a program coined "***BRIGADA KALSADA – STRUT Road Safety Champions.***"

The search for teachers as Road Safety Champions, which was conceptualized in partnership with the Department of Education Region 5 (DepED R5) aims to honor teachers and encourage more road safety educators.

Indeed, the road to safety might be long and tiring, but San Luis-Lutey will not fold her wings and will continue to spread her advocacy to ensure that our loved ones are safe on the road and will go home to their families - safe and sound. (LSMacatangay-PIAV/Camarines Sur)

Janet Abuel: From *Bunso* to *Big Boss* of the Budget Department

by Imelda B. Guanzon

“I am in the government service because I consider it as one of the noblest professions. The feeling of having contributed to public service in my own little way is more fulfilling than accumulating all the wealth that I can get in private practice.”

Janet B. Abuel (1999)

Armed with youthful idealism, Ms. Janet B. Abuel entered the government service in 1996 as a Budget Analyst at the Department of Budget and Management – Cordillera Autonomous Region. She was then a law student at the University of Cordilleras (then Baguio Colleges Foundation) and a doting mother of a six-year old kid.

Her rise to the top is not a fairytale story. Hers is a grateful story of a woman of strength and substance. An epitome of an empowered woman, OIC Secretary Abuel managed to embrace her own strengths and weaknesses. She experienced challenges in her personal and professional life, but with honesty, diligence, continuous learning, and dedicated service—the values she holds dear, she emerged victorious in her journey.

One For the Books

In 1999, a life-changing event happened in her life. It was a blessing as it was a reward for her dreadful routine for four years—night school after an 8:00 am to 5:00 pm office work and alongside the twenty-four hour motherhood. Her name landed the Philippine Law history when he placed at the top spot in the 1998 Bar Examination with a rating of 91.8%. Her feat was especially surprising to the law community because she is a lady and she graduated from ‘a little law school up north’.

Blessing kept pouring like rain that barely few months after her enormous success in the Bar, she was appointed by President Joseph Ejercito Estrada to Director IV position at the DBM. She was assigned at Office of the Secretary under Secretary Benjamin Diokno, in concurrent capacity as Director of Legislative and Legal Service (LLS). In the LLS, she pioneered the system for routing and storing information on the queries and legal opinion received by the LLS. The system provided easy access to information ensuring efficient service to their internal and external clients. She stayed at the LLS for two years until she was reassigned as Regional Director of DBM Region 1, where she spent the next ten years.



A Young and Respected Public Manager

While younger than most of her fellow directors then, she got along with them very well. She is described as a leader who can stand on her own and reason out her views in a proper and convincing manner. Her fellow directors used to fondly call her ‘*bunso*’ because of her age.

All throughout her career as a manager, she embodied empowerment not only in herself, but also to others. She is described as someone who lets her subordinate to be creative, but provides clear guidance on the targets and the goals they have to achieve as a team. She never fails to compliment.

Having lived up to the ideals of the CES for more than a decade, her brilliance was again noticed leading to another bout of promotions—as Assistant Secretary in 2012 and Undersecretary in 2015. She was chosen as OIC Secretary of the DBM when Secretary Diokno was appointed as Governor of Bangko Sentral ng Pilipinas last 5 March 2019.

Once called “*Bunso*” by her fellow officials, she is now the “*Big Boss*” of the Budget Department.

All About CES

‘Greatful Leadership’ –Notes from Christianne Suguitan

A few days ago, I was submerged into this beautiful sea of inspiration from extraordinary people, from different fields of work. I thought that if I allowed myself to drown in self-pity and defeat years back, this time and that day, I would have let myself float. I breathed in all that I could and let it bring me a good measure of ‘newness’ in this life.

The theme of the inaugural conclave of the Career Executive Service Board, a quarterly coming together of a large community of government workers, was ‘Greatful Leadership’. I attended the one-day activity, looking forward to yet another opportunity to learn things outside of my field, agrarian reform. I have this hunger to step outside the box of what I would like to think I am already good at, and the conclave fed that hunger. There was always something interesting to bring home from a conclave, but this last one was so beautiful, I wanted to cry.

The speakers told their stories, of their own journeys, and how gratitude changed their lives. Reflecting upon the value of gratitude carries with it the recognition of other values as well: integrity, servant leadership, positivity, humility, self-love. There are more if one wants to delve deeper, but from my perspective, gratitude is where lies the compass with which I maneuvered my own journey to the path where I am today.

I often write about the lessons my family, who raised me, taught me. The Conclave reinforced those lessons. Aside from the virtue of humility which my grandfather instilled in all of us repeatedly, he also showed us the meaning of gratitude. He taught us by the way he lived his life. So did my father.

I left the conclave that day nourished, with this feeling of wanting to do more than what I am doing now, in the spirit of gratitude. I will be more thankful for the “*what was*” and “*what is*”, whether these were or these are devastating or joyful. They all molded me to be the person that I am. I must be accepting of what was and what is, because gratitude gives me the strength to keep going, despite other people’s judgment of my bad choices and my needs which cannot be answered in the midst of circumstances. All of these will enrich the person that I am.

The life I live is painted with so many colors. At times I need to pause for a second to see them in light of what the colors are telling me. Now, I understand that I allowed others to break my self-worth into pieces because I saw the colors only one stroke at a time, shamelessly unappreciative. Put together, the mix they created is that which I must see as one, giant rainbow, hovering above, egging me to stay grateful each day, more than I have ever been.

Our Vision

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

Our Mission

We will maintain continuity and stability in the civil service and serve as a critical link between government and the Filipino people.

We will infuse our ranks with well-selected and development-oriented leaders, and through them, bring change, expertise and leadership for a responsive public service.



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