

THE PUBLIC MANAGER



Third Quarter Issue

OFFICIAL PUBLICATION OF THE CAREER EXECUTIVE SERVICE • Third Quarter • 2019 • Volume 12



FAMILY:

The Core of GREATful Leadership



Performance • Positivity • Possibilities

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THE PUBLIC MANAGER

Official Magazine of the Career Executive Service

GREATful LEADERSHIP: PERFORMANCE, POSITIVITY, POSSIBILITIES

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.

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MESSAGE FROM THE **CHAIRPERSON**



The family is the core of every Filipino's life.

This is one of the key findings of the study conducted by the government in search for a true Filipino vision. It says that, *"All other things Filipinos want is in the service of the family: of preparing the future of children, of giving back to parents and of spending time."* Filipinos want to work and they want to be productive so they can secure their own lives and the lives of their children.

This phenomenon is true to our lives as Filipino public managers. We are who we are because of the family we grew up with. Our home is our first learning place where we learned fundamental values, attitudes and beliefs that influence our adult decisions. Our family is the foundation of our happiness and success. We are who we are because of our aspiration for the family we have built as we climb our respective career ladders.

Modern families come in different forms, shapes, and sizes. But regardless of who or what we consider as family, we owe them a lot that we dedicate this GREATful Leadership quarterly issue of the Public Manager to them. *Ang ating pamilya ang pangunahing dahilan sa ating patuloy na pagbangon bilang indibidwal, komunidad at bansa.*

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

EDITOR'S NOTE



As Filipinos, we maintain a very strong culture of keeping close family ties.

In fact, our households usually expand with extended kin, new additions to the core family, and we also take care of our ageing family members such that our immediate social support network and system remains intact through the various life-stages that we go through.

And we have beautifully transposed this cultural practice in our workplaces. Often, I hear public managers address older subordinates as *"kuya, ate, manang, manong, tita"* which are traditional family labels, as a manner of according respect to the person's place in the social hierarchy.

At the level of the team or the organization, and especially for teams that have evolved to be cohesive and aligned in values, we also begin to call the group as a Fam, as in the case of CESBFam.

And so we thought it fitting to publish this issue, which seeks to highlight how the love and support of family has continuously helped our career managers to grow as effective leaders.

Allow me to grab this chance to thank my CESB family for the full-cycle work that we have accomplished in the past twelve years. Looking back, it makes me smile to realize that I turned 40 years old here in CESB, where I started life anew. And it is also here that I turned golden last year, and it is only with a grateful heart that I say, the past decade of my life with my CESBFam is and will remain to be one of life's greatest blessings.

Here's hoping the next pages will strike a chord.

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

Family, Success and Well-being

By: Imelda B. Guanzon

Family, as a primary social institution, plays a significant role in one's success and well-being. Aside from genetic predisposition, such as intelligence and physical characteristics, family provides the first learning place where one develops behavioral patterns, values and attitudes which influence one's decisions and actions later in life. It also provides opportunities for education, resources and other experiences which contribute to one's development as an individual. Family influence encompasses both "*Nature*" vs. "*Nurture*" as factors in personality development.

Family and Personality Development

Personality theorists have yet to agree on a single definition of personality. For the sake of discussion, we adopted the definition of Feist and Feist (2009), who said that personality is a relatively permanent traits and unique characteristics that give both consistency and individuality to a person's behavior.

Different theorists have different views on how family relates to one's personality. For instance, Psychodynamic Theorists, such as Sigmund Freud and Carl Jung, explain adult personality as product of childhood events that remained beyond one's awareness or in the "unconscious". These unconscious psychological processes, such as drives, urges or instincts influence behavior, emotions and attitudes for years. It describes what William Woodsworth said, "The Child is Father of the Man". People who do not have their needs for love and affection satisfied during their childhood tend to develop a pattern of behavior towards being avoidant, hostile or submissive.

Meanwhile, behavioral psychologists espouse that behaviors are learned from one's environment, through modeling, shaping, reinforcement or punishment, and that consistency in one's behavior explains one's personality. This theory explains that through modeling and imposition of rewards and punishments, a child learns



from parents and family the concept of right and wrong or of appropriate and inappropriate behavior.

Finally, humanistic theorists, leaning towards a more positive view on human personality, believe that human beings have the potential, free will and motivation to grow and develop. Abraham Maslow's famous Hierarchy of Needs suggests that the fulfillment of the need for love and belongingness from family and friends is necessary before one can achieve higher level needs, such as self-respect, confidence and competence and to eventually reach self actualization.

Happiness and Well-being

Humanistic theorists laid the foundation for a new paradigm known as "Positive Psychology", which is focused on the scientific study of strengths, virtues, and factors that contribute to the achievement of a full and meaningful life, cutting across psychology's different sub-disciplines. Martin Elias Pete Seligman, the Father of Positive Psychology, defined "authentic happiness" as a combination of pursuing pleasurable feelings, using character strengths, to be engaged, and serving a larger purpose.

Researches on positive psychology conclude that supportive social relationships are essential to human thriving. Specifically, studies show that close interpersonal relationships, not financial success positively correlates with well-being. Studies also show that the benefit of supportive family goes beyond the individual level but throughout a host of desirable outcomes on a societal level, from greater civic engagement to thriving communities. It reflects what most Filipinos say, "*Di baleng mahirap, basta sama-sama ang pamilya.*"

10 family friendly ACTIVITIES FOR THE BUSY EXECUTIVE

1 EAT TOGETHER

then discover common taste buds and explore more culinary options. As often said, food connects people, especially families. Studies have shown that teenagers who regularly eat with their families are less likely to engage in illicit behavior involving drugs and alcohol and more likely to get better grades and be mentally and physically healthy.



2 CELEBRATE SPECIAL OCCASIONS

Time is a single moment resource you never get a second serving. Spend quality time with your family, especially during special occasions. Your absence in one special occasion is something that would be hard to compensate, forget and recreate.

3 DO HOUSE CHORES/ SILLY THINGS TOGETHER

Things are not always special, but you can turn the mundane things into opportunities for family bonding. Doing age-appropriate chores develops confidence among kids that help them grow as responsible adults and succeed in life.

4 DEVELOP A COMMON HOBBY/ INTEREST

Labels, such as "Baby Boomers", "X Geners" and "Millenials" widen age-related gaps, which may make you feel estranged from your kids. Break that gap.

5 PARTICIPATE IN CHURCH/ COMMUNITY ACTIVITIES

It gives you wider perspective, deeper understanding, more "human-for others" concerns and encounters.

6 ADOPT A PET

It rediscovers the softer part of you while releasing stress. It provides opportunities to model positive behaviour that kids learn to be responsible and compassionate.

7 MAINTAIN A FAMILY GROUP CHAT

These are the lines that reconnect and update. Silence is the loudest voice.

8 MAKE PUBLIC SERVICE A COMMON CAUSE

It gives your kids a concrete picture of who you are and what you do for the least of your brethren. This makes them understand you more, and be proud of what you do for little folks.

9 TRAVEL TOGETHER

and write new histories with your fambam, conquer new boundaries, and make great photographs.

10 BINGE WATCHING WITH FAMILY

gives you a new jargon of characters, plots, twists and OST (Original soundtrack).



Maria Magnolia F. Brioso

ASSISTANT SCHOOLS DIVISION SUPERINTENDENT
DEPARTMENT OF EDUCATION - REGION V

My family serves as an inspiration and reminder to do well as a public manager; a balm against the loneliness and pains/struggles of a third level public manager; an anchor that keeps me grounded amidst the tendency and habits of the subordinates/colleagues to put a superior in a pedestal; and an instrument that enables me to see through/understand the context/perspectives from which/where people in the work organization are coming/operating from.

Since on weekdays we leave very early for work and return the earliest at 6 p.m., technology becomes the means of communication. I always look forward to spending time with my family during weekends and holidays even when budget would warrant a stay at home, only dinner or watching together a program/movie on TV. On family concerns like school occasions of the children/ birthdays, filing a leave is resorted to. As much as possible, I do not bring work at home.



Arnel Hutalla

PROVINCIAL DIRECTOR
DEPARTMENT OF TRADE AND
INDUSTRY - ORIENTAL MINDORO

My work assignment requires me to live alone away from my family, but of course they are my inspiration in my daily grind as a public manager. Constant through the use of technology helps me connect with my family. Maximizing family bonding time during long weekends and holidays is also a top priority.



Janet P. Armas

DIRECTOR IV
DEPARTMENT OF SOCIAL
WELFARE AND DEVELOPMENT

My family serves as my inspiration in facing every aspect of my work including the challenges that are attached to it. We find a common time just to be together to know each other's plans, difficulties and laugh together on silly things as a family. The time is limited but we maximize because even my kids and my husband are also busy. God is always there; he binds us despite all odds, thus, we always survive as a family.



Teodoro D. Buenavista, Jr.

REGIONAL DIRECTOR
NATIONAL TELECOMMUNICATIONS
COMMISSION, REGION X

They are the center of my life as I work to secure their good future. I always eat dinner with them!



Maria Lourdes V. Reyes

OVERSEAS WELFARE OFFICER
PHILIPPINE OVERSEAS LABOR
OFFICE – ONTARIO, CANADA

My family remains to be my inspiration in facing the challenges and the daily grind as a public manager. I want my family, especially my children to be aware of what I do and to understand that my work is important to me, although not as important as them. Family will always be my priority. I want my family to be proud of me and of what I accomplish thus I strive to do my work with commitment, dedication and zeal. As a public manager, I want to be an example for my children, a model that they can emulate. As future managers, I want my children to learn and develop courage, integrity and ability to care for others.

Foreign assignment is more difficult than working in our offices in the Philippines. It requires from me and my family patience, resolve and resilience. In situations like these, constant communication is critical in managing family life. Being there, being involved in the daily lives of the children, and participating in making decisions are important to ensure that physical absence is felt less. We thank advances in information technology which has made communication easier, cheaper and faster. The internet has been our way to continue to be involved in each other's lives despite the physical distance.



Ponciano M. Ligutom

LABOR ATTACHE II
PHILIPPINE OVERSEAS LABOR OFFICE

Aside from my God, my home and family are part of my refuge. My work is not personal but a representation of how Ligutom family contributes to public service and nation building. When I deprive them of my time to service it would mean they are giving a part of themselves to the service! My pains and gains are also their worries and victories!

Quality time may be an abused concept and it may have become a cliché but I always find time to connect with them on a daily basis. We have a family chat room where we share the events of four families (me and my spouse, and the families of our three kids). We are in the different places (Visayas, Mindanao and Oman) but we live in one room, the chat room. We all gather in Dumaguete and travel to different places together to continue making memories – The family that travels together stays together. This is one form of our family prayer.



Salvacion Zureta Baccay

PROVINCIAL DIRECTOR
DEPARTMENT OF THE INTERIOR AND LOCAL GOVERNMENT – REGION II

My family is my anchor, what keeps me steady and strong amid the challenges of public service.

Communication is key and being clear about my family time lock during weekends excepting only work situations of extreme urgency.



Peter Paul G. Galvez

DIRECTOR IV
DEPARTMENT OF NATIONAL DEFENSE

My family is my primary source of support to properly function and succeed at work; at the same time they are also my first line advocates of causes and the changes we would like to institute for our country.

Work-life integration has made it possible for us as a family to maximize bonding as society's primary unit in the midst of accomplishing tasks in the fulfillment of our programs, activities and projects.



Michael S. Villafranca

DIRECTOR IV
DEPARTMENT OF PUBLIC WORKS AND HIGHWAYS

I look at the picture of my family at my desk every time i make a difficult decision ever remembering that they are the internal compass that keeps me stay on track with my values as a family man, a Christian and a public servant.



Brenda L. Nazareth-Manzano

UNDERSECRETARY
DEPARTMENT OF SCIENCE AND TECHNOLOGY

My family is my support system as I perform my duties as a public servant. I practice life work balance and spend time with my family by hanging out together, eating out together, travelling together as often as possible.



Grace Falgui Baluyan

REGIONAL DIRECTOR
DEPARTMENT OF TRADE AND INDUSTRY - REGION I

Family is my inspiration to work at my best. Since we have 3 households, Kalinga, Baguio and La Union, we have a messenger group where we communicate. We gather regularly and on special occasions to be a complete family.



Ramir Barberan Uytico

REGIONAL DIRECTOR
DEPARTMENT OF EDUCATION - REGION VIII

My family serves as my support system which inspires me to soar higher despite the challenges.

Considering that my family is my inspiration I always see to it that I strike a balance. There are work challenges but they become bearable if my significant others manifest their love and concern.



Odilon Luis Pasaraba

BUREAU DIRECTOR
BUREAU OF LOCAL GOVERNMENT SUPERVISION - DILG

My family serves as my pillar to withstand the daily grind and challenges of being a public manager...Their dreams are the reasons why I need to be *matino*.

Weekend is for family. I visit home every weekend for the opportunity to reconnect with them and to fill in enough inspiration and love needed to make the weekdays worthwhile.



Mark Lemuel L. Garcia

FELLOW II
DEVELOPMENT ACADEMY OF THE PHILIPPINES

My family is my inspiration to work. My children's future drives me to contribute to a better Philippines. Fortunately, my kids were already adults when I accepted a heavy assignment, so work-life integration is not much of a concern now.



success is best SHARED WITH FAMILY

By: Antonio Errol B. Ybañez, Jr.

How will we know if we've succeeded in life? Is it earning millions, receiving awards and honors, obtaining degrees and titles, attaining high status, influence, and power, or by becoming famous?



Some of us are inclined to focus on making a living that we tend to disregard for living a more meaningful life. Beneath the surface, people, however rich and famous they have become, would never be entirely satisfied with that pursuit of success:

JOHN D. ROCKEFELLER
"I have made many millions but they have brought me no happiness."

HENRY FORD
"I was happier when doing a mechanic's job."

Everyone has a different view on the meaning of success depending on one's values, beliefs, standards, and attitude. But what we know makes a difference is when we share these successes and give value and significance to others.

Our gifts and talents are given for a purpose and not just for ourselves. We can best cultivate our talents especially when we contribute to the welfare of others to make the world a better place.

But more than sharing it with others, what would feel more fulfilling is when we share it with family. Our family may not just include our nuclear family, our blood-related family, but also people who have grown with us and people whom we trust that earned them the title family.

It is never fulfilling enjoying the reaps of successes alone. It only becomes more meaningful when we understand that gratefulness is best expressed when the blessings and successes are shared with our family and loved ones.

When we pursue success, we maximize our talents by becoming our best version thereby enhancing value and significance to others. God blesses us with emotional, financial, physical and spiritual security so we can be a blessing to others. We increase our worth and create opportunities to share love, faith and hope to others.

Life is not without mistakes and failures. But if we rise up and try to be resilient every time we fall, we will actually encourage others to do the same. The true winners in life are those who made positive impacts on the lives of others. They build more lasting fulfillment to both the giver and taker and do not despise humble beginnings. They understand that their success is a result of them continually rising from those lowly and humble beginnings to a place of influence.

We can make a difference and leave a lasting imprint to people we meet, only if we can add value and significance to them.

Truly, successful people live in peace and harmony because they create a persona of success and then live with it every moment. And success is best measured by our internal compass as happiness comes from our own experiences in living a fulfilled life.

continuing the legacy of **GREATful LEADERSHIP**

ARE LEADERS BORN OR MADE?

They say some people were born with certain qualities and traits that made them more suitable for leadership. Others learned a set of skills through training, practice and mentoring.

Bound by blood, these two GREATful Leaders in Region 2 not only share the same genes, but they also share the same passion for excellence and committed service. Theirs is a story of more than a decade of leadership bound by a shared objective bringing science and technology to the people and making an impactful change to their lives.





The First Generation

Nine years ago, Cagayan State University (CSU) President Urdujah A. Tejada, CESO II, then Regional Director of the Department of Science and Technology Region 2, was among the 2010 Gawad CES Awardees. A dedicated and passionate leader, she was recognized for leading community-based projects on aquaculture, peanut and coconut industries that changed the lives of small fisher folk and farmers in Cagayan Valley; for facilitating the conduct of skills enhancement training that produced successful women entrepreneurs; and for providing institutional support to small and medium enterprises (SMEs) that improved their quality and competitiveness.

Noticing her talent in leading at a larger scale, she was invited by former DOST Secretary Mario Montejo to join the DOST Central Administration as Assistant Secretary and Program Manager for Countryside Development in 2011. She and her DOST 2 family were never emotionally prepared to be apart from each other, but Director Tejada knew she will leave Region 2 in good hands. She left the DOST 2 with two Assistant Regional Directors and five Provincial Directors, whom she trained as future leaders of the Region.





The Second Generation

In 2016, Mr. Sancho A. Maborang, one of President Tejada's assistants, was appointed by former President Benigno S. Aquino, Jr. as Regional Director of DOST. Despite their consanguinity, his rise to the managerial level was untainted with controversy; not only because an S&T personnel occupying highly technical position is exempted from civil service rule on nepotism, but more so because Director Maborang's performance can speak for itself. Known for his stellar performance, Director Maborang was among a group of CSC PAGASA Awardee in 1993 and was also named as the Outstanding Provincial Science and Technology Director - National Awardee in 2011.

In as short as three (3) years, Director Maborang has proven himself as a worthy predecessor of President Tejada. Under the leadership of Director Maborang, the DOST 2 was upgraded from Level 1 to Level 2 Recognition under the Philippine Quality Award, the highest level of national recognition of exemplary organizational performance. He is named as one of the finalists of the 2019 Gawad CES, the same award President Tejada won in 2010. He is being recognized for his exemplary implementation of the Small Enterprise Technology Upgrading Program (SETUP) that promoted technology adoption among micro, small and medium enterprises (MSMEs); for leading the development and successful deployment of OneStore.ph, an e-commerce portal for MSMEs; and for revitalizing the Research and Development (R&D) ecosystem through the establishment of R&D Centers, enabling the integration of development needs and research initiatives in Region 2.



Photo grabbed from DOST II Facebook Account

Currently, President Tejada and Regional Director Mabborang continuously collaborate in various R&D projects, such as the Food Innovation Center, the Metal Innovation and Engineering Research and Development Center (MIERDC), and the Tuklas Lunas Development Center. These programs aim to drive science and technology innovation in Region.

The Food Innovation Center (FIC) is a one-stop-shop food research and development center that assists MSMEs in processing, packaging and labeling their products. In 2018, the FIC produced three Technology Licensing Agreements (TLAs) which enables technology transfer and commercialization to make innovation accessible for use and application.

Another laudable partnership is the establishment and operation of Metal Innovation and Engineering Research and Development Center (MIERDC), a joint venture between the CSU - College of Industrial Technology and the DOST. The MIERDC provides technical services and food processing equipment fabrication, and serves a training and research facility for metal artisans and entrepreneurs. The MIERDC gave birth to the e-trike project, which aims to provide a cleaner transportation alternative, as well as promote livelihood and employment opportunities in the areas of fabrication, transportation operation, and service and maintenance.

Just recently, the DOST 2 and CSU collaborated for the celebration of the Regional Science and Technology Week held at the CSU Gymnasium on 27-30 August 2019.

Director Mabborang feels indebted to President Tejada, one of the visionary leaders of DOST 2, whom he said "worked hard to let science and technology get into the lives of the people." He said that he has witnessed how hardworking his past leaders were. "I value the learnings I learned from them," he added.

Whether because of inherited talent or acquired skills, the story of Director Mabborang and President Tejada is a testament that family is indeed a great influence in one's leadership journey.

up close and personal with Director Maborang and President Tejada

Role of Family

Director Maborang (DM): My family serves as my inspiration, guidepost and the reason for carrying on. Striking a balance is the key to managing family life and the demands of my work

President Tejada (PT): The family is the core unit of the society. More than inspiration and motivation to work hard every day, it is where mindsets are formed and values are molded. It is that same mindset and values that reflect in the way we lead and work for the people.

More than our nuclear family, the relationships we create and forge in the workplace create a special bond. They are not only colleagues but also an extension of our family.



Anecdote and Experience

DM: She always reminds me to work hard and treat my people well.

PT: Sancho is one of the most dedicated public servants I know. I personally witnessed how focused he is in attaining goals and meeting deliverables. He doesn't settle for anything less, and is only fixated in crafting the best work by pushing the limits and setting the bar high.

Most Remarkable Advice Received/ Given

DM: To work in government is a privilege. One must make a genuine effort to meaningfully contribute to the development of our beloved country. As a public servant, one must learn to exercise teamwork, build partnerships, and treat your subordinates well.

PT: I share with him my philosophy about leadership, that to be a leader is more than just about leading the pack, it is also about motivating the team to be the best they can be, training them to reach their full capacity, and inspiring them to work with purpose. This is to recognize that the only way to attain a productive and driven work force is to be responsible of the holistic development of the employees of the organization.

How similar/different are you from each other as a public manager? What values do you hold in common? Why?

DM: I am firm with my decisions while she tends to be flexible. I learned from her the value of having a very good interpersonal and team working skills and how to work alongside with different people with varying skills and qualities.

PT: I think one of the values that we hold in common as public servants and as advocates of Science and Technology is the realization of the importance of innovation and research in achieving sustainable and impactful success. New times call for new ways and new ideas to stand out. We both want the community to feel the impact of what we do for them. We do not just work for hard science and technology, but we work for the people to improve their lives and become the best of what they can be. This is the only way we can transform the society and truly feel the significance of what we do for them.



TACLOBAN HOSTS 3RD GREATful LEADERSHIP CONCLAVE 2019

By: Marizel Christine A. Bautista



Two hundred twenty-two (222) public managers trooped to Tacloban City to join the 3rd Leadership Conclave of the Career Executive Service Board (CESB) held at the Biliran Hall of the Summit Hotel on October 2, 2019 with the theme: GREATful Leadership: Performance, Positivity, Possibilities.

[The 222 CESOs and Eligibles of the 3rd Leadership Conclave in Tacloban recites their pledge as a member of the elite corps of Career Executive Service officers.](#)

Coming from various government agencies nationwide, the participants were welcomed to the City of Hope by Mayor Alfred Romualdez through his representative, First Councilor Dr. Elvira Galapon-Casal. CESB Executive Director Maria Anthonette Velasco-Allones, CESO I set the conclave to action through the first plenary learning session on GREATful Leadership. They were joined by Presidential GAWAD CES finalist Alexander Madrigal, the Regional Director of the Department of Science and Technology (DOST) Calabarzon, whose talk zeroed in on GREATful Technological Innovations in the morning session.

“Knowing who you truly are allows you to develop the best version of yourself, and that is a grateful you.” This is the powerful message of Executive Director Allones who reminded the public managers to be kind to themselves as they show kindness to others.

The talk of Regional Director Madrigal echoes the message of gratitude, and offered the free IT based services and products of his agency to his fellow public leaders, which allow more efficiency, effectiveness and transparency in the public service. He said that leaders should take advantage of the fresh and creative minds of the younger public employees in creating a strong team of servants for the people. He reminded his listeners that life crossroads allow the grander plans to set in, and thus they must be discerning, be grateful and be ready to do their best in every situation.

Group picture taking and the interactions over lunch were followed by Inspirational GREATful leadership and life journey sharing of DOST Undersecretary Rowena Cristina L. Guevara, fondly called as “USEC Gev”, who highlighted the importance of fortitude, resilience and positivism as one travels life and its crossroads of challenges and achievements. In her “Road to GREATfulness in the Public Service” talk, USEC Gev recounted many pivot points that led her to where she is now in life.

Overcoming and transcending difficult circumstances and allowing the dawning of real life purposes set the stage alive with San Juan Councilwoman Raissa Laurel-Subijano’s testimony of life after an unfortunate bomb blast. As a bilateral amputee as a consequence of a life threatening explosion, she has risen above what could have permanently immobilized her and turned her tragedy to a living testimony of grit, courage, purpose and gratefulness. “Disability does not mean inability,” she said.

The final session was a sharing by 33-year old Jesuit volunteer Teacher Lou Sabrina Ongkiko, who is grateful for the lessons she learned from her students at Culiati Elementary School. Many of her pupils have learned hard lessons in life, and have taught Teacher Sab great values, including excellence which is equivalent to *‘galing’* in Filipino. “Excellence as *Pagbaba para maging magaling din ang iba*, and passion should be *Pasa-SALAMAT*.” Of her students’ stories, she learned that to be excellent is to be better (*mas maGALING*), to heal (*gumaGALING*) and to come from below (*GALING sa*).



(Clockwise from top to bottom) LTFRB Region III Regional Director Ahmed G. Cuizon leads the invocation; Tacloban City Councilor Dr. Elvira Galapon-Casal delivers the welcome remarks as representative for City Mayor Alfred Romualdez; and DepEd Region VIII Regional Director Ramir B. Uytico leads the recitation of the CES Pledge.



Meet our Resource Speakers: (Clockwise from top-left) DOST Regional Director Alexander R. Madrigal, San Juan City Councilor Ma. Antonia Raissa Laurel-Subijano, Culiat Elementary School Teacher Lou Sabrina S. Ongkiko, CESB Executive Director Maria Anthonette C. Velasco-Allones, and DOST Undersecretary Rowena Cristina L. Guevara.

Various reactions emanated from the audience. The contingent from the Department of Education (DepEd) Balanga City headed by OIC-SDS Dr. Carolina S. Violeta expressed their gratefulness to be part of the event and see Tacloban City, which has survived the onslaught of nature in 2013. They see an enhanced role modeling and proactive leadership by educational leaders in shaping the future of the country, addressing the challenges of development, and mitigating the impact of global warming and climate change.

DepEd Tacloban City Schools District Supervisor Manuel Albaño expressed his gratefulness to see Tacloban rise from the darkness of Yolanda, and its people becoming more faithful, courageous, and empowered after the storms. He recalls the ill-fated days and remembers those who have gone with the waves, but is no longer in bitter and remorseful terms. Acknowledging the inspiration given by all the speakers as they have successfully delivered the message of gratefulness, he takes home a renewed commitment to exude positivism amidst the hardest times of life, and look at the brighter side. Being a leader he does "not look at things as difficulties but challenges, and therefore a need to navigate." He was witness to the survival of many people during the onslaught of Yolanda, being the Assistant School District Superintendent at that time.

From the Department of Agriculture (DA), Technical Director Larry Sultan carries a grateful heart that despite the hardships faced by the agricultural sector, the heart to deliver remains intact and resolute to deliver excellence in the public service. From a man whose expertise is in making the soil productive and the hands that tend it skilled and empowered, he describes the people of his region, Eastern Visayas as "*hindi lang bumangon, kung hindi tumayo pa*" after the Yolanda episode of their history. He sees this as the genuine strength of the hearts and minds and passions of those who transcend. Of similar mindset is DA Chief Administrative Officer Jenny Almeria who believes that the hands that till the soil will eventually rise and develop with the adoption of business acumen and entrepreneurship among farmers and agricultural workers.

LEADING AT THE FRONTLINES OF CHANGE: **GABAY 35**

By: Luzviminda D.R. Arbutante



Driven by the mission to spearhead positive, meaningful and sustainable reforms in governance and development, twenty-six (26) career executives took on the challenge of being “Champions of Change” in attending the thirty-fifth (35th) Session of the Integrated Gabay ng Paglilingkod (I-Gabay) Training Course conducted at the Kew Hotel in the City of Tagbilaran, Province of Bohol from 22 July to 2 August 2019.

Champions of Change. I-Gabay 35 learner-participants together with CESB Exec. Dir. Maria Anthonette C. Velasco-Allones

Apart from the customary welcome for the learner-participants to the 12-day course, CESB Exec. Dir. Maria Anthonette C. Velasco-Allones encouraged them to contribute to CESB's continuing efforts to strengthen the content, deepen the meaning, and sustain the impact of the course. She affirmed that CESB assiduously studies and incorporates learners' inputs and the latest tools, technologies and trends in the development of public management competencies in regularly reviewing and revising the course. She also noted that, ideally, a career executive's learning journey must start with the Salamin-Diwa (SALDIWA) Training Course which focuses on leadership and self-mastery before achieving excellence in managing organizations (I-Gabay).

In facilitating the Modules on Philippine Governance and Strategic Public Management and on Strategic Human Resource Management for Public Managers, Exec. Dir. Allones allowed the learners to watch and analyze the Third State of the Nation Address (SONA) delivered by Pres. Rodrigo R. Duterte at the House of Representatives in Quezon City. Through group discussion workshops, Exec. Director Allones clarified the fundamental policy directives, strategic plans and programs, and priority instructions highlighting the President's SONA. She then guided the learners in formulating and presenting proposed implementation plans and measures which will ensure not only the completion, but also the intended results of the President's governance and development agenda.

Exec. Dir. Allones will be joined by other subject matter experts (SMEs) who will serve as resource persons in facilitating the succeeding I-Gabay modules. A highlight of the course is the Community Engagement Module (CEM) where learners undertake assessment research studies on award-winning models of governance and development innovations in the public and private sectors. This year's innovation field laboratory model is the “Nurturing Cultural Heritage through Music Program” of the Municipality of Loboc, Province of Bohol which was conferred the 2018 Gawad Galing Pook Awarde for Outstanding Program in Local Governance.

CES CLUB EXPLORES PHILIPPINE HERITAGE **WITH INO MANALO**

by: IMELDA B. GUANZON



Executive Director Manalo is a Career Executive Service Eligible, whose experience in culture and the arts spans for more than 30 years.

The CESB partnered with National Archives of the Philippines (NAP) Executive Director Victorino “Ino” Mapa-Manalo for the conduct of the second and third runs of the 2019 CES Club on 4 July in Vigan City and on 19 - 20 September, 2019 in Bohol, respectively.

Heritage and Exhibit Awareness in the Heritage City of Vigan

Organized in cooperation with the NAP and the City Government of Vigan, the session focused on heritage as a tool for promoting agency mandate and bringing our country towards sustainable development. It brought participants to various museums where records as part of one’s cultural heritage were used to create interesting exhibits, a learning that government executives can adopt in promoting their respective agencies. Vigan City was chosen as the venue of the second session of the CES Club because of its distinction as a Model of Best Practices in World Heritage Site Management.



Vigan City Mayor Juan Carlo S. Medina explained that heritage conservation enabled the city to thrive since Vigan regained its cityhood despite failing to meet certain qualifications in terms of land area and population because of its historical rights based on the Spanish documents. He emphasized the need for the national government’s support in bringing culture and heritage at the forefront of development.

In his lecture entitled “*Creating Exhibits from Archival/Visual Materials*”, Ino expounded the considerations in setting up the exhibit, such as the parts or sections of the exhibit; the arrangement, whether ringy or linear; and the design, including the use of color, balance, line and mass to strengthen visual appeal. He also enumerated the various techniques using archival materials, such as: blow-ups (or enlarging the picture to bring more life); use of replicas, crafts, cut-outs, cases, actual objects, and interactives; and play on lighting. In conclusion, he said that exhibits must create a total experience for its audience.



Aside from Balay Iloko and Balay Mestizo, the participants also visited Vigan City Conservation Complex Museum, a facility established by the Vigan City government to showcase the three (3) aspects of Biquenos heritage: the church, the city and the old houses. It also has a workshop, a souvenir shop and a multi-purpose hall.

Bohol Artistry, History And Development

The two-day session entitled, “*From the Urna to the Chocolate Hills: Rereading Bohol with an Education for Sustainable Development*” conducted in Panglao, Bohol provided a venue where participants visit heritage sites and in the process learn to practice systems thinking using Education for Sustainable Development (ESD) framework in viewing heritage sites.



Ino introduced the ESD as a framework for studying heritage sites in three (3) areas, particularly: Environment, Society/Culture and Economy. He divided the learners into six (6) research groups to practice the use of ESD framework in the study of heritage sites. Each group focused on an area within the Our Lady of Assumption Church in Dauis, Bohol.

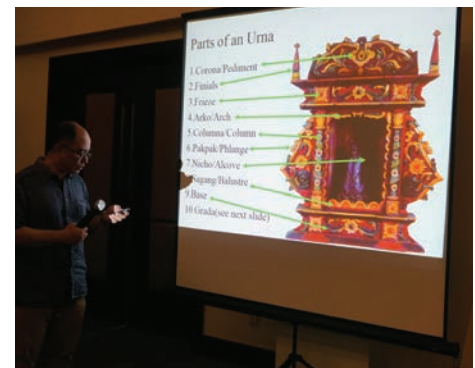


Learning continued during the lunch cruise in Loboc River as participants were asked to experience the river, keeping in mind the interconnection of the three areas. Also visited are heritage sites in the towns of Loboc, Albuquerque and Baclayon.

After the visit in the La Purisima Concepcion de la Virgen Maria Parish Church in Baclayon, participants walked towards Osangs Home of Pastries, a local bakeshop, which uses an old-fashion clay oven to cook Broas. Broas is a soft cookie made of egg yolks, which were said to be abundant during the Spanish era as egg whites were used as derivatives in building churches.



After the heritage site learning tour, the learners gathered at the Casa Cecilia to watch a shadow play entitled “*Jewel of the Virgin*”, which was written and created by Ino himself. The play dramatizes the struggle of a poor boy, who was chosen to sing for the town’s “*salubong*”, but was prejudiced by townfolk for being born out of wedlock. The play not only brought some of the learners to tears, but also awakened their awareness of performing arts as an instrument to help the community. Casa Cecilia is a residence cum mini-museum of the Urna collection of Executive Director Manalo



On Day 2, learners presented their group’s research outputs, which was followed by a discussion on Bohol Urna and ESD based heritage promotion. Urna is a carved wood housing for saints or religious icons used in homes.

Department of Education Program Supervisor Grace P. Mendez shared her valuable learnings by saying, “the principles of Education for Sustainable Development will guide our way to preserve the artifacts by our forefathers”.

CREATING THE FUTURE-READY CES: HR-BOTS, APPS and other HI-TECH stories

By: Edgardo P. Sabalvoro and Vivian O. Bordeos



Learning and Linkaging. Open your mobile phone camera, scan the QR Code and access the CESB website to download the CES Mobile App

How do we instill and cultivate a pro-technology mindset among public sector human resource (HR) managers, capacitate and empower them to spearhead future-ready and innovation-driven organizations that harness and nurture the diversity of human capital?

The Career Executive Service Board (CESB) took initial steps in this direction by gathering ninety-five (95) public sector HR managers and professionals from various agencies/ offices in the Third HR Managers Fellowship Meeting and Learning Session last Monday, 30 September 2019 at the CESB Resource Center in Quezon City.



Partners on the Same Page. CESB Exec. Dir. Maria Anthonette Velasco-Allones discusses recent policy and program updates before agency HR managers.

In commencing the event, CESB Exec. Dir. Maria Anthonette C. Velasco-Allones, CESO I, discussed recent CESB policy and program updates, including the new On-Boarding Track for Third Level incumbents, who will now be allowed to enroll in the Integrated Gabay ng Paglilingkod (I-GABAY) Training Course within and while completing the four(4) stage eligibility process. She noted the: 1) grant of accreditation for new programs on Project Management Fundamentals (developed and offered as public course offering by UBQTY, Inc.)

and Transforming 'Me': Determined-Resilient-Engaged (Ideas Central Consultancy Services, Inc.); and 2) the approval of accreditation renewal for seven (7) training programs conducted by and offered to the public by the Human Resources and Innovations Solutions, Inc. (HURIS). She also advised everyone of the Board's removal of the five (5)-year validity requirement for training programs/ courses submitted for Equivalency and Recognition of Prior Learning (ERPL) by CESOs, among others.



Harnessing the Power of Technology. HCX Technology Partners Managing Dir. Ike Amigo explains how Robotic Process Automation can revolutionize public sector HR systems and processes.

The forum introduced the participants to Robotic Process Automation (RPA), a technology application which allows an organization to reconfigure computer software or design a “robot” (Bot) program which can capture and interpret existing applications for processing a transaction, manipulating data, triggering responses, and even communicating with other digital systems.

Using lectures and instructional videos, Mr. Enrique “Ike” Amigo, Managing Director of HCX Technology Partners, highlighted the value, benefits and diverse uses of RPA for organizational HR functions (i.e., HR-bots). Using HR-bots frees HR professionals from conducting pre-screening research and interview scheduling for job candidates and allows more time in conducting in-depth and focused interviews for qualified candidates resulting in better hiring decisions. HR professionals may now avoid unnecessary, repetitive and mechanical tasks like filling up office paperwork and evaluating bio-records. Instead, they can concentrate on higher value work like enhancing employee communication competencies and inter-personal relationships, culture-building, and organizational core value strengthening. HR-bots can even be designed to consolidate, analyze and process data to generate regular reports, e.g. on potential new talents hired which will benefit the organization.



Accessing the Enhanced CESPES. Div. Chief Filipina R. Azanza of the CESB Performance Management and Assistance Division orients clients how to access and optimize the innovative features of the on-line CESPES using the CES Mobile Apps.

The forum also provided a convenient venue for updating agency clients and institutional partners on the revised policies, guidelines and procedures aimed at enhancing the transparency, efficiency and integrity of the Career Executive Service Performance Evaluation System (CESPES). It also formally launched the new CESB Mobile Application System (App) which enables users to register online for CESB’s training programs and learning events and allows access to links to various CESB web contents, including

reliable, real-time and secure access to the CESPES. The App has been made accessible to android phone/ tablet users at the moment and will soon be available at the App Store for Apple - phones and tablets.

In closing, participants considered the session as an exciting “glimpse of the future” as it “scans the emerging horizon for the immense possibilities and potentials made possible by revolutionary technologies, cutting-edge programs and innovative policies

which lay the foundations for the CES of the future.” They shared the united commitment to work with CESB in “exploring and harnessing HR trends and innovations to build the strategic capacities of and exact quality performance from CES HR managers to achieve regional and international standards which will result in the creation of an effective, responsive and accountable bureaucracy which will lead the way to the future”.

17 NEW HOPE-BEARERS EMERGE FROM THE CITY OF SMILES

By: Kirk Matthew V. Alfante

Seventeen (17) executives from different agencies nationwide emerged as the new hope-bearers from the Paglaum Training Course conducted by the Career Executive Service Board (CESB) last 14-16 August 2019 at the Maskara Hall, Bacolod City Government Center, Circumferential Road, Bacolod City.

Project Paglaum, now on its 23rd session, is a three-day training workshop aimed at building the competencies of Career Executive Service (CES) officials, other public managers and community leaders in applying Mental Health and Psychosocial Support (MHPSS) measures as immediate interventions in attending to survivors of natural disasters and calamitous events. It also intends to institutionalize organizational support mechanism for responding to psychological and mental health concerns in the workplace through lectures, demonstrations and experiential learning activities.

The first day of the course was facilitated by Coach Tomas Alejo S. Batalla, a licensed psychologist from the Ateneo Bulatao Center, who focused on "Healing the Healers" where the foundation for becoming a Psychological First-Aid (PFA) provider was laid. Learners were also educated on the Cycle of Experience as an instrument of healing, the value of



Graduates of the 23rd Paglaum Training Course pose with CESB Executive Director Maria Anthonette C. Velasco-Allones and resource persons during the closing ceremonies of the course.

communication, and were treated to one-on-one healing and recovery sessions.

Days two and three were facilitated by Ms. Alyda Yasmin A. Keh and Ms. Priscilla Gonzalez-Fernando, both certified clinical psychologists and child play therapists. After imbibing the principles, virtues, and objectives of psychoeducation and the theories/frameworks concerning the practice of PFA, learners went on to practice their learnings and skill in PFA in a Psychological First Aid Simulation Workshop.

In her closing remarks, CESB Executive Director Maria Anthonette C. Velasco-Allones emphasized that the Paglaum Training Course is not the usual leadership and management competence-building activity but rather focuses mainly on laying the groundwork for a paradigm shift resulting in the leader's self-mastery. She added that as hope-bearers, public managers should be the bright spots in the civil service and in the bureaucracy. In closing, Executive Director Allones incorporated an important life lesson from the book, "Slow: Simple Living for a Frantic World" by Brooke McAlary, which talks about valuing the time to be slow and to be quiet in order to

rediscover one's self and thereafter, become bearers of hope to one's colleagues in the civil service.

The success of the training course resounded among the learners as they emerged as "healed" versions of themselves with a lot more of "self" to give and dedicate to others. As the new generation of hope-bearers, they were tasked not only to be the emblem of optimism to those in distress, but also to being catalysts of understanding, processing, and calming of the deep emotional and psychological turmoil that debilitates a person who has experienced going through a traumatic event.

For Lotis Decosto-Respicio, Elementary School Principal I, DepEd Region IX, "Project Paglaum is simply amazing. I can confidently say that I am now capable of conducting PFA to survivors of disasters. The program is a complete package. I hope that many would benefit from the program/training workshop. Facilitators are well-equipped/experts." As for Romel L. Libang, Chief Education Supervisor, DepEd - Cagayan Division, he learned the "skill as a PFA provider to bring hope in the world and a better understanding of the psychology and sociology of human development and struggles behind."

NEW CESPES IMPLEMENTATION SCHEDULE BARED

By: Imelda B. Guanzon

The CESB announced the schedule for the accomplishment of ratings for the two semesters of CY 2019 Online CESPES through CESB Circular No. 2 dated 11 September 2019.

The 2019 Online CESPES is based on CESB Resolution No. 1445 “Strengthening Performance Accountability through the Enhanced Career Executive Service Performance Evaluation System”, which revises pertinent provisions of the Enhanced CESPES to make it fully aligned with 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 measurement of the official’s individual contribution to the achievement of organizational/unit accomplishments.

It 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.

Agencies may request for the conduct of orientation on the revised CESPES guidelines and tools. You may contact the Performance Management and Assistance Division at 02 89514981 local 110 and 111, or email at cespes@cesboard.gov.ph.

SCHEDULE OF COMPLETION OF 2019 ONLINE CESPES

DATE OF ADMINISTRATION (2020)	AGENCY	ATTACHED BUREAUS
JANUARY 3 - 17	DAR	
JANUARY 3 - 17	DA	ATI, BAR, BAFS, BAI, BFAR, BPI, BSWM, NDA, NMIS, NTA, PCAF, PHILFIDA, PHILMEC
JANUARY 3 - 17	DBM	GPPB-PSO
JANUARY 3 - 17	DEPED	NBDB
JANUARY 3 - 17	DOE	
JANUARY 18- 31	DENR	All DENR Attached Bureaus, NAMRIA, NWRB
JANUARY 18- 31	DOF	BOC, BIR, BLGF, BTr, IC, NTRC
JANUARY 18- 31	DOH	FDA, NNC, PCMC, RITM
JANUARY 18- 31	DILG	LGA, NAPOLCOM
JANUARY 18- 31	DOJ	BPP, LRA, NBI, PPA-DOJ
FEBRUARY 1-15	DOLE	ECC, ILS, NCMB, NWPC, OSHC, OWWA, POEA
FEBRUARY 1-15	DND	GA, OCD, PVAO, VMMC
FEBRUARY 1-15	DPWH	
FEBRUARY 1-15	DOST	ASTI, FNRI, FPRDI, ITDI, MIRDC, PAGASA, PCAARD, PCAMRD, PCHRD, PCIEERD, PHILVOCS, PNRI, PTRI, STII, CEI, TAPI
FEBRUARY 1-15	DSWD	CWC
FEBRUARY 1-15	DTI	BOI, CITEM, CITC, CIAP, DCP, IPO, PTTC
FEBRUARY 16-29	DOT	IA, NPDC
FEBRUARY 16-29	DOTr	CAB, LTFRB, LTO, LRTA, OTS, TRB
FEBRUARY 16-29	DICT	NTC
FEBRUARY 16-29	NEDA	PSA, PNVSCA, PPPC
FEBRUARY 16-29	OP	CESB, CHED, DDB, GCG, MDA, NCCA, NHCP, NIA, NLP, NSC, PCW, PDEA, PMS
FEBRUARY 16-29	Office of CabSec & PCOO	NAPC, NCIP, NCMF, TESDA, BBS, BCS, NPO

BRAVING THE PUBLIC LEADER'S JOURNEY OF SELF-DISCOVERY: THE SALDIWA XLI EXPERIENCE

By: Lucre Mae H. Villaluna

Over the years, the CESB has continuously evolved its capacity-building programs to keep public managers attuned to relevant leadership skills and competencies essential to effectively run the bureaucracy. Salamin, a course on self-examination and self-discovery; Diwa, a course on interpersonal relationships; and the Community Engagement Module (CEM), a structured community immersion program, have been woven together in what is presently known as the Integrated Salamin-Diwa ng Paglilingkod Training Course or simply, Saldiwa. It is one of the foundational courses under the Leadership and Management Proficiency Program (LAMPP).



It is not unusual for learners of Saldiwa to openly express how unforgettable and life changing the experience can be. They find it to be a leadership journey that is not just personally transformative but one that also immensely enriches their professional support and network. To cap off the third and final run of Saldiwa 2019, we shine the spotlight on the insights, intimations and takeaways of the Saldiwa XLI learners who underwent the program last September 9 to 24, 2019 in Cagayan de Oro City and Malaybalay City, Bukidnon. Here are the stories of their Saldiwa journey.

Starting the journey with mindfulness

I would often hear people use the word mindful or be mindful during conversations but I never understood the concept until I met Dr. Parkash Mansukhani and took the session on Mindfulness. When he began with the words, "Welcome Yourself to the Present Moment," I was utterly intrigued. What I initially thought was a simple course briefing was a learning session on being in the moment. Finding wisdom and peace in silence was the most beautiful realization I had during the session. It is easy to say but it is best experienced.

Another takeaway is practicing the S.T.O.P. technique. This helps me to see the bigger picture, to handle my emotions and thoughts, and to arrive at the soundest decision or action possible. Practicing mindfulness can help me become a better leader. **S**top, **T**ake a breath mindfully, **O**bserve (body sensations, emotions, and thoughts), **P**roceed with awareness and kindness (S.T.O.P.)

~ Atty. Maria Luisa Ong,
Assistant Regional Prosecutor,
Department of Justice

Exercising self-mastery for leaders

During the session on Self-Mastery as Leadership Foundation, CESB Executive Director Allones asked if we knew what VUCA meant. The question was first met with silence but as she explained to the group and seeing the reactions of my co-learners, I felt transported back to my elementary days. We must have looked like children in awe, all eager and glued to hearing more about leading in a VUCA – volatile, uncertain, complex, ambiguous – world. She also said to use the RULER as a guide: Recognizing, Understanding, Labelling, Experiencing, and Regulating emotions. Having the ability to recognize and develop a sense of who you are, what you can do, where you are going, coupled with the ability to manage emotions and behaviors all form part of self-mastery. The session has heightened my sense of awareness and reminded me of resilience and of being in control of my own emotions, habits, and behaviors.

~ Ms. Maria Delia Presquito, OIC-Director IV, National Privacy Commission

Healing from the past to move forward



As public leaders, we get subjected to experiences that impact us emotionally. The nature of the work, colleagues, and even the clients that we serve may leave us feeling hurt sometimes and as time passes, these unpleasant experiences may add up and we unknowingly carry the load of emotional baggage. This can adversely affect the way we deal with people we love and those we vowed to serve. The service that a scarred leader gives may not be as meaningful as that of a self-knowing and healed public leader. The module with Coach Tomas Batalla on Self-Knowledge and Self-Transformation Across Time which included a session on Healing and Learning from the Past is one of the deepest dives that a learner in the Saldiwa course could take. It is a journey back to the most hurtful episodes in one's life and learning how to turn these

into manageable experiences. It involves getting in touch with the most kept, even sensitive incidents that may manifest into physical pains or illnesses. It may probably be the most esoteric undertaking and a challenge to put into practice but the sessions on self-healing through recall, guided visualization, and group counseling marks one of the most memorable and useful experiences in Saldiwa.

Mr. Levinson Alcantara,
Director IV, Philippine Overseas
Employment Administration

Harnessing EQ to enhance interpersonal relationships



The module on Harnessing EQ for Positive Organizational Behavior with Ms. Yeyette Albert was memorable for it reminded me to be hopeful in the public service. For 19 years, I have worked at various national and local offices and observed that corruption and apathy are ubiquitous. I met government workers who are in the service for all the wrong reasons – to get rich, unable to secure a job in the private sector, and connections with appointing authority. Trying to distinguish the good apples from the bad, especially at the third level, is a frustrating process. I was left with the conclusion that majority in the government workforce is dishonest. During one of the activities when our class was broken into small groups and instructed to share what we are proud of as government workers it dawned on me that my co-learners were public servants that I could identify with. I felt a strong sense of pride realizing that my colleagues (the CESEs and CESOs) are the cream of the crop in the executive service—those who survived the rigorous CES process. Upon that self-discovery, I started to cry uncontrollably. I shed tears of happiness and gratefulness. I felt happy to be with my co-learners and be part of the CES corps and grateful to realize that I was not alone. Now, there is a more practical way for me to identify whether an official is like me—to simply ask if he or she is a CESE or CESO.

~ Mr. Michel Kristian Ablan,
Assistant Secretary, Presidential
Communications Operations Office

Appreciating the tools for managing teams

There are three essential tools I learned from the module on Managing and Aligning Teams for Organizational Development facilitated by Ms. Josefina Quintana. First, leaders need to be skilled communicators, to think with clarity, express ideas and share information with different kinds of individuals and in various settings. It is crucial to know how to handle the rapid flow of information within the organization and among customers, partners and other stakeholders. Second, it is crucial to know the leader's role in handling conflict situations and to know the different management styles and when to use them. Lastly, learning the importance of executive negotiation is a must. Realizing that "without negotiation, conflicts may lead to argument and resentment resulting in one or all of the parties feeling dissatisfied," I came out more enlightened and prepared to face tricky situations that may come my way.

~ Mr. Jerry Cruz,
OIC-Assistant Schools Division
Superintendent, Department of Education

Imbibing the values as role models



The best way to lead is to serve others through innovative means. We instill in our hearts and minds the commitment to continually improve ourselves and the way we work so we can guide others to assimilate the same values. As such, we transform individuals and organizations to be the effective catalysts of constructive change in our society to benefit everyone especially the underprivileged.

~Mr. Manny Villalon,
Power Sector Assets and Liabilities
Management Corporation

Discovering beautiful connections



We were thirty-one (31) career executives coming together in this moving journey of self-discovery. I believe that we have been brought together by God's great timing. After five days of intense inputs from renowned resource persons in their respective fields, I was excited to hear how our next speaker-facilitator will further build us up in the areas of self-awareness, self-mastery, and interpersonal relationships. I found the resource person, Mrs. Emy Ligutom, to be a genuine person who exudes warmth and serenity as a person. Her methods and tools of facilitation for the session on Ethical Leadership and Accountable Governance worked wonders for me in enhancing positivity and openness to opportunities. The last exercise, which I call the "Magic of the Yarn", was an exercise that allowed each one of us to openly declare positive things about a fellow learner and express a wish, hope, prayer or dream that we have for him or her.

~Ms. Myrna Medina,
Acting Deputy Executive Officer,
National Police Commission

Daring to face difficult questions

The session on Managing Development with NEDA Undersecretary Rolly Tungpalan gave us a clear understanding of the importance of results-driven public sector management and performance-oriented bureaucracy. The session provided us a snapshot of the "big picture" of Philippine development. It covered the tools and processes, such as the classic Logical Framework (LOGFRAME), which the government uses in defining its development priorities and the corresponding policies, strategies, programs, and projects to achieve the country's development goals. It helped us contextualize the works being undertaken by our respective offices, including how sectoral services contribute to achieving the Philippine Development Plan targets, and to realizing our national vision of a

Matatag, Maginhawa at Panatag na Buhay by 2040. A nagging question kept coming to mind—If we have been implementing the right development planning framework, processes, and tools over the years, why have the development results remain wanting? I, along with my SALDIWA 41 co-learners, dare to face difficult questions such as this, and commit to taking on the challenge of looking for the answers outside the box—because it is needed, and because it is worth it.

~Mr. Jeffrey Manalo, Director IV, PPP Center

Continuing the fight for equity

In 1997, I was involved in implementing the Social Reform Agenda through Minimum Basic Needs Approach in my city in Calapan, Mindoro. I facilitated in determining and prioritizing the basic needs of a family in terms of health, nutrition, housing, water and sanitation, income, employment, education, peace and order, and people's participation that should have been addressed by the government in its different programs and projects by now. Sadly, after more than 20 years, the same problems are being faced by the nation. It seems that the government initiatives are not being felt on the ground. The battlefield in fighting poverty is in the local government unit level like what I have experienced in Barangay Alanib, Municipality of Lantapan, Bukidnon province. As a public servant, I know I must continue striving to make a difference in the public service. This is my passion and this is my mission.

~Mr. Amormio Carmelo Joselito Benter,
City Trade and Industry Officer,
LGU of Calapan

Breaking boundaries for true public service

"No walls, no ceilings, no floor," is a line from a Regine Velasquez song which describes my CEM experience in Barangay Alanib. I had many questions before the immersion. What will be my life there? How can I survive the five days and four nights living with strangers? When we arrived in Alanib, all my worries and apprehensions vanished because of the sweet smiles and the warm welcome we received from the host families waiting for us. The walls I built were instantly shattered with the genuine and wide grin on their faces. As I established familiarity and closeness with my new family, I realized that the love I feel for them has no ceiling. I saw how contentment and resiliency helped them traverse the test of life. Mama Chinie,

my foster mom spelled to me clearly that when your heart is full, whatever struggle you are going through will be light and simple. I cannot deny the poverty but I can also see that despite their difficulties they can still manage to share and give a part of themselves. Their generosity is so contagious; there is no floor or platform needed before they can share. My new family has no concrete walls, ceilings, and floor in their house but they are full of happiness, hope and love in their hearts. My CEM journey helped me understand how important it is to strive harder to become a leader who has a "thinking heart and a loving mind."

~Ms. Rosalin Muli,
Education Supervisor Program,
Department of Education

Embracing the transformation

I am married and blessed with four lovely daughters and three grandchildren. As a school head, I have overcome so many trials in life but as a wife, I have always felt my husband was a barrier to my success rather than an inspiration. I felt that he was unhappy every time I achieved something professionally. The timing to attend Saldiwa was a scapegoat, a chance to get away from him and nurse my feelings of hurt. As I journeyed through the sessions on self-mastery, self-knowledge, and harnessing EQ, I found myself writing a long text message to my husband where I openly expressed my feelings. The following morning, I received an apologetic text that lightened my heart. I have attended so many seminars and religious formations but it is in Saldiwa that I felt truly renewed. Thanks, CESB! Thank, God!

Ms. Rustica Lorenzo,
Principal IV,
Department of Education

How can something painful be beautiful? In a normal setting, whatever is painful, we evade it. But in Saldiwa, we learned differently. We had to go through the process of peeling the layers, accepting the negative part of life and learning to transform it into something better. It was not an easy task. It takes a lot of unlearning what has been instilled in us since we were young. As a public servant, working to better myself and to improve my relationships is always a work in progress. This painstaking exercise of growth and transformation will help me ensure that as I go about my public life, I give justice to the trust that was entrusted to me.

~Ms. Mimoso Regis,
OIC-Provincial Director,
Department of Trade and Industry

JUNE 2, 2019 CES WRITTEN EXAM RESULT RELEASED

(REGISTERED 47.65% PASSING RATE)

By: Mylene G. Villasis

One hundred twelve (112) out of two hundred thirty-five (235) examinees or 47.65% passed the Nationwide CES Written Examination (CES WE), the first examination stage for CES Eligibility. The exam was held last June 2, 2019, simultaneously in three testing centers, i.e., University of the Philippines (Quezon City), University of Cebu (Cebu City) and San Pedro College (Davao City).

Notably, all top ten (10) passers who work in various government and private agencies were first time CES WE examinees and took the examination in Quezon City testing center. The top ten are as follows:

1. De Asis, Raymond Gerard E. (90.49%)
Local Government Operations Officer VI
Department of Interior and Local Government-NCR
2. Edillon, Ann N. (88.86%)
Director III
Intellectual Property Office
Department of Trade and Industry-Taguig City
3. Panganiban, Gerald Glenn F. (88.77%)
Senior Agriculturist
Bureau of Plant Industry
Department of Agriculture-Manila
4. Tandoc, Amado III O. (88.52%)
Medical Officer V
Research Institute for Tropical Medicine
Department of Health-Muntinlupa City
5. Santos, Alec Francis A. (87.90%)
Supervising Tourism Operations Officer
Local Government Unit-Naga City
6. Faltado, Ruben III E. (87.89%)
Senior High School Assistant Principal
Technological Institute of the Philippines-Quezon City
7. Abad, Maria Teresa C. (87.87%)
General Services Manager
PNOC Renewables Corporation-Taguig City
8. Lopez, Adrian J. (86.82%)
Local Government Operations Officer VI
Department of Interior and Local Government-NCR
9. Mendez, Geraldine C. (86.81%)
Attorney V
Philippine Overseas Employment Administration
Department of Labor and Employment-Mandaluyong City
10. Abyadang, Harriet N. (86.62%)
Development Management Officer V
National Commission on Indigenous Peoples-CAR

The percentage of passing per testing center is broken down, as follows:

Quezon City	73.21% or 82 passers
Cebu City	16.96% or 19 passers
Davao City	9.82% or 11 passers

Top Three Passers

The top three (3) June 2 CES WE passers are the following:

Raymond Gerard E. De Asis obtained



the highest rating of 90.49%, has been with Department of the Interior and Local Government (DILG) since August 01, 2013. He currently occupies the

position of Local Government Operations Officer VI designated as Section Chief of the Innovation Solutions and Urban Governance Section. He graduated with a degree in Bachelor of Arts in Interdisciplinary Studies at Ateneo De Manila University in 2013. His fields of specialization/expertise include Local Government Administration, Policy Administration/Management, and Research.

Ann N. Edillon obtained the second-highest rating of 88.86%. She currently occupies



the position of Director III in the Intellectual Property Office (IPO) of the Department of Trade and Industry (DTI). She graduated with a degree in Bachelor of Science

in Psychology Cum Laude at the University of the Philippines in 1999. She finished her Medical Degree at the University of East College Of Medicine in 2003. The following year, she passed the Physician Board Exam. In 2011, she finished her Juris Doctor at the University of the Philippines and in the same year passed the Philippine Bar Examinations. Her fields of specialization/expertise are in Health and Medical Science and Law.

Gerard Glenn F. Panganiban obtained the



third-highest rating of 88.77% and has been with the Department of Agriculture for fourteen (14) years. He is a Senior Agriculturist of the Bureau of Plant Industry

(BPI) and designated as OIC-Assistant Director for Regulatory and Operations. He graduated with a degree in Bachelor of Science in Agribusiness Management at the University of the Philippines (Los Banos, Laguna) in 2003. He also finished his Masters' in Public Management Major in Rural and Agricultural Development in 2008 at Ateneo de Manila University. Presently, he is taking up Doctor of Philosophy in Public Administration at the Korea University. His fields of specialization include Agriculture, Business Management, Policy Administration/Management and Rural Development.

CESB RECEIVES LOYALTY AWARD FROM TUV NORD PHILIPPINES, INC.



A Plaque of Loyalty was awarded to the Career Executive Service Board (CESB) for “achieving three (3) cycles of Management System Certification” during the TUV Nord’s sesquicentennial anniversary and TUV Nord Philippines, Inc.’s 15th anniversary celebration at The Palms Country Club, Ayala-Alabang, 12 September 2019.

Supervising Personnel Specialist and Quality Management System (QMS) Audit Team Leader Imelda B. Guanzon and Human Resource Unit Head Joana Carla D. Mance accepted the award on behalf of CESB Executive Director Maria Anthonette C. Velasco-Allones, CESO I.

Ms. Guanzon expressed her gratitude to the TUV Nord Philippines, Inc. for being a constant institutional partner of the CESB, which received its first ISO certification from the TUV Nord in 2010.

In continuously instilling a culture of quality improvement in government service, the CESB leveled up its QMS from ISO 9001:2008 to the ISO 9001:2015 standard on its third cycle. Along with this, the agency expanded its scope to all processes to include the Professional Development and Performance Management and Assistance processes, apart from the Eligibility and Rank Appointment processes.

“We didn’t embark on this challenge to merely affirm our brand of excellent service,” said Executive Director Allones in a previous statement. “We did this because it is our way of paying tribute to the CES members and the Filipino people whom we serve.”

CESB SUPPORTS THE 2019 EROPA CONFERENCE AND 27TH GENERAL ASSEMBLY MEETING

By: Giselle G. Durana, Jane Florie Mora, and Imelda B. Guanzon

The CESB participated in the 2019 Eastern Regional Organization for Public Administration (EROPA) Conference and 27th General Assembly held on 22 to 27 September 2019 at the International Center for Public Administration (ICPA) of the University of the Philippines National College of Public Administration and Governance (UP NCPAG). The Conference was attended by delegates from Korea, Japan, Malaysia, Indonesia, Nepal, Vietnam, India, China, Hong Kong, and the Philippines

EROPA is an international organization of states, groups and individuals in Asia and the Pacific formally constituted in December 1960 that aims to advance the economic and social development of the region through the promotion of the study, practice and status of public administration and management; and provide a forum to exchange information and ideas on innovative approaches to efficient, effective and ethical public service.

Chair Bala Elected as Presiding Officer of the 27th General Assembly

Chairperson Alicia dela Rosa-Bala, CESO I, of the Civil Service Commission and the Career Executive Service Board was elected as the President of the 27th General Assembly, with Dr. Kamphol Panyagometh of the National Institute of Development Administration (NIDA) in Thailand as the Vice President.

In her acceptance speech, Chairperson Bala expressed her hope that the conference will inspire the participants “to do more and do our best to promote public administration as a key part of development in any country.” She thanked everyone and said, “I hope that I’ll be able to deliver what is expected of me as the President of the general assembly.”



CESB Retains its Seat in the EROPA Executive Council

Meanwhile, the Career Executive Service Board (CESB) was also re-elected as a representative of Group Members in the EROPA Executive Council in the election held on the 26th of September.

Representatives of Group Members are entitled to one-third of the number of seats allocated to State Members in the EROPA Executive Council. The 26 September 2019 election opened three (3) seats for such representatives. Joining CESB as Group Member representatives are the Japan Council of Local Authorities for International Relations (JCLAIR) and the Hong Kong Public Administration Association (HKPAA).

The Executive Council will serve a term of two (2) years from 01 January 2020 to 31 December 2021. The Executive Council is responsible for providing the general direction of the activities of the EROPA, convening meetings of the General Assembly, and among others.



Executive Director Allones Chairs a Session on Social Equity

With the main theme, “The Future of Public Administration: Rethinking Resilience, Equity, and Sustainability in the Region”, the conference featured plenary discussions, paper presentations, and parallel sessions on four sub-themes, namely: Social Equity and Well-Being; Environmental Sustainability; Public Finance and the Good Life; and, The Fourth Industrial Revolution and Development.

CESB Executive Director Maria Anthonette C. Velasco-Allones, CESO I served as the moderator of Social Equity Session 6, where two (2) studies were presented. Ms. Maria Theresa Capule- Navarro and Mr. Erwin A. Alampay of the Philippines presented their study on the impact of electrification in the achievement of literacy goals in “Last Mile Schools” in the Philippines. Meanwhile, Mr. Mulus Wijaya Kusuma from Japan presented a study on the corporate social responsibility experience of Indonesia, Sukabumi Regency and proposing a conceptual framework in studying CSR in developing countries.

The EROPA awarded a Plaque of Appreciation to the CESB for its invaluable support which contributed to the success of the event. The 6-day event culminated with a tour of Intramuros, the National Museum and the Arroceros Park in Manila.

CESB JOINS PSTD IN ITS COMMITMENT FOR A PURPOSE-DRIVEN PHILIPPINE TALENT DEVELOPMENT

By: Joana Carla D. Mance

The Philippine Society for Talent Development (PSTD) held its 44th National Convention aptly themed “TRANSFORM! Engage, Develop, and Transform the Philippine Learning Community” at the Marriott Hotel Manila from October 8 to 9.



TRANSFORMERS ASSEMBLE. Career Executive Service Board (CESB) Executive Director Maria Anthonette C. Velasco-Allones is joined by Atty. Marijoy R. Francisco, ITO I Ryan DL Odulio, PS II Joana Carla D. Mance, and PS I Jane Florie L. Mora for a group photo after the event.

People are the real assets of an organization. This was the revolving statement that stuck throughout the two-day convention attended by four hundred fifty-nine (459) human resource and people managers from all around the country, the biggest turnout in PSTD history.

The concurrent session topics overflowed with enriching discussions on facing the Volatile, Uncertain, Complex, and Ambiguous (VUCA) World, talent development in the fourth industrial revolution, and merging artificial intelligence and virtual reality with HR management.

CESB Executive Director Maria Anthonette C. Velasco-Allones CESO I was among the luminaries in the field of Philippine human resource who spoke during final plenary panel conversation facilitated by PSTD Vice Chairman of the Board and 2019 National Convention Chairperson Jesse Francis N. Rebutillo. The session discussion focused on the sharing of personal commitments towards achieving the aspirations of the Philippine learning community.

CESB Executive Director Allones shared the 5Cs towards attaining a Matatag, Panatag, at Maginhawang Buhay as part of the Ambisyon 2040: Context; Clarity and Purpose; Commitment; Citizen-centricity; and Collaboration. She encouraged every people manager to tap the talents in our country not only for our personal or organizational agenda but also for the sustainable development of the Philippines.

Between stories of adversities and achievement, people managers from both the public and private sector shook hands and shared their insights in finding the path to continuously honing talents in the Philippines.

CESOS SOAR IN PRRD CABINET

By: Gershon F. Cariño, Jose P. Gantiga, Jr. and Imelda B. Guanzon

We pay tribute to the two members of the CES community: Dr. William D. Dar, CESO I and Atty. Wendel E. Avisado who were appointed by President Rodrigo Roa Duterte on 05 August 2019 as Acting Secretary of the Department of Agriculture and the Department of Budget and Management, respectively.



Agriculture Secretary Dar, CESO I is a horticulturist and agriculture expert, whose track record in the agriculture sector is anything but mediocre. From being the first Director of the Philippine Bureau of Agricultural Research in 1987, he was appointed as the Executive Director of the Philippine Council for Agriculture, Aquatic, and Natural Resources Research and Development (PCAARRD) in 1994. He was appointed as Acting Secretary of the Department of Agriculture (DA) in 1998.

He also held ad hoc positions in various international organizations, including a three five-year terms as the Director General of International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), which galvanized his reputation before his current appointment.

He received several recognitions, including the prestigious Dr. M.S. Swaminathan Award for Leadership in Agriculture, an award that recognizes lifetime contributions of eminent persons who have made great impact in the field of agriculture globally and for overall food security and sustainability of agriculture in 2013. He was conferred The Outstanding Filipino (TOFIL) Award in 2016.

Dar was conferred with CES Eligibility on 19 November 1990 and was appointed to his first CESO Rank on 27 August 1992.

Budget Secretary Avisado finished his Bachelor of Laws degree, cum laude from the Ateneo de Davao University and passed the Philippine Bar in 1977. He has an expansive managerial experience traversing government, private and non-government organizations. He served as regional director in the Department of the Interior and Local Government, City Administrator of Davao City and Presidential Assistant for Yolanda Rehabilitation. He was a national president of the Boy Scouts of the Philippines.

He earned his CES Eligibility on 08 May 1992. In 1993, he joined the last batch of Career Executive Service Development Program (CESDP), where he fondly remembered living for two (2) weeks with the poorest of the poor residents of Paombong, Bulacan for the "Barrio Immersion" that changed his perspective on government service. He said that the experience gave him deeper consciousness of the plight of the marginalized and the potential roles of the government to address their concerns. It also made him understand the various dimensions in governance and the interplay of these dimensions that changes the lives of the people.



CONTINUING THE LEGACY OF GREATful LEADERSHIP

MY SISTER, **MY MENTOR**

By: Maria Lourdes V. Reyes



Maria Lourdes V. Reyes is the Overseas Welfare Officer in the Philippine Overseas Labor Office in Ontario, Canada. She obtained her Career Service Executive Eligibility in 2003, and later on her Career Executive Service Eligibility in 2011. She is the younger sister of CESB Executive Director Maria Anthonette C. Velasco-Allones.

I started my career in the government in 1997 upon the encouragement of my sister. I was at that time teaching high school Mathematics in a private school in Greenhills, San Juan when my sister convinced me to leave teaching and transfer to the Senate of the Philippines as legislative officer at the Office of then Senator Orly Mercado. My motivation at the time was practical: the opportunity to earn more than I was receiving as a teacher. With two small children to raise, it seemed to be the most practical thing to do.

I enjoyed working for the Office of Senator Mercado and it became my training ground where I learned and improved my skills and competencies. Work was very challenging and the demands of work kept me at my toes. I felt I was a blank slate, a sponge, at that time. The things I learned, skills I acquired and attitude I developed became the building blocks and foundation of what I am today as a government worker and public manager.

I will not forget the time when we were at the Department of National Defense and I had some lapses with regard to work and the pressure was really great. I made a hasty decision of quitting and turned in my resignation letter. When she learned about my resignation, she was really furious, I was crying and I had to listen to her "lecture" on work ethics, competence, resilience and attitude. I returned to work the following day.

The advice I remember my sister giving me was to perform my work tasks properly and do what is right. My sister was very strict and firm especially with regard to integrity as a public servant. I worked with her for around three years and those years will prove to be very critical years to my formation and shaping as a public servant, manager and leader. Under her guidance and coaching, integrity and competence became the hallmarks of my performance and attitude at work.

My sister has a very strong personality, both at work and at home. I would say that my work ethics and my attitude are largely influenced by her. Who I am today as a public servant and manager, I have my sister and my previous superiors/mentors to thank for. I feel I share a lot of her managerial and leadership qualities, in varying degrees/intensity. I would hear my former subordinates' remark on how I always demand complete, accurate and timely output and those things I actually learned from my sister.

I would forever share with her the values of Integrity, competence and love for family.

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.

ideas occupy space, and it matters.
this space is for you.

THE PUBLIC MANAGER

gut story?

it takes guts to tell a story, let us help you get your message across
send us your story. be a contributor.
get your story published.

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