

**REVIEW OF THE CAREER EXECUTIVE SERVICE (CES) COMPETENCY MODEL AND CAPACITY ENHANCEMENT FRAMEWORK FOR CAREER EXECUTIVE SERVICE OFFICERS (CESOs)**

**SURVEY QUESTIONNAIRE**

**INTRODUCTION**

Greetings from the Career Executive Service Board (CESB)! In support of our efforts to strengthen our policies and programs on recruitment, selection and career development for CESOs, we are reviewing our current CES Competency Model. We hope to improve the existing competency model to enable us to ensure that our programs remain relevant in the workplace.

This survey has three (3) components. Part 1: Checking Leadership Challenges at a particular CESO level; Part 2: Assessing the Relevance of the Current CES Competency Model; Part 3: Identifying Personal Attributes; and Part 4: Determining Relevant Leadership and Managerial Development Programs. **We urge you to go beyond the list**. You may provide critical and relevant personal attributes and behaviors you believe a CESO should possess and manifest to be effective in their job.

Kindly answer the questionnaire based on **your assessment of the minimum requirements an official must possess to perform the job.** In case you have been recently appointed and have been occupying your present position for less than six (6) months, please use your previous CES position as reference.

You may submit accomplished questionnaire **on or before 25 April 2013 (Thursday)** through:

 MAIL: Career Executive Service Board

 #3 Marcelino St., Holy Spirit Drive, Diliman, Quezon City

 FAX: 951-4983 or 951-3306

 E-MAIL: cesb\_erad@yahoo.com

Your inputs will be highly valuable and beneficial in the review of the CES Competency Model and Capacity Enhancement Framework for CESOs. **Submission of the accomplished survey questionnaire will entitle you to two (2) hours of training credits.** Thank you for your candid and utmost assistance in answering this questionnaire.

Name (Optional): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date Accomplished: \_\_\_\_\_\_\_\_\_\_

Present Position: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ CESO Rank: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Department/Agency: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Age: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Office/Bureau/Division: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Salary Grade: \_\_\_\_\_\_\_\_\_\_\_\_\_\_

Number of years: 1.) in Government \_\_\_\_\_\_\_\_ 2.) in Present Position \_\_\_\_\_\_\_\_ 3.) as CESO \_\_\_\_\_\_\_\_\_

**1. CHECK LEADERSHIP CHALLENGES YOU HAVE EXPERIENCED AT YOUR CESO LEVEL**

Place a check mark (✓) to indicate your choice. **Limit your choices to only four (4) leadership challenges.**

| LEADERSHIP CHALLENGE | Place a check mark (✓) to indicate your choice.  |
| --- | --- |
| 1. **Integrate a New Organizational Structure, Process, or System**

*Implements a significant change in an organizational structure, process, or system; integrates two formerly separate groups or roles.* |  |
| 1. **Manage a New Organization**

*Leads the implementation of a new organization (start-up, new store, new support services).* |  |
| 1. **Implement Turnaround Goals (unit performance or culture)**

*Leads the implementation of efforts to turn around performance; leads the implementation of a new business or cultural initiative.* |  |
| 1. **Implement Improvement Efforts/Initiatives**

*Implements new systems and processes that make effective use of available resources and opportunities.* |  |
| 1. **Drive Efficiency**

*Makes decisions that ensure consistent execution of key systems and processes that make effective use of organizational resources.* |  |
| 1. **Implement New Product Initiative (e.g., launch of new product or service)**

*Identifies strategies to launch products and services that fulfill the vision of the organization; leads the implementation of activities related to launching new products or services.* |  |
| 1. **Lead Product Development Projects**

*Plans and directs product development projects that require managing time, budget, and resources to meet objectives.* |  |
| 1. **Implement Cost Reduction or Control Procedures**

*Identifies and implements cost reduction or control initiatives.* |  |
| 1. **Make Data-Based Recommendations to Enhance Operational Excellence**

*Works with quantitative or financial data to monitor trends; makes recommendations based on data analysis to solve problems.* |  |
| 1. **Implement Improvements to Product or Service Quality**

*Plays a leadership role in implementing improvements in products and services.* |  |
| 1. **Educate Customers**

*Provides expert advice to internal or external customers.* |  |
| 1. **Enforce Internal Controls**

*Ensures success in a highly regulated environment or builds a culture that reinforces compliance with appropriate laws, regulations, and/or guidelines.* |  |
| 1. **Engage Employees**

*Creates a work environment in which employees become compelled to commit to their organization and its bottom line and feel pride and job ownership.* |  |
| 1. **Attract, Develop, and Retain Talent**

*Attracts, develops, and retains talent to ensure that people with the right skills and motivations are in the right place at the right time to meet business needs.* |  |
| 1. **Create Alignment and Accountability**

*Establishes clear goals that align a unit’s efforts with the organization’s goals; ensures synergies between people, processes, and strategies to drive flawless execution of business objectives.* |  |
| 1. **Drive Performance**

*Gets results personally and from work groups; sets performance expectations and holds people accountable for getting results.* |  |
| 1. **Increase Revenue**

*Generates new business opportunities and supports others (e.g., channel partners, sales associates, and leaders) in securing and growing accounts.* |  |
| 1. **Build Strong Customer Relationships**

*Establishes mutually beneficial, long-term relationships with customers.* |  |
| 1. **Improve Profitability**

*Manages work groups to utilize resources wisely to maximize profit.* |  |
| 1. **Promote Products and Services into New Markets (domestic)**

*Enhances and expands the market of existing products and services by identifying new opportunities in which to position them; cross-sells products into new domestic markets.* |  |
| 1. **Promote Products and Services into New Global Markets**

*Enhances and expands the global market of existing products and services by identifying new opportunities in which to position them; cross-sells products into new global markets.* |  |
| 1. **Lead High Performance Work Groups**

*Implements a culture within organizational groups that leads to greater excellence or continuous improvement.* |  |
| 1. **Lead the Implementation of New Business Alliances/ Partnerships**

*Manages business alliances/partnerships to create a win-win relationship and competitive advantage.* |  |
| 1. **Adapt to Global Markets**

*Ensures the global relevance of the organization’s products and services.* |  |
| 1. **Drive Cross-Functional Partnerships**

*Builds and leverages formal or informal high-performing, cross-boundary partnerships.* |  |
| 1. **Execute Organizational Strategy**

*Develops a course of action or set of goals to ensure successful realization of organizational strategies.* |  |
| 1. **Align Work Group with New or Evolving Organizational Paradigms**

*Aligns work group with new organizational vision; gains team commitment to related ideas and strategies.* |  |
| 1. **Champion the Organization’s Goals to Enhance Its Reputation**

*Takes action to enhance the organization’s reputation in the marketplace.* |  |
| 1. **Create a Customer Service Culture**

*Leads the implementation of new processes, activities, or culture that enhances the customer experience; ensures that associates live a customer-focused culture day to day.* |  |
| 1. **Manage a New Competitive Strategy**

*Leads the execution of a new business strategy aimed at increasing market share or competitive advantage.* |  |
| 1. **Facilitate Product Innovation**

*Fosters a culture and develops approaches that generate innovative ideas, products, and services.* |  |
| 1. **Facilitate Process Innovation**

*Fosters a culture and develops innovative processes, communications, metrics, and accountabilities that result in process improvements.* |  |

**2. ASSESS CURRENT CES COMPETENCY STANDARDS**

Check the appropriate number

1 - Not Relevant/Applicable 4 - Relevant/Applicable

2 - Least Relevant/Applicable 5 - Most Relevant/Applicable

3 - At Times Relevant/Applicable

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| --- | --- | --- | --- | --- | --- |
| **CES COMPETENCY** | **1** | **2** | **3** | **4** | **5** |
| **1. Strategic and Critical Thinking**The ability to obtain information and identify key issues and relationships relevant to achieving a long-range goal or vision; to commit to a course of action to accomplish a long-range goal or vision after developing alternatives based on logical assumptions, facts, available resources, constraints, and organizational values. |  |  |  |  |  |
| **2.** **Leading in a Continuously Changing Environment**The ability to encourage others to seek opportunities for different and innovative approaches in addressing challenges and opportunities, and to facilitate the implementation and acceptance of change within the organization |  |  |  |  |  |
| **3. Developing and Empowering Others to Establish**  **Collective Accountability for Results**The ability to develop and nurture effective relationships with colleagues and team members and to deal constructively with conflicts. The ability to develop subordinates' competencies and enhance performance by planning effective development activities related to current and future jobs. |  |  |  |  |  |
| **4. Linkaging and Networking for Productive Partnerships**The ability to create and strengthen partnerships that can provide information, resources, and leverage to the organization; to define and harness synergies across the organization and with external partners. The ability to identify opportunities and perform measures that build strategic relationships between one's area and other areas, teams, units, departments or organizations to achieve goals |  |  |  |  |  |
| **5. Planning and Organizing for Greater Impact**The ability to establish a systematic course of action for one’s self and/ or others to achieve a specific goal; to plan and implement rational assignments of personnel and appropriately allocate time and other resources. |  |  |  |  |  |
| **6. Driving Performance for Integrity and Service**The ability to produce and deliver quality outputs, and achieve results/ outcomes with consistent regard for customer satisfaction while adhering to the highest ethical standards of public office. |  |  |  |  |  |

**3. IDENTIFY PERSONAL ATTRIBUTES**

Identify critical and relevant personal attributes that are essential to CESOs. For example:

* Learning Agility • Energy and Drive
* Results Orientation • Honesty and Integrity
* Adaptability • Change Agility
* Commitment • Initiative

|  |  |
| --- | --- |
| **CESO RANK** | **CRITICAL AND RELEVANT PERSONAL ATTRIBUTES** |
|  |  |

**4. CAPACITY ENHANCEMENT**

What are the relevant and applicable knowledge and experience requirements a CESO should possess to further hone his/her managerial/leadership competencies? List topics, courses or programs that can be offered to address the identified knowledge and experience requirements.

**Leadership Competencies** are a combination of traits, skills, behaviors and gathered knowledge that organizations require for the purpose of selecting potential leaders. Leadership competencies encourage subordinates to manage their goals and provide a tool for overall development.

**Managerial Competencies** are attributes, skills and behaviors which l4ead to effectiveness of managers by making optimal use of available resources in meeting organizational objectives.

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| **CESO RANK** | **RELEVANT AND APPLICABLE LEADERSHIP TOPICS/COURSES** | **RELEVANT AND APPLICABLE MANAGERIAL TOPICS/COURSES** |
|  |  |  |