

THE CIVIL SERVICE REPORTER

GAWING LINGKOD BAYANI ANG BAWAT KAWANI

Volume 56 No. 2

2nd Quarter 2015 Issue



Delegates to the 18th ACCSM Preparatory Meeting

PRIME-HRM—
preparing for ASEAN Integration

ARTA WATCH:
First semester RCS results

3rd HR Symposium
Focus on Transformation

ON THE COVER:
The 18th ASEAN
Conference on Civil
Service Matters
Preparatory Meeting

CSC gears for the
115th Philippine
Civil Service Anniversary

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What's inside?

04 Public Domain

05 Editorial

ARTA Watch

06 CSC Releases 1st Quarter RCS Results

News

07 CSC Receives IiP Accreditation

08 PH Hosts Meeting of ASEAN Civil Service Bodies

11 HR Practitioners Tackle Transformation in Cebu Meet

12 180,000 Hopefuls Take May 3 Civil Service Exams

13 Over 600 State Workers Nominated for Awards

14 Registration for the Government Choral Competition is Now Open

15 CSC Hails 220 New Penology Officer Eligibles

Application for October Exam Now Open

Regional News

16 CSC-CAR Awards CSC Seal of Excellence to 6 Gov't Agencies

17 CSC-NCR Strengthens Stakeholders' Engagement

18 CSC RO 12 Surveys 30 Agencies

General Santos City Testing Center Re-Opened

19 CSC Opens New Buildings in Baler and Iloilo

Executive Letter

20 CSC's Transformation Through Strategic Learning and Development

Features

26 HR Trends: The Best of the 3rd HR Symposium

31 CSC Scholars Plant Seeds of Change

HR Corner

35 The Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM)

PUBLIC DOMAIN

The Contact Center ng Bayan (CCB) is one of the breakthrough innovations of the Civil Service Commission (CSC) in customer relations. Since its establishment in September 2012, CCB has faithfully accommodated voluminous reports from the public regarding agencies violating the Anti-Red Tape Act or ARTA. These reports, positive and negative, are lodged through the CCB hotlines (1-6565, 0908-8816565, and contactcenterngbayan.gov.ph).

The CCB recently earned a Quill Award for its Contact Center ng Bayan (CCB) Communication Strategies. This recognition reflects effective cascading of CSC's initiative to help the public through the CCB, the central public feedback mechanism for ARTA-related concerns among government frontline service offices.

To cater to the changing demands of the clients, CCB has devised ways to improve its systems. Given the strong influence of social media, CCB decided to put up its Facebook page (www.facebook.com/contactcenterngbayan) and started accepting inquiries and feedback through this medium.

This issue of the *CS Reporter* presents some of the successful transaction snippets taken from the CCB Facebook page.

Antonio E. Tamin

Antonio E. Tamin Feb 23rd, 12:53pm
No reference was given

Contact Center ng Bayan Feb 23rd, 2:45pm
Sent by Jah Quiñones Antonio [?]

Good Afternoon Sir Tamin, We already traced your reference code: IRN03168, We actually sent you an acknowledgment last Feb 16,2015 via SMS. We referred your concern to HON. GREGORY L. DOMINGO, Secretary, Department of Trade and Industry for appropriate action. We will continue to update you regarding your concern. Thank you!

Antonio E. Tamin Mar 5th, 11:10am
Good Morning to all: I just want to thank all of you for your help in resolving my problem. I was refunded in full by "JML", the distributor of the product "Easy Stitch" during the Mediation Meeting at the Fair Trade Enforcement Bureau, DTI last Friday. Again, Thank you.

CCB Write a reply... Press Enter to send Reply

Jersey Mae Quimora Watiwat May 12 near Bagong Silangan •

Sana lahat ng govt agencies my ganito well informed ang client...SSS Batasan Branch..

Like · Comment · Share



A recipient of the 2014 Philippine Quill Award under the Customer Relations category, from the International Association of Business Communicators (IABC), the Contact Center ng Bayan (CCB) caters to public concerns on the quality of government frontline service delivery as provided for under the Anti-Red Tape Act (ARTA) of 2007.

Jovie Unira Auyong ► Contact Center ng Bayan July 7, 2014 •

A million thanks for the wonderful assistance you gave. Keep up the good work, more power and God bless. With your great help my mother now will receive the pension benefits. I salute you... C19E001
Unlike · Comment · Share · 2

Andres Martin ► Contact Center ng Bayan September 4, 2014 •

Meraraming maraming salamat sa tulong ng CCB Biglang natagpuan mga nawawalang papeles ko at natapos ang transaksyon ko....kakakuha ko lang mga papeles at titulo ko sa Registry of Deed Isabel a.
Unlike · Comment · Share · 1 2

The CCB continues accepting feedback through Facebook (www.facebook.com/contactcenterngbayan). It strongly urges the transacting public to take part in the improvement of the country's government frontline service delivery by accessing CCB through any available platforms.

Mag-text sa 0908 8816565
Tumawag sa 1-6565*

*5.00 + VAT per call anywhere in the Philippines via PLDT landlines
Mula 8am to 5pm, Lunes hanggang Biyernes
Mag log-on sa www.contactcenterngbayan.gov.ph

EDITORIAL

CSC breezes through 2nd quarter storm

It was a busy second quarter for the Civil Service Commission (CSC) as it hosted the 18th ASEAN Conference on Civil Service Matters (ACCSM) Preparatory Meeting and set the stage for the 2015 Public Sector Human Resource Symposium and Philippine Society for Training and Development National Convention.

It is with pride that the Philippine Civil Service Commission (PCSC) was entrusted with the chairpersonship of the ACCSM for the next two years. Last April, we hosted a successful two-day ACCSM Preparatory Meeting in Taal Vista Hotel in Tagaytay with our own Civil Service Institute Executive Director Arthur Luis P. Florentin at the helm, with the Commission Secretariat and Liaison Office, Office for Finance and Assets Management, and Public Assistance and Information Office as part of the ACCSM Executive Committee. The event was attended by 30 delegates from 10 ASEAN member-states where preparations for the Meeting of ASEAN Heads of Civil Service in November 2016 were discussed as well as the developments in public service management in each country.

With the positive feedback received from the delegates, we remain inspired in upping the ante as we host two more upcoming events—the Senior Officials Meeting or SOM in October 2015 and the ASEAN Heads of Civil Service Meeting and the ACCSM Heads +3 Joint Technical Working Group meeting in November 2016.

Meanwhile, your CSC and the Government of Australia through the Philippines-Australia Human Resource and Organisational Development Facility organized the 2015 Public Sector Human

Resource Symposium with the Philippine Society for Training and Development (PSTD) getting onboard for the holding of its National Convention.

The event held in May 27-29 in Cebu City was attended by more than 1,800 human resource management practitioners from both the public and private sectors. The HR Symposium highlighted the significant role of leaders in inspiring transformation among individuals, which, collectively results to transformations in organizations and communities. A roster of local and international public speakers and corporate trainers shared inspiring experiences relating to the theme, "Transformations Through Leadership Development".

The CSC also conducted the ASEAN Training on Gender Mainstreaming in Human Resource Policies, Processes, and Systems for Human Resource (HR) Practitioners in fulfillment of its commitment under the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and the Beijing Platform for Action.

This issue of the CS Reporter brings you all the news and more. Enjoy reading!



ROBERT S. MARTINEZ
Acting Chairperson

THE CIVIL SERVICE REPORTER

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Contributions must be submitted to the CS Reporter, Civil Service Commission, Constitution Hills, Diliman, Quezon City with telephone number 931-4180, e-mail address: csc.pmr@ gmail.com

CSC releases 1st quarter RCS results

The Civil Service Commission's Report Card Survey or RCS is the monitoring mechanism for the implementation of the Anti-Red Tape Act of 2007 or ARTA. Since 2011, the CSC has been conducting the RCS all over the country to check if government service offices are observing the provisions of the law. Specifically, RCS undercover agents check if an office has a Public Assistance and Complaints Desk and Anti-Fixer Campaign materials, and if it observes the No Noon Break policy. Agents also check if clients are given a comfortable and clean space to transact with the office, and if there are special lanes for pregnant women, persons with disability, and senior citizens.

As of May 2015, the CSC has surveyed 508 service offices of nine government agencies. Of the service offices surveyed, 149 or 29% were rated *Excellent* and 6 or 1% failed. Meanwhile, five service offices were rated *Outstanding*, 318 *Good*, and 30 *Acceptable*.

From the surveyed service offices, 167 are from the Land Transportation Office, while 114 are from the Bureau of Internal Revenue, both targeted agencies for the RCS.

Surprise visits and complaints hotline

Meanwhile, CSC regional offices continued to do spotchecks of government frontline services under the ARTA Watch program. As of April 2015, 100 spotchecks have been done nationwide. The surprise visits are done during lunch break to see if frontline services are observing the No Noon Break policy.

To support this initiative, the CSC has once again entered into a Memorandum of Agreement (MOA) with Bantay.ph, a non-government-organization advocating good and effective governance in the delivery of

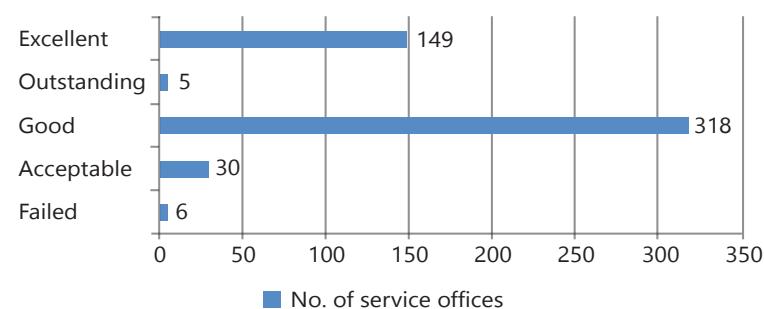
frontline government services. Bantay.ph, through its student volunteers, shall continue to monitor and evaluate basic government services for the purpose of improving public service delivery, as provided in the MOA signed last May 29.

The CSC's Contact Center ng Bayan (CCB) is also linked to the ARTA program. As of May 2015, 1,446 ARTA-related matters were referred to the Special Action Team of the CCB. The Special Action Team directly works with government agencies about their concerns.

OGA Shortlist

With these efforts toward public service excellence, the Integrated ARTA Program, primarily through its RCS and CCB initiatives, was shortlisted as a possible nominee of the Philippine government in the 2015 Open Government Awards (OGA). According to the OGA, this award aims to "showcase and celebrate the reformers who work so hard behind the scenes to make their governments more open and accountable... and to give these individuals well-deserved recognition on the global stage, with the goal of inspiring other reformers around the world to learn from their successes."(MSMEs).

Q1 2015 RCS Results



NEWS

CSC receives IiP Accreditation

CSC Acting Chairperson Robert S. Martinez (top row, 7th from L) and Facility Director Milalin S. Javellana (first row, 7th from L) pose with CSC Central and Regional Directors after being awarded the IiP plaque.



The Civil Service Commission (CSC) has recently achieved organization-wide accreditation to the global Investors in People (IiP) Standard for its excellent people management practices.

CSC Regional Offices 1, 2, 4, 5, 8, 9, 10, 12, Cordillera Administrative Region (CAR), and Caraga Region received their plaques of Standard level accreditation from IIP Philippines Chief Executive Officer Gerry Plana and Chair Janet Webster at the 4th IiP Concourse held June 16 at Marco Polo Ortigas, Manila.

Also given Standard level accreditation in November 2014, CSC Central Office and Regional Offices 3, 6, 7, 11, National Capital Region (NCR), and Autonomous Region in Muslim Mindanao (ARMM) received their plaques at the said event.

The CSC is the first government agency in the country and in Southeast Asia to be IiP-accredited.

CSC Acting Chairperson Robert S. Martinez said that this international accreditation bolsters the agency's efforts to achieve its vision of becoming Asia's leading center of

excellence in strategic human resource (HR) and organization development (OD) by 2030.

"We deemed it necessary to subject ourselves to third-party audits as a way of assessing progress. We saw the need to adopt global standards in our HR and OD systems and practices and to get ourselves accredited to these standards. Thus, we made IiP accreditation one of our priority initiatives," Martinez said.

CSC offices underwent assessment to show that they adhere to 39 good people management practices or criteria based on the globally-recognized IiP Framework. These criteria relate to the areas of organizational alignment, empowerment, learning and development, leadership, and continuous improvement.

For 2015, the CSC is aiming to meet 26 additional criteria to be accredited as IIP Bronze.

The CSC is the central HR institution of the Philippine government. It is constitutionally mandated to promote morale, efficiency, integrity, responsiveness, progressiveness, and courtesy in the civil service. ♦

PH hosts meeting of ASEAN civil service bodies



The heads of delegations of Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Vietnam pose at the start of the 18th ASEAN Conference on Civil Service Matters.

The Philippines, through the Civil Service Commission (CSC), hosted the Preparatory Meeting for the 18th ASEAN Conference on Civil Service Matters (ACCSM) on April 28 to 29 in Tagaytay City.

The Preparatory Meeting is part of a series of gatherings of Association of Southeast Asian Nations (ASEAN) civil service bodies. It was attended by 30 delegates from 10 ASEAN Member States, including the Philippines, who discussed preparations for the Meeting of ASEAN Heads of Civil Service in November 2016 as well as the developments in public service management in each Member State.

The 18th ACCSM theme, "Building ASEAN Civil Service Community: Assessing Progress and Charting Next Steps", highlights a time of reflection and visioning on the state of regional cooperation for effective and efficient civil service systems and good governance.

The Philippines has taken on the chairpersonship of the 18th ACCSM, succeeding Myanmar which hosted the previous ACCSM through its Union Civil Service Board (UCSB). An official turnover between UCSB Chairman H.E.U. Kyaw Thu and then CSC Chairperson Francisco T. Duque III was conducted last September 26, 2014 in Yangon, Myanmar. Hosting of the ACCSM is rotated among ASEAN Member States in alphabetical order with a term of two years.

The CSC stressed that the Philippines' hosting of the ACCSM comes at an interesting time, as the year 2015 marks a milestone in the journey to achieve an ASEAN Community. It is a time wherein community blueprints and work plans will be drawing to a close, as well as a time for introspection on accomplishments and future action.

Other major events for 18th ACCSM include the Senior Officials Meeting to be held in Cebu later this year. There



ASEAN delegates don their national costumes for the welcome dinner and cultural night in Tagaytay City.

will also be the ACCSM+3 Joint Technical Working Group meeting, the Meeting of ASEAN Heads of Civil Service, the Meeting of ASEAN Heads of Civil Service Plus Three, and a Forum on Good Governance to be held in November 2016 in Metro Manila.

Established in 1981, the ACCSM serves as a platform for the exchange of information, ideas, and best practices in public service management in ASEAN.

Gender mainstreaming

The CSC also hosted the Training on Gender Mainstreaming in Human Resource (HR) Policies, Processes, and Systems, held April 20-24 in Quezon City.

Part of the activities for 18th ACCSM and the ASEAN Plus Three Work Plan, the training was designed to help HR practitioners in the ASEAN region mainstream gender initiatives in their respective civil service institutions.

Training HR practitioners in gender mainstreaming is one way of fulfilling ASEAN

Member States' obligations under the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and the Beijing Platform for Action (BPfA). The conduct of its training underscores the importance placed by the ACCSM on establishing an ASEAN Community that is responsive to the needs of men and women. This can be done by strengthening HR management and development mechanisms in civil service institutions or HR departments.

(continued on page 10)



CSC Commissioner Nieves L. Osorio (front row, 5th from L) pose with the delegates to the ACCSM Training on Gender Mainstreaming in Human Resource Policies, Processes, and Systems.

In her opening remarks, CSC Commissioner Nieves L. Osorio emphasized the importance of acting together to empower ASEAN nations' civil service institutions in implementing gender mainstreaming, especially in their HR functions. "As mandated by the ASEAN Socio-Cultural Community Blueprint, the ACCSM has to promote ASEAN collaboration to strengthen governance, which I believe should be understood as one that is inclusive and gender-responsive," she said.

"Notwithstanding differences among countries, I recognize that across the ASEAN region, the goal of advancing women's participation and leadership in all spheres remains a challenge. But understanding gender equality and recognizing how gender mainstreaming approach can be applied in our work reaffirms the importance of women and their participation in development," Osorio added.



Commissioner Nieves L. Osorio delivers the welcome remarks during the Cultural Night for the ASEAN delegates.



Civil service representatives put their heads together during the gender mainstreaming session.

The training also serves as venue to share good practices on gender mainstreaming among member countries,

to document efforts on gender mainstreaming in HR to serve as benchmarking guide, and to develop a gender mainstreaming toolkit to be replicated by the participants in their home countries.

HR managers and officers from Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, the Philippines, Vietnam, and the ASEAN Secretariat participated in the training.

Most women-friendly

The Philippines is cited as being at the forefront of gender equality in Asia and the world, ranking 9th out of 142 countries in the World Economic Forum's 2014 Global Gender Gap Report. It is the highest ranking country in Asia, making it the most women-friendly in the region. Republic Act No. 9710 or the Magna Carta of Women (MCW), the local legal translation of CEDAW, is considered as a model legislation by the country's ASEAN neighbors.

Even before the MCW was implemented, the CSC has already been issuing policies to avoid discrimination in recruitment and promotion among men and women. This includes policies on leave, non-discrimination in recruitment, use of non-sexist language, and sexual harassment in the workplace. ♦

HR practitioners tackle transformation in Cebu meet

For the third year, human resource (HR) professionals from the public and private sectors gathered to exchange information and best practices on developing and managing the country's workforce.

The Public Sector HR Symposium was held in Cebu last May 27-29, 2015 with some 1,800 participants gathered at the Cebu Waterfront Hotel for the symposium. It was organized by the Civil Service Commission, Philippines-Australia Human Resource and Organisation Development Facility (PAHRODF) and PSTD. The event coincided with the National Convention of the Philippine Society for Training and Development (PSTD).

Leading public speaker and corporate trainer Francis J. Kong, and Franklin Covey Managing Consultant for Customer Loyalty Practice Catherine Nelson led the roster of local and international experts who shared their knowledge and experience in the field of HR.

Kong, as well as the leadership and management experts from the Philippines and abroad, touched on the theme "Transformations Through Leadership Development". The symposium highlighted the significant role of leaders in inspiring transformation among individuals which, collectively, results in transformation in organizations and communities.

The HR Symposium is said to be the biggest convergence of HR professionals from government and the private sector. The event serves as a venue for exchanging information and best practices on developing and managing the country's workforce.

CSC Acting Chairperson Robert S. Martinez said that it is important for HR professionals in government to learn how to develop and harness transformational leaders toward achieving good governance outcomes.

Bill Tweddell, Australian Ambassador to the Philippines, applauded the organizers for making the event possible. "On behalf of the Australian Government, I warmly congratulate the CSC and PSTD in organizing the 3rd Annual Human Resource Symposium...These levels of transformation reflect the way Australia and the Philippines collaborate to achieve our mutual goals of promoting prosperity, reducing poverty,



Acting CSC Chair Robert S. Martinez, Australian Ambassador to the Philippines, Bill Tweddell and Philippine Society for Training and Development President Adrian J. Robles pose at the start of the 3rd HR Symposium held May 27-29 in Cebu City.

and enhancing political stability not only in this country but in the region," he said.

Australia is a firm supporter of the Philippines in building its public sector human resource base. PAHRODF has been helping partner government agencies build their capacities, competencies, and change readiness which is important in improving overall service delivery.

The line-up of speakers also included RockEd Philippines founder Therese "Gang" Badoy Capati, HRODF Director Milalin Javellana, Interior and Local Government Undersecretary Austere Panadero, Meralco Senior Vice President Ramon Segismundo, University of Sydney Business School Deputy Dean John Shields, Personi-fi Image Studio Inc. Managing Director and Chief Trainer Abbygale Arenas-De Leon, PHIVOLCS Director Renato U. Solidum, Jr., among others. (see pages 20-25)

"This is a good learning opportunity for public sector HR practitioner, as well as for the rest of us in government, to discover what else can be done to improve the character, competence, and continuing development of our public service leaders," Acting Chairperson Martinez said. ♦

180,000 hopefuls take May 3 civil service exams

A total of 180,680 hopefuls trooped to 56 testing centers across the country last May 3 to take the first Career Service Examination Paper-and-Pencil Test (CSE-PPT) scheduled for this year.

The Civil Service Commission (CSC) advised all examinees to be at their assigned school or testing center not later than 7 a.m. on examination day, stressing that gates of examination venues shall be closed at 7:30 a.m.

Moreover, the "No I.D., No Exam" was strictly implemented on the examination day, the CSC said, adding that failure to take the test meant forfeiture of examination fee and slot. No request for re-scheduling was allowed.

The CSC stressed the importance of passing the civil service examination, saying that it is a crucial step toward establishing a career in government. Passers are entitled to either the Professional or Sub-Professional eligibility, which is a basic requirement— together with education, experience, and training—for permanent appointment in the career service.

Coverage

The CSC said that 157,041 individuals, comprising 86.92% of the total number of examinees, took the Professional level of examination while the rest took the Sub-Professional test.

As general ability tests, the three-hour Professional level examination covers vocabulary, grammar and correct usage, paragraph organization, reading comprehension, analogy, logic, and numerical reasoning. The Sub-Professional exam, which lasts for two and a half hours, covers the same subject areas except analogy and logic, and also includes questions on spelling and clerical operations.

Examinees should also review on general information questions about the Philippine Constitution, the Code of Conduct and Ethical Standards for Public Officials and



Paper and pencil civil service exams held last May 3, 2015.

Employees (R.A. 6713), peace and human rights issues and concepts, and environment management and protection.

Passing rate for the career service examinations is 80.00.

Regional turnout

The CSC reported that Southern Tagalog (Region IV) had the biggest number of examinees at 26,509 or 14.67 percent of the total number of examinees. This was followed by National Capital Region with 25,430 examinees, comprising 14.07 percent. Other regions with considerable turnout of examinees include Zamboanga Peninsula (Region IX) with 12,097 examinees; Western Visayas (Region VI) with 11,993; Central Luzon (Region III) with 11,796; and Bicol (Region V) with 11,288 examinees.

Another career service written examination is scheduled on October 18, 2015. Application period will run from May 25, 2015 to September 3, 2015 at CSC Regional and Field Offices nationwide. Interested applicants are advised to check the corresponding examination announcement posted at the CSC website for details on testing centers, qualification and application requirements, where to get and file application forms, and other relevant information. ♦

NEWS

Over 600 state workers nominated for awards

More than 600 nominations deserving of recognition for their exemplary service to the country and the Filipino people were received by the Civil Service Commission (CSC). The annual Search for Outstanding Public Officials and Employees forms part of CSC's Honor Awards Program (HAP) and the awards given are the highest and most coveted award given by the government to individuals or group of individuals who have excelled or shown outmost dedication and commitment in public service.

The three award categories under the Search are the **Presidential Lingkod Bayan**, Outstanding Public Officials and Employees or the **Dangal ng Bayan**, and **CSC Pagasa**.

The Presidential *Lingkod Bayan* is conferred to an individual or group for exceptional or extraordinary contributions that had nationwide impact. Last year's roster of awardees include Brigadier General Rolando M. Aquino, a Wing Commander of the Philippine Air Force (PAF). He upgraded PAF's capability to restore aircrafts and for the first time in 23 years, PAF now has three working C-130 NR 3633 planes in its inventory. These planes were used to transport much-needed relief goods to victims of typhoon Pablo in Northeastern Mindanao, and in carrying out critical missions relative to the Zamboanga siege, and rescue and recovery operations during and after the Bohol earthquake and typhoon Yolanda.

Previous recipients of the Presidential *Lingkod Bayan* include the late Department of the Interior and Local Government Secretary Jesse M. Robredo, Batangas City Governor Vilma Santos-Recto, Philippine Drug Enforcement Agency (PDEA) Chief Arturo G. Cacdac, Jr., and Dengue Team Disaster Risk-Reduction Management Office.

The Outstanding Public Officials and Employees or the *Dangal ng Bayan* Award is conferred to an individual for performance of extraordinary act or public service and consistent demonstration of exemplary ethical behavior on the basis of adherence to the Code of Conduct and Ethical Standards for Public Officials and Employees. Last year, University Research Associate II Melecio J. Maghanoy of the

University of the Philippines-Los Baños proved that a series of vehicular accidents, tsunami-like waves, steep upland treks, and the risk of catching mosquito-inflicted diseases are not enough to dissuade him from delivering much-needed services to Mangyans, B'laan, and Mandaya farmers.

Notable *Dangal ng Bayan* awardees in the past include Governor Edgardo M. Chatto of Bohol, State Auditor Concepcion M. Guanzon of the Commission on Audit Region 10, and Professor Pablo U. Amascual III of the Leyte Normal University.

The CSC *Pagasa* Award is given to an individual or group of individuals for outstanding contributions that directly benefit more than one department of the government. One group awardee in 2014 encouraged farmers in the Cordilleras to diversify their products and plant high value commercial crops such as cacao, coffee, and fruits like mango and banana that are in demand in the export market. The efforts of the Tabuk City Agriculturists Office not only boosted the agriculture sector, but generated employment and widened market opportunities for farmers.

Some of the past CSC *Pagasa* awardees were Mayor Jose M. Ricafrente Jr. of the Municipality of Rosario in Cavite, Office of the Antipolo City, and Albay Public Safety & Emergency Management Office.

The CSC will soon publish the list of semifinalists and urges the public to be vigilant and report either negative or positive information to ensure that only those deserving will be given the award. The annual nationwide search for outstanding public servants has been in place for more than 50 years. The Program serves as the core of the bureaucracy's employee incentives and rewards system.

According to the CSC, this is the biggest number of nominations at least in the last ten years.

For more details, contact the HAP Secretariat at telephone numbers (02)931-7993, (02) 932-0381 and hotline (02) 932-011, TextCSC 0917-839-8272, via www.facebook.com/honorawardsprogram or email hapsecretariat@yahoo.com or hapsecretariat@gmail.com.

NEWS

Registration for the Government Choral Competition is now open

The Civil Service Commission (CSC) announced that interested government choirs nationwide have until July 15 to join the Government Choral Competition slated September 15, 2015 at the Cultural Center of the Philippines, Pasay City.

The competition is one of the major activities lined up for the celebration of the 115th Philippine Civil Service Anniversary with the theme, "Kayang Kaya Mo, Lingkod Bayani!"

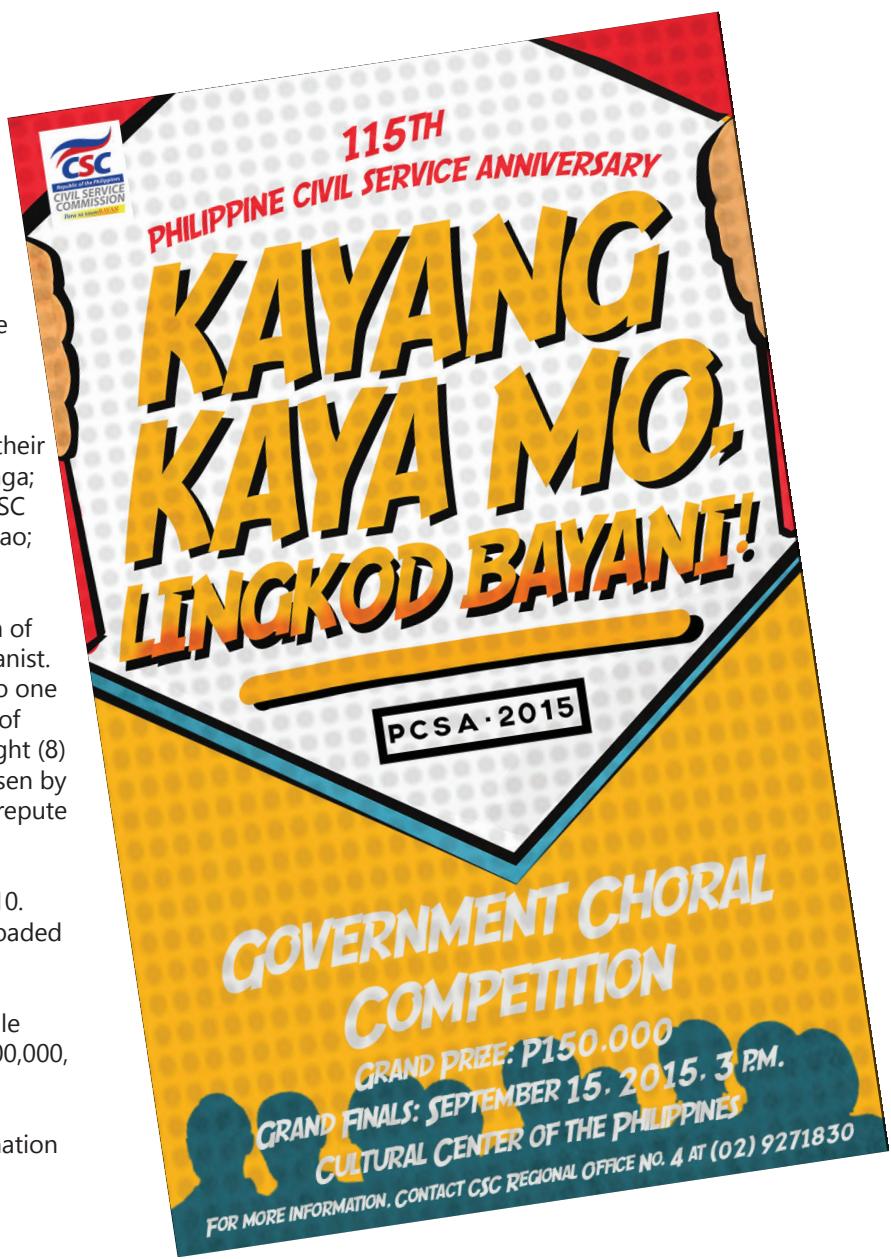
Interested choirs based in Luzon may now submit their registration forms to CSC Regional Office No. 3, Pampanga; CSC Regional Office No.6 in Iloilo for those in Visayas; CSC Regional Office No.11 in Davao City for those in Mindanao; and CSC National Capital Region for those in NCR.

A choir can have a minimum of 20 and a maximum of 30 members, including one conductor and one accompanist. All singers must be government employees belonging to one agency. Choirs should submit an audio-video recording of two audition pieces along with the registration form. Eight (8) finalists from among the entry submissions shall be chosen by a panel of judges composed of people with recognized repute in the choral music and artistic world.

Selection of semi-finalists runs from June 8 to July 10. Registration form and contest guidelines may be downloaded from www.csc.gov.ph.

Grand prize winner will take home PHP150,000, while 1st runner-up to 3rd runner-up winners will receive PHP100,000, PHP70,000, and PHP50,000 respectively.

The competition is organized by the CSC in coordination with the Philippine Choral Directors Association. ♦



CSC hails 220 new penology officer eligibles

The Civil Service Commission (CSC) shall confer civil service eligibility on 220 individuals after passing the Penology Officer examination held on March 22, 2015. The number of passers comprises 17.05% of the 1,290 total examinees.

The CSC said examinees may get their test result using the Online Civil Service Examination Result Generation System (OCSERGS). Passers may now claim their Certificate of Eligibility at the CSC Regional Office concerned.

Christian Benri Resullar from Central Visayas led the new Penology Officer eligibles as he garnered a rating of 90.50. Eric Catte from the Ilocos region and Kennedy Abarca from the National Capital Region (NCR) share the second spot with a 90.00 rating. With a rating of 89.00, Ma. Cecilia Veneracion, also from NCR, came in third.

The CSC said the Penology Officer Eligibility (POE) is a second level eligibility which is specific and appropriate only to second level ranks in the jail management and penology service, as well as other functionally-related positions. The appropriateness of POE does not include ranks under the Philippine National Police, the CSC clarified.

Completing the Top 10 of the new Penology Officer eligibles are: Adeloga Dacanay (NCR) with a rating of 88.25; Darryll Magundayao (NCR), 88.00; Arthur Jan Fernandez (NCR) and Dante Sumaguila Jr. (Caraga), 87.75; Wilbur Forayang Jr. (Ilocos region), Jan Rey Maghuyop (Zamboanga Peninsula) and Edmar Cornejo (NCR), 86.75; Grema Nina Morales (Davao region), 86.50; John Henry Barrameda (Bicol region), 86.25; Maria Teresa Olpindo (Davao region), Feliza Ann Manaog (NCR) and Marshall Diomampo (NCR), 86.00.

A closer look at the results reveal that NCR had the highest passing rate at 19.94% or 69 passers out of 346 examinees. Central Visayas (Region VII) followed with an 18.97% passing rate or 22 passers out of 116 examinees. Placing third was Bicol (Region V) with 44 passers out of 251 examinees or 17.53%. The examination was conducted in eight regions.

For information on claiming the Certificate of Eligibility, please read Examination Advisory No. 6, s. 2015, posted online at www.csc.gov.ph. ♦

Application for October exam now open

The 2nd Career Service Professional and SubProfessional written examinations for this year will be held on October 18. Application period runs from May 25 to September 3.

The examinations are open to individuals, regardless of educational attainment, who are Filipino citizens including those holding dual citizenship, at least 18 years old at the time of filing of application, and have not taken the same level of examination within three months before the date of examination.

Applications should be filed in person at the CSC Regional Office (CSCRO), or at any of the concerned CSCRO's Field Offices,



Source: www.pictures88.com

where the applicant intends to take the examination. The CSC, though, has warned that acceptance of applications may be closed at any time before Sept. 3, 2015 once the CSC Regional/Field Office has reached the target number of applicants. Examination fee for both levels of Civil Service Examination Paper and Pencil Test (CSE-PPT) is P500.

Applicants are advised to access the CSC website www.csc.gov.ph and look for the 2015 CSE-PPT Examination Announcement, for details on testing centers, qualifications, application requirements and procedures, and other relevant information. ♦



CSC Acting Chairperson Robert S. Martinez (4th from L) and CSC-CAR Regional Director Marilyn E. Taldo (2nd from L) present Seal of Excellence plaques to six agencies in the region that garnered a rating of Excellent in the ARTA-RCS.

CSC-CAR awards CSC Seal of Excellence to 6 Gov't Agencies

The Civil Service Commission-Cordillera Administrative Region (CSC-CAR) recently awarded the Citizen Satisfaction Center Seal of Excellence (CSC-SEA) to six government agencies in the region, namely: Government Service Insurance System (GSIS) Baguio Branch, Philhealth Local Health Insurance Office (LHIO) Baguio, LHIO-Abra, LHIO-Bontoc Mt. Province, LHIO-Apayao, and Philippine Statistics Authority (PSA) Abra Provincial Office.

The awards rites was held on May 18, 2015 in Baguio City during the GSIS Stakeholders Dialogue. The heads of the six agencies, together with GSIS President and General Manager Robert G. Vergara, Philhealth-CAR Regional Vice President Jerry F. Ibay, and Philippine Statistics Authority Interim Regional Director Olivia G. Gulla received the awards from CSC Acting Chairperson Robert S. Martinez and CSC-CAR Regional Director Atty. Marilyn E. Taldo.

Acting Chairperson Martinez lauded the awardees for their efforts in complying with the provisions of the Anti-Red Tape Act of 2007 and for providing quality service to the public.

Each of the six awardees were conferred a wall-mountable glass seal bearing the "Seal of Excellence" logo to symbolize the achievement of excellence, as well as a cash reward amounting to Php 100,000.00,

to be used in the improvement of their frontline services.

From 2012 to this date, a total of ten (10) government service offices in the region were awarded the Citizen's Satisfaction Center Seal of Excellence. Previous awardees included the Department of Trade and Industry Kalinga Provincial Office, Department of Social Welfare and Development-CAR, Commission on Higher Education-CAR, and Land Transportation Office-Apayao District Office.

The CSC-SEA is an award given to government service offices that have demonstrated exemplary frontline service delivery by meeting an *Excellent* rating in the ARTA Report Card Surveyand having no valid and unresolved ARTA-related complaint based on the Contact Center ng Bayan data.

Based on CSC Resolution No. 1101452 dated November 8, 2011, CSC-SEA aims to promote service delivery excellence in the bureaucracy and to recognize the efforts of offices and their respective personnel in providing responsive, efficient, and courteous service to customers. ♦

CSC-NCR Strengthens Stakeholders' Engagement

As part of efforts to foster understanding among stakeholders, the CSC-National Capital Region (CSC-NCR) recently gathered human resource management practitioners (HRMPs) from the Department of Education (DepEd) for its *Let's Talk* program in Quezon City. DepEd is one of the few agencies preparing to reach Level II-Accredited Status under the CSC's Program to Institutionalize Meritocracy and Excellence in Human Resource Management or PRIME-HRM.

The *Let's Talk* program is one venue to determine the impact of CSC programs. In the said event, CSC-NCR presented the results of the PRIME-HRM assessment conducted in 2014 in relation to the identified common findings in four HRM systems, namely: Performance Management System (PMS), Recruitment, Selection, and Placement (RSP), Learning and Development (L&D), and Rewards and Recognition.

DepEd on the other hand, shared its transformation when it implemented the action steps identified by CSC assessors. Representatives from the Division City School of Caloocan and the DepEd Central Office shared with the rest of the group the challenges and roadblocks they encountered as they developed and enhanced their HR systems.

In her message, NCR Regional Director IV Lydia A. Castillo emphasized the importance of the collaboration with stakeholders such as DepEd. "Indeed, by listening and conversing, we will have the opportunity to examine what we both have done so far, what the results of our efforts were, and how we could shift perspectives from where we are to where we want to be," she said.

She added that the CSC-NCR, through the efforts of the Field Directors in its 16 field offices, shall be with DepEd every step of the way as it moves forward to higher levels in its PRIME-HRM journey.

CSC-NCR puts premium in fostering understanding among stakeholders and strengthening relationships with them.

Five service offices cited

CSC-NCR also awarded five service offices that garnered a rating of "Excellent" in the Anti-Red Tape Act Report Card Survey or ARTA-RCS. They were awarded the Citizen's Satisfaction Center Seal of Excellence Award.



BIR Commissioner Kim Henares (6th from L) receives from the Civil Service Commission BIR's reward during the Seal of Excellence recognition rites.

Awardees include the Government Service Insurance System (GSIS) Main Office, Bureau of Internal Revenue-Revenue District Office (BIR-RDO) 50 (South Makati), 53A (Las Piñas) and 53B (Muntinlupa City), and the Social Security System-Malabon Branch.

CSC Acting Chairperson Robert S. Martinez, Commissioner Nieves L. Osorio, and CSC-NCR Regional Director Lydia A. Castillo graced the ceremony for GSIS awardees, and presented the award to GSIS President and General Manager Robert G. Vergara. GSIS department managers within NCR also attended the event.

In another ceremony, CSC-NCR Director II Claudia A. Tan gave the Seal of Excellence award to SSS-Malabon Branch, represented by SSS-NCR (North) Assistant Vice President Helen Abolencia, former Branch Manager Evelyn L. Bupon, and current Branch Manager Ruth A. De Guzman. In her message, Director Tan reminded the service office that the monetary incentive must be used for the improvement of the office to ensure effective delivery of frontline services.

Public Assistance and Information Office Director IV Maria Luisa Salonga-Agamata and CSC-NCR Director II Cecilia Villafuerte led the awards rites and presentation of the Seal of Excellence to BIR-RDO 50 (South Makati), 53A (Las Pinas) and 53B (Muntinlupa City). BIR Commissioner Kim S. Jacinto-Henares graced the event, along with Deputy Commissioner Nelson M. Aspe and Assistant Commissioner.

In her acceptance message, Commissioner Henares expressed that recognition should not be seen as a graduation but a continuing journey. "Reform is not an ending process," she concluded. ♦

CSC RO12 *surveys 30 agencies*

As of June 2015, CSC Regional Office No. 12 (CSC RO12) has surveyed 30 government agencies in the region through the Report Card Survey (RCS) a monitoring tool under the Anti-Red Tape Act of 2007 (ARTA). Through RCS, CSC assesses frontline services and checks if all ARTA provisions are complied with.

Out of the 30 agencies surveyed during the first semester, six agencies got a rating of *Excellent*: Philhealth-General Santos City (90.63), Philhealth-Kidapawan City (92.21), Philhealth- Koronadal City (91.61), Philhealth- Isulan (90.52), Land Bank of the Philippines-Kidapawan Branch (90.3), and Government Service Insurance System (GSIS)- Kidapawan City (90.09).

Agencies covered by the ARTA-RCS in the region this year are the offices and branches of the GSIS,

Social Security System, Philippine Health Insurance Corporation, Bureau of Internal Revenue, Philippine Statistics Authority, Home Development Mutual Fund, Land Bank of the Philippines, Land Registration Authority, Land Transportation Authority, and a Local Government Unit.

Report card surveys for first semester showed that 23 agencies received a rating of *Good* rating and one got a rating of *Acceptable*.

The RCS remains an effective strategy to monitor agencies' implementation of ARTA provisions, specifically the establishment of a Public Assistance and Complaints Desk or PACD, observance of the No Noon Break policy, posting of Anti-Fixer campaign materials, and provision of special lanes for senior citizens, pregnant women, and persons with disabilities. ♦

General Santos City testing center re-opened

Civil Service Commission Regional Office No. 12 (CSC RO 12) re-opened its testing center at General Santos City during the May 3, 2015 Civil Service Exam-Paper and Pencil Test (CSE-PPT).

The testing center first opened on April 2005 but was closed in 2008. After eight years, the region

reopened the General Santos City Test Center to receive more clients from Sarangani and General Santos City.

Around 175 teachers from General Santos City National High School were in attendance during the Orientation on the Administration of CSE-PPT on April 21-22, 2015. All of them served as room examiners and supervising examiners for the first time during the said scheduled exam. More than 80 rooms of the General Santos City National High School were used during the May 3, 2015 CSE-PPT Examination.

Region 12 now has four testing centers: Cotabato City, Koronadal City Kidapawan City, and General Santos City. ♦



CSC opens new offices in Baler and Iloilo

The Civil Service Commission (CSC) continues to pursue public service excellence by improving its offices and opening new ones nationwide.

Presently, the Civil Service Commission has a total of 108 field offices and two satellite offices performing its decentralized tasks. The last five years have been a breakthrough because 28 of these are now owned by the CSC, with 13 having finished the construction and 13 done with the renovation of their offices. CSC is eyeing the construction of more field offices as these serve as the cornerstones of the Commission's commitment to good governance.

CSC Regional Office No. 6 (CSC RO6) opened the *Gusali ng mga Lingkod Bayani*, a three-storey building at Oñate St., Mandurria, Iloilo City. Construction of the said building began in July 12, 2013 and was completed on January 25, 2014. On July 24, 2014, former CSC Chairperson Francisco T. Duque III graced the blessing and inauguration of the building. Duque, together with CSC RO6 Director IV Rodolfo B. Encajonado, unveiled the marker of the new building. Officers and representatives of the Regional Association of National Government Executives Region 6, Inc., Regional Multi-Sectoral Advisory Council, and Council of Human Resource Management Practitioners also attended the ceremony. The *Gusali ng mga Lingkod Bayani* is dedicated to men and women who have shown unconditional commitment to government service, supporting CSC's vision of becoming Asia's leading center of excellence for strategic human resource and organization development.

The said building houses the Learning and Development Center on the first floor. This serves as a venue for the conduct of training programs. The executive offices, Management Services Division, and Human Resource Division are located on the second floor, while the Conference Room, Anti-Red Tape Act (ARTA) Unit, and the Policies, Evaluation, and Systems Division are on the third floor.

In addition, CSC RO6 also constructed the two-storey CSC Iloilo Field Office Building along Pepita Aquino Avenue in Fort San Pedro, Iloilo City. The construction of the said building started on April 21, 2014 and ended on November 20, 2014.

Meanwhile, in Bacolod City, the construction of the two-storey CSC Negros Occidental Field



The new Gusali ng mga Lingkod Bayani in Mandurria, Iloilo City boasts of the Philippine flag and CSC logo colors on its facade.

Office Building is also ongoing. The said building is expected to be finished in August 2015.

In Baler, Aurora, the CSC has been provided with a 200-square meter lot to build a two-storey office. The CSC is grateful for the assistance of the municipal government headed by Hon. Mayor Nelianto C. Bihasa. Negotiations started as early as 1992, and was finalized in 2000.

CSC Acting Chairperson Robert S. Martinez attended the inauguration and blessing of the new building. "It is heartening to know that the government of Aurora, along with its municipalities, has expressed its sincere intent to work closely with us in the most tangible way—by providing us with our own "base" to serve as the center of our operations here in Aurora so we can be hands-on in ensuring that CSC's human resource and organization development programs are implemented and administrative discipline is judiciously dispensed," he said.

Acting Chairperson Martinez also shared insights on the relevance of CSC buildings. "I call our offices edifices because of their significance. An 'edifice' doesn't simply mean 'building'. To merit being called an edifice, a building must be important just like temples or skyscrapers," he shared. "It is my hope that CSC offices, just like this one will not be mere physical structures, but will be hallmarks of excellence in public service delivery and good governance. The public will come to these edifices knowing that delight awaits them with the kind of public service we provide."

Sharing Best HR Practices:

*CSC's Transformation Through Strategic Learning and Development**



Above right: CSC Acting Chairperson Martinez delivers CSC's response to IIP's recognition, and shares HR reforms made in the organization.
Below right: An IIP plaque displayed at the CSC Central Office lobby.



*Speech delivered by CSC Acting Chairperson Robert S. Martinez during the Investors in People Concourse held June 16, 2015 in Ortigas Center, Pasig City.

Seven months ago, the CSC joined the Investors in People (IiP) Concourse held in Crowne Plaza Manila. I was part of the CSC contingent at that time, and although we were a mere handful, we brought with us the same feelings of joy, fulfillment, and honor that the rest of the CSC workforce had as we received our IiP Standard accreditation. Former Chair Francisco Duque III addressed the audience with much passion and pride as he introduced the CSC as the first and only government agency in the Philippines and in Southeast Asia to achieve this coveted accreditation.

But getting IiP Accreditation is just part of a bigger story – the story of CSC's transformation in the last five to six years.

You see, the CSC is more than a century old. From a small bureau in the early 1900s to its present state as a constitutional body, it has assumed many roles in public personnel administration, with the focus primarily on the conduct of exams, control and regulation, administrative discipline, workforce rationalization, and improvement of systems and ways of working.

Through the years, the public sector has struggled to address old problems with old approaches. At the same time, it faces new challenges brought about by globalization, constantly evolving technology, and changing workers' preferences and needs.

As the central human resource agency of the government, the CSC found itself at a turning point. We knew it had to break away from being regulatory, policing, and transactional, and shift our focus toward developmental and strategic HR. The CSC deemed it is high time that the government make great strides in developing and managing its own human capital to attain elusive good governance outcomes.

CSC knew it had to break away from being regulatory, policing, and transactional, and shift our focus toward developmental and strategic HR.

But before transforming the entire Philippine bureaucracy, the CSC had to undergo its own transformation. We needed to understand change in order to become effective change leaders for the rest of the bureaucracy.

So in 2010, with the help of a localized version of the balanced scorecard technology called the Performance Governance System, the CSC redefined and restated its vision, core purpose, core values, and strategic objectives to make itself more relevant locally and internationally in the next 20 years and beyond.

Today, we are guided by our vision to become Asia's leading center of excellence in strategic human resource and organization development by 2030, and by our core purpose to make every civil servant a servant hero, or "Gawing lingkod bayani ang bawat kawani".

In achieving our vision, we deemed it necessary to subject ourselves to third-party audits as a way of assessing progress. We saw the need to adopt global standards in our HR and OD systems and practices and to get ourselves accredited to these standards. Thus, we made IiP Accreditation one of our priority initiatives under the PGS.

With the assistance of the Australian Government, through the Philippines Australia Human Resource and Organisational Development Facility or PAHRODF, we pursued IiP accreditation in 2014, starting with an online assessment in June, immersion on the IiP Standards and action planning in July, implementation of various IIP activities in August and September, and finally a grueling onsite assessment last October.

We started with the onsite assessment of the Central Office, and of Regional Offices 3, 6, 7, 11, National Capital Region, and Autonomous Region in Muslim Mindanao in October 2014. And just last March, the remaining 10 Regional

CSC EXECUTIVE LETTER

Offices were assessed. We underwent the accreditation process on top of equally important pursuits such as PGS Institutionalization, ISO Certification, and other strategic initiatives.

How did we do it? The first step was to get everyone on board by including IiP Accreditation in the CSC's Enterprise Scorecard. We targeted to achieve Standard Level accreditation for 39 globally-benchmarked HR standards and practices for 2014, and aim for more practices or higher levels of accreditation this 2015 and the coming years.

Collaboration and communication were also essential. We studied the results of the online assessment and planned how to address the identified gaps. Offices drew up action plans for educating employees on the five themes and 39 evidence requirements. We encouraged regular office and team conversations guided by starter questions on how the IiP themes and indicators are applied or manifested within the organization. We were pleased at the level of engagement and hard work our employees had shown throughout the accreditation process.

A traveler looks for markers on the road that tells whether he or she is heading in the right direction. Similarly, as the CSC journeys to become Asia's leading center of excellence in strategic HR and OD, the IiP Accreditation is an excellent marker or indicator that we are on the right track. Moreover, it strengthens CSC's claim for moral and technical ascendancy as we assess and improve the HR management systems and practices of other government agencies.

A valuable lesson learned in our IiP journey is that driving an organization's vision and mission requires, as the name implies, investing in people. Thus, the strides we took in Learning and Development or L&D is key in the CSC's transformation journey.

L&D was one of the areas where CSC was rated highly during the onsite assessment. The Commission has made it a priority to enhance the competency of our workforce. You can see in our Strategy Map that it is a building block in the attainment of our 2030 vision. Thus, it is no surprise that in recent years, the CSC has invested heavily on L&D.

“The CSC’s learning and development philosophy operates under the Strategic HR framework, which means all L&D interventions should aim to make employees more effective in contributing to the CSC vision and core purpose.”

In the past, it was not clear who among our employees should receive HR interventions. People searched for trainings they think they need, and attendance to offered programs was based on whoever was willing and available. L&D management was not as purposive as we hoped it to

be, and there was no clear link between the growth of the employee in particular, and the growth of the organization as a whole.

To address this problem, the CSC, again with the help of the Australian Government through HRODF, introduced the Competency-Based L&D Management System. Basically, it is an approach that uses competencies as the foundation for designing targeted programs with learning outcomes that directly link to the competency requirements.

The CSC’s learning and development philosophy operates under the Strategic HR framework, which means all L&D interventions should aim to make employees more effective in contributing to the CSC vision and core purpose.

The CBLD system is hinged on eight principles, and there are three (3) which I would like to emphasize. First, L&D should focus on the development or improvement of competencies required by the current or future position or job of the individual.

The Competency Model we developed is integrated into the Curriculum Framework, such that there are common competencies required for positions belonging to the same level or job family.

The CBLD system also uses a “building block” approach, where basic courses are designed to provide a foundation for future intervention during the employee’s life cycle in the organization. This strategy addresses not only the current learning needs but also the career development of employees.

Second principle is, L&D in the CSC should be systematic and purposive. An important component of CBLD is the creation of L&D Plans at different levels of the organization. As a result of our online competency assessments, individuals

are able to prepare their Individual Development Plans or IDPs, which are then consolidated into an Office L&D Plan, and further into an Annual L&D Plan for the entire CSC.

This process allows our internal Human Resource Management and Development Office, which oversees the implementation of CBLD, to plan exactly what or how many training programs to run, who should attend, and how much resources are needed for a given year. It has also become easy to track and measure progress now because we can easily determine the percentage of employees who meet their competency requirements and plan the HR interventions needed to improve or increase that number.

Third principle is, L&D in the CSC should be a shared responsibility of the management, supervisors, and the employees themselves.

One of the evidences of L&D as a shared responsibility can be seen in the CSC's shift from 180-degree competency assessment, which involves only the employee and his or her supervisor, to 360-degree assessment where raters include

self, subordinate if any, peers, and supervisors.

Also, it is worthy to mention that we have significantly improved the assessment process by shifting to online assessment. This makes CSC the first Philippine government agency to run an online competency assessment. ”

online competency assessment. The previous process was done manually and required 20 different forms. It was too burdensome not only for those taking the assessment, but also for those who collect and manage the data.

To improve the process, we developed an online system that allows fast and accurate tabulation of results, and thus, timely preparation of IDPs. We can now immediately generate data that we need for L&D planning.

Second, L&D is a shared responsibility in the CSC because our employees prepare their respective Individual Development Plans in consultation and agreement with their supervisors and heads of office.

Third, we included workforce competency level as one of our priority targets in the CSC Enterprise Scorecard. This

gives offices equal responsibility and opportunity to contribute to the learning and development of the entire organization. For 2013, we targeted to have 70% of our employees meeting what we call mission-critical job competency standards. For 2014, we targeted 80%, and this year, 85%.

At the CSC, HR interventions are not limited

CSC Acting Chairperson Robert S. Martinez (3rd from L) receives the IIP plaque from IIP executives.



to formal training. We encourage a mix of formal classroom training; on-the-job training such as coaching and mentoring, knowledge sharing, and job rotation; self-development such as taking e-learning courses or reading books; and other development activities that may include additional work assignments, or rendering service in a committee or professional organization.

Our IIP Onsite Assessment, particularly in the area of L&D, revealed very positive results and showed that

“There has also been a higher regard for coaching and mentoring as learning opportunities.”

Job rotation has helped several staff become more adept at different skills such that they can be assigned to provide support to other teams with backlog or higher workload, for example.

Staff who were previously trained are utilizing their learnings not only for themselves but for other government agencies, as they have now become trainers or facilitators.

Employees are also given technical training which directly relate to HR programs implemented by the



a learning culture is becoming more apparent in the organization.

Employees have noted that they are now given more time to attend in-house courses, which are much more focused on specific needs.

There has also been a higher regard for coaching and mentoring as learning opportunities. Team meetings have become venues for employees to learn from each other's experiences, and those who have attended courses are encouraged to echo their learnings to others.

Commission, such as training for assessors of PRIME-HRM and for auditors of ARTA-RCS. Lawyers said the legal writing skills workshop has helped them ensure 98% of their drafts are considered acceptable without correction, which in turn contributes to the speedy resolution of cases.

It is also worthy to note that since 2012, the CSC, in partnership with the HRODF, has deployed 43 of its employees as post-graduate scholars to different Australian universities. All scholars are required to implement a Re-Entry Action Plan or REAP upon return to their respective workplaces. The REAP ensures that all learning gained by the scholars are applied to the organization and ultimately contribute to its development agenda.

In sum, investment on L&D, including in-house classroom trainings, international scholarships and other interventions, and L&D support by the Australian Government, has amounted to a total of P252 million from 2010 to 2014. And as reflected in the IiP Onsite Assessment, putting greater priority in the competency development of its workforce is helping CSC become more effective and efficient in attaining its targets and fulfilling its mandate as the central HR agency of government.

A popular quote by Galileo says, "Measure what is measurable, and make measurable what is not so."

In the CSC, we have endeavored to measure overall workforce competency and set annual targets. Through the years, we have seen a steady increase in the numbers.

Baseline competency level of CSC employees was 66.23% in 2012. For 2013, our target was to achieve 70% of employees meeting their mission-critical job competency standards, and we were happy to get 76.40%. Last year, we again exceeded our target of 80% by posting a result of 86.81% or 954 out of 1,099 employees meeting their mission-critical job competency standards.

Our target for 2015 is 85% and at present, in-house training activities and other developmental activities are ongoing. This year, 11 more scholars will leave for Australia to take post-graduate studies under the Australia Awards Program. Two employees will study Public Administration and Public Policy in Japan under the Japanese Grant Aid for HRD Scholarship, and one will study Master in Public Management through a grant from the Lee Kuan Yew School

"Measure what is measurable, and make measurable what is not so."

of Public Policy in Singapore. Another employee received a grant for the Public Management Development Program of the Development Academy of the Philippines or DAP.

Moreover, a total of 170 CSC officials and staff attended the recently-concluded HR Symposium in Cebu, where they joined more than 1,800 HR professionals from the private and public sectors in learning about transformational leadership from some of the best HR and OD experts in the country and abroad.

The CSC believes that there is always an opportunity to learn and grow. Through years of transformation, we have certainly grabbed every opportunity to study and learn from the past, to have the will and determination to apply new knowledge and adjust to new environments, and to exemplify what we have learned as well.

As the CSC developed and matured, the quality of our services, including L&D, has also immensely improved. We hope to inspire other government agencies to take the same road toward being a learning organization implementing its own competency-based L&D management system.

We invite you to work with the CSC as we pursue the various HR programs and services we offer. As we upgrade HR and OD practice in the public sector, together we can transform the quality of government programs and services much-needed by the Filipino people.

Congratulations to today's recipients of IiP Accreditation. Thank you very much and *mabuhay!* ⚡

HR Trends:

The Best of the 3rd HR Symposium

The third HR Symposium held in Cebu City once again proved to be a venue of exchange between HR experts and practitioners. Boasting of local and international speakers from the Philippines and Asia Pacific, the Symposium provided participants with the latest trends, issues, and

concerns in the field of human resource management and organizational development.

The *CS Reporter* picked up snapshots of some of the concurrent and plenary sessions to share with our readers.

Plenary Sessions



Transforming Local Governance: Leadership Outcomes from Below

Austere A. Panadero

Undersecretary for Local Government
Department of the Interior and Local
Government

Usec. Panadero shared how the Department of the Interior and Local Government or DILG underwent their

own transformation journey. In 2010, a change agenda was introduced to the DILG, focusing on transparency and accountability. The organization was then re-organized in 2011. With the assistance of PAHRODF, DILG was able to develop the competency of its workforce. After three years, their investments paid off. They were able to meet societal and organizational goals. Their evidence-based monitoring reports also showed how the DILG improved in particular areas of public service.

Personal Transformation

Hon. Francisco "Isko" Moreno

Vice-Mayor
Manila



Isko is no stranger to the world of HR and public service. Growing up underprivileged, he used his natural good looks and charisma to land a successful showbiz career that spanned two decades. Eventually, the call of public service came and he jumped at the opportunity to run for public office. Now, he is the second-in-command at the City Government of Manila. In his years as a public servant, he came to understand the importance of HR in shaping the kind of governance he wants. He did not only look at upgrading the competency of his officials and staff. He chose to improve himself as well. He took up short courses in universities abroad just to learn more about governance and HR.

Leadership in the Age of Internet

Gang Badoy-Capati

RockEd Philippines

As expected, the founder of RockEd Philippines gave an unconventional and interesting presentation. She used short animated videos to depict the cost of freedom and how much we Filipinos should treasure it, especially since we can fully enjoy it today. The videos also explore the many ways the Internet and social media have changed interactions and relationships within Philippine society. Before, the government is the only institution with the power and authority to dictate how society should go about daily life. Now, people have the Internet on their fingertips, and with it the power to inform and be informed, to take a look at the past and determine the future.

Plenary Sessions



Welcome Remarks and Keynote Address
Acting Chairperson Robert S. Martinez
Civil Service Commission



Inspiring Leadership: The Key to Business Success and Excellence
Francis J. Kong
Inspire Leadership



Racing Into the Future
Karen Cariss
Founder and CEO
PageUp People Pte Ltd



Middle Management Leadership Certification Program
Arthur Luis P. Florentin
Executive Director
Civil Service Institute



Leadership Strategies that Transformed Organizations
Catherine Nelson
Managing Consultant
FranklinCovey



Alexandra P. Romualdez
CEO
Philippine Daily Inquirer

Concurrent Sessions

Managing and Sustaining Transformation in LGUs through Human Resource Management and Organization Development (HRODF Study)

Mendiola "Joy" Teng-Calleja
Ateneo CORD



Ateneo CORD shared organization narratives and employee attitudes, identities, and behaviors related to managing and sustaining transformation. The study takes into account two major factors: structure (regulations, culture, norms, and resources) and people, and how these factors feed into institutionalized practices, personal identities, and organizational identities. The data collection methodology used for the study is semi-structured interviews and focus group discussions. Seven types of people were identified, namely: facilitator of change, motivated learner, passive enabler, resource expert, sustainability enabler, culture builder, and network builder. The study reveals that using the structuration theory allowed researchers to examine the dynamic interplay of structural components and people in the context of transformation within local government units. The study also shows that managing and sustaining transformation may be described by highlighting salient elements at work at different points in time.

Societal Transformation: The Bohol Experience
Gov. Edgardo Chatto
Provincial Government of Bohol



Gov. Chatto shared the transformation of Bohol's HRM and OD systems from transactional to strategic. He started the presentation by reviewing Bohol's HRD programs funded by different organizations such as USAID, PAHRODF, and ODA before undergoing the transformation program. Next, he traced the impact of HR development on societal transformation. Lastly, he cited a particular incident where they witnessed the changes brought about by HR reforms. A 7.2 magnitude earthquake hit Bohol last October 15, 2013, leaving 212 people dead, 877 injured, and 76,792 families displaced. Different disaster response agencies converged at once to address the effects of the earthquake. A centralized disaster response hotline was also operationalized to further support the efforts. The exceptional way by which public service was rendered during that challenging time was a result of HR transformation within Bohol's government agencies. Bohol did not only excel in disaster response, but in rehabilitation as well. Bohol's response and recovery from the disaster was concrete proof of how HR transformation translates to societal transformation as well.

Concurrent Sessions

Gearing Up for Organization Change Journey **Milalin Javellana**

Philippines-Australia Human Resource & Organisational Development Facility

Facility Director Javellana shared the benefits of doing organizational assessment (OA) for those who want to start their change management journeys. She says OAs are crucial to setting the direction and priorities of an organization, as well as making it aware of areas for improvement.

She also shares PAHRODF's OA framework, the C-3C Organizational Framework Model, and its three pillars—Capacity, Competency, and Change Readiness. These 3Cs will define the organization's change agenda. Using the CSC as an example, she shows how the C-3C framework helped the institution go from transaction to strategic HRM. The various third-party audits the CSC underwent, and the awards it gained in the process, show how it has been successful in its change management journey. Javellana then challenged HR practitioners to ensure sustainability of the change management process.



Understanding Ourselves in Order to Lead Others **Jeanne McConachie**

Griffith University

Dr. McConachie gave an overview of women's roles and positions across the globe, focusing on Asia. Numbers-wise, she says women's participation seems to be improving. She also reveals that all people, regardless of gender, have the capacity to empathize. Empathy is a key ingredient to effective leadership. She then poses the central question: Who makes better leaders? Men or women?

But the answer cannot be as direct or as simple as we think it can. Dr. McConachie instead delves into the concept of understanding the self in order to effectively lead others. This proceeds to a discussion

of personality types and how they affect leadership styles in the workplace. Another important tip Dr. McConachie shares is knowing oneself under stress. This will give people an idea of how they react to or deal with stress. Coping mechanisms may include searching for a mentor for support, planning one's career, and determining what success means for him or her. She also urges not to fear change.

She concludes that indeed, women's multiple burden makes career-building more challenging. She identifies four C's that stand as barriers to women in politics: confidence, culture, childcare, and cash. Many women even opt out of their professions due to such barriers. Around the world, more women are in poverty as well. Therefore, HR needs to continue looking at gender issues and addressing pressing concerns related to discrimination and inequality.



Changing Mindsets: Effecting Societal Transformation for the Better **Alexander Pama**

Office of Civil Defense

Pama shares that Filipino culture was once very passive about challenges and disasters, choosing to delay things until the very last minute when action is already needed. He observed that when the Office of Civil Defense (OCD) decided to break this culture, it had to start from transformational

leadership. Pama says transformational leadership starts from within, when leaders and their followers raise one another to higher levels of morality and motivation. He says when this was applied to the OCD and they were able to influence other disaster risk reduction (DRR) agencies, the results were felt at the organizational and national level. People now take DRR initiatives seriously. This shows that individual transformation indeed kickstarts a ripple effect. "If you think your actions, decisions, and mindset will not affect the destiny of this country, you must think again," Pama concludes, "It starts with the individual, you, me, and all of us."

Leadership Development and Societal Transformation **Tita Puangco**

OD Practitioners' Network

Puangco draws on the concept of unity to drive a mission-driven leader model. She says unity is the heart of leadership, and that it is the art of making people's hearts, efforts, energies, and beliefs one so that they could fulfill an organization's mission and vision. In the framework she presented, she says unity works by looking at the vision and the reality, then considering the people or the organization's human resource and cultivating heroism in them. When people are able to understand the connection between organization culture and national culture, they can understand how change works.



Improving Learning Outcomes Through Technology: The Journey to eLearning **Marivel Sacendoncillo**

Local Government Academy
Department of the Interior and Local Government

Marivel shared the Local Government Academy's (LGA) innovative HR interventions designed for Local Government Operations Officers to make them eligible for higher positions. The LGA decided to keep up with the trend and went online. They redesigned their program and migrated their modules to online format. They shifted to eLearning and further studied the capacity of their market to do online sessions. They looked at the target participants' attention rate, Internet connectivity, and their level of interest and proficiency with technology. According to Marivel, this entailed another Change Management Program at the LGA. With the assistance of the Philippines-Australia Human Resource and Organisation Development Facility or PAHRODF, LGA is embarking on this new endeavor.

Concurrent Sessions

Our Journey Towards Strategic HRMO: An LGU Experience

Methuselah Santamaria
Provincial Government of Aklan



Santamaria shared that before the Provincial Human Resource Management Office (PHRMO) embarked on its transformation journey from transactional to strategic, they had to assess their current situation first. They realized that their HRMO is not empowered, especially since it is still at the transactional level and political considerations cripple its authority. It also has no capacity for human resource development or HRD functions, especially since HRD interventions are seen as expenses and not investments. Since the office came to terms with these facts, they began their change program. This involved all departments and offices, and they were led by the PHRMO. Workplace coaching, strategic HRD planning, establishment of a learning and development program, implementation of the Strategic Performance Management System, and welfare and benefits administration were all done to complete the transformation process. Their challenge now is to sustain the changes that have been done, as well as the gains made from it.

Personal Transformation: Soaring Butterfly

Rhia Sotomil
Philippine National Police



Sotomil considers personal transformation as a driver of change. Sharing her life as a child, she recalls how she grew up, got into public service, and joined the police force. She also shared her major battle in life—fighting lupus. Lupus prevented her from doing normal activities that would otherwise harm her skin and health. Despite having this disease, she continued to do her job and to initiate programs that address the needs of her community. She eventually became a CSC *Dangal ng Bayan* awardee in 2014. She proudly sees her personal transformation as proof that if you have a goal and is dedicated to fulfilling that goal, nothing, not even personal struggles and diseases, can prevent you from doing so. She also showed everyone that excellent work gets recognized in government.

Engaging Moral Imagination in Muslim- Christian Dialogue for Social Transformation

Marites Guingona- Africa
Peacemaker's Circle



Transformation of Communities by Transformational Leaders

Raizsa Mae Anayatin
Mindanao Coalition of Development NGO Network



In Search of Employee Voice

Adrian Wilkinson
Griffith University

Wilkinson explains that employee engagement is being enthusiastic, passionate, and fully engaged in a job. He says over the years, management styles have evolved from autocratic, hierarchical, and bureaucratic ones to democratic, heterarchic, and collaborative. This encourages employee engagement. Employee voice is a concept that grew in popularity in the 80s, and it has shaped the way organizations are being run today. He also posits that there are depths to employee voice, as well as form, scope, and levels. Managers today need to ask how they can make employees feel participative and engaged.

The OD Practitioner: Effective Use of Self as Intervention

Karen Yao
OD Consultant

Organizational development (OD) consultant Karen Yao discussed the roles OD practitioners play. These include being a change agent, sounding board, adviser, confidant, generalist and specialist, social science researcher, interventionist, educator/trainer, facilitator, coach, and diagnostician. She also shared that there are different types of consulting models usually observed in organizations, but process consultation or PC is an emerging well-recommended choice. In PC, the use of self is the prime asset in achieving a helping relationship. The use of self is considered a cornerstone in the work of OD practitioners. Since OD is focused on helping organizations and systems become effective (high performing) and healthy (sustainable), OD practitioners should be able to help organizations change for the better through PC and the use of self.

Review Boards: Establishing Organizational Accountability among Leaders

Pia Molina Bejar
Mindscopes

Transformations through Leadership Development: Organizational Transformation in the ASEAN Community

Rene Bersoto
Asian Institute of Management

Concurrent Sessions



PSTD Coaching and Mentoring Practices in the Philippines Study

Jose Decolongon

Philippine Society for Training and Development



Civil Service Commission Online Assessment

Editha Dela Peña

Civil Service Commission



The Power of Image

Abbygale Arenas-de Leon

Association of Image Consultants International-Philippine Chapter



Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM)

Azucena P. Esleta

Civil Service Commission



Transforming the Transformers: Another Look at Human Resource's Role in Transformation

Araceli Gonzales

HOLCIM



Coaching Different Generations

Ryan Gregorio

Meralco



A Personal Journey from Mail Room to Board Room

John Hoyt

D.W. Morgan Co.



Failure is the Tuition You Pay for Success

Gian Javelona

Orange Apps



Building Your Fellow Leaders

Fatima Mijares

SM Retail Group



He Can Catch You When You Fall

Miriam Quiambao-Roberto

Salt and Light



Leaders in Transition: Progressing Along a Precarious Path

Michelle Ann Santos

Development Dimensions International Philippines, Inc.



Future Proofing Organizations: The Meralco Story

Ramon Segismundo

MERALCO



Leadership for Good: Is "Goodness" Enough or Does the Dark Side have an Upside?

John Shields

University of Sydney



Leadership Change: Key to Organizational Transformation

Renato Solidum Jr.

Philippine Institute of Volcanology and Seismology (PHIVOLCS)



Winning With Millennials Via Video-Rich, TV-Style Programming You Can Implement In Your Own Organization

Andre Yap

Corporate Television

CSC Scholars

Plant Seeds of Change

Since 2012, the Australian Government through the Philippines-Australia Human Resource and Organization Development Facility or PAHRODF has been giving scholarship opportunities to selected Civil Service Commission (CSC) employees.

Within four years, the Australia Awards Scholarships (AAS) produced forty-three (43) scholars from CSC offices nationwide. These scholars were trained in various academic fields including human resource management, public policy, good governance, corporate communication, and gender and development.

Studying in Australian universities helped mold them to be more globally competitive and immersed in the latest trends and issues in HR and OD. The Facility's investment in human capital development and education bolstered CSC's excellence and productivity as well, making it more capable of contributing to nation building.

For optimum results, each scholar has

committed to a Re-entry Action Plan or REAP, which seeks to address a particular organizational issue or problem. To date, several projects have already been implemented, while the rest is underway. Through the REAP, CSC scholars are able to plant the seeds of change in the organization. It won't be long before these initiatives bear fruit and the organization could reap its harvest.

"We invested in the CSC because of its strategic position as an oversight agency for HR and OD initiatives in the Philippine government," explains Facility Director Milalin S. Javellana. "When its workforce is competent and well-trained, we can expect HR initiatives to be excellent products as well. This is crucial in ensuring that we meet global standards in HR and OD."

The scholarships do not only offer academic advancement but life-changing experiences as well. Here are some stories from the scholars themselves as they reminisce about their time in Australia and implement their REAPs at the CSC.



Emylin O. Severo

Chief Human Resource Specialist
Civil Service Commission Regional Office No. 5
Legazpi City, Albay

Emylin graduated in 2014 with a Master's Degree in Human Resource Management from the Griffith University in Queensland. She also received the Griffith Award for Academic Excellence 2014.

That is a pretty hefty achievement for someone who admitted having difficulties with her studies. "My student life in Australia was tough but at the same time rewarding. It was really tough during the first semester because I am not used to academic writing and most of the course assessments require a lot of it," Emylin shares. "The draft for my first assessment was a mess that I have to rewrite almost everything based on the recommendations of the learning advisers that I have consulted. Fortunately, I was able to get a good mark for that first assessment after four revisions and a lot of tears."

It was a challenge for Emylin to keep up with Australian English during classes. "It was also difficult for me to focus during the lectures because of language barrier. I know that I can speak and understand English but it is so hard to listen to our professors and classmates who speak English with a different accent. There are even times when I don't understand anything during lectures. So I endeavored to do a lot of reading and research after the lecture. Despite the difficulties though, I would say that my time as a student there was truly rewarding. All the tough times and sacrifices were rewarded when I got an academic excellence award for two semesters."

As soon as Emylin got the hang of things, she began to enjoy all the things Australia had to offer. She also had some memorable moments, one of which was being able to visit the famous Sydney Harbour Bridge and Opera House for the very first time. She also won a ticket to the Griffith Business School Alumni Gala and Awards Night in Brisbane, a prize she won during a raffle at one of the university's cocktail parties. Aside from these, she also learned about the generosity and

In 2013, Jocelyn graduated from the University of Newcastle, New South Wales with a Master's degree in Human Resource Management. She was delighted to learn that studying at Newcastle did not mean hours and hours spent boxed inside the classroom. Instead, students were allowed to explore. In the process, Jocelyn enjoyed not only academic challenges, but also Newcastle's renowned beaches and wineries.

Jocelyn also described her student life as a stress-free holistic learning experience, complemented by the calm campus grounds and laidback attitude of the academe at Newcastle. She was also impressed by the modern facilities available to students. "I really am still in awe of their digital library and resource center. Our school assessments are submitted electronically."

Jocelyn was also comfortable with her course as it is very much in line with what she does at the CSC. She was able to engage well with her professors and continues correspondence with them even when she already returned to the Philippines.

Aside from having a good academic experience while at the university, Jocelyn also maximized her stay by exercising her other skills. A licensed nurse, she did volunteer work for the health and social services of the suburb of Lambton and at the Ronald McDonald House at the John Hunter Hospital where she was able to take care of sick children.

warmth of Filipinos living in Queensland who treated scholars to Filipino food and gatherings.

When Emylin got back to the CSC Regional Office No. 5 in Albay, she immediately put to work the things she learned in Australia. She applied performance management system (PMS) principles in evaluating the CSC's Strategic Performance Management System (SPMS) manuals. She also came up with strategies to assist other agencies in their implementation of the SPMS.

Aside from continuing her career at the CSC, she also wishes to pursue a doctorate degree related to human resource management in order to keep on learning. "The most important lesson that I have learned during my scholarship is that education knows no bounds: one will never be too old to learn and even go back to college or university and pursue one's dream," says Emylin. "I learned that I am generally responsible in continuously upgrading myself so that I would be able to share with other people the knowledge and skills that I have acquired along the way." 

Jocelyn Patrice L. Deco

Director II
CSC-Quezon City Government and
University of the Philippines Field
Office
Quezon City



Jocelyn also participated in her university's leadership program known as i-Lead, which allowed her to attend leadership sessions over the course of a semester. During her last semester, she became a full-pledged University Mentor, helping other students who were also going through tough times of adapting to life in Australia. This further helped her holistic development while studying abroad.

"It definitely pays to study abroad because of new knowledge gained in a country where HR strategies are leaps and bounds ahead of the game," explains Jocelyn.

Although she spent a whole year away from her own country, she did not fail to keep in touch with fellow Filipinos. She became Vice-President of the Filipino school organization, PINAS@UON, which supported incoming

Filipino students to the university. She also participated in events like Harmony Week where she was able to showcase and promote Filipino culture through dance and music. Most importantly, she had two children come over to enjoy traveling with her around Australia.

When she finally returned to the Philippines, she immediately worked on her REAP. Her initiative focused on CSC's Program to Institutionalize Meritocracy and Excellence in Human Resource Management or PRIME-HRM, enabling her to put to action all HRM principles she learned from her university. "The things I learned from my course very much assisted me in doing my job, especially in effectively levelling-off and validating assessment standards with that of the different HR systems in recruitment-selection, performance

management, learning and development, and rewards and recognition," Jocelyn recalls. "There definitely is a deeper level of appreciation in pursuing standards that would ensure new recruits in the government as 'quality hires' who will stay on to be productive members of the workforce."

Already enriched with academic training and fully armed to take on challenges in HR, Jocelyn still plans to 'upgrade' herself and continue developing. "My thirst for learning has not waned. In fact, I still continue to enroll in short courses to be at my element in pursuing HR and OD assistance to cluster offices under my jurisdiction. I intend to maximize what I've learned by putting to practice and sharing the effective strategies that I could gather from organizations that also seek service excellence." ♦



Sandrah Arnica M. Usman

Chief Human Resource Specialist
CSC-Autonomous Region in
Muslim Mindanao
Cotabato City

When Sandrah received the news that she got accepted to the Australia Awards Scholarship, she was not sure she could be completely happy about it. For one, she had a baby, and she didn't want to leave her behind. She also had two other children, her husband, and her aging parents to think of. She was in a quandary about accepting the scholarship, because she did not want to be away from her family for one whole year for another degree that she felt she did not really need. She was perfectly qualified for her current position, and she thought it would be better to just avail of local trainings.

So she reluctantly left for Griffith University at Queensland, feeling as if her one-year stay there would feel like ten if she began to think and worry about her family in the Philippines. Soon, however, she realized something that made her accept the opportunity more wholeheartedly.

"I realized that not many would have this opportunity of studying in a first world country for free," shares Sandrah. "In fact, not many among us cultural minority members get equal opportunity in our country, much less abroad. As I tried to hold back my tears, I focused on the positive side that a Maranao government employee is given this wonderful opportunity."

It will not only add a feather to my cap and the Civil Service Commission, but pride to my family."

Sandrah also takes pride in being a Maranao and a scholar. "We Maranaos are so communal that the victory of one is the victory of the whole clan," Sandrah explains. "However, the same is true with shame—the shame of one is the shame of everybody. But I did not want to think of the latter. I had no intention of bringing dishonor to my family and I promised myself that I would make use of my time to learn as much as I can."

The key to Sandrah's success as a scholar was that she thought of bringing pride to others instead of herself. She wanted to make her country, institution, and family proud. While missing her children calling her "Omie", which is the Arabic word for "mother", she busied herself with university life and delved into research and assessments. To relax, she took to photography to capture the beauty of Australia, particularly Brisbane. "I was smitten by the beauty of Brisbane and wondered and dreamed if the same could happen to my city, Cotabato. Indeed, a third world and a first world country are miles and miles apart."

Sandrah admitted that life as an international student is a balancing act. She not only had to perform well academically, but she also had to do well in her social life. She lived with six other international students at her university dorm, and suddenly she was meeting people from Japan, Indonesia, Pakistan, Germany, and South Africa. To her surprise, a culturally diverse environment proved to be an interesting and supportive one. Being a part of the minority in her home country, Sandrah felt she would also feel different when she came to Australia. She was proven wrong. "Each and everyone's individuality was recognized and respected, and for once I wasn't anymore a minority," she recalls. "The fact also that I was almost 40 was not even an issue for these twenty-something kids. I was as adventurous as them, albeit in a motherly way."

True enough, her roommates truly appreciated all Sandrah

did for them, such as baking goodies, and holding people together like a family. In their letter to Sandrah, they thanked her for being like a mother and a sister to them, influencing them with her positive and happy disposition.

For someone starting out as a reluctant scholar, Sandrah fell in love with her university and became grateful for her time in Australia. She appreciated the scholarship in that it democratized opportunities among Filipinos as well. She wished that, just as there was equity between different people in Australia, there would also be no distinction between Filipinos. She learned that international education opens up windows and doors for students so they can see how big the world really is. She also says this fosters international cooperation, which is a must for all countries regardless of status. "After all," she adds, "Why would the Australian government even care to award scholarships for Filipinos? Isn't it because we all have a stake in international education and cooperation? One does not need a master's degree to know that the same thing applies to the Philippines."

Needless to say, her realizations as a student in Australia gave her a sense of purpose and a better perspective on which to view things.

"My mother would always say that things do not happen for a reason, but for a purpose. My purpose springs from my role as a returning Filipino scholar in making a difference and its premium for the Bangsamoro and the Philippine bureaucracy at large," Sandrah explains. "Indeed, the struggle for peace is as much as in the negotiation table as it is in breaking down the walls in our daily lives. Looking back, the techniques on training and development I learned from my University are really not that out of the box for us managers who have been on the field for quite some time. Some of them I have been unconsciously applying without knowing its underlying theoretical framework. But sometimes, there are things that we need to relearn under new conditions and new environment as there also things that we have grown up with that we need to unlearn."

Sandrah was wise not to let everything clutter her mind. She selected only applicable and logical theories and concepts upon her return to the Philippines, because she believes "what works is really what is best". She has put what she has learned to the test, and continued from there. But she also plans to put herself to the test as well.

"I left for Australia as a very principled civil servant. I can proudly say that I am indeed a servant of the CSC and the country. I came back armed with the realization that being a civil servant is a badge of honor and courage. I braved through the Australian wind, both literally and figuratively. As a Maranao saying goes, a kite will only be tested when set to glide against the wind." ♦



Mark Anthony G. Malitan

Human Resource Specialist II
Civil Service Institute
Civil Service Commission
Central Office, Quezon City

Mark initially wanted to go back home during the first three months of his stay in Australia. Eventually though, he fell in love with the supporting and caring environment of his university and community.

He enjoyed his stay at Griffith University in Queensland, taking up Master of Training and Development. A natural extrovert, Mark shined both in his classes and extracurricular activities. In one class, his group was recognized as most outstanding, and received the highest mark. His hosting skills were also discovered as he was invited to host a number of events, including a gathering of the Filipino-Australian Student Association or Fil-Oz. Through these hosting gigs, he was able to share his talent with different audiences and expand his network of friends.

He also appreciated the world-class education he received from Griffith. By immersing himself in theories and HR principles, he was able to gain a wider and deeper understanding of his job as an HR practitioner at the Civil Service Institute. He was able to link theories to practical application, and this improved his performance when he returned to his office.

Looking back, he finds that being brave is an important aspect of being a scholar. When he overcame the challenge of being homesick and began to embrace the experience, he was able to appreciate the opportunity that was given to him and excel as an international student as well.

"I can say that the experience is indeed meaningful and life-changing," Mark shares. "I am so blessed and thankful to have been given the chance to study in Australia because it taught me so many lessons in life. Surely, I will be able to share the knowledge and experiences I gained as I do my job as a public servant. This way, I am contributing to public service excellence." ♦

The *Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM)**

I will begin my talk by telling you our story—the Civil Service Commission's story of transformation that took place in the last five years. It was a difficult but exciting journey.

In an organisational assessment done by the Philippines-Australia Human Resource and Organisation Development Facility or PAHRDOF in 2010, the CSC got a rating of 2 in a scale of 1 to 5, 5 being the highest. We began our journey by accepting the humbling results and setting up a clear direction on where we want to go.

We wanted to break away from traditional or transactional HR, where we focus mainly on personnel administration and policy implementation.

We wanted to play a more strategic role in improving HR practice in the public sector and make it at par with HR standards of the private sector and our Asian counterparts. For us to be strategic and lead the pack of government agencies toward that direction, we made sure that the transformation began with us. We need to understand change in order to become effective change leaders for the bureaucracy.

ONE DIRECTION

Like a traveller embarking on a journey, we crafted our roadmap for reform and laid out plans on how to get there. Our journey began with redefining our vision, our core purpose, and strategic priorities.

Today, the CSC is guided by its vision to become Asia's leading center of excellence in strategic human resource and organisational development by 2030 ,and by our core purpose to make every civil servant a servant hero or "Gawing lingkod bayani ang bawat kawani".

That is a daunting vision, but with the determination to achieve our vision, we launched a package of five new HR initiatives: Competency-Based Recruitment and Qualification Standards, Leadership and Coaching Brand, Learning and Development Program, Strategic Performance Management System, and of course, the PRIME-HRM.

INTRODUCING THE PRIME-HRM

PRIME-HRM is a mechanism designed to help elevate human resource management (HRM) in the public sector to a level of excellence for good governance and efficient public service.

* Director Azucena P. Esleta shares CSC's transformation journey during the 3rd HR Symposium on May 28, 2015, Cebu City.

This is done through a process of assessment, assistance, and award or recognition of HRM systems, competencies, and practices. We use hr m maturity level indicators that meet global standards.

PRIME-HRM is identified as the means for the CSC to become strategic. It is a tool to institutionalize HR excellence in CSC and our partner agencies. It is also a vehicle to build our capabilities to pursue continuous performance improvement.

It follows the change management framework adopted by the CSC—we work with agencies in committing to change, we capacitate and collaborate with agencies in the change process, and we celebrate by empowering and recognizing agencies for achieving HR excellence.

As part of our PRIME-HRM journey, we embarked on benchmarking on HR and OD in Australia, Singapore, and in some local leading industries.

We conducted conversations with stakeholders and private practitioners, we fostered partnerships with PAHRODF, IIP, private HR practitioners, CSC stakeholders, and all government agencies.

We enhanced our assessment tools. We capacitated our assessors, assistors, and subject matter specialists using PRIME-HRM standards on recruitment selection and placement, learning and development, change management, competency profiling, strategic HR, performance management, and rewards and recognition.

The course offerings of the Civil Service Institute now also observe PRIME-HRM standards. We have also disseminated the PRIME HRM standards through CSC Memorandum Circular No. 30, series of 2014, to familiarize agencies and help them prepare for being "primed".

SHARING THE BENEFITS

We do not want the process of transformation to be confined to the CSC.

If we have benefited from HR reforms, then we also

want agencies to reap those same benefits. Through PRIME-HRM we would like to develop and empower agencies in government. Through the PRIME-HRM practice assessment, we will engage agency heads, HRM officers, supervisors, managers, and the rank and file employees of agencies in assessing how HR systems and practices impact on people.

“... we work with agencies in committing to change, we capacitate and collaborate with them in the change process, and we celebrate by empowering and recognizing them for achieving HR excellence.”

The most valued resource of any organization and the resource that can deliver our excellent public service are the people. Behind high performing organizations are engaged, empowered, and motivated people.

MAPPING PROGRESS

Where are we now in our journey?

We are still journeying, but at the same time we are also starting to gather hard evidences that we are moving forward. Last year's harvests include the CSC's accreditation by the Investors in People or IIP for meeting good people management standards. We also received the People Manager of the Year award from the People Management Association of the Philippines. We received our fourth governance trailblazer in our last Performance Governance System institutionalization revalida. Lastly, we also have ISO certifications for five of our core processes.

As I mentioned, the goal of PRIME-HRM is to elevate HR management in the bureaucracy to a level of excellence, but before we could do that, it is important for us to know where we are right now and where we would like to go. To be able to do this, we did an environment scan to identify the current HR state and assess the kinds of changes needed to solve these problems. These data would serve as the basis for our actions plans.

THE STATE OF HR

This year, the CSC embarked on a study to evaluate the

state of HRM in the public service. It had three components. One was an on-site assessment of the 236 Department of Education Regional and Division Offices conducted in 2014. Another was an online self-assessment of the 346 agencies that have been revalidated and accredited based on previous CSC assessments and another on-line self assessment of 3,126 agencies, which was conducted from January to March 2015. This study, therefore, hopes to provide a reading of the state of HRM in 3,720 public sector agencies targeted for assessment by the CSC.

Being the first comprehensive assessment of this kind thus far, we intended for it to provide the baseline data on the maturity level of HRM in the entire Philippine bureaucracy.

The study reveals that the over-all Maturity Level of HRM in government is at maturity level 1 or Transactional level, which means there is a partial readiness to exercise HR functions.

These are some of the indicators: there is no established selection committee but only *ad hoc* group, no recruitment manual in place, and no database of shortlisted candidate, among others. The agencies' HR systems, practices, and competencies still need to be subjected to regular monitoring or assistance by the CSC.

The study also reveals that the over-all competency level of human resource management officers or HRMOs is at Proficiency Level 1 or Basic, which means that the HRMOs subjected to the survey understand only basic principles.

As an example, HRMOs can apply or implement the staffing plan and recruitment guidelines, perform evaluation of candidates' qualifications against qualification standards, and perform secretariat functions to an *ad hoc* selection committee.

At this level, HRMOs still need assistance or direction in performing their tasks.

How do you feel about these results? Like the beginning of our journey where we were assessed as 2 in a range of 1 to 5, we need to accept reality and face the challenge. Only then can transformation start.

While we find ourselves in Maturity Level 1 and Proficiency Level 1, the good news is we know where we are—we have clear options on the direction we want to take. More importantly, we are not doing it alone. And the better news still is that we can do something about it, because we now have a mechanism that can help address the HR issues and challenges we currently are faced with and that is through PRIME-HRM.

MATURITY LEVELS

So, what do you think? Is your organization ready for transformation? Are you ready to be primed?

As you reflect on those questions, let me give you a background on how agency performance is measured through PRIME-HRM.

"It is important for agencies to know and understand their current maturity level. By doing so, they are able to draw up a developmental plan that will help them reach their next target levels."

We have four maturity levels, from the lowest, which is Maturity Level 1 or Transactional where the agency exhibits partial readiness to exercise HR functions, to the highest, which is Maturity Level 4 or Strategic where the agency's HR systems, competencies, and practices can serve as model of excellence that other organizations can emulate.

It is important for agencies to know and understand their current maturity level. By doing so, they are able to draw up a developmental plan that will help them reach their next target levels.

HRMOs' competency is also assessed, and this can be rated according to four proficiency levels: Basic, Intermediate, Advanced, and Superior.

BUTTERFLY AS SYMBOL OF CHANGE

As the famous writer George Bernard Shaw once said, "progress is impossible without change, and those who cannot change their minds cannot change anything." If we cannot accept the current state of the organization, then we cannot embrace transformation. And if we cannot embrace

transformation, we cannot move forward and achieve our goals.

Indeed, transformation is the central, underlying theme of PRIME-HRM, which is why we chose the butterfly as its symbol.

We also used the image of a butterfly to describe how the people behind the program work in harmony to promote positive changes in public sector HRM.

In this butterfly, the forewings are the assistors (field directors) who enable agencies to determine solutions.

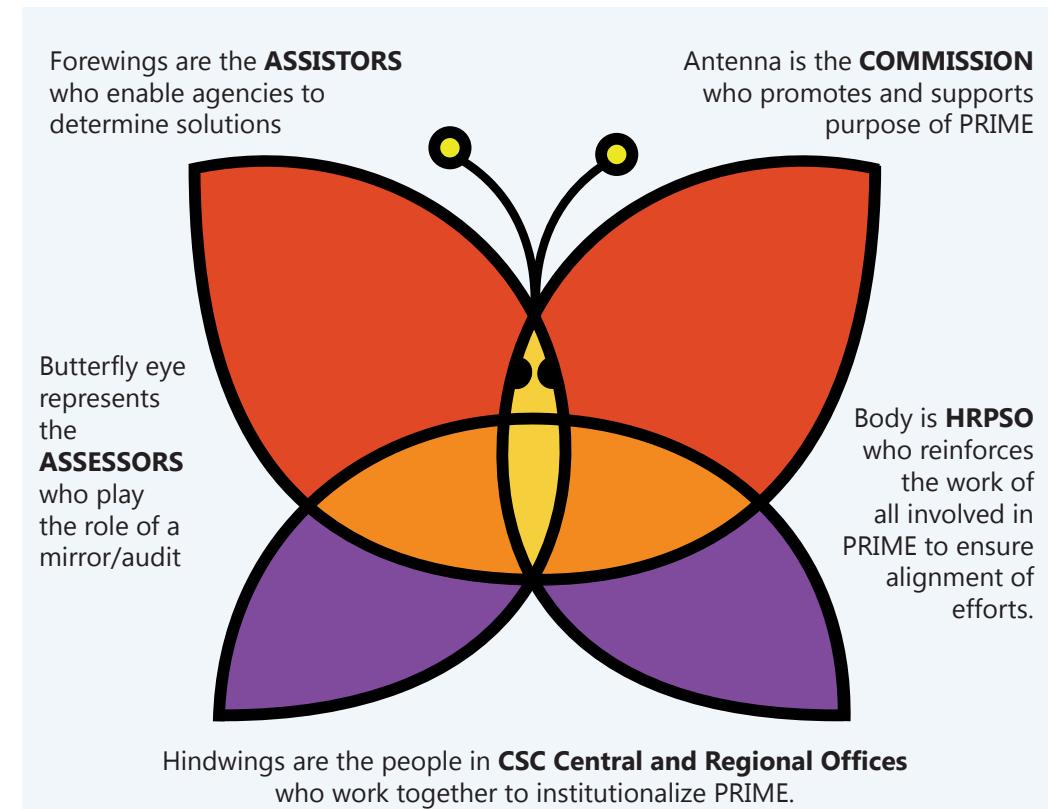
The hindwings are the people in the CSC Central and Regional Offices who work together to institutionalize PRIME-HRM in the bureaucracy.

The body of the butterfly is my office, the Human Resource Policies and Standards Office, which reinforces the work of all involved in PRIME-HRM to ensure alignment of everybody's efforts.

The antenna is the Commission, which promotes and supports the objectives of prime.

The butterfly eyes represent the assessors or the Policies and Standards Evaluation Division (PSED) people who play the role of a mirror that reflects the current state of HRM in your respective organizations.

Together, we are PRIME, and we are here to help you!



GETTING WITH THE PROGRAM

When is the best time to start undergoing PRIME-HRM? The best time to start is NOW. The beginning is always the most exciting part, don't you think? It is where you learn a lot and await the coming of better things.

Florence Nightingale, a nurse who was famous for reforming sanitary conditions in military field hospitals during the war in Europe in the 1800s, was an advocate of transformation. She said, "Never lose an opportunity of urging a practical beginning however small, for it is wonderful how often in such matters the mustard-seed germinates and roots itself."

In conclusion, PRIME-HRM is an opportunity to know what agencies currently have and don't yet have, and thus, help them plan the next steps to upgrade to better HRM systems.

It is an opportunity for all of us, HR practitioners, to work together in elevating the state of human resource management in the public sector. As it explores ways to improve the quality of public services and achieve good governance outcomes, agencies should begin directing their sights on their own people and focusing on how it can improve HRM in order for state workers to become the most productive, motivated, and competent versions of themselves. ♦

**ANG MAGING BOSES NG MAMAMAYAN
AY TUNAY NA KARANGALAN.**



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