



2017 ANNUAL REPORT



ABOUT THE COVER

The cover of the 2017 Annual Report features triangular patterns rendered in gradients of the Philippine flag colors. The triangle is a significant shape in the Philippine flag. The white, equilateral triangle in the flag design represents liberty and equality. It complements the three stars representing Luzon, Visayas, and Mindanao. Likewise, the triangle represents the number three, which is significant for the Civil Service Commission (CSC). The CSC is headed by a three-person Commission composed of a Chairperson and two Commissioners. Lastly, the triangle is a fixture in Filipino fiestas. The shape manifests as the colorful banderitas, a symbol of festivity, community, and celebration.

The 2017 Annual Report embodies such themes. First, CSC's core values of love of God and country, excellence, and integrity continue to motivate the organization in achieving its goals. All of CSC's strategic objectives are anchored in Ambisyon 2040 and the Philippine Development Plan 2017-2022. This shows that the CSC honors the country's societal goals and actively contributes to building *malasakit* in public service where no one is left behind. Second, the achievements of the organization reflect the leadership of the Commission in setting directions and driving change. Lastly, the report celebrates not only the accomplishments of the CSC but of all government agencies as well. Together, both the CSC and the Philippine government transitioned from transactional to strategic human resource management. Like the pattern formed by the geometrical design of the cover, CSC's achievements resulted from the collective efforts of all its Central and Regional Offices, partners, stakeholders, and clients to create a beautiful tapestry of nationalism, leadership, and community.



FOREWORD



This 2017 accomplishment report chronicles the CSC's contributions to the achievement of the Philippine Development Plan under Strategic Theme *Malasakit* (Enhancing the Social Fabric) through the Sector Outcome, "Ensuring People-Centered, Clean, and Efficient Governance" which is geared toward people-centered, innovative, clean, efficient, effective, and inclusive delivery of public goods and services. The highlights of the CSC's accomplishments is on building a professional, motivated, and energized bureaucracy equipped with the necessary competencies to perform their public service missions.

The first chapter focuses on how the CSC fulfills its role as the central human resource agency of the Philippine bureaucracy pursuant to the 1987 Constitution which provides that the Commission "shall establish a career service and adopt measures to promote morale, efficiency, integrity, responsiveness, progressiveness, and courtesy in the civil service. It shall strengthen the merit and rewards system, integrate all human resources development programs for all levels and ranks, and institutionalize a management climate conducive to public accountability."

CONTENTS

PART I

PEOPLE-CENTERED, CLEAN, AND EFFICIENT CIVIL SERVICE

At the forefront are success stories on the implementation of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM), a good governance initiative anchored on the principle that meeting employees' needs through quality HR systems and policies translate to better public service. Also highlighted in the first chapter are HR policies promoting employee discipline and productivity such as observance of government office hours, and prescribed penalties for unauthorized absences, tardiness in reporting for duty, and loafing.

The Commission took a bold step in 2017 as it revisited the 2011 Revised Rules on Administrative Cases in the Civil Service and Omnibus Rules on Appointments, coming up with the 2017 Rules on Administrative Cases in the Civil Service (2017 RACCS) and the Omnibus Rules on Appointment and other Human Resource Actions (ORAOHRA). Both edicts reflect the Commission's continuing effort toward consistency, effectiveness and stability in the adjudication of cases and processing of appointments.

The second chapter accounts how the Commission tackled the challenge of automating highly demanded services toward more efficient, accessible, and faster transaction to its clients; implementation of competency-based programs to maintain a high-performing workforce; and rolling out internal reforms such as development of its strategy map from 2018-2022, upgrading to ISO 9001:2015 for efficiency of processes, and prudent management of financial resources.

The final chapter reflects CSC's more active stance in international civil service affairs given that human resource management and capacity building have been identified as areas of cooperation among ASEAN member-states. One of the major accomplishments of the CSC is pushing for the signing of the ASEAN Declaration on the Role of Civil Service as a Catalyst for Achieving the ASEAN Community Vision 2025. The said declaration zeroes in on the civil service being the backbone of good governance in the region which includes its role in the promotion of regional peace and stability through abiding respect for justice and the rule of law among countries of the region.

All these are geared toward achieving our vision of the CSC being globally recognized as a center of excellence in strategic human resource and organization development.


ALFONSO dela ROSA-BALA
Chairperson

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Part I:

PEOPLE-CENTERED, CLEAN, AND EFFICIENT CIVIL SERVICE

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Professional Civil Service and Workplace Cooperation

Building a Professional Bureaucracy

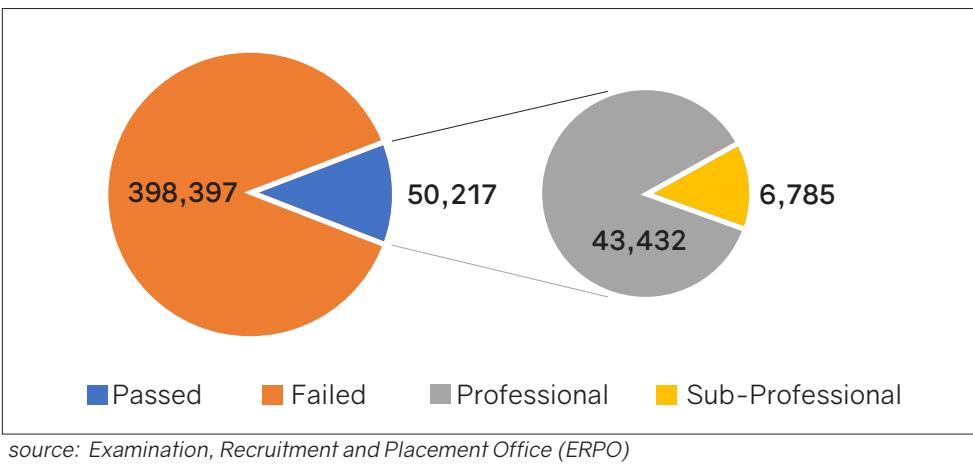
The Civil Service Commission (CSC) plays a critical role in the recruitment of qualified men and women into the public service. As provided under the Administrative Code of the Philippines, the Commission is tasked to establish a career service, entry to which is based on merit and fitness to be determined through competitive examinations. Over the years, the CSC counts as one of its more visible programs the conduct of examinations and grant of eligibility for those wishing to join government.

The CSC administers the Career Service Examination (CSE) in two modes: through the traditional Pen and Paper Test (PPT) and the Computerized Exam (COMEX). The PPT is administered through all CSC regional offices nationwide; COMEX is administered by selected CSC regional offices. Passing the CSE would result in the conferment of civil service eligibility which is one of the minimum requirements in entering government service. This is done to ensure that everyone who aspires to enter government service meets a certain level of aptitude to enable them to perform assigned tasks.

In 2017, the Commission conducted CSE-PPT exams twice for Professional and Subprofessional levels nationwide, the first on March 12, 2017 and the second on August 6, 2017. A total of 50,217 examinees (11.19%) out of 448,614 hopefuls passed the CSE-PPT last year. The breakdown of the number of exam results is as follows:

The Civil Service Commission counts as one of its major visible programs the conduct of examinations. In 20-17, the Career Service Professional and Subprofessional examination Pen-and-Paper Test (CSE-PPT) were held twice in 2017, drawing a total of 448,614 examinees nationwide,

Graph 1: Number of Examinees for Career Service Test (Pen and Paper), 2017



The CSC Computerized Examination (COMEX) was conducted at the Central Office and in Regions 1, 2, 4, 7, 8, 10, 11, and CARAGA with 356 (26.02%) passers out of 1,368 examinees. The CSC also accommodated special requests from Ateneo de Manila University and Rizal Technological University for the conduct of the career service tests. Out of 378 examinees, 271 (71.69%) passed the CSE-PPT. These figures bring the total number of 2017 CSE passers to 50,844.

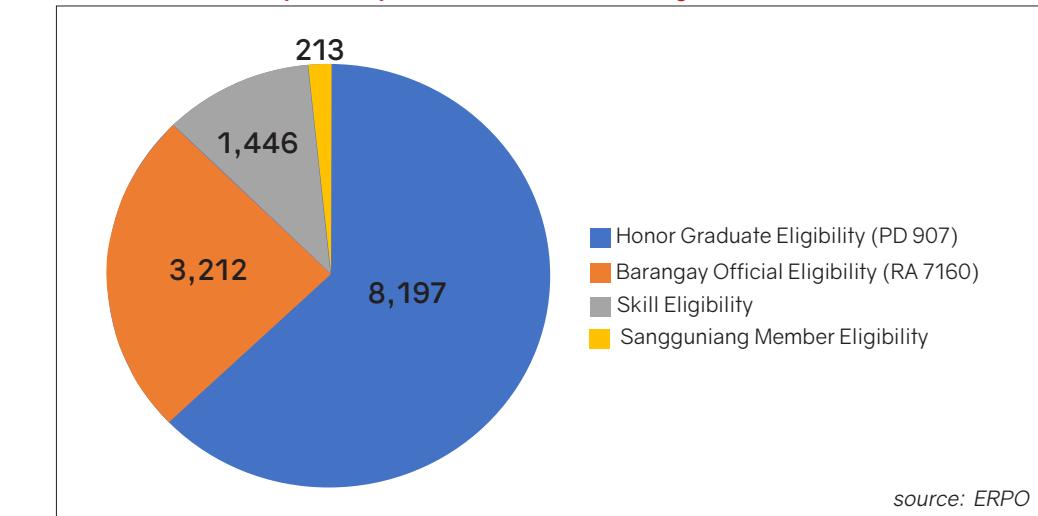
Aside from the regular CSE, the CSC also conducted special examinations in 2017. These include the CSE for Foreign Service Officer (CSE-FSO) and Basic Competency on Local Treasury Examination (BCLTE).

The Foreign Service Officer Examination is a five-part examination administered in coordination with the Department of Foreign Affairs (DFA) to recruit candidates for the Foreign Service Officer, Class IV position. The CSC conducts the first part, which is the Qualifying Test or the CSE-FSO. DFA conducts the succeeding parts which constitute Preliminary Interview, Written Test, Psychological Test, and Oral Test. In 2017, the CSC conducted the CSE-FSO on May 21 with 405 examinees of which only 59 (14.57%) passed.

The BCLTE, on the other hand, is conducted by the CSC in collaboration with the Department of Finance-Bureau of Local Government Finance. The test is taken by individuals interested to join the local treasury service. The 2017 BCLTE was conducted November 26 with 1,234 (18.92%) passers out of 6,521 examinees.

The CSC also grants civil service eligibilities to qualified individuals in accordance with special laws and CSC issuances. In 2017, the top four most availed of special eligibilities were Honor Graduate Eligibility (8,197 grantees), Barangay Official Eligibility (3,212 grantees), Skills Eligibility (1,446 grantees), and Sanggunian Member Eligibility (213 grantees).

Graph 2: Top four most availed of eligibilities, 2017



Other special eligibilities granted include Electronic Data Processing Specialist Eligibility (63 grantees), Scientific and Technological Specialist Eligibility (50 grantees), Barangay Health Worker Eligibility (31 grantees), and Barangay Nutrition Scholar (33 grantees).

The CSC has also started issuing Eligibility Cards to replace the Certificate of Eligibility in security paper beginning May 12, 2017. The CSC Eligibility Card serves as official proof issued to passers of all Civil Service examinations taken through CSE-PPT and the COMEX. The CSC, through its Regional Offices started issuing Eligibility Cards for the passers of the May 3, 2015, October 18, 2015, and December 6, 2015 CSE-PPT Professional and Sub-Professional levels, and August 15, 2015 Fire Officer Examination.

Equal Employment Opportunity in the Government

As part of measures to promote equal employment opportunity in government, the CSC drew up guidelines on the administration of the Career Service Examination-Pen and Paper Test (CSE-PPT) to persons with disabilities (PWDs), pregnant women, and senior citizens, as well as to female examinees wearing Muslim covering/clothing.

Under CSC Resolution No. 1701159 issued on July 31, 2017, circularized through CSC Memorandum Circular No. 31, s. 2017 dated October 6, 2017, partially and totally blind examinees can take the examination using either dictation or the Braille system, with the help of a suitable room examiner and proctor. Those with low vision will be assigned test materials with bigger font size.

The deaf or hard of hearing will be guided by a room examiner and proctor with knowledge on sign language or by certified sign language interpreters.

Examinees who are PWDs, pregnant women, and senior citizens will be assigned to take the examination in a room located on the ground floor of the testing building for ease of movement.

The guidelines also extended the time limit of the examination for one hour for the visually impaired and the deaf or hard of hearing, thus they take for four (4) hours and 10 minutes the CSE-PPT Professional Level, and three hours and 40 minutes the Sub-Professional Level.

Meanwhile, CSC MC No. 19, s. 2017 provides additional guidelines in processing exam applications, and admitting female examinees wearing Muslim covering/clothing. The guidelines emphasize that no female applicant wearing Muslim covering/clothing shall be prohibited from applying to take any civil service examination. A female CSC employee extends special assistance during photo capture (i.e. shall be taken in a separate room or any closed area within the premises of the office upon request of the female applicant), and verification of identity of the examinee (i.e. where the examinee wearing *hijab* may be asked to remove the head covering to ensure that the examinee is the same person appearing in photo/ID card presented).

New Recruitment Tools

As part of initiatives to strengthen the recruitment and promotion process, the Commission issued MC No. 6, s. 2017 which encourages government agencies to incorporate Pre-Employment Test, Promotional Test, and Ethics-Oriented Personality Test (EOPT) in their respective Merit Promotion Plan or internal rules.

The Commission clarified that none of the said test would replace the Civil Service examinations administered for obtaining civil service eligibility (Professional and Sub-Professional). Said tests can be used by agencies as human resource tools to objectively assess their candidates/applicants vying for vacant positions.

The Pre-employment Test is a 100-item general ability test which measures verbal, analytical, and numerical abilities of applicants to various government positions. It is primarily intended for first and second level positions; separate tests are administered for technical/professional and executive/managerial positions.

The CSC Promotional Test is a general ability test on verbal, analytical, and numerical abilities to be used for second level positions, both technical and managerial. For supervisory positions and above, test items on thinking strategically and creatively, managing performance and coaching for results, leading change, building collaborative and inclusive working relationships, and other leadership competency areas are the components of the test. It is another HR assessment tool that gauges the readiness and competencies of applicants for promotion.

The CSC EOPT is an assessment instrument which determines behavioral tendencies and personality profile of civil servants. Tailor-fit for the bureaucracy, it uses a model which organizes personality traits into five (5) broad traits or domains and the different facets or sides of every domain.

The CSC administered in October 2017 Pre-Employment and Promotional Tests, and an Intermediate Competency on Local Treasury Examination. A total of 268 individuals (44.37%) passed out of 604 examinees.

Appointments Processing

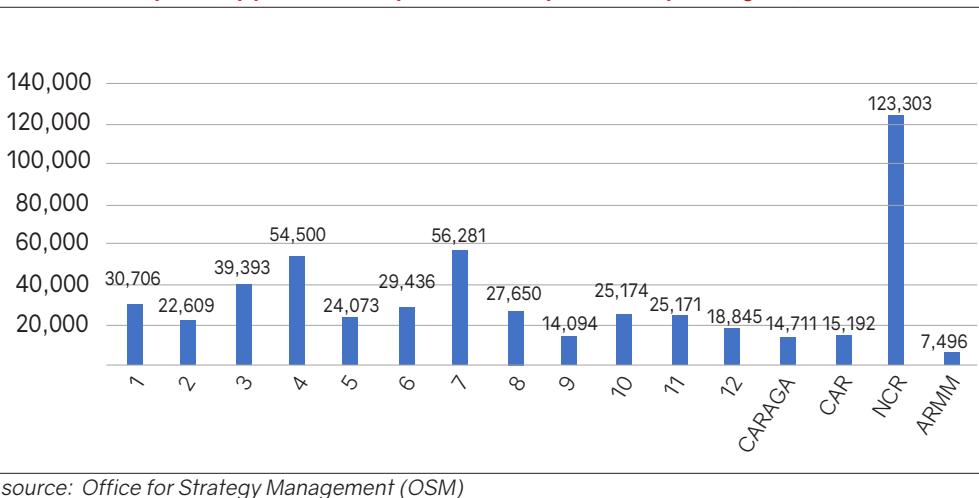
Each appointee to a regular position in the civil service has to comply with qualification standards in terms of education, eligibility, training and experience. The Commission ensures that this policy is observed by all government agencies by passing upon appointments of civil servants.

For further inquiries about the Pre-Employment Test, Promotional Test and the Ethics-Oriented Personality Test, please contact the Test Development and Standards Division of the Examination, Recruitment and Placement Office - Civil Service Commission at (02) 932-2358 or send your email to erpo_arc@webmail.csc.gov.ph

Promoting and Harnessing Public Sector Unionism

In 2017, CSC processed 528,634 appointments received through its regional offices. Regions which processed the most number of appointments owing to the size of the workforce stationed in their area are the National Capital Region (NCR), Region 7, Region 4 and Region 3. The regional breakdown is as follows:

Graph 3: Appointments processed by the CSC per Region, 2017



Given the number of appointments that have to be reviewed by the Commission through its field offices, CSC through its Examinations, Recruitment, and Placement Office (ERPO) partnered with the Philippines-Australia Human Resources and Organisational Development Facility (PAHRODF) to develop an e-Appointment Processing System (e-APS) to streamline the appointment processes and to achieve maximum efficiency and faster turnaround time. The CSC pilot tested the e-APS in 2017. E-APS is a computerized system designed to facilitate receipt, evaluation, attestation, and release of appointments from all government agencies.

The development of e-APS aims to strengthen the recruitment capabilities of the CSC. A trainer's training has also been conducted in preparation for the roll-out of the system. Trained representatives from CSC regional offices will serve as e-APS trainers for the regional and field offices once the system is deployed.

The Commission will initially implement e-APS in the Central Office and select regional offices by the first quarter of 2018. Full roll-out within the Commission is expected to begin in the second quarter of 2018.

Programs and policies on public sector unionism form part of the Commission's priorities to fulfill its mandate of promoting workplace harmony and cooperation among state employees. This policy is anchored on Executive Order No. 180, issued in June 1987, which laid the ground rules for unionism in the public sector. Essentially, these include employees' right to form, join or assist unions, organizations or associations for purposes of collective negotiation and for mutual aid and protection; to engage in peaceful concerted activities; and to participate in policy and decision-making processes that affect their rights and benefits.

The CSC, through the Human Resource Relations Office (HRRO), evaluates applications for registration and accreditation of employees' associations (EAs) and applications for registration of collective negotiation agreements (CNAs). It also monitors status of registered and accredited EAs and registered CNAs through maintenance and updating of public sector EAs database.

One of the CSC's mandate is to ensure the development of responsible public sector unionism and responsive management.



Responsive Human Resource Governance

Union registration is the process by which an employees' association acquires legal personality so as to be entitled to the rights and privileges under Executive Order No. 180. Union accreditation, on the other hand, is the act of conferring to a registered employee association enjoying the majority support of the rank-and-file employees of the agency the status of being sole and exclusive collective negotiating agent. Collective Negotiation Agreement (CNA) registration is the process by which the CSC, after an evaluation and review of the CNA, issues the corresponding certificate of registration to the accredited EA.

In 2017, 107 unions were registered, 74 were accredited and 173 unions have successfully forged Collective Negotiation Agreements (CNA) with Management/ Heads and registered their CNAs.

The CSC also promotes responsible public sector unionism and responsive management through intensified education and information campaigns. HRRO conducts orientation programs on Public Sector Unionism and Conflict Management to public sector employees, upon request. It also renders conciliation and mediation services. It acts as the Secretariat of the Public Sector Labor Management Council, a body composed of the heads of the CSC, Labor and Employment, Justice, Finance, and Budget departments, which hears and decides on matters relating to inter and intra-union disputes.

The CSC is the primary policy-making body for government agencies. The Commission continually reviews and updates policies for improved HR governance. 2017 was no exception as the CSC issued several policies which not only affect day-to-day operations in government offices nationwide but also influence the state of the bureaucracy.

Developing Landmark Policies

The CSC launched major policy updates with direct impact on two of its most basic and significant functions: 1) adjudication of administrative cases, and 2) appointments processing.

The *2017 Rules on Administrative Cases in the Civil Service* (RACCS), an update of the 2011 version, contains procedural guidelines for the disposition of disciplinary and non-disciplinary cases. It aims to ensure consistency, predictability, and stability—values that are integral in upholding the rule of law. It also affords government workers fair treatment and protects them from being victimized by political biases, persecution, and personal whims.

Below are some of the highlights of the 2017 RACCS:

- Options for conducting a preliminary investigation are provided: (a) requiring the submission of counter affidavit or comment and/or other documents from the person complained of within five days from receipt of the complaint which is sufficient in form and substance; (b) *ex-parte* evaluation of the records; or (c) conduct of clarificatory meeting with the parties to discuss the merits of the case.
- A new provision states that if the CSC places the respondent under preventive suspension, it shall be executory unless a Temporary Restraining Order is issued by the Court of Appeals or the Supreme Court.

- The 2017 RACCS adopts the Judicial Affidavit Rule, in which a Judicial Affidavit may be accepted in place of direct testimonies of the witnesses during hearings. However, the affiant may be subjected to clarificatory questions that may be asked during the hearing.
- A new provision states that the penalty of suspension may be converted to payment of fine when the respondent has already retired or otherwise separated from the government service. In such case, the fine may be sourced from the accumulated leave credits or whatever benefits the respondent is supposed to claim.
- A new provision adds the penalty of suspension of one month up to a maximum period of six months for indirect contempt committed against the Commission, which may apply even to presidential appointees or elective officials.

The *2017 Omnibus Rules on Appointments and Other Human Resource Actions* (ORAOHRA), on the other hand, updates and consolidates the various issuances on appointments and other HR actions in order to facilitate action on all kinds of appointments and to further simplify its processing.

ORAOHRA amends the Revised Omnibus Rules on Appointments and Other Personnel Actions issued through CSC Memorandum Circular No. 40, s. 1998. It aims to minimize, if not eliminate, disapproval or invalidation of appointments by addressing pressing issues and problems and responding to the changing needs on policies and procedures on appointments and other human resource actions.

The 2017 ORAOHRA has the following salient features:

- Serves as a ready guide for the entire appointment process in the first and second level including executive/managerial positions;
- Aligns the rules on appointments with the Level 2 standards of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) particularly in the areas of recruitment, selection, and placement;
- Empowers and clarifies roles of appointing officers and Human Resource Management Officers (HRMOs) in the recruitment and selection process ;
- Protects the interests of the appointees by providing clear guidelines on the nature and status of appointments and other HR actions such as reappointment and reassignment; and



The Commission holds a forum to clarify provisions of the 2017 RACCS and ORAOHRA.

- Renames Promotion and Selection Board (PSB) to Human Resource Merit Promotion and Selection Board (HRMPSB) with corresponding shift in role from assistorial to recommending body for appointment.

Both the 2017 RACCS and ORAOHRA took effect on August 17, 2017.

Employee Protection

Moreover, *Joint Circular No. 1, s. 2017 or the Rules and Regulations Governing Contract of Service and Job Order Workers in Government* was issued jointly by the CSC, Commission on Audit, and Department of Budget and Management on June 15, 2017.

The said policy aims to protect Job Order (JO) and Contract of Service (COS) workers while recognizing the need for government agencies to hire personnel on temporary basis. It allows the procurement of services of JO and COS workers to ensure the continuous and efficient delivery of government programs and services, such as the implementation of projects requiring personnel with skills or expertise not available in the agency, or implementation of time-bound projects or tasks that renders the hiring of permanent employees impractical and more expensive.



CSC Chairperson
Alicia dela Rosa-Bala
leads the forum on
the 2017 RACCS and
ORAOHRA to ensure
uniform interpretation
of the provisions.

The joint circular limits the engagement of services of JO and COS workers only for temporary projects or activities. The policy defines Contract of Service as “the engagement of the services of an individual, private firm, other government agency, non-governmental agency or international organization as consultant, learning service provider or technical expert to undertake special project or job within a specific period.”

On the other hand, Job Order is defined as “piece work (pakyaw) or intermittent or emergency jobs such as clearing of debris on the roads, canals, waterways, etc. after natural/man-made disasters/occurrences and other manual/trades and crafts services such as carpentry, plumbing, electrical and the like. These jobs are of short duration and for a specific piece of work.”

Moreover, the joint circular further protects the rights of JO and COS workers by defining the fair wages that should be paid to said individuals. COS workers shall be paid the prevailing market rates, while services of JO workers shall be paid an amount equivalent to the daily wage or salary of comparable positions in government, plus a premium of up to 20%.

Employee Effectiveness

To remind civil servants of their accountability to the people, the Commission issued CSC Memorandum Circular (MC) No. 1, s. 2017 that reiterates relevant policies on observance of the prescribed working hours, as well as the administrative offenses and corresponding penalties for habitual absenteeism, tardiness in reporting for duty, and loafing during regular office hours.

It also issued CSC MC No. 13, s. 2017, providing guidelines for the conduct of mandatory random drug testing among public officials and employees. The policy's objective is to prevent the hazards of drug use in the workplace and to assure the public of effective and efficient service.

The guidelines direct government agencies to conduct periodic drug testing in an interval not exceeding two (2) years. Those found positive for drug use shall be subjected to treatment and rehabilitation, the extent of which depends on whether the drug user would be classified as Experimenter, Occasional User, or Chronic User/Drug Dependent.

Aside from prescribing treatment, the policy expanded the list of grounds for administrative liability to include refusal to undergo drug testing, refusal to undergo treatment, and failure to complete the intervention program.

Qualifications in the Civil Service

A number of issuances related to appointments were introduced in 2017.

To conform with the provisions of Republic Act No. 9258 or the Guidance and Counseling Act of 2004, CSC MC No. 2, s. 2017 amended the education requirement of a number of Guidance Counselor positions, which now prescribes a Master's degree in Guidance and Counseling. It also upgraded the training requirement for Guidance Services Specialist V.

With the passage of Republic Act No. 10587 or the Environmental Planning Act of 2013, the CSC amended through CSC MC No. 10, s. 2017 the Qualification Standards for Head Local Development Planning Coordinator positions in the local government units to align with the objectives of the law in professionalizing the environmental planning profession.

Moreover, the Commission revised the Qualification Standards of Radiologic Technologist positions through CSC MC No. 35, s. 2017 to complement the re-allocation or upgrading of the salary grade levels of said positions. This was done in cognizance of the technological, professional, and organizational developments in the field of radiology, and to maintain parity within the ranks of health professionals. CSC MC No. 25, s. 2017 was issued to address the dearth of candidates with Master's degree for appointment to Instructor and Assistant Professor positions in state and local colleges and universities, allowing the issuance of temporary appointment when there is no available qualified faculty in the region, place, or locality; and permanent appointment (provided other qualifications are met) when there is no Master's degree program in the discipline being offered in the country.

Promoting Transparency

Part of a public servant's duties is the disclosure of personal and financial information through the complete and timely submission of relevant forms.

The CSC revised the Personal Data Sheet (CS Form No. 212) through CSC MC No. 11, s. 2017, which conforms with the requirements on appointments and captures relevant information regarding citizenship. Submission of a Work Experience Sheet is now required to aid CSC Regional and Field Offices in the evaluation of appointments.

Inputs to Legislation

The CSC was involved in the deliberations of legislations relative to civil service and the bureaucracy in general. The CSC participated in the study of the following bills to ensure that these are responsive to the demands of public service:

- 1. International Labor Organization (ILO) Convention 151: Convention on the Protection of the Right to Organize and Procedures for Determining Conditions of Employment in the Public Service**

The CSC supported the Senate Resolution on the Ratification of the International Labor Relations Convention No. 151 promulgated by the Senate Committee on Foreign Relations, through Senate Resolution No. 454. It concurred with and approved without amendment the Instrument for Ratification of ILO Convention No. 151 on August 14, 2017. The Senate concurrence to the Ratification was transmitted to Malacañang on August 29, 2017.

- 2. Expanded Anti-Red Tape Law/Ease of Doing Business Bill**

The bill aims to facilitate government transactions, including those relative to establishment of businesses. It covers NGAs, LGUs and other government instrumentalities involved in the issuance of licenses, permits, and clearances as well as all other government services. Transaction time was shortened from five to three working days for simple, and from 10 to seven days for complex transactions. Agencies shall likewise implement a Zero Contact Policy where no government officer or employee shall have any contact, in any manner, with any client concerning an application or request.

- 3. Rightsizing of the National Government**

House Bill No. 5707 entitled, "An Act Rightsizing the National Government to Improve Public Service Delivery," seeks to right-size the organizational structures of the government, covering all national government agencies, including departments, bureaus, offices, commissions, boards, councils, and all other entities attached to or under their administrative supervision, to simplify systems and processes, and to attain expediency in frontline services. The House Version was approved on third reading on July 26, 2017 and was transmitted to the Senate on July 31, 2017.

- 4. Salary Standardization Bill**

The Salary Standardization Bill, through SBN 1557 and HBN 11, is a legislative measure which seeks to modify the compensation and position classification system of civilian government personnel and the base pay schedule for military and uniformed personnel.

The bill aims to legislate the executive order issued by President Benigno Aquino in 2016. It proposes a compensation adjustment strategy that will increase compensation as well as benefits of civil servants.

The CSC participated in the deliberations for another round of a proposed legislation on Salary Standardization. The CSC did not have any objections on the proposed bill.

The proposals are currently pending in the Committee Level of both Houses.



Philippines-Australia Human Resource and Organisational Development Facility Director Milalin S. Javellana acts as a resource person during the cascading of the Enhanced PRIME HRM, the result of the review conducted assessing the phases of the implementation of the program.

Empowered Public Sector HR

As one of the priority programs of the Civil Service Commission (CSC), the Program to Institutionalize Meritocracy and Excellence in Human Resource Management or PRIME-HRM supports the institution's goal to be globally recognized as a center of excellence in HR and OD. PRIME-HRM is CSC's strategy to develop and empower agencies in the Philippine government. It is a program that assesses the HRM practices, systems, and capabilities of government agencies as well as entails greater engagement not just of the HR officer but also of the officials and the rank-and-file employees of the agency. PRIME-HRM aims to elevate public sector HR management to a level of excellence through the process of assessment, assistance, and recognition—summarized as assess, assist, award.

Strategy Review

In 2012, the CSC adopted PRIME-HRM, which integrated and enhanced the CSC Agency Accreditation Program (CSCAAP) launched in 1991 and the Personnel Management Assessment and Assistance Program (PMAAP) launched in 2004. Both programs aimed to review, inspect, and audit the HR actions of government agencies. PRIME-HRM focuses on agencies' HR maturity levels in the areas of Recruitment, Selection, and Placement (RSP); Performance Management System (PM), Learning and Development (L&D); and Rewards and Recognition (R&R). The CSC's Human Resource Policies and Standards Office (HRPSO) takes the lead in PRIME-HRM implementation.

Since 2012, PRIME-HRM has undergone a series of developments to address emerging issues and evolving needs of HR managers and organizations. This prompted the enhancements of the PRIME-HRM guidelines in 2014, specifically the determination of the HR systems maturity levels; the adoption of international standards on good people management; and the mechanics and assessment tools, among others.

The program went through another series of enhancements in 2016, adjusting the maturity indicators for Level 2 from mere compliance with Civil Service Law and rules to agency customization of HR policies and standards. These enhancements were cascaded to the bureaucracy through CSC Memorandum Circular No. 24, s. 2016.

Cascading of Enhanced Tools

The issuance of CSC MC No. 24, s. 2016 prompted preparatory activities to ensure readiness of the agencies for the enhanced PRIME-HRM standards. The preparatory activities involved, among others, the cascading of the enhanced indicators to CSC Regional Offices and the conduct of agency self-assessment to determine strengths and weaknesses in the HR systems, competencies, and practices from where the Commission will base its assistance and recognition. The cascading sessions were done from June 5, 2017 until August 25, 2017. The PRIME-HRM Automated System was also rolled out during these sessions.

The first session focused on empowering the Policies and Systems Evaluation Division (PSED) of each CSC Regional Office because of its direct involvement in the implementation of PRIME-HRM.

From July 10, 2017 to August 25, 2017, the cascading sessions were held in six (6) batches:

- Batch 1 - CSC RO VI (for Visayas Cluster)
- Batch 2 - CSC CAR (for Luzon Cluster)
- Batch 3 - CSC RO XI (for Mindanao Cluster)
- Batch 4 - CSC NCR (for NCR only)
- Batch 5 - CSC RO IV (RO III and RO IV)
- Batch 6 - CSC RO V (for RO V only)

The participation of CSC's Regional Directors, Assistant Regional Directors, Field Directors, PSED Chiefs, and IT staff were crucial in reviewing and calibrating the enhanced indicators, as well as in identifying and clarifying issues and concerns. A uniform interpretation of the enhanced indicators was also established during the sessions to ensure that PRIME-HRM is implemented efficiently across all agencies nationwide.

The CSC held a facilitator's training to further help CSC ROs in rolling out PRIME-HRM. The four HRM core systems were discussed to develop CSC ROs' skills in conducting the three-pronged process of PRIME-HRM.



CSC Chairperson Alicia dela Rosa-Bala led the roll out of the enhanced PRIME HRM to empower those in-charge of implementing the program.

Implementation in 2017

In 2017, the CSC determined its targets as to the number of agencies to be assessed, assisted, and awarded, depending on their status and according to the enhanced indicators introduced in 2016.

The Commission, through CSC Resolution No. 170057 dated January 26, 2017, approved the extension of the accreditation status of revalidated and accredited agencies until December 31, 2017. The extension of deadline allows agencies to meet the enhanced Maturity Level 2 Indicators to retain their Level 2 Accredited Status.

Table 1: Number of agencies assessed under PRIME-HRM, 2017

Regional Office	ASSESS		
	Agencies that went through self-assessment	Agencies that went through on-site assessment	Total number of agencies assessed
1	26	13	39
2	27	6	33
3	96	6	102
4	33	8	41
5	13	7	20
6	119	10	129
7	74	5	79
8	15	6	21
9	39	2	41
10	27	4	31
11	60	18	78
12	9	23	32
CAR	0	2	2
Caraga	89	5	94
ARMM	11	6	17
NCR	59	20	79
TOTAL	697	141	838

source: Human Resource Policies and Standards Office (HRPSO)

Assess

The assessment phase involves looking at a targeted agency's HRM systems against PRIME-HRM maturity level indicators and standards for RSP, PM, L&D, and R&R. On-site assessment covers the three (3) lenses: System, Practice, Competencies, while self-assessment only covers System and Competencies. An agency that has undergone self-assessment and met a certain Maturity Level may be recommended for on-site assessment by CSC FOs for validation.

Agency assessment was not targeted for 2017. However, with the adoption of the enhanced indicators, it became imperative to conduct the supervised agency self-assessment so that agencies could adjust their Action Plans accordingly.

As of December 31, 2017, a total of 838 agencies were subjected to the assessment using the enhanced indicators. Of this number, 697 agencies undertook self-assessment and 141 were subjected to on-site assessment. From the 141 agencies subjected to on-site assessment, 86 agencies were also reported as having been subjected to the self-assessment. Refer to Table 1 for the details.

Assist

Office Memorandum No. 35, s. 2015 defines assistance as the component of PRIME-HRM that is undertaken based on the results of the assessment conducted. Under this component, CSC Field Directors provide assistance to HRMOs in the identification of their respective agencies' strengths and weaknesses. They also assist HRMOs in the preparation of their Action Plan upon which the Assist Plan will be based.

The number of agencies that were prioritized for assistance in 2017 is 367. These are the revalidated or accredited agencies with recognition in at least one (1) core HRM system with On-Track Action Plan.

As of December 31, 2017, a total of 212 agencies have been fully assisted and 428 agencies were partially assisted.

While the revalidated and accredited agencies with recognition are the priority for assistance, CSC Regional Offices (CSC ROs) also identified some regulated/revoked agencies for assistance that have already been recognized.

Table 2 reflects the two conditions from which the accomplishments are based: those with fully accomplished Action Plans and those with partially accomplished Action Plans.

Table 2: Number of agencies assisted under PRIME-HRM, 2017

Regional Office	ASSISTED			
	Agencies with fully accomplished Action Plans	Agencies with partially accomplished Action Plans	Total number of agencies assisted	Total number of agencies targeted for assistance
1	12	29	41	43
2	9	21	30	25
3	24	78	102	29
4	33	24	57	33
5	5	15	20	24
6	26	18	44	43
7	8	18	26	16
8	4	31	35	17
9	2	32	34	12
10	4	3	7	16
11	7	6	13	22
12	10	16	26	13
CAR	3	45	48	9
Caraga	1	48	49	18
ARMM	3	0	3	5
NCR	61	44	105	42
TOTAL	212	428	640	367

source: HRPSO

Agencies with partially accomplished Action Plans are those that were able to complete an Action Plan for only one or two HRM system, despite being targeted for assistance for all four HRM systems.

These partially assisted agencies may be given priority for full assistance in 2018.

Award

The PRIME-HRM Award Structure has two levels: recognition and award. Recognition is given to agencies meeting certain maturity level in at least one (1) core HRM. The basis for recognition is the self-assessment results. Award, on the other hand, is given to agencies which meet certain maturity level in all the four core HRM systems and pass the on-site assessment.

In 2017, a total of 79 agencies were given recognition, mostly under RSP and PM with 44 agencies each, and in R&R with 43 agencies. Under L&D, only 29 agencies were given recognition.

Refer to Table 3 on the next page for the number of agencies compliant with PRIME-HRM Level 2 Maturity Level Indicators.

As of December 31, 2017, a total of 49 agencies were found to be compliant with the Level 2 Maturity Indicators of the four core HRM systems and will be conferred the PRIME-HRM Bronze Award.

In the Pipeline

In addition to the 46 agencies which were placed on status quo, the Commission likewise reconsidered the revocation of the accreditation of those agencies falling under the following circumstances:

1. Agencies subjected to on-site assessment but not recommended for PRIME-HRM Bronze Award; and
2. Agencies not subjected to on-site assessment but with On-Track Action Plan and Assist Plan.

Agencies falling under the first circumstance will be provided with further assistance by the CSC ROs within the first semester of 2018, while those falling under the second circumstance will be subjected to on-site assessment within one year.

Strategic Performance Management

The Commission made headway in strengthening, harmonizing, and integrating performance and accountability systems in the public sector toward horizontal integration of process. With the inspiration and leadership that emanates from no less than the highest official in government down to all key government offices and officials, common goals have united the public sector to move toward the right direction.

When the CSC rolled out the SPMS in 2012 , it had integration in mind. HR should not be isolated in agency strategy; individuals and units inside an organization should not be working apart from each other. Each should be contributing directly to organizational goals.

Because the SPMS clearly links individual performance to organizational performance, each employee knows his or her place in an organization, as well

Table 3: Number of agencies awarded under PRIME-HRM, 2017

Regional Office	Award	
	Total number of agencies compliant with PRIME-HRM Level 2 Maturity Indicators	Total number of agencies targeted for Award
1	3	4
2	2	3
3	3	3
4	3	3
5	3	2
6	5	4
7	3	2
8	3	2
9	2	1
10	2	2
11	2	2
12	4	1
CAR	1	1
Caraga	1	2
ARMM	1	1
NCR	11	4
TOTAL	49	37

source: HPSO

as the direction to take to be able to contribute to organization-wide goals. SPMS also links performance ratings to performance bonus. This objective approach to rewards and incentives further motivated employees to perform well. When they do, they hit two targets: to push their organization forward and to aim for the level of recognition that they want.

Five years later, there is almost 100% compliance to SPMS. Year 2017 ended with 2,570 having an approved SPMS, or 99.76% of the total 2,576 agencies. As of December 2017, 2,543 of these agencies (or 98.95%) already have functional SPMS.

HAVE YOU BEEN PRIMED?

The Department of Trade and Industry shares its PRIME-HRM journey

The DTI is the Philippine government's main economic catalyst in enabling innovative, competitive, job-generating, and inclusive business, as well as empowering consumers. The DTI is also responsible for realizing the country's goal of building a globally competitive and innovative industry and services sector that contribute to inclusive growth and employment generation.

Its services directly contribute to the expansion of economic opportunities in industry and services; economic access and participation of micro, small, and medium enterprises (MSMEs), and engagement of cooperatives and overseas Filipinos (OFs) to these economic opportunities.

Given its crucial role in economic growth and poverty reduction, the DTI has been closely working with the CSC to improve its frontline services as well as its capabilities to respond to a wide range of transacting clients. As a PRIME-HRM Maturity Level 2 holder, the DTI boasts of modern facilities in its frontline services. Frontline desks are managed by motivated employees who are well aware of their agency's goals in customer satisfaction.

DTI Assistant Secretary for Management Services Group Ireneo T. Vizmonte says that undergoing PRIME-HRM has streamlined DTI's HR processes and greatly boosted employee engagement.

"One of the ultimate objectives of PRIME-HRM is to have our employees always engaged and motivated to work," he said. "Because of this system, *nagiging bihasa ang aming mga HRMOs*. Meron silang malinaw na guidance on how to proceed, and therefore that would lead to competencies *ng mga tao natin* as far as PRIME-HRM is concerned. Instead of focusing on preparing payroll, et cetera, (our HRMOs) are more focused on developmental (aspects), meaning analysis of performance in relation to training and



Assistant Secretary Ireneo T. Vizmonte shares the story of DTI's transformation under PRIME-HRM.

providing recognition, (or) identifying programs that will help our employees enjoy work and somehow enjoy work-life balance. At the same time, we maintain a high level of retention."

With the DTI shifting from transactional to strategic HR, Assistant Secretary Vizmonte realized which tasks are truly valuable for the organization. "We now focus more on the important thing. (As for) the routinary (tasks), we let technology handle it," he shared.

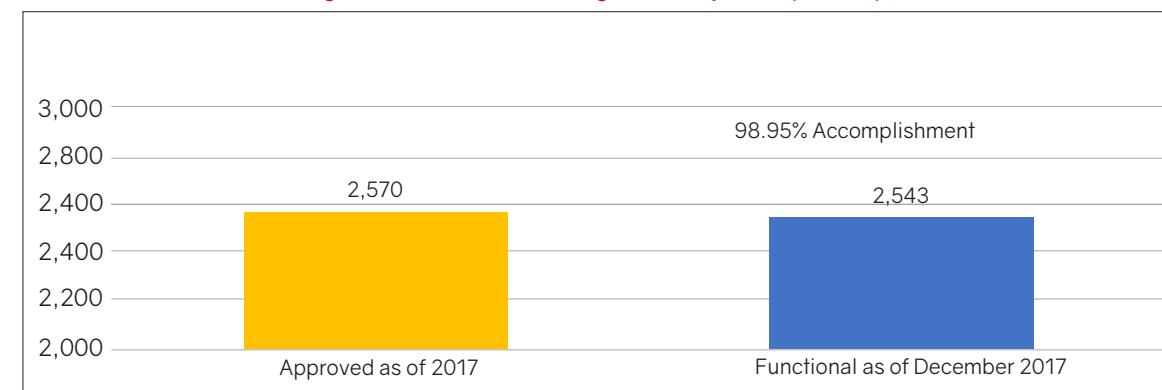
He also said that by running PRIME-HRM, they now have a very clear system in their HR processes. This is what revolutionized the way DTI delivers public service.

"What we're doing at HR will benefit the public," he explained. Improving the quality of service of DTI is really the target of all HR intervention. *Sabi nga sa amin, 'serbisyo higit pa sa inaasahan'*. *'Yan ang gusto namin sa mga tao namin on a day to day basis bawat panahon, bawat araw, nasa isip nila 'yung 'serbisyo higit pa sa inaasahan'*. And I think with that in mind, we cannot go wrong in providing excellent service to the public."

Even if the DTI has already achieved a lot under PRIME-HRM, Asst. Secretary Vizmonte says it will not slow down and is targeting to reach Maturity Level 4 by 2022. •

This means individual and organizational performance across agencies is being measured according to SPMS principles and indicators. More importantly, the SPMS complements the current administration's thrust, articulated in the Philippine Development Plan and *Ambisyon 2040*. SPMS helped government agencies link their organizational goals to societal outcomes. From individual performance to societal goals, the SPMS has been a helpful performance management tool to complement the shift toward strategic HR.

Graph 4: Number/percentage of agencies with functional Strategic Performance Management System (SPMS), 2017



Honor Awards Program: Excellence Recognized is Excellence Nurtured

As the central human resource institution and adviser to the President on HR management, the CSC develops measures to advance accountability, competence and integrity in the bureaucracy. Through the Honor Awards Program (HAP), the Commission seeks to instill a culture of excellence by recognizing and rewarding dedicated public service exemplars for outstanding performance, contribution and achievements and for consistent display of exemplary ethical behavior.

"I'd like to congratulate all of you and everybody here Filipinos, men and women of goodwill. And who love their country... You are brilliant and innovative. They call it inventions before but innovations now, whatever it is. We have it in this country."



The 2017 Presidential Lingkod Bayan awardees pose with President Rodrigo Roa Duterte, CSC Chairperson Alicia dela Rosa-Bala, and CSC Commissioner Robert S. Martinez (1st row, middle), and committee members Jarius Bondoc and Deborah Sy (rightmost). Awardees: **Joel M. Alcaraz**, Professor V, Isabela State University, Isabela; **Rose Mary G. Aquino**, Agricultural Center Chief III, Department of Agriculture Regional Office II, Isabela; **Jeovanne M. Cagoscos**, Teacher I, Colonel Antonio C. Lanzar Elementary School, Department of Education-Division of Davao del Sur; **Neri O. Camitan**, Senior Research Specialist, National Food Authority, Quezon City; **Lucia L. Lastimoza**, Professor II, West Visayas State University, Iloilo City; **Westly R. Rosario**, Agricultural Center Chief IV, Bureau of Fisheries and Aquatic Resources, Pangasinan; **Erlinda A. Vasquez**, Professor VI, Visayas State University, Leyte; **Adornado C. Vergara**, Assistant Professor II, Nueva Vizcaya State University, Nueva Vizcaya; and **Mango Weevil Research Team**, Philippine Nuclear Research Institute, Department of Science and Technology, and Department of Agriculture Regions IVA-CALABARZON and IVB-MIMAROPA. Not in photo: **Allan L. Rellon**, Mayor, Tagum City, Davao del Norte (approved as Presidential Lingkod Bayan awardee on September 20, 2017).

In his speech during the awards rites of the 2017 Search for Outstanding Government Workers, President Rodrigo Roa Duterte acknowledged the excellence of men and women who dedicated themselves to public service.

In 2017, 31 winners composed of 27 individuals and four groups, were selected as the bureaucracy's best by the 2017 Committee on Awards. There were nine individuals and two groups for the Presidential *Lingkod Bayan*, ten recipients of the Outstanding Public Officials and Employees or the *Dangal ng Bayan* award, and nine individual and two groups for the Civil Service Commission *Pagasa* Awards.

One awardee of the Presidential *Lingkod Bayan* Award, a public school teacher shared his talent for construction work by building a classroom, a concrete footbridge leading to the school and a hand washing facility to address the accessibility, security and sanitation problems which have long hounded the learning center. These contributions made him deserving of the highest honor a government worker can receive in his/her lifetime. This is the inspiring story of Teacher I Jeovanne M. Cagoscos from Col. Antonio C. Lanzar Elementary School in Digos City, Davao del Sur.

A CSC *Pagasa* recipient for the group category of the group initiated the development of jackfruit or *langka* as a high-value food product in Eastern Visayas. Through research and development services, technology transfer, and agricultural training, the Men and Women of the Visayas Consortium for Agriculture, Aquatic, and Resources Program (VICAARP) provided sustainable livelihood to farmers in the region.

A local health worker was awarded the *Dangal ng Bayan* Award for providing 24/7 services to lower mosquito-borne diseases in his city and ultimately achieve zero deaths through a holistic strategy of information dissemination, area surveillance, social mobilization and citizen empowerment. Nurse 1 Daniel SP. Garcia III of the City Epidemiology and Surveillance Unit help Antipolo City decrease dengue cases and record only one laboratory confirmed case of measles and three Rubella incidents in early 2017.



Department of Education-
Division of Davao del Sur
Teacher I Jeovanne M.
Cagoscos (rightmost)
proudly receives his
Presidential Lingkod Bayan
plaque.



Team Leader Othello B. Capuno (3rd from R) receives the CSC Pagasa plaque and cash prize on behalf of his team, the Men and Women of Visayas Consortium for Agriculture, Aquatic and Resources Program (VICAARP) of the Visayas State University, Leyte.



The 2017 Outstanding Public Officials and Employees or Dangal ng Bayan awardees with President Rodrigo Roa Duterte, CSC Chairperson Alicia dela Rosa-Bala, and CSC Commissioner Robert S. Martinez (1st row, middle). Awardees: **Gina G. Acuzar**, Special Education Teacher I, Sogod Central School, Department of Education - Division of Southern Leyte; **Maria Corazon A. De Ungria**, University Researcher V (Scientist II), University of the Philippines, Quezon City; **Daniel SP. Garcia III**, Nurse I, City Government of Antipolo, Antipolo City; **Ryan A. Homan**, Teacher I, San Jose Elementary School, Department of Education, Division of Sorsogon; **Maide O. Jader**, City Civil Registrar, City Government of Tayabas, Quezon; **Rex Archangel S. Lamprea**, Chief of Hospital I, Lambayong District Hospital, Provincial Government of Sultan Kudarat; **Juanito Pio L. Lledo**, Provincial Veterinarian, Provincial Government of Palawan; **Ronelie C. Salvador**, Professor IV, University of Eastern Philippines, Northern Samar; **Margarita M. Silang**, Teacher I, Casillon Elementary School, Department of Education - Division of Oriental Mindoro; **William A. Tarampi**, Master Teacher I, Benigno V. Aldana National High School, Department of Education - Division of Pangasinan.

Award Overview

For 2017, the HAP Secretariat received 171 nominations, selected as regional winners, which vied for the national awards.

CSC Regional Office No. 1 had the most number of nominations with seven contenders in the *Dangal ng Bayan* category, seven (7) nominees for the Presidential *Lingkod Bayan* and 13 CSC *Pagasa* hopefuls or a total of 27. CSC Regional Offices 3 and 11 followed suit, both with 17 nominations followed by CSC National Capital Region with 13 nominations.

Majority of the nominees were second level employees. Table 4 shows the profile of nominees based on Position Level.

Table 4. Number of Nominations by Position Level (Individual Category), 2017

Position Level	Total Number
First Level	5
Second Level	109
Second Level Non-supervisory	
Second Level supervisory	
Second Level executive managerial	
Third Level	3
Elective	21
Military	3
Group Nominations	30
Total	171

The CSC Regional Offices were tasked to screen the nominations and to select regional winners who will advance to the national level of screening. This procedure ensured that only the best among the regional nominees will vie for the national award.

With the growing number of government workers recognized for extraordinary public service and demonstration of exemplary ethical behavior, the CSC hopes that they would inspire the 1.7 million others to cross the line from being ordinary public servants to being servant heroes or *lingkod bayani*. As a nation that is in perpetual search for heroes, the awardees of the annual Search for Outstanding Government Workers are proof that in the civil service's midst are men and women who, without fanfare, perform their duties even in most challenging circumstances.

The PLBi is sustained through the proceeds of the annual fun run held during the month-long celebration of the anniversary of the Philippine Civil Service. The CSC has granted more than P10 million in financial assistance to the families of PLBi beneficiaries since 2011.



Pamanang Lingkod Bayani

An unidentified gunman shot dead Jennifer Oñas, Administrative Officer III of the Commission on Higher Education while she was walking toward her office inside the government regional center in Koronadal in March 2017.

Initial police investigation reported that Oñas had just arrived from General Santos City at about 7:15 a.m. and was seen walking toward the regional center when she was shot. She sustained one gunshot wound in her back when she was rushed to Allah Valley Medical Specialist Hospital where she expired about an hour later. Police reports ruled that the crime was work-related.

Oñas is just one of the 21 recipients of the Pamanang Lingkod Bayani (PLBi) which has been in place since 2008. PLBi was established in response to the need to give due recognition to public servants who were killed in the line of duty or those who died while in the performance or the pursuit of their respective duties. It has two programs, the *Pamanang Lingkod Bayan Iskolarsyip* and *Pondong Pamanang Lingkod Bayan*.

The CSC started the *Pamanang Lingkod Bayan Iskolarsyip* in 2008 via CSC Resolution No. 081602, a privilege that grants free tuition and discounted school fees to three (3) immediate family members of the PLBi beneficiary in any of the 110-member institutions of the Philippine Association of State Universities and Colleges (PASUC). The Scholarship Program was implemented through a Memorandum of Agreement signed on August 8, 2008 by the CSC and PASUC. The said family members may be granted either a baccalaureate, masters or doctorate scholarship.

Meanwhile, the *Pondong Pamanang Lingkod Bayan* is an endowment fund for government workers who died or are killed in the performance or pursuit of his/her duties and responsibilities. The bereaved family of the deceased is granted a one-time financial assistance amounting to P100,000.00.

For the period January 2017 – January 2018 there were twenty (20) deserving government workers recognized under PLBi with financial assistance amounting to P2 million.

Efficient and Effective Dispensation of Administrative Justice



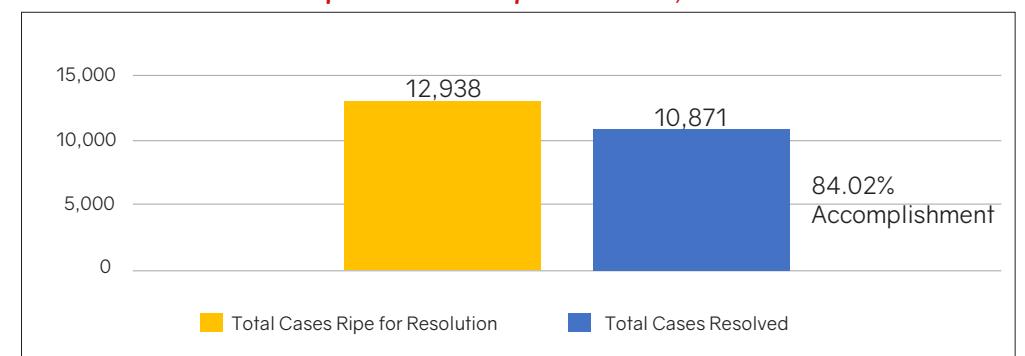
A team from the Office for Legal Affairs at the CSC's Hearing Room. CSC fulfills its mandate of hearing and deciding administrative cases instituted by or brought before it directly or on appeal, including appointments protests, and reviews decisions and action of offices and of the agencies attached to it.

In line with its quasi-judicial authority, the CSC ensured the timely resolution of both disciplinary and non-disciplinary cases brought before it, as well as undertook a number of initiatives to ensure judicious processes.

Administrative Case Disposition

Overall case disposition rate for 2017 was 84.02% or 10,871 cases resolved out of 12,938 cases ripe for resolution. Nine CSC ROs, namely CSC ROs I, II, IV, VII, VIII, X, XII, Caraga, and CAR were able to achieve a 100% resolution rate.

Graph 5: Cases Disposition Rate, 2017



source: Office for Legal Affairs (OLA)

The Commission has made an unprecedented move to shorten the resolution time for administrative cases, from 60 days as prescribed by the 1987 Constitution, down to 40 days without sacrificing the quality of its decisions.

In terms of administrative cases (disciplinary and non-disciplinary) resolved within 40 days from the time the case is ripe for resolution, the Commission saw 6,888 cases decided out of 8,941 cases ripe for resolution or a 77.04% achievement. Five CSC ROs, namely CSC ROs I, IX, X, XII, and CAR, recorded a 100% resolution rate.

Graph 6: Administrative Cases Decided Within 40 days, 2017

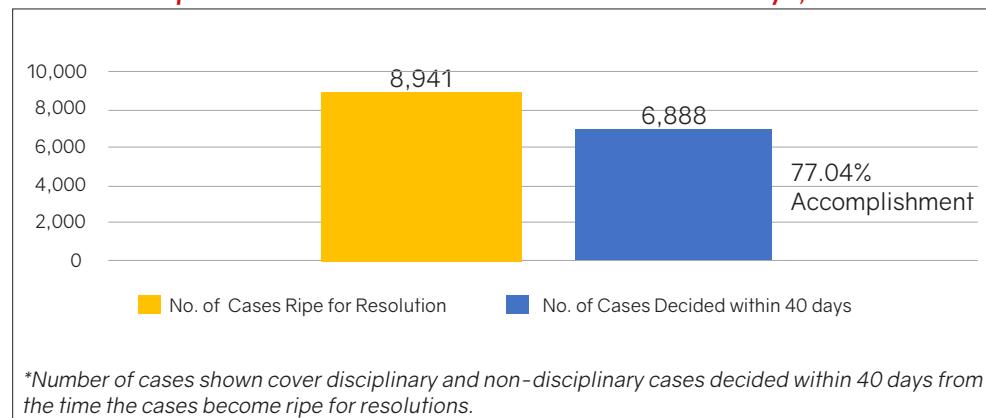


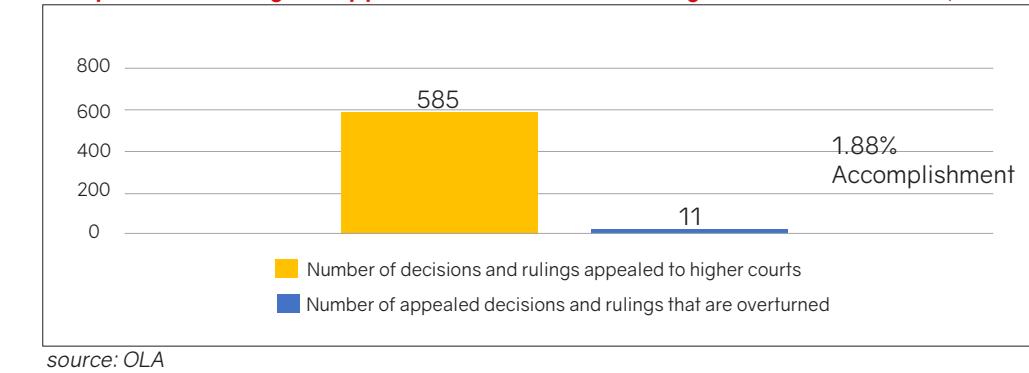
Table 5: Case Output, Central and Regional Offices, 2017

	No. of cases decided within 40 days	Disciplinary Cases	Non-disciplinary Cases	No. of cases ripe for resolution	Disciplinary	Non-disciplinary	%
CSC Regional Offices	5,512	1,135	4,377	7,039	1,314	5,725	78.31
CSC Central Office	1,376	360	1,016	1,902	579	1,323	72.34
TOTAL	6,888	1,495	5,393	8,941	1,893	7,048	77.04

source: OLA

As a quality measure, the CSC also monitored how many of its decisions and rulings appealed to the higher courts were overturned. In 2017, only 11 out of 585 appealed CSC decisions and rulings were overturned or 1.88%.

Graph 7: Percentage of appealed decisions and rulings that are overturned, 2017



Assistance for Online Clients

The CSC launched in 2017 the Online Information and Legal Assistance Forum, an online facility that aims to give citizens a more accessible and cost-effective means to seek advice or clarifications on legal matters.

Concerns regarding the process of handling administrative disciplinary cases, invalidation or disapproval of appointments, personnel actions, and other civil service policies are entertained in the forum. Through this project, the CSC hopes to increase understanding of civil service rules as well as to reduce phone-in and walk-in queries.

To use the forum, users must go to www.csc.gov.ph/forum, create an account and log in so they can post their queries and comments or join a conversation pertaining to their topic of interest. Action officers from the CSC's Office for Legal Affairs are at the other end to answer questions or give advice. For immediate access to information, Frequently Asked Questions (FAQs) are also available in the online forum.

From May 2017 to January 3, 2018, the forum has answered 316 out of 326 received queries, translating to a 96.93% response rate.

Improved Customer Management

Electronic Filing of Pleadings

To ensure speedy disposition of cases, the Commission issued rules for the electronic filing of pleadings, which was piloted in the Central Office particularly for pleadings filed before the Commission through its Office for Legal Affairs. The use of technology would benefit parties to a case given the more cost-effective and faster process.

Pleadings not required by law or by the rules of court to be under oath – such as reply, rejoinder, motion to change venue, motion for reconsideration, motion for execution, and motions filed after an initiatory pleading, except motion to dismiss – may be filed through electronic mail.

The electronic filing of pleading shall be accepted under the following conditions: (1) that the email addresses of the parties including the counsel have been entered in the records of the case or proceeding prior to the filing of the pleading; and (2) that the pleading shall be filed in portable document format (PDF) which shall show the signature of the party and proof of service to the other party.

Republic Act No. 9485 or the Anti-Red Tape Act (ARTA) of 2007 aims to promote efficiency and transparency in government with regard to the manner of transacting with the public. The passage of ARTA provided the impetus for the Civil Service Commission (CSC) to enjoin government agencies to come up with ways to ensure its effective implementation.

The CSC implements the Integrated Anti-Red Tape Act (iARTA) Program to ensure compliance of different government service offices with the provisions of ARTA especially in terms of measuring the quality of frontline government services.

This integration of the various programs under ARTA connected the various components composed of client experience, feedback, improve and reward. The Citizen's Charter serves as the public's guide on particular services offered by government offices. The Contact Center ng Bayan or CCB which was tapped to handle the Citizens' Complaints Hotline 8888 also known as the President's Hotline, became the "go to" means through which the public can report day-to-day concerns such as delays in the release of pension, laborious processes in renewing licenses, presence of fixers, discourteous staff and lengthy procedures. The conduct of the ARTA RCS maximizes participation by collecting citizen feedback and translating these into information useful for the improvement of services of government agencies.

Report Card Survey

For 2017, the ARTA RCS focused on agencies contributing to ease of doing business as well as service offices of the Department of Social Welfare and Development, Department of Health hospitals, Government Service Insurance System, and local government units. A total of 583 frontline service offices were subjected to the ARTA-RCS from April to December 2017. Of the agencies subjected to ARTA-RCS, 476 (81.65%) service offices passed the survey while 92 (15.78%) offices failed and; 15 (2.57%) offices have zero respondents. Out of those which passed, majority or 328 (68.91%) service offices got the Good rating while

84 offices (17.65%) got the rating of *Acceptable*; 61(12.81%) offices were rated *Excellent*; and three offices (.63%) rated *Outstanding*.

The table below displays the Report Card Survey results per sector:

Table 6: Report Card Survey Results per Sector, 2017

	Excellent	Outstanding	Good	Acceptable	Failed	Zero Correspondent
Non Government Agency	210	0	177	60	71	14
Government Owned and Controlled Corporations	39	2	129	17	12	1
Local Government Unit	9	1	22	7	9	0
Total	258	3	328	84	92	15

Citizen's Satisfaction Center Seal of Excellence

The service offices that garnered an *Excellent* rating in the RCS are considered candidates for the Citizen's Satisfaction Center – Seal of Excellence Award (CSC-SEA). CSC Resolution No. 1600387 promulgated on April 13, 2016 provides the CSC-SEA Validation Guidelines which was adopted for the validation of 2015 candidate offices and onwards.

Out of the 583 service offices that were surveyed in 2017, sixty one (61) SOs obtained Excellent rating in the RCS. Out of the 61 SOs which obtained an Excellent rating, fifty seven (57) SOs were automatically considered as CSC-SEA candidate offices. Four (4) SOs with less than 20 respondents were not recommended as CSC-SEA candidate offices.

CCB/8888 Data and Success Stories/Resolution Rate

Hotline 8888 has done more than provide citizens a direct line to the President, it helped in regaining the citizenry's trust in the government.

Hotline 8888 is much more than the 2.2 million dials made, the 213,142 calls handled, and hundreds of success stories shared—the information generated from the transactions has provided CSC with empirical basis in evaluating the performance of government agencies – the quality of service they render and their responsiveness to the people's needs.

For instance, among the ARTA-related concerns received by the facility, the top issues reported to Hotline 8888 were: Slow Process, 15,446 reports (57.48%); Unclear Procedure/s, 2,197 (8.18%); Unattended Hotline Number, 2,027 (7.54%); Courtesy, 1,460 (5.44%); and Failure to Act on Request, 1,343 (5%).

Table 7: ARTA-related Concerns Received by Hotline 8888, 2016-2017

ARTA Concerns	Count	Percentage
Slow Process	15,446	57.48%
Unclear Procedure/s	2,197	8.18%
Unattended Hotline Number	2,027	7.54%
Courtesy	1,460	5.43%
Failure to Act on Request	1,343	5.00%
Failure to Attend to Clients during Office Hours	792	2.95%
Poor Facility	627	2.33%
Extortion	576	2.14%
Fixing Activities	504	1.88%
Imposition of Additional Cost	371	1.38%
Imposition of Additional Requirements	332	1.24%
Non Issuance of Official Receipt	324	1.21%
No Noon Break	309	1.15%
No response to letter	185	0.69%
Non observance of queuing systems	140	0.52%
Appreciation for Quality Service	131	0.49%
No Special Lane for SC, PW, PWD	77	0.29%
No Citizens Charter	19	0.07%
Absence of Easy to Read Identification of Frontliner	9	0.03%
Bribery	3	0.01%
TOTAL	26,872	100.00%

The Social Security System was the most reported agency in 2016 in terms of red tape. It also recorded the lowest response rate. But instead of being dejected, the leadership of SSS took this as a challenge. The data obtained from Hotline 8888 served as their take-off points in studying their processes and systems, and correlate these with measures to mitigate graft and corruption in the SSS frontlines.

Table 8: Agencies with Most Number of Tickets Resolved, 2017

No.	Office	No. of Feedback	No. of Resolved Feedback	Percentage
1	Government Service Insurance System	616	593	96.27%
2	Social Security System	5,172	4,969	96.08%
3	Home Development Mutual Fund	1,730	1,531	88.50%
4	Department of Foreign Affairs	1,184	986	83.28%
5	Bureau of Internal Revenue	1,163	913	78.50%
6	Philippine Statistics Authority	340	258	75.88%
7	Department of Education	301	228	75.75%
8	National Bureau of Investigation	320	227	70.94%
9	Commission on Elections	285	198	69.47%
10	Land Transportation Office	2,079	1,424	68.49%

The transformation happened not only in national government agencies but local government units as well. Cebu City led local government units (LGUs) as the most responsive, acting on 96.59% of reports brought to its attention. After seeking a meeting with the Hotline 8888 management team to ask for the most complained offices and processes LGUs, the city governments of Pasay and Parañaque made the necessary service improvements, bringing positive results.

Table 9: LGUs with Most Number of Tickets Resolved, 2016-2017

No.	LGUs	No. of Feedback	No. of Resolved Feedback	Percentage
1	Cebu City	88	85	96.59%
2	Pasay	70	67	95.71%
3	Taguig	61	54	88.52%
4	Makati	75	59	78.67%
5	Quezon City	260	179	68.85%

Overall, Hotline 8888 recorded a 93.80% resolution rate with 36,484 out of 38,897 complex tickets provided with concrete and specific action by the agency concerned. Among the sectors of government, GOCCs posted a 97.26% resolution rate, acting on 15,183 out of the 15,610 reports followed by NGAs with a 93.93% for resolving 14,305 out of the 15,230 complex reports elevated. With the activation of Hotline 888 facility at the Office of the President on November 4, 2017, the CSC's Contact Center ng Bayan returned to its normal operations.

Table 10: Resolution Rate by Government Sector, 2016-2017

Government-Owned Controlled Corporation (GOCC)	No. of Feedback	No. of Resolved Feedback	Percentage
Government-Owned Controlled Corporation (GOCC)	15,610	15,183	97.26%
National Government Agency (NGA)	15,230	14,305	93.93%
Local Government Unit (LGU)	6,842	5,983	87.45%
Constitutional Commissions	580	491	84.66%
Judicial Branch	366	315	86.07%
State Universities and Colleges (SUC)	131	101	77.10%
Ombudsman	101	78	77.23%
Legislative Branch	37	28	75.68%
Total	38,897	36,484	93.80%

Dekada na ang ARTA

ARTA celebrated a milestone in 2017 as it marked its tenth year of implementation. The Dekada na ang ARTA Celebration was launched during the June 11-12, 2017 Independence Day Celebration at Rizal Park, Manila as CSC joined 51 government agencies in showcasing frontline services.

One of the highlights of the celebration is the #MakuhaKaSaARTA Photography Contest which aimed to capture excellent public service and increase citizen awareness on the improvements in government frontline service delivery through photography. Winners were announced on September 29, 2017 via the CSC website, official CSC Facebook page, and the Contact Center ng Bayan (CCB) website.

In August 2017, CSC Chairperson Bala visited the offices of the Bureau of Internal Revenue (BIR), Land Transportation Office (LTO), and Land Registration Authority (LRA). The presentation of agency performance aims to show to the various agencies their performance and compliance with CSC's human resource (HR) programs, data on disciplinary and non-disciplinary cases per agency, including compliance to R.A. 9485 or ARTA, and Hotline 8888/CCB reports.

For 2017, there were three (3) ARTA Caravans conducted as part of the Dekada na ang ARTA Celebration. The ARTA Caravans served as the information campaign on ARTA and acts as the venue for different government agencies to display their frontline services. The first ARTA Caravan was conducted during the Independence Day celebration on June 11-12, 2017 at the Rizal Park while the second ARTA Caravan was conducted during the 5th Public Sector Human Resource Symposium at the Philippine International Convention Center (PICC), Manila on July 4-6, 2017 and was participated by seven agencies. The third ARTA Caravan was conducted at Hibiya Park in Tokyo, Japan from September 30 to October 1, 2017.

The ARTA Dekada Celebration culminated with the conduct of "ARTAnized: The ARTA Dekada Celebration" on January 22, 2018. The event served as a celebration of partnership and thanksgiving in observance of the 10th anniversary of the Anti-Red Tape Act (ARTA).

CSC recognized local government units with highest ratings in the ARTA Report Card Survey from 2010-2016: City of Santiago, Tagum City, Compostela Valley, Borongan City, Arayat, Iriga City, Mamasapano, Maguindanao, Dolores, Talipao, Jolo, Sulu, Upi, Maguindanao, and Labo.

The Government Service Insurance System (GSIS), Philippine Health Insurance Corporation (PHIC), and Landbank of the Philippines (LBP) were recognized

as Frontline Service Champions for the agencies' exceptional performance in complying with the ARTA provisions which enabled them to deliver excellent frontline service. These agencies were also conferred the Seal of Excellence Award Hall of Famers for earning the most number of Seal of Excellence Awards from 2010- 2016. PHIC received a total of 67 Seals of Excellence, GSIS earned 53 Seals, and LBP, 24 Seals.

Heads of agencies, ARTA partners, and CSC officials and focal persons signed a pledge to sustain government offices' efforts and commitment to the public the "ARTA" way.

Way Forward: Strengthening ARTA Implementation

Identified as a key to promote ease of doing business, ARTA initiatives must be supported by citizens through the program's various components the Citizen's Charter, RCS, CCB, Service Delivery Excellence Initiative and the Citizen's Satisfaction Center Seal of Excellence.

In a study, "Enhancing the Anti-Red Tape Act Report Card Survey" commissioned by USAID-Integrity for Investments Initiative (i3), behavioral changes were observed in service delivery because knowledge of the transacting public on ARTA make service providers do their best in following the Citizen's charter. Furthermore, components of the iARTA Program, the Report Card Survey (ARTA-RCS) and the Contact Center ng Bayan (CCB) were cited for being effective tools in urging government offices to regularly undertake time and motion studies, undergo evaluation and improvement of their transaction systems, and re-engineer the same if deemed necessary to reduce processing time. The Social Security System (SSS), for instance, have included ARTA metrics in their internal performance management systems, which in turn have become the basis for the grant of incentives.

Violations of the provisions of Republic Act No. 9485 have been integrated in the 2017 Rules on Administrative Cases in the Civil Service or the 2017 RACCS which was absent before.

Fixing and/or collusion with fixers in consideration of economic and/or other gain or advantage is categorized as a grave offense is now penalized by dismissal and perpetual disqualification from public service.

On the other hand, light offenses are punishable by thirty (30) days suspension without pay and mandatory attendance in Values Orientation Program for the first offense; three months suspension without pay for repeaters; and dismissal and perpetual disqualification from public service for the third violation.



CSC Chairperson Alicia dela Rosa-Bala (11th from left), Commissioner Robert S. Martinez (12th from left) and Commissioner Leopoldo Roberto W. Valderosa Jr. (10th from left) pose with the ARTA RCS Achievers-Borongan, Samar Councilor Aurora Anasarias; Talipao, Sulu MDRRMC Head Alkisar Alih (3rd, 4th from left); Dolores, Abra Municipal Mayor Robert Victor Seares Jr.; Santiago City, Isabela representative; Iriga, Camarines Sur representative (7th, 8th and 9th from left); Tagum, Davao del Norte City Mayor Allan Rellon; Arayat, Pampanga Municipal Mayor Emmanuel Alejandro; Labo, Camarines Norte Municipal Mayor Joseph Ascutia (5th, 6th, 7th from right); Upi, Maguindanao Municipal Mayor Ramon Piang Sr. (8th from left); Mamasapano, Maguindanao Municipal Mayor Tahirodin Benzar Ampatuan (9th from right); Compostela Valley Senior Board Member Arturo Uy (10th from right).



CSC Chairperson Alicia dela Rosa-Bala (3rd from right), Commissioner Robert S. Martinez (2nd from right) and Commissioner Leopoldo Roberto W. Valderosa Jr. (4th from right) pose with Frontline Service Champions and Seal of Excellence Award Hall of Famers—Government Service Insurance System (GSIS) SVP, NCR Operations Nora Saludares (3rd from left) and VP Corporate Communications Margie Jorillo (2nd from left), Philippine Health Insurance Corporation (PhilHealth) represented by OIC-VP, Corporate Affairs Group Dr. Israel Francis Pargas (right); and Landbank of the Philippines (LBP) VP, HRM Group Atty. Joselito Vallada (left).



The Commission Proper led the signing of the ARTAnized pledge, a commitment to excellent public service.

High-Performing and Learning Organization

One of the Civil Service Commission's major responsibilities is to build, develop and maintain a high performing, competent and ethical corps of civil servants. It sets the course for learning and development in the civil service. It reviews and develops human resource policies relating to learning and development. It crafts, tests, reviews and implements competency-based training programs for the different levels of the civil service. Its curriculum framework, carried out by its Civil Service Institute, consists of Leadership Development, HRM Professional Development and Foundation Programs. It also assists agencies in drawing up their own learning and development programs.

2017 was a significant year for the Commission as it continued to implement programs aimed at upgrading employee competencies and capacities. The year was marked by increased number of training programs developed and conducted, increased participation in these training programs and favorable public feedback on training initiatives.

CSC Training Programs

In 2017, the CSC, through its regional offices and CSI, provided a total of 1,548 learning and development trainings, registering a 24% increase from 1,249 trainings in the previous year. The number of trained participants grew to 68,232 in 2017, exceeding the year's target number of participants by 47%. Said training outcome manifests not only the Commission's firm resolve in opening up development initiatives but also the increasing importance accorded by government agencies in providing learning opportunities for their staff



The CSC designs and conducts competency-based L&D interventions for all government workers.

Table 11: Learning and Development Courses Implemented, 2017

CORE HRM PROGRAMS	LEADERSHIP DEVELOPMENT PROGRAMS
Public Sector HR Symposium	CSI Leadership Series
Strategic HR	Mentoring and Coaching for Leaders
Recruitment, Selection and Placement	Leadership and Management Certification Program (CPro) Training of SMEs
Workplace Learning and Development	Leadership and Management Certification Program (CPro) Action Learning Coaches Workshop
Strategic Performance Management System	Leadership and Management Certification Program (CPro) LMDC
Employee Relations Program	Ethical Leadership
LEARNING AND DEVELOPMENT PROGRAMS	Manager's Role in Capacity Building
Learning and Development Planning	Strategic Performance Management System (SPMS) for Leaders
Learning Measurement and Evaluation	4Cs of Change Management for Leaders
Program/Course Design and Development	Knowledge Management for Leaders
Program/Course Delivery and Administration	Gender Mainstreaming in HR
Learning Facilitation	Harnessing Talent for High Performance
COMPETENCY-BASED HR PROGRAMS	Supervisory Development Program – ToF
Competency Modelling and Profiling	Strategic Planning Workshop
Competency-based Assessment	Succession Planning for Leaders
Competency-based QS and JD	Diversity and Inclusiveness
Integration of Competencies in the Recruitment and Promotion System	Thinking Discipline for Leaders
OTHER HR COURSES	Women in Leadership Development
Mentoring and Coaching	4Cs of Change Management
Career Development and Succession Management	The 7 Habits of Highly Effective Government Leaders Facilitators Certification Workshop
Competency-based HR	The 7 Habits of Highly Effective Government Leaders
Facilitators Training on Open Space Technology (OST)	FOUNDATION PROGRAMS
Training of Facilitators (ToF) on PRIME-HRM Seminar Workshop for Level II L&D	Gender Sensitivity-Training of Facilitators (GS-ToF)
Training of Facilitators on PRIME-HRM Seminar Workshop for Level II RSP	PSVP Pamunuan ng Lingkod Bayani
Learning and Development Summit	PSVP Bawat Kawani Lingkod Bayani

HR Symposium and Leadership Series

Aside from providing state workers with a broad menu of training programs, the Commission also offers other learning opportunities.

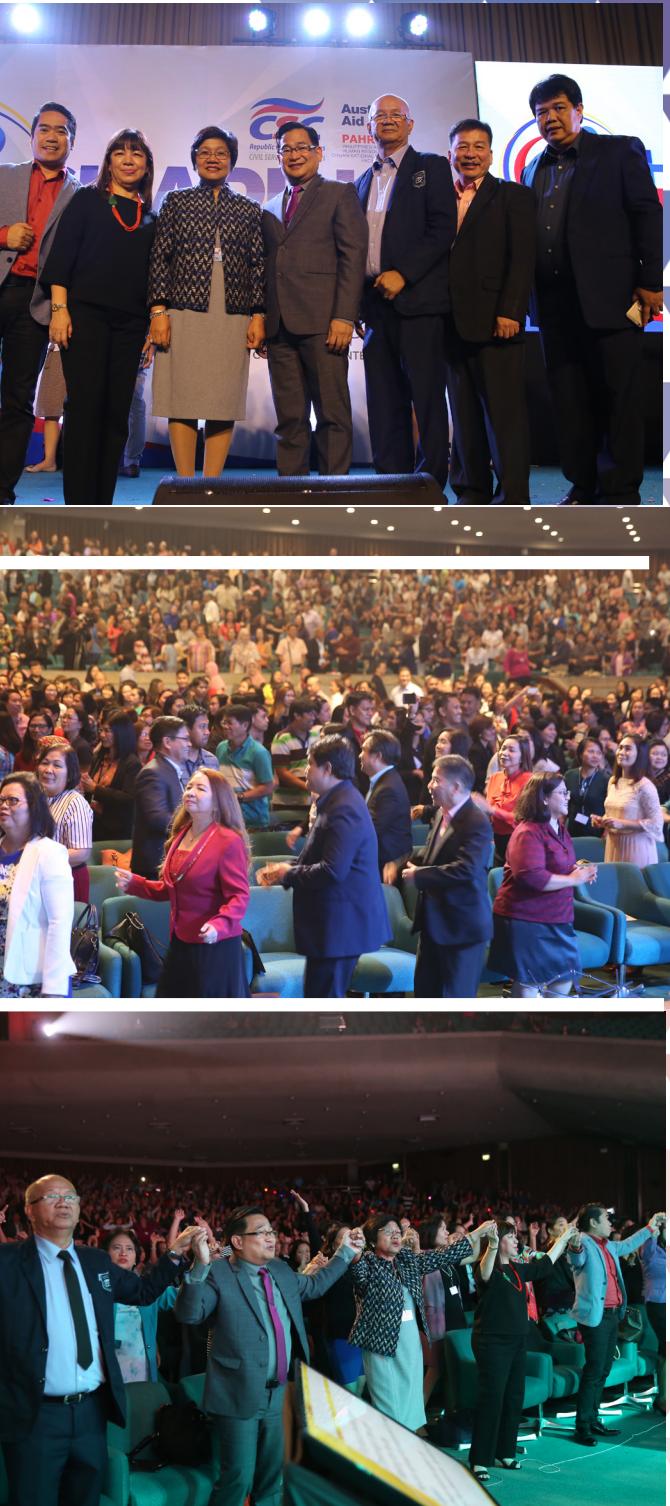
Annual Public Sector HR Symposium

For the past five years, CSC has organized an annual Public Sector Human Resource Symposium aimed at exposing human resource management officers (HRMOs) to emerging trends and best practices in human resource management and organization development both in the public and private sectors. Initially, the Public Sector HR Symposium was subsidized by the Philippine Australia Human Resource and Organization Development Facility (PAHRODF) but gradually withdrew the subsidy starting 2017 to enable the CSC to fully manage and administer the event on its own. In 2017, participants reached 2,180, representing different government sectors. Mostly holding human resource posts, the bulk of participants came from national government agencies, which constituted 45% of the total attendees while participants from local government units (LGUs) accounted for 24%. There were also registrants from GOCCs, SUCs, and private institutions. It was also the third year that participants from ASEAN Member states attended the event.

With the theme “*Shaping Change*”, the three-day event was marked by sessions on shaping change at the personal, organizational and societal levels. The learning intervention also highlighted concepts, perspectives and insights in managing change spurred by new directions and influenced by management approaches.

CSI Leadership Series

The CSI Leadership Series is a quarterly learning and networking event designed to motivate government executives, directors and managers to continually enhance their leadership effectiveness. The Series showcases the emerging trends and best practices of successful leaders and managers in both the government and the private sectors. In 2017, a total of 881 senior leaders benefitted from the four sessions on Diversity and Leadership, Visionary Leadership, Leading Smart Organizations and Innovation Leadership performance. Heads and senior officials of civil service from ASEAN Member states joined





Learning and development program participants provide CSC with feedback aimed at improving the design of its various offerings.

local leaders in the ASEAN Forum on Innovation Leadership which synthesized different leadership styles in the organization to facilitate creative ideas, outputs, services and solutions.

Accreditation of L&D Institutions

To help CSC address the increasing demand for training and development programs for government workers nationwide, the Commission has drawn up parameters in the Accreditation of Learning and Development Institutions (ALDI). This accreditation program extends the capacity of the Commission in providing L&D opportunities.

As of December 2017, there were 12 private L&D institutions accredited by the Civil Service Institute. These companies have been evaluated with respect to their legitimacy and compliance with legal and regulatory requirements, financial stability and viability, reputation and experience, and ethical and professional practice. CSI also conducted ocular inspection and assessment of sample program, course or service. Having met the said requirements, these institutions are qualified to conduct training programs on Human Resource and Organization Development and Leadership Development in the civil service. The accreditation is valid for three years.

New courses for civil servants

As the learning and development hub for the bureaucracy, the Commission through the CSI developed new courses to address specific issues and audiences. These new courses include the following:

ASEAN Leaders Programme (ALP)

A tie-up between the CSC and the Common Purpose, the ASEAN Leaders Programme (ALP) is an annual, two-part leadership development endeavor that seeks to bring together senior leaders from the region onto a common platform where they work together to address challenges relevant to the region. CSI supported the Common Purpose in customizing the design of the program which was held in Manila in September 2017. The Programme looked into the historical, socio-economic and cultural landscape of Manila with the objective of understanding the concept of "smart cities" within the context of Manila. Part of the design showcased CSI's Leadership Series which tackled the theme "Leading Smart Organizations". ALP participants were given the chance to network with 147 local participants in the said Leadership Series.

The Seven (7) Habits of Highly Effective Government Leaders

The CSC, in partnership with the Center for Leadership and Change, Inc. (CLCI) – the Philippine Partner of Franklin Covey Co., and Philippines-Australia Human Resource and Organisational Development Facility (PAHRODF) developed a customized manual of The 7 Habits of Highly Effective Government Leaders, tailor-fit for government leaders in the Philippine context. Eight (8) CSC Officials were trained and certified as Facilitators of the program and 12 runs of the program were made during the latter part of 2017.

Supervisory Development Program (SDP) Training of Facilitators

The Supervisory Development Program (SDP) aims to prepare participants for a supervisory position by shifting their mindsets from working effectively and independently to working through others. An updated version of the Supervisory Development Course (SDC), SDP is now aligned to the Five Leadership Competencies and Practices being promoted by the CSC. The program also applied current leadership concept and principles.

Webinar

CSI partnered with the People Management Association of the Phils. (PMAP) in December 2017 for the pilot-run of the Competency Based HR System through a webinar. Eyed as an alternative to the traditional classroom set-up type of training, webinars harness technology in promoting HR best practices and developing HR competencies both in the public and private sectors.



Facilitators of the SDP undergo extensive training on leadership concepts, principles and applications in the workplace.



Part II:

A CENTER OF EXCELLENCE FOR STRATEGIC HUMAN RESOURCE AND ORGANIZATION DEVELOPMENT



The Civil Service Commission Central Office building located in Quezon City serves as the main hub in the development of policies and programs geared toward promoting morale, efficiency, integrity, responsiveness, progressiveness, and courtesy in the civil service.

Effective Civil Service Commission



CSC Executives during the annual conduct of the Directorate's Conference.

Internal planning and development of scorecard

In 2017, President Rodrigo Roa Duterte, through the National Economic Development Authority laid down the Philippines' 2040 vision that now guides every government agency's organizational goals. Called *Ambisyong 2040*, the vision states that the Philippines will be a prosperous middle class society where no one is poor, where people live long and healthy lives and are smart and innovative, where the country is a high-trust society where families thrive in vibrant, culturally diverse, and resilient communities.

To be aligned with *Ambisyong 2040*, the Department of Budget and Management initiated the government's transition from Program/Activity/Project or PAP-based planning and budgeting framework toward the Program Expenditure Classification (PREXC) Approach to planning and budgeting.

Because of this transition, the CSC developed its PREXC Structure as well as its program outcomes and sub-program outputs indicators, and implemented these by 2017.

The CSC also needed to harmonize and align its PREXC structure and indicators with its Agency Strategic Performance Management System (SPMS), ISO-certified Quality Management System, and Performance Governance System or PGS-Balanced Scorecard. Thus, the CSC Enterprise Scorecard 2018-2022 was crafted and approved in August 2017.

Guided by the CSC's vision of becoming globally recognized as a center for excellence in strategic HR and OD and improving the quality of civil servants as its organizational outcomes, the Scorecard serves as the organization's guidepost in planning, budgeting, and monitoring results. From the bottom up, the scorecard shows the CSC's 11 strategic objectives (SOs):





CSC directors during the Executive's Conference during a workshop to devise the Commission's Strategy Map 2018-2022 and finalize the Enterprise Scorecard.

1. Responsive HR governance in the civil service
2. Professionalized civil service and cooperation in the workplace
3. Efficient and effective dispensation of administrative justice
4. Effective Civil Service Commission
5. Excellent HR, OD, and quasi-judicial processes
6. Improved customer management, innovation, and social and regulatory processes
7. Strengthened HR and OD knowledge management and ICT
8. Enhanced HR and OD workforce competencies
9. High-performing and learning CSC organization
10. Well-managed stewardship of financial resources
11. Cultivated partnerships with local and international institutions

The Scorecard also shows how CSC's 11 SOs contribute to its organizational outcomes: improved quality of civil servants (internal context), and global recognition of CSC as a center of excellence for strategic HR and OD (external context).

These organizational outcomes are linked to sub-sector outputs under the sector outcome ensuring people-centered, clean, and efficient governance identified

under PDP Chapter 5. These are all under the strategic theme *Malasakit – Enhancing the Social Fabric*.

Given the CSC's clear pathway to building *malasakit* in the Philippine government, all of CSC's HR initiatives are geared toward continuing the shift from transactional to strategic HR to develop individuals and empower agencies.

Project management and implementation capability-building

It is not enough to set goals. An organization also has to make sure that employees are engaged and capable of achieving those goals. To do this, the CSC rolled out project management and implementation initiatives or techniques to help its people efficiently go about their tasks and hit their targets.

The CSC held a project management training to increase the technical competencies of internal stakeholders. The three-day training provided participants the fundamentals of using the logical framework approach in managing projects from problem analysis, objectives analysis, alternative analysis, developing the project plan matrix (logframe), the implementation plan, and even the project monitoring and evaluation plan.

In this training, the Office for Strategy Management extended its support as part of the Commission's earlier directive to start mainstreaming viable project and program management tools and enable efficient monitoring and evaluation of the Commission's flagship initiatives. The OHRMD required Learning Application Plans or LAPs to track learning and application of all training participants.

The CSC's Public Sector Mapping Project was also initiated to reconcile the list of government agencies that CSC process owners worked with the implementation and monitoring of various CSC programs.

As the central human resource agency of the entire Philippine bureaucracy, a validated database of government agencies is essential to serve a myriad of purposes such as data resource, program formulation, monitoring and evaluation. The database of all government offices will provide the Commission an accurate profile of the Philippine bureaucracy in terms of agencies. As of September 30, 2017, CSC had a total of 10,400 offices listed which includes NGAs, GOCCs, LGUs, SUCs, and LWDs. This consolidated database came from inputs of CSC process owners, as well as other government agencies like the Governance Commission for GOCCs, Local Water Utilities Administration, Department of the Interior and Local Government, Department of Budget and Management, and Commission on Higher Education.



CSC Chairperson Alicia dela Rosa-Bala encourages CSC leaders to make sure that the Commission's programs are aligned to Ambisyon 2040.

(From L-R) Deputy Executive Secretary Alberto A. Bernardo of the Office of the President and Department of Budget and Management Secretary Benjamin Diokno present the ISO certificate to Assistant Commissioner for Special Concerns David E. Cabanag (middle) as CSC successfully transitioned from ISO 9001:2009 to ISO 9001:2015.



The CSC also held a Mapping Validation Orientation with process owners and focal persons from all CSC ROs to validate the existence of offices contained in the database. The mapping is targeted for completion by October 2018 and shall then be used as a reference to enhance the Inventory of Government Human Resources (IGHR) spearheaded by the CSC's Integrated Records Management Office.

Monitoring of accomplishments

The Scorecard measures CSC's performance as organization. Thus, monitoring and evaluation is a critical factor in gauging the institution's progress, development, and areas for improvement. To improve its monitoring capability and evaluation function was enrolled as a processes under CSC's certification upgrade to ISO 9001:2015 on November 2017.

While awaiting the results of having its monitoring and evaluation ISO-certified, the CSC pushed through with its existing monitoring and evaluation strategies.

The SPMS continued to guide CSC offices in crafting their Office Performance and Commitment Review or OPCR, which identifies office outputs that support CSC's strategic goals. The OPCRs are then cascaded to the division and individual levels, to ensure that performance ratings and accompanying monetary incentives are properly carried out.

CSC Central and Regional Offices are also required to submit period reports to track their progress in both core and strategic functions. Aside from this, the CSC also looks at what stakeholders and third party organizations have to say.

As provided in the 2017 General Appropriations Act, one of the CSC's performance indicators is the percentage of stakeholders who rate its policies as good, better, or best. Relative to this, OSM developed an online rating tool to measure the overall satisfaction level of the stakeholders on the different CSC policies in terms of four different criteria: awareness, relevance, effectiveness, and efficiency, which is based on the NEDA-DBM Joint Memorandum Circular No. 2015-01—National Evaluation Policy Framework of the Philippines.

With a target of 46% of stakeholders who rate the policies as good, better, and best. CSC attained an average of 92.06% of stakeholders who rated the following CSC policies:

1. Rules on Revocation of Appointments (CSC Resolution No. 1601177, s. 2016)

2. Policy Guidelines on the Three-Salary Grade Limitation on Promotion (CSC MC No. 18, s. 2016)
3. Examinee's Guide in Taking Civil Service Examination – Pen and Paper Test (CSC Resolution No. 1600952, s. 2016)

In line with its vision, the CSC also aims to be accredited with the new Investors in People (IIP) Framework, also known as Generation 6, by 2018. To prepare for the IIP Assessment on March 2018, the CSC conducted its IIP Baseline Survey on October 9–25, 2017. This survey determined the CSC's level in terms of the current IIP framework. The results of this baseline survey were helpful in identifying CSC's gaps and room for improvement, and in gauging its readiness for the assessment.

The CSC does not only look at targets versus results. Looking at innovation is also crucial because it shows how people are adapting to and managing change in their respective offices.

Now on its third year of implementation, the Best Practices Identification and Sharing adopted new guidelines promulgated under CSC Resolution No. 1700979 dated June 13, 2017. Highlighted in the new guidelines is the enhanced criteria and scoring which simplified the selection of developing, promising, good, and best practices in the Commission. Twelve (12) Offices fielded a total of 50 entries for the 2017 Best Practices Identification and Sharing. From this selection, nine practices were rated "Good", and from this, one practice was recommended as "Best". The result of the second evaluation will be confirmed in 2018.

What gets measured gets done

In recent years, the CSC has successfully crafted and implemented its Scorecard in light of emerging issues and changes both within its management and in the wider context of government administration. CSC's Scorecard reflects its relentless pursuit of HR excellence, and its clear links to building *malasakit* in the public sector.

With clear objectives, targets, and links to higher goals, the CSC is able to engage its employees in the attainment of its vision. The individual is able to see his or her contribution and impact not only to the CSC's vision, but also to the overall vision of the Philippine government in the next two decades.

With clear indicators and monitoring systems in place, the CSC is also able to honestly evaluate its progress and confidently subject itself to third party assessments. More importantly, CSC is able to grab opportunities to innovate and inspire other institutions to better quality service.

Internal Audit

Internal audit is a strategic function in ensuring good governance. It has served as a tool for CSC's transition from transactional to strategic HR. As an internal control system, internal audit has been helpful in diagnosing gaps in the review of CSC's process and operations internal audit also promotes accountability, providing check and balance controls across CSC offices.

In 2017, regular audits were held for 16 CSC ROs and 16 CSC FOs. Meanwhile, the CSC QMS Internal Audit was done for CSC ROs to look at their implementation of the Strategic Performance Management System (SPMS), the Anti-Red Tape Act Report Card Survey or ARTA-RCS, the Career Service Examinations Paper-and-Pen Test (CSE-PPT), appointments processing, and training services. The CSC QMS Internal Audit was also done for CSC Central Office's conciliation/mediation services of the Human Resource Relations Office; and the CSC-PPT administration of the Examinations, Recruitment, and Placement Office.

Both CSC Central and Regional Offices also underwent ISO Surveillance Audits for the first and second semesters of 2017.

Through the conduct of comprehensive audits, the Commission was able to identify issues, implement control measures to address weaknesses, and to submit recommendations for process improvement.

Parallel to the yearly audit engagements is the Follow-Up Audit (FUA). Through FUA, CSC is able to look at the actions taken by CSC ROs to address the audit findings and recommendations submitted to them. This year, the evaluation process included a spot check to further observe CSC ROs' response to audit findings and recommendations.

Aside from managing regular audits, the CSC also made efforts to upgrade the competencies of its internal auditors. Learning and development interventions



Members of the CSC's Internal Audit Team present the ISO 9001:2015 certification to CSC Chairperson Alicia dela Rosa-Bala and Commissioner Robert S. Martinez.

helped internal auditors prepare audit tools and audit checklists, while regular meetings sought to improve internal audit processes.

The 2017 internal audit engagements not only contributed to managing the CSC's internal control deficiencies, it also served as a means to increase awareness on the importance of risk management and to promote risk-based thinking.

The IAS Regular Audit reinforced compliance review conducted by the supervisors to ensure that operations are conducted in accordance with laws, policies, and regulations.

The CSC QMS Internal Audit improved the capability of CSC offices for risk-based thinking and evidence-based decision making. It also promoted clarity and consistency in meeting process objectives, and reinforced commitment to customer satisfaction.

Lastly, the ISO Surveillance Audit ensured that CSC conformed with established CSC QMS, and that ISO certified processes maintained their being certified.

Transition to ISO 9001:2015

Necessary to achieving organizational goals and targets is ensuring excellence in internal systems and processes. Thus, in 2017, the Commission sought certification to ISO 9001:2015, the international standard on quality management system.

The CSC Quality Management System (CSC QMS) was originally certified to ISO 9001:2008 on February 14, 2013 and was re-certified on December 23, 2015. Said re-certification was valid until February 2019; however, with the release of a new version of the standard, ISO 9001:2015, the CSC had to transition to comply with the requirements of the new version.

The CSC QMS was certified to ISO 9001:2015 by TUV Rheinland Philippines on November 10, 2017 following a series of successful transition efforts capped by a surveillance audit undertaken by the ISO Certifying Body on October 5-6, 2017.

The five certified core processes are Cases Adjudication, Examination, Appointments Processing, Provision for External Learning and Development Service, and Accreditation and Registration Services for Employees' Organizations.

Also certified were two additional sub-processes, Customer Feedback as well as Performance Monitoring and Evaluation, with the CSC's Public Assistance and Information Office and the Office for Strategy Management as process owners, respectively.

Communicating CSC's HR Initiatives

Communication played a crucial role in CSC's shift from transactional to strategic HR. It has served as the conduit between CSC and its stakeholders, helping target audiences understand the direction of the Philippine civil service.

Because of the CSC's dynamic role as the premiere HR institution of the Philippine government, it has also explored new means of communication in engaging target audiences. With the onset of social media, more and more audiences are now seeking content and making their presence known online. The Philippine government has also looked at the potential of social media in taking communication to new heights. More and more frontline services are being translated online, and the public may now engage with government agencies through official social media accounts. In April 2016, the CSC did a pilot run of its official CSC Facebook page, www.facebook.com/PhilippineCivilServiceCommission. The pilot run covered April to June 2016, and the statistics show favorable response from netizens. The Page gained 5,338 likes, with its highest reach being 10,910 and its highest engagement being 36,387 in just a span of three (3) months. The Facebook page's messaging tool also proved to be effective with online clients, attracting 734 messages during the pilot run.

With these results, the CSC crafted and launched its Internal Social Media Policy bearing guidelines on creating and maintaining CSC official social media accounts, and on responsible use of social media among CSC officials and employees.

The Commission signed the CSC Internal Social Media Policy through CSC Resolution No. 1700462 on February 23, 2017. This policy was cascaded to CSC Central and Regional Offices through the 2017 CSC Correspondents' Network (CNet) Assembly held last June 14-15, 2017 at the CSC Central Office. The participants were tasked to cascade the Internal Social Media Policy to all officials and employees as indicated on their Learning Action Plan.



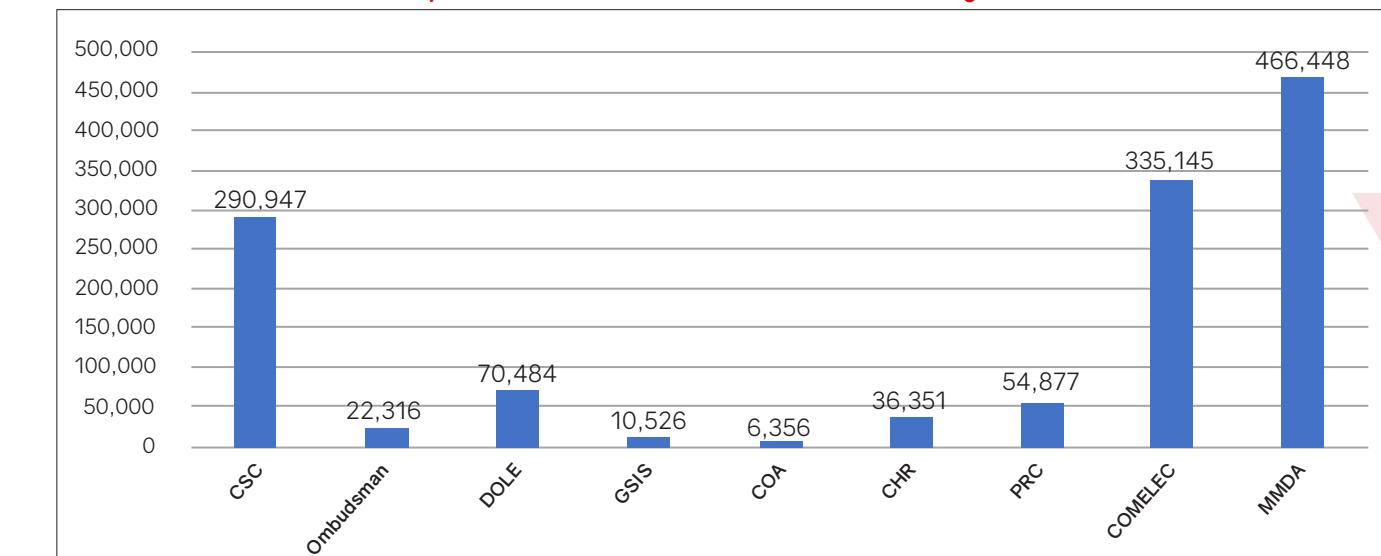
The highest reach recorded via FB Insights 5,967,270 in February 2017, while the highest engagement rate was at 915,607 in March 2017. As of December 2017, the Page has 287,563 likes and has received 20,831 messages. Messages range from CS exam-related to HR policy-related queries, as well as legal concerns, which complements the CSC's Online Legal Forum.

Facebook *Insights* also generates data on People Reached and People Engaged within a 28-day period. Based on the consolidated data, majority of people reached by the Page came from the 25-34 age group (34%-40%), followed by the 18-24 age group (23%-38%), and 35-44 age group (16%-23%). The Page reached an average of 60% Female and 40% Male.

While implementing its Internal Social Media Policy, the CSC also assisted in developing the Philippine government's proposed Administrative Order on Social Media Use. The CSC serves as a member of the technical working group along with the Department of Information and Communications Technology, Presidential Communications Operations Office, Career Service Board, and the Department of Social Welfare and Development.

Aside from exploring social media, the CSC also resorted to video content to make its programs and activities more engaging. Communication channels are increasingly using videos or motion graphics because it captures and sustains attention more than reading materials. In 2017, the CSC's in-house produced videos included teasers for the Honor Awards Program and the Philippine Civil Service Anniversary (PCSA), as well as short animation videos on the *Dekada na ang ARTA* celebration. Videos combining original footage, interviews, and motion graphics were also presented during 2017 HR Symposium to introduce the RACCS, ORAOHRA, and iARTA, as well as tell the story of

Graph 8: Facebook Likes of some Government Agencies



CSC's partnership with the Philippines-Australia Human Resource and Organisational Development Facility. The CSC also produced its latest corporate video featuring its HR initiatives and programs, as well as the informational video for ARTA as additional promotional material. Aside from being distributed to all CSC Regional Offices, the videos are also uploaded on CSC's Youtube account, www.youtube.com/cscmedia.

The CSC continues to recognize the role of a supportive yet powerful outsider partner, the media, in information dissemination. Aside from regularly disseminating news and photo releases to mainstream and government media outfits, the CSC also engages the media as a partner in its major programs and events. Media briefings during the HR Symposium, ARTA Caravan, PCSA, and launch of the RACCS and ORAOHRA were also held to give members of the media the opportunity for a dialogue with CSC officials.

The CSC, in partnership with DZRP Radyo Pilipinas 738 kHz, produces its weekly program Serbisyo Pilipinas that airs every Wednesday at 2:30 p.m. The radio show features updates and clarifications on CSC policies, programs, and other emerging issues. Guests on the show include CSC officials, honor awardees, and representatives from concerned organizations.

The CSC's official quarterly magazine, the Civil Service Reporter, was distributed to heads of government agencies, members of the Philippine Senate and House of Representatives, HRMOs, SUC libraries, *Bilis Aksyon* Partners, and individual subscribers. Its regular online publication, the CSC eNewsletter, is posted monthly and distributed to subscribers. CSC also produced internal publications such as the CS Bulletin, which is distributed online, and the News Capsule, which is distributed one day after a news event.

CSC's use of various communication channels both for its internal and external target audiences helped bridge the gap between the Commission and its clientele. It is important for the Filipino people to know that the CSC is here to develop individuals and empower agencies, and how this in turn translates to building malasakit in government. CSC's entry into the social media scene was also welcomed by online clients, as proven by a high engagement rate and frequency of messages received.

Building a gender-responsive government

As a crucial part of HR management, the CSC continued to use gender mainstreaming as an approach to building a gender responsive government. A major supporter of the Philippine government's gender and development (GAD) agenda, the CSC continues to craft and implement HR policies that consider gender dimensions and use the gender lens. This resulted to the establishment of mechanisms promoting progressiveness

CSC Chairperson Bala leads Commission officials in signing the Anti-VAWC Commitment Wall during the 18-Day Campaign to End VAWC launch at the CSC Central Office.



and inclusivity in the public sector. In 2017, the CSC initiated the following for the benefit of government workers:

- On Administrative Cases and Appointment**

In 2017, the CSC issued two major policies, the Rules on Administrative Cases in the Civil Service (RACCS) and the Omnibus Rules on Appointments and Other HR Actions, which were both written with gender sensitivity in mind.

The guidelines on handling sexual harassment (SH) cases, previously known as the Administrative Disciplinary Rules on Sexual Harassment Cases, are now incorporated in the RACCS after review and enhancement.

Meanwhile, under Section 83, Rule IX of the ORAOHRA, discriminatory practices are prohibited in the processes carried out by the Agency Merit Selection Plan and Human Resource Merit Promotion and Selection Board. This is to ensure that no applicant or employee is discriminated based on their gender, ethnicity, class, or age. Other initiatives include:

- On Sexual Harassment**

As a quasi-judicial body, the CSC has been active in resolving sexual harassment (SH) cases since the issuance of Memorandum Circular No. 19, entitled "Anti-Sexual Harassment Policy in the Workplace", back in 1994. As of December 2017, there were 170 sexual harassment cases filed with the CSC, with 59 of the cases resulting to the dismissal of the offender, and 18 to suspension.

- On Unique GAD Positions and QS**

The CSC facilitated the Philippine Commission on Women's proposal for the establishment of unique GAD positions and qualification standards in the public sector. Through CSC Resolution No. 1701189 dated August 1, 2017, the following positions were approved for the PCW: Chief GAD Specialist with salary grade 24; Senior GAD Specialist with salary grade 18; GAD Specialist II with salary grade 15; GAD Specialist I with salary grade 11;

- On Occupational Safety and Health**

As part of the technical working group for the proposed joint memorandum circular and resolution on Occupational Safety and Health for the Public Sector, the CSC was able to incorporate indicators for the Checklist of Reasonable Working Conditions, which would benefit both men and women.

- **Non-Sexist Language in CS Examinations**
The CSC continues to enrich its Test Bank with gender sensitive test questions, formulated to promote gender sensitive language in the exams. Special examiners were also trained in crafting gender sensitive test questions and the use of non-sexist language.
- **On GAD Trainings**
Through the Civil Service Institute, the CSC offered GAD-related courses for the training needs of government workers. In 2017, the Gender Sensitivity Session (GSS) Training of Trainors were held for two batches, while the course on Gender Mainstreaming in HR Practices was held for one class.
- **On statistics on men and women**
The 2017 Inventory of Government Human Resource or IGHR contains statistics on men and women in government across levels and positions. This shows how majority of women are doing in terms of their career in government. The CSC also issued the Annual Gender-Disaggregated Data of Public Sector Unions/Employee Associations.

Aside from strongly promoting gender responsiveness in the bureaucracy, the CSC also ensures that its employees are gender sensitive as well. In 2017, the CSC developed new GSS and Anti-Sexual Harassment Modules for use in training employees. The GSS for new employees was held in February while the GSS Training of Trainors for CSC's GADvocates and targeted participants was also conducted. Capability building sessions for three batches of GAD Focal Persons were held within the year. The CSC GAD Focal Person System (GFPS) was established in the Central and Regional Offices through CSC Resolution No. 1700710 dated March 28, 2017.

The CSC also mainstreamed GAD in its internal auditing procedures. This resulted to six audit checklist/tools with gender perspective that were used during internal audit activities in 2017.

Through the CSC's GAD Secretariat and GADvocates, the CSC participated in the 2017 National Women's Month celebration in March, as well as the 18-Day Campaign to End Violence Against Women in November, joining PCW-led national activities as well as holding its own advocacy campaigns for CSC employees. The CSC also featured GAD-related topics and interviews in its regular radio program, Serbisyo Pilipinas aired over Radyo Pilipinas kHz 738 every Wednesday.

The CSC continues to put premium on gender responsiveness as an important building block in promoting *malasakit* in government.

Enhanced HR and OD Workforce Competencies

Competency-based HR/CSC employees meeting critical competencies

One of the strategic objectives under the CSC Enterprise Scorecard is to enhance the CSC's workforce competencies—core, organizational, leadership, and technical. This is critical in ensuring that the Commission's vision is effectively translated and linked into HR programs. To determine and measure the competencies of its officials and employees, the Online Competency Assessment (OCA) is administered on a yearly basis by the Office for Human Resource Management and Development (OHRMD).

In the 2017 OCA, 95.09% or 1,027 out of 1,080 officials and employees met their mission-critical job competencies standards for their respective positions, showing that the CSC personnel have the capacity to provide and implement excellent HR processes. The OCA has been first implemented 2012. From a baseline of 76.40% rating in 2013, the percentage of mission-critical competencies increased by an average of 6% annually.

L&D Plan: Internal L&D for CSC employees

The CSC established competency-based learning and development (L&D) programs to address competency gaps and meet developmental needs of its workforce as identified through the OCA.

In 2017, L&D programs were given to a total of 1,207 CSC officials and employees. Out of the total, 1,069 or 88.57% of staff were provided with various trainings from internal and external sources, locally and abroad. Types of interventions were on technical or functional and organizational competencies, and leadership. The remaining 138 or 11.43% of officials and employees were given other trainings such as coaching and mentoring, special assignments, forum, conferences, team building activities, and other informal trainings.

A vital leadership training initiated by the CSC was the Coaching and Mentoring for Organizational Excellence Workshop wherein the Commission en banc and Directors as the leaders of the organization were urged to maintain a strong two-way relationship with their subordinates to create a culture of coaching and

Strengthened

HR-OD Knowledge Management and ICT

mentoring in the workplace. The first CSC-Wide HR Forum and Colloquium of CSC Scholars with the theme "Shaping the Future of HR in CSC" was also conducted.

Apart from the in-house and local interventions, the CSC sent 37 officials to various foreign trainings and conferences on leadership, human resource or talent management, public administration and performance management. Eight (8) employees also received scholarship grants from PAHRODF-Australia Awards Scholarship & De La Salle University, Lee Kuan Yew Singapore Scholarship and Development Academy of the Philippines.

Promotion of health and wellness

The welfare of its employees is of utmost importance to the Commission. The OHMRD organized a whole-year health and wellness campaign to ensure the physical, mental, and spiritual well-being of its workforce.

Among its activities to promote physical fitness were sport activities such as the 2017 Luzon Friendship Games, Central Office Inter-Color Sports Tournament, and "Fitness Friday" activities such as aerobics, Zumba, yoga or dancing.

Preventive health education such as forum on the "Cardiovascular Heart-Related Illness and Diabetic-Related Illnesses" and "Eat to Live: Nutrition Strategies to Prevent Heart Diseases" were beneficial to the employees.

To maintain spiritual balance, the OHRMD organized activities such as the Ash Wednesday Mass, the CSC Way of the Cross, Ecumenical Activity of the LIFE.COM "Jericho's Walk" and a Christian film showing during the Lenten Season.

All of these activities were undertaken to keep a work-life balance, providing a healthy working environment for all its employees.



Players representing the CSC's Central Office during the Luzon Friendship Games. An annual sports event promoting camaraderie and solidarity. The event is participated by CSC regional offices in Luzon.

An annual sportsfest is also held for CSC offices in Visayas and Mindanao.

The use of Information and Communication Technology (ICT) in HR management has positively affected transformation efforts worldwide. Considerable increase in the number of organizations gathering, storing, and analyzing information on their human resource systems has been noted, resulting in the efficient and effective management of their human capital the CSC acknowledged that ICT in HR will immensely help HRM practitioners in doing away with pen-pushing duties and focus on development initiatives were undertaken to fully harness technology.

Records Management

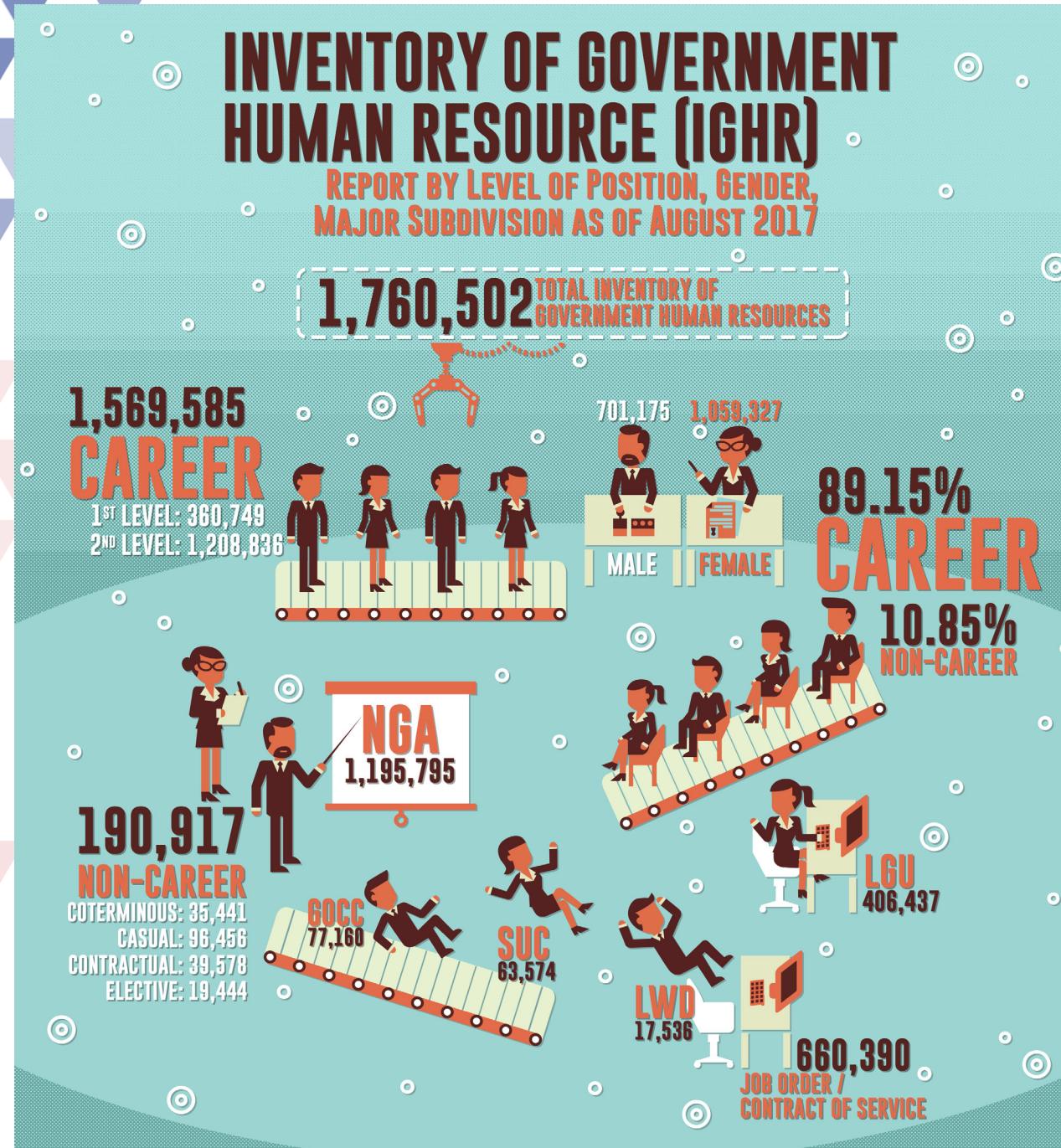
The Picture Seat Plan (PSP) accomplished during the conduct of civil service examinations is used in the validation of the identity of the eligible requesting for certification and/or authentication of issued civil service eligibility.

For 2017, a total of 40,821 were digitized which contains information on an examinee's name, date of birth, examinee number, and photo. PSPs once digitized can easily be retrieved by headings, text, image search , title of examination, date, place of examination among others to facilitate the search. The system is more efficient than manual searching of hard copies in the CSC's Records Room.

Automation of CSC frontline service

A web-based application dubbed as Verification, Certification and Authentication System (VCAS) integrates the CSC Eligibility Database Query Information System with the digitized PSPs stored in the DMS. The VCAS aims to fully automate the identity validation and eligibility verification process.

Self-service kiosks for clients are provided at CSC for encoding of their Eligibility/ Examination Records Request Form to ensure that correct information are provided and to hasten the processing of requests for eligibilities.



As a result, a total of 4,911 certifications of civil service eligibilities and 4,794 authenticated copies of certifications were issued to eligibles within the standards set under the CSC's Citizen's Charter.

Inventory of Government Human Resources (IGHR)

To update the statistical information on government human resources and to provide up-to-date data, a consolidated report was generated by the CSC in July 2017. The IGHR is a quick count on the number of government workers classified as career, non-career and job orders/contract of service (COS) from all government agencies, offices and instrumentalities were gathered. The data gathered are summarized and disaggregated to standard classification (eligibility, level of position, gender etc.) The IGHR serves as basis in policy-making and holistic assessment of the state of the bureaucracy. The data is also used in budget hearings in the House of Representatives and the Senate.

As of August 2017, the Philippine government has 1,760,502 in terms of human resources. This includes employees from the National Government Agencies (NGAs), Local Government Units (LGUs), State Universities and Colleges (SUCs), Government Owned and Controlled Corporations (GOCCs) and Local Water Districts (LWDs) as seen in the table below.

Career employees constitute 89.15% or a total of 1,569,585 as against non-career with 10.85% or 190,917. Of the total career employees, 68.66% or 1,208,836 occupy second level positions which cover both the professional/technical and the executive/managerial posts, while 31.34% or 360,749 are in the first level or those in clerical, trades, crafts, and custodial service positions.

Table 12: IGHR Report by Level of Position, by Major Subdivision

Major Subdivision	CAREER			NON-CAREER				Total
	1 st Level	2 nd Level	Sub-Total	Coterminous	Casual	Contractual	Elective	
NGA	138,076	1,008,261	1,146,337	20,878	4,280	23,835	465	49,458
GOCC	19,718	46,859	66,577	1,977	7,201	1,405	-	10,583
SUC	15,260	42,190	57,450	208	2,790	3,126	-	6,124
LWD	10,493	4,128	14,621	237	2,193	485	-	2,915
LGU	177,202	107,398	284,600	12,176	79,992	10,727	18,942	121,837
Total	360,749	1,208,836	1,569,585	35,476	96,456	39,578	19,407	190,917
								2,420,892

source: Integrated Records Management Office (IRMO)

Of the non-career, 96,456 (5.48%) are casual employees, contractual are at 39,578 (2.24%), coterminous employees numbering 35,476 (2.01%), and there are 19,407 (1.10) who are elective.

Generally, there are more female employees in career service across regions, except for ARMM where male employees are slightly higher than their counterpart at 51.74% (27,603). Overall, female employees posted of 62.23% (976,798) of the population over male employees at 37.77% (592,787) in the career service as seen in the table:

Table 13: Report by Gender, by Level of Position, by Geographical Distribution

Major Subdivision	CAREER		Sub-Total	NON-CAREER		Sub-Total	NON-CAREER	
	Male	Female		Male	Female		Male	Female
Region 01	8,586	7,232	15,818	20,409	42,534	62,943	28,995	49,766
Region 02	8,133	7,264	15,397	18,677	33,460	52,137	26,810	40,724
Region 03	15,058	12,479	27,537	35,142	77,039	112,181	50,200	89,518
Region 04	22,002	18,665	40,667	46,228	117,040	163,268	68,230	135,705
Region 05	7,611	6,558	14,169	17,452	49,331	66,783	25,063	55,889
Region 06	12,092	13,011	25,103	16,799	57,718	74,517	28,891	70,729
Region 07	8,352	7,286	15,638	21,323	56,937	78,260	29,675	64,223
Region 08	8,625	8,120	16,745	21,967	46,505	68,472	30,592	54,625
Region 09	6,186	4,521	10,707	14,568	19,628	34,196	20,754	24,149
Region 10	8,072	7,117	15,189	17,932	38,710	56,642	26,004	45,827
Region 11	5,988	5,147	11,135	16,594	30,309	46,903	22,582	35,456
Region 12	5,849	5,018	10,867	17,500	33,111	50,611	23,349	38,129
Caraga Region	4,993	5,288	10,281	13,846	27,868	41,714	18,839	33,156
Autonomous Region in Muslim Mindanao	6,029	4,236	10,265	21,574	21,506	43,080	27,603	25,742
Cordillera Administrative Region (CAR)	5,495	4,944	10,439	12,078	21,018	33,096	17,573	25,962
National Capital Region	59,035	51,757	110,792	88,592	135,441	224,033	147,627	187,198
TOTAL	192,106	168,643	360,749	400,681	808,155	1,208,836	592,787	976,798
						TOTAL		1,569,585

source: IRMO

Geographical distribution shows that the National Capital Region (NCR) had the biggest number of government employees with a population of 393,136 or 22.33% of the total government workforce. On the other hand, the smallest number of government workforce was recorded in CAR with a total of 46,649 employees or 2.65% of the total government HR complement (See table below).

Table 14: IGHR Report by Major Subdivision

Region	Career	Non-Career	Total
Region 01	78,761	8,624	87,385
Region 02	67,534	5,895	73,429
Region 03	139,718	13,526	153,244
Region 04	203,935	20,801	224,736
Region 05	80,952	5,393	86,345
Region 06	99,620	9,952	109,572
Region 07	93,898	13,284	107,182
Region 08	85,217	7,228	92,445
Region 09	44,903	6,021	50,924
Region 10	71,831	7,841	79,672
Region 11	58,038	6,913	64,951
Region 12	61,478	5,928	67,406
Caraga Region	51,995	4,733	56,728
Autonomous Region in Muslim Mindanao	53,345	13,353	66,698
Cordillera Administrative Region (CAR)	43,535	3,114	46,649
National Capital Region	334,825	58,311	393,136
TOTAL	1,569,585	190,917	1,760,502

source: IRMO

The Job Order and Contract of Service workers comprise 660,390 employees. The CSC, Commission on Audit (COA) and Department of Budget and Management (DBM) Joint Circular No. 01, series of 2017 (Rules and Regulations Governing Contract of Service and Job Order Workers in the Government) defined Contract of Service as the engagement of the services of an individual, private firm, other

government agency, non-governmental agency or international organization as consultant, learning service provider or technical expert to undertake special project or job within a specific period. Job Orders, on the other hand, refer to piece work (pakyaw) or intermittent or emergency jobs such as clearing of debris on the roads, canals, waterways, etc. after natural/man-made disasters/occurrences and other manual/trades and crafts services such as carpentry, plumbing, electrical, and the like. These jobs are of short duration and for a specific piece of work.

Completion of approved ICT projects

To further improve the internal business process in the CSC through ICT, the Commission pushed for the development of the Web-based Document Tracking System (eDTS), Virtual Private Network Technology (VPN), Integrated Case Management System (iCMS), and Official Receipt Information System (ORIS).

To ease the tracking of external communications received as well as those internal memoranda released by the CSC, the Integrated Records and Management Office developed the eDTS. The system started at the Central Office and is currently being integrated to its regional offices. With eDTS, there will be a seamless tracking of documents from one CSC office to another.

To secure the Commission's network-based operations and data from potential threat from other networks, the VPN was established. Ongoing is the installation of the VPN system in regional offices and the conduct of orientation to networks and administrators. The VPN provides firewall protection, load balancing, authorization, authentication and encryption to the regional and central network of the CSC.

The iCMS is used by the Office for Legal Affairs to automate the management of quasi-judicial cases. Meanwhile, the ORIS is a reengineered version of the eReceipt system to support the Office for Financial and Asset Management in the processing and accounting of financial reporting requirements of official receipts as prescribed in the Unified Accounting Code Structure required under the Government Accounting Manual.

A portal that publishes vacancies in the CSC as well as the aggregated job opportunities of various government agencies may now be accessed in the CSC's website. The CS job Portal was pilot-tested in May 2017 and full implementation will be in 2018 where a bureaucracy-wide posting of vacancies will be done for agencies to comply with the provision of the Omnibus Rules on Appointments and Other Human Resource Actions. The portal will serve as a one-stop source of information for job-seekers interested to join government service.

Stewardship of Financial Resources

Included in CSC's Strategic Objectives is to ensure well-managed stewardship of financial resources which fuels the organization's effective and efficient dispensation of its core functions and other mandated roles in the bureaucracy.

In 2017, the CSC had an approved appropriations in the General Appropriations Act (GAA) amounting to P1.3 billion, inclusive of budget for Personnel Services of P1.04 billion, Maintenance and Other Operating Expenses (MOOE) amounting to P246.2 million, and Capital Outlay of P59.9 million.

In recent years, CSC has focused its attention on constructing office buildings for its 77 provincial offices nationwide in order to provide a more presentable and comfortable office for its growing number of clients, a bigger space for the human resource records, and a more conducive workplace for its staff. Construction of facilities was also prioritized to make the CSC Field Offices more responsive to the Anti-Red Tape Act's provision for client-friendly facilities.

In 2017, six (6) CSC provincial offices have been provided with a budget of P5 million each for the construction of prototype Field Office buildings in Apayao and Camarines Sur in Luzon; Guimaras, Siquijor, and Biliran in Visayas; and Davao del Sur in Mindanao. The buildings which started actual construction in 2017 were FOs in Urdaneta, Catanduanes, Leyte, Southern Leyte, Biliran, Davao del Sur, and Apayao. The buildings inaugurated in 2017 were Biliran, Leyte, and Southern Leyte FOs. These projects were completed in collaboration with Local Government Units (LGUs) and other National Government Agencies (NGAs) like the Department of Environment and Natural Resources (DENR), and the Department of Public Works and Highways (DPWH) that have either provided the lots for the buildings

CSC Chairperson Alicia dela Rosa-Bala and Commissioner Robert S. Martinez, together with land benefactor President Rosario A. Maullon of Our Lady's Foundation Incorporated, lead the inauguration of the new CSC Field Office in Catanduanes last October 12, 2017.



Part III:

THE PHILIPPINE CIVIL SERVICE AND THE ASEAN COMMUNITY

through a Deed of Donation or Usufruct, or technical assistance in the construction phase.

Aside from infrastructure projects, the CSC also gave equal importance on the capacity building and development of its staff in ensuring efficient assets management. As early as the first quarter of 2017, the CSC, through its Office for Financial and Assets Management, conducted the Training on Procurement for CSC officials, and for the Bids and Awards members, with speakers from the Government Procurement Policy Board – Technical Services Office (GPPB-TSO). To maximize attendance of all key players in the procurement process, the trainings were conducted in four clusters as follows:

- | | |
|------------------|---------------------------------|
| Central Office | - January 23-25, 2017 |
| Luzon Cluster | - January 30 – February 1, 2017 |
| Visayas Cluster | - February 13-15, 2017 |
| Mindanao Cluster | - February 27 – March 1, 2017 |

The CSC has likewise complied with the Good Governance Conditions in the grant of the Performance Based Bonus such as the timely submission of the Annual Procurement Plan (APP), and compliance to the requirements of the PhilGEPS posting, among others.



CSC Regional Office CAR
Director IV Marilyn E. Taldo
(leftmost) leads the blessing and
groundbreaking ceremony of the
CSC Field Office in Benguet.

Cultivating Partnerships with the ASEAN Community



One ASEAN, One Community. Heads of the Civil Service of ASEAN Member States with ASEAN Deputy Secretary General Vongthe Arthakaivalvatee (leftmost) during the ASEAN Heads of Civil Service Retreat held in November 2017 and hosted by the Philippine Civil Service Commission.

The CSC has remained consistent in underscoring the need to invest on a high-performing, competent and credible human resources as key to making ASEAN cities smart, vibrant, prosperous and resilient both now and in the future. The civil service is key in building upon and deepening the ASEAN integration process leading to the realization of a rules-based, people-oriented, people-centered ASEAN Community, where people of the region enjoy human rights and fundamental freedoms, higher quality of life and the benefits of community building, reinforce our sense of togetherness and common identity, guided by the purposes and principles of the ASEAN Charter.

ASEAN Leaders' Declaration

The Civil Service Commission initiated the crafting of the Declaration on the Role of the Civil Service as a Catalyst for Achieving ASEAN Community Vision 2025 during its Chairmanship of the 18th ASEAN Cooperation on Civil Service Matters (ACCSM) in 2015-2016 the declaration was a means to elevate the role of the civil service and the ACCSM, as a sectoral body, in the community building efforts in ASEAN.

Signed by the ASEAN leaders during the 30th ASEAN Summit held on April 29, 2017 in Manila, the Declaration underscores the significant role that the civil service plays as a catalyst for enhanced cross-sector and cross-pillar cooperation in building the ASEAN Community, providing support towards furthering regional integration in accordance with the ASEAN Vision 2025, and promoting ASEAN awareness. It tasks the ACCSM to take the lead in collaboration with relevant sectoral bodies under the three pillars of ASEAN (ASEAN Political-Security Community, ASEAN Economic Community and ASEAN Socio-Cultural Community) to develop a work plan towards realizing the aspirations contained in the Declaration; as well as forge Partnerships with ASEAN Dialogue Partners, regional and multilateral



The Commission participating in the 2nd ASEAN Heads of Civil Service Retreat, one of the events organized as part of the Philippines' Chairmanship of ASEAN in 2017.

organizations, civil society, private sector, and other stakeholders in supporting the effective implementation of the commitments reflected in the Declaration such as:

It aims to promote cooperation and collaboration in the development and implementation of capacity-building programs and share best practices in critical areas of concern, such as: Environment promotion and climate change adaptation and mitigation; Disaster management, mitigation and response; Health management; Gender equality in the workplace; Good governance; Progressive people management, organizational performance, and employee engagement; Talent attraction and skills building in the civil services of ASEAN

With the Declaration, the ACCSM shifts from being a venue for exchange of information and best practices on public sector HR management and innovations, to an active player and collaborator in ASEAN Community building. At the national level, this Declaration has put the CSC at the heart of national efforts on ASEAN Matters.

2nd ASEAN Heads of Civil Service (AHOCS) Retreat and Forum on Innovative Leadership

As part of the events of the Philippine's hosting of ASEAN 2017, the CSC hosted the 2nd ASEAN Heads of Civil Service (AHOCS) Retreat on November 2, 2017 in Manila where Heads of Civil Service/Heads of Delegation informally discussed priorities and strategies to implement key initiatives including the ASEAN Leaders Declaration on the Role of the Civil Service as a Catalyst for Achieving ASEAN Community Vision 2025.

Consistent with its purpose as a venue for exchange of information and expertise on public sector HR practice, ACCSM conducts a Forum on relevant topics at the sidelines of its Meetings. For the 2nd AHOCS Retreat, the CSC organized the Forum on Innovative Leadership on November 3, 2017, which includes presentations on innovative leadership and public private partnership in innovation.

Delegates from ASEAN Member States joined 297 local leader-participants from various government agencies and private firms for the one-day forum. The 2nd AHOCS Retreat and Forum was held with the support of the ASEAN National Organizing Council (ASEAN-NOC).



Solidarity and cooperation was the central theme of the 2nd AHOCS Retreat participated by heads of ASEAN Civil Service.

Coffee Table Book on Civil Service Programs and Innovations

In celebration of the 50 years of ASEAN in 2017, the CSC spearheaded the production of the coffee table book entitled "Civil Service: Heart of the ASEAN Community," which chronicles the collective efforts of ASEAN Member States through the ASEAN Cooperation on Civil Service Matters (ACCSM) in enhancing civil service capability in the region.

In producing the book, the PCSC hopes to bring about a better understanding of the advancement of civil service practice and innovations in the last 50 years. It will also encourage greater appreciation for fruits of ASEAN Civil Service Cooperation, especially in terms of narrowing the development gap.

A preview of the book was presented during the 2nd ASEAN Heads of Civil Service Retreat. Copies of the book is set for distribution in early 2018. The coffee table book was produced with the support of the ASEAN Development Fund.

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The National Library of the Philippines
Tourism Promotions Board (formerly PCBC)

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Aurora Pacific Economic Zone Authority
Bases Conversion Development Authority
Board of Investments
Cagayan Economic Zone Authority
Credit Information Corporation
Construction Industry Authority of the Philippines
Construction Manpower Development Foundation
Department of Energy
Department of Tourism - CO & NCR
Department of Trade and Industry - CO
Department of Trade and Industry - NCR
Development Bank of the Philippines
Employees Compensation Commission
Film Development Council of the Philippines
Games and Amusement Board
Governance Commission for GOCC (GCG)
Home Development Mutual Fund
Home Guaranty Corporation
Housing & Urban Development Coordinating Council (HUDCC)
Intellectual Property Office
National Development Company
National Home Mortgage Finance Corporation
National Livelihood Development Corporation
National Mapping and Resource Information Authority
National Police Commission - CO

Office of the Solicitor General
Philippine Deposit Insurance Corporation
Philippine Institute for Development Studies
Philippine International Trading Corporation
Philippine Merchant Marine Academy
Philippine National Oil Company
Philippine Racing Commission
Philippine Reclamation Authority
Philippine Retirement Authority
Privatization Management Office
Small Business Corporation (formerly SBGFC)
Trade and Investment Development Corp of the Philippines
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CGO-Makati
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Division of City Schools - Makati
Division of City Schools - Pasig
Land Transportation Office - NCR
Metropolitan Manila Development Authority
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Rizal Technological University
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Commission on Filipino Overseas
Department of Foreign Affairs
Division of City Schools - Pasay City
Foreign Service Institute
Government Service Insurance System
Light Rail Transit Authority
Office of the Vice-President
Philippine Economic Zone Authority
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Bureau of Fire Protection - NCR
Bureau of Jail Management & Penology - NHQ
Bureau of Jail Management & Penology - NCR
Department of the Interior & Local Government - CO

Department of the Interior & Local Government – NCR
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Lung Center of the Philippines
National Commission on Muslims Filipino
National Electrification Administration
National Irrigation Administration
National Kidney & Transplant Institute
National Security Council
National Water Resources Board
Office of the Government Corporate Counsel
Parole & Probation Administration – CO
Parole & Probation Administration – NCR
Philippine Crop Insurance Corporation
Philippine Heart Center
Philippine National Volunteer Service Coordinating Agency
Public Attorney's Office - CO & NCR
Social Security System
Tariff Commission
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AFP Philippine Air Force
AFP Philippine Army
AFP Philippine Military Academy
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Department of National Defense
Department of Transportation
Development Academy of the Philippines
Division of City Schools - San Juan
Energy Regulatory Commission
Metro Rail Transit III
National Defense College of the Philippines
National Economic and Development Authority
Office for Civil Defense
Office for Transportation Security

Office of the Presidential Adviser on the Peace Process
Philippine Competition Commission
Philippine Coast Guard – Civilian
Philippine Overseas Employment Administration
Philippine Veterans Affairs Office
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The Government Arsenal
Toll Regulatory Board
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Jose R. Reyes Memorial Medical Center
Las Piñas General Hospital and Satellite Trauma Center
National Children's Hospital
Philippine Institute for Traditional & Alternative Healthcare
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Forest Products Research and Development Institute
Industrial Technology Development Institute
Metal Industry Research and Development Center
Municipal Government of Pateros
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National Nutrition Council
National Research Council of the Philippines
Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development
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Movie and TV Review and Classification Board
National Anti-Poverty Commission
National Commission for Culture and the Arts
National Labor Relations Commission
National Printing Office

National Tobacco Administration
National Youth Commission
News and Information Bureau
Office of the President
Optical Media Board
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 Marikina Polytechnic College
 Metropolitan Waterworks & Sewerage System – Corporate Office
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 Department of Agrarian Reform
 Department of Agriculture

Philippine Fiber Industry Development Authority
 National Dairy Authority
 National Food Authority - CO & NCR
 National Meat Inspection Service
 Office of Transportation Cooperatives
 Fertilizer & Pesticide Authority
 Philippine Carabao Center
 Philippine Coconut Authority - CO & IVB
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 Environmental Management Bureau – NCR
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 Division of City Schools - Muntinlupa
 Division of City Schools - Parañaque
 Duty Free Philippines
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 Philippine Aerospace Development Corporation
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