

THE CIVIL SERVICE

REPORTER

GAWING LINGKO

BAWAT KAWANI

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ARTA WATCH:
984 Gov't Offices Pass,
39 Flunk Report Card Survey

EXECUTIVE LETTER:
2015
*State of the
CSC Address*

HR Summit Set
May 2015 in Cebu

Special Report:
Position and Power:
Trends in Leadership and Gender

ON THE COVER:

**Rhia
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FINDING STRENGTH IN WEAKNESS

HR CORNER:
PRIME-HRM's Maturity Level 2:
Process-Defined HRM

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PUBLIC DOMAIN

The new year brings new possibilities in public service. With ever-evolving technologies, government is also changing the way it interacts with its clients.

The Contact Center ng Bayan or CCB is one way the Civil Service Commission (CSC) maintains its communication with the public. Through the facility, the CSC gets to hear actual comments and feedback from the public.

Since its establishment in September 2012, CCB has faithfully accommodated voluminous reports from the public regarding agencies violating the ARTA. These reports, positive and negative, are lodged through the CCB hotlines (1-6565, 0908-8816565, and contactcenterngbayan.gov.ph). Last year, the Office of Senator Bam Aquino partnered with the CCB for the Project WASAK (*Walang Asenso sa Kotong*), a campaign pushing for the welfare of entrepreneurs, especially of the micro, small, and medium entrepreneurs (MSMEs).

For this issue, we have compiled recent commendations from actual clients who are satisfied with the quality of service they were given by government agencies or by the CCB itself, and some from MSMEs:

“Thank you Contact Center ng Bayan. We are glad that you have this kind of service. We salute your management team and all the people behind this project.”

“I am commanding Ms. Norieta G. Paz, who is the Chief of LTO-Cabanatuan branch. I went to the Land Transportation Office (LTO) branch on the above-mentioned date. I was applying for a Student's Permit and believed that the process will take 60 minutes as indicated in their Citizen's Charter. After waiting for more than two hours, I decided to go to the Public Assistance and Complaints Desk. Ms. Paz, seeing my inconvenience through the window, immediately attended to me, even letting me into her office to personally address my concern. Kudos to Ms. Paz, and I hope many will emulate her conduct.”

“I'd like to commend the personnel of Securities and Exchange Commission satellite office Ali Mall-Marietta M. Velasquez, Dennis Malazarte, and Sheila Ramos—for attending to me in an efficient, courteous manner. Please let my commendation be known to your Commissioner. Thanks.”

“Good Morning to all: I just want to thank all of you for your help in resolving my problem. I was refunded in full by "JML", the distributor of the product "Easy Stich" during the Mediation Meeting at the Fair Trade Enforcement Bureau, Department of Trade and Industry last Friday. Again, Thank you.”

“It is refreshing to know that we have caring dedicated people that are true servants of the citizen. Thank you for helping me forward this issue to the appropriate department of the Department of Foreign Affairs. More power!”

“Patuloy po kaming nagtiwala sa katatagan at credibility ng Civil Service Commission sa pagbibigay ng CSC exam. Magandang hapon po.”

“Nagpasalamat po ako at nagkaroon ng advertisement ng katulad po ng sa inyo na tumutulong sa katulad ko, at sa mga matutulungan pa ninyo na napapabayaan na po sa kanilang mga inaasikaso po.”

“Maraming salamat po sa inyo, Sir/Ma'am sa CSC, na-release na po ang COMELEC ID ko kahapon, nakuha ko na sa 2nd District Office sa Quezon City.”

Mag-text sa
0908 881 6565
Tumawag sa
1- 6565*

*P5.00 + VAT per call anywhere in the Philippines via PLDT landlines

Mula 8am to 5pm, Lunes hanggang Biyernes

Mag log-on sa
www.contactcenterngbayan.gov.ph

Prepaid na telbuk ng alamasya ng pamahalaan. Ang poster na ito ay dapat relihiyon ni telbuk ng inyong "frontline service officer". Tiyakin na ito ay matatagpuan ng inyong mga kiloyants.

PRAESCRIPPIO

The Civil Service Commission (CSC) celebrated a number of milestones last year. We were able to achieve our breakthrough goals, get several awards and recognition from local and international organizations, and secure a number of accreditation proving we have leveled up and inched closer to our goal of becoming Asia's leading center of excellence by 2015. It was truly a memorable year, one that capped our success journey toward transformation.

It was particularly memorable for me, as well. It marked the end of my term as the CSC Chairperson, a post that I speak of with pride. My time at the CSC allowed me to explore uncharted ground in human resource and organizational development. We went from being generally transactional and traditional to becoming a strategic HR institution. We went beyond doing business as usual and meeting our set targets. We went out of our comfort zones and into the frontline, checking law and policy implementation right where the actual action is, engaging with clients and the media, facing issues as they arise, and mobilizing HR practitioners and getting them together for knowledge sharing. It was one of the most challenging experiences I've had in my public service career, and I can say I now have a broader and deeper appreciation of the crucial role of HR in molding the government and its workforce.

That is why it is bittersweet to be writing my final *Praescriptio*. Aside from launching a new look for the new year, this issue also celebrates Women's Month, featuring the story of one of our 2014 *Dangal ng Bayan* awardees, SPO3 Rhia Sotomil. We also have news about the Statement of Assets, Liabilities, and Networth or SALN, CSC's 2014 accomplishments, and the Program to Institutionalize Meritocracy and Excellence in HR Management or PRIME-HRM. I hope you enjoy this issue. It has been a privilege to bring you a new issue of the *Civil Service Reporter* each quarter.

Happy reading!


FRANCISCO T. DUQUE III, MD, MSc
Chairperson

THE CIVIL SERVICE REPORTER

GAWING LINGKOD BAYANI ANG BAWAT KAWANI

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984 gov't offices pass, 39 flunk report card survey

A total of 1,023 service offices from nine government agencies were subjected last year to the Report Card Survey (RCS), a mechanism to measure client satisfaction and get feedback on government frontline services. Of this number, 984 offices or 96% got passing marks while 39 offices or 4% earned a "Failed" rating.

Among the passers, or those that obtained scores from 70 to 100, some 258 offices (25.22%) received an "Excellent" rating; 10 offices (0.98%) got "Outstanding"; 636 offices (62.17%) were rated "Good"; and 80 offices (7.82%) were "Acceptable".

The service offices subjected to the RCS came from nine agencies most complained of and that need frontline service improvement, based on reports received through the Contact Center ng Bayan of the Civil Service Commission (CSC). These agencies are Land Transportation Office (LTO), Bureau of Internal Revenue (BIR), Government Service Insurance System (GSIS), Social Security System (SSS), Professional Regulation Commission (PRC), Land Registration Authority (LRA), Home Development Mutual Fund (HDMF), Philippine Statistics Authority-National Statistics Office (PSA-NSO), and the Philippine Health Insurance Corporation (PhilHealth).

The RCS provides a quantitative measure of client perceptions on the quality, efficiency, and adequacy of public services. The CSC runs the survey as the lead implementer of Republic Act No. 9485 or the Anti-Red Tape Act of 2007 (ARTA).

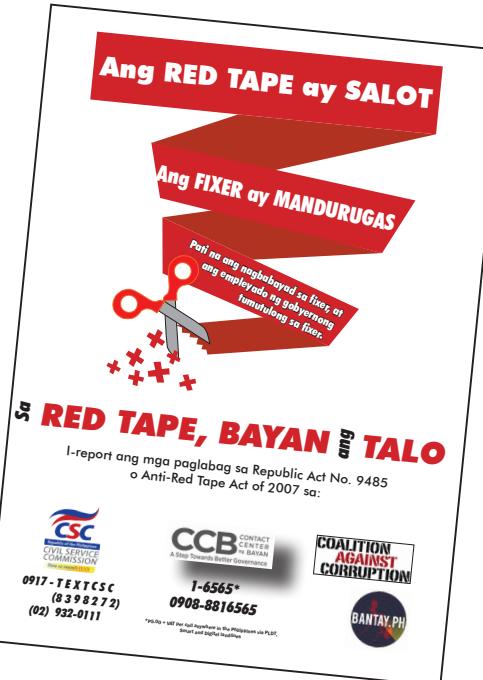
The CSC checks if the service office has a Citizen's Charter that contains detailed commitments on transaction steps, cost, and time. It also checks if anti-fixing measures are implemented, if frontline staff wear identification cards, if there are no hidden transaction costs, if there is a Public Assistance and Complaints Desk which is attended to by a competent staff, and if the service office observes the No Noon Break policy.

Also considered is overall client satisfaction based on the effectiveness of frontline service providers, service quality, physical setup of the office, availability of basic facilities, and client feedback.

Service offices obtaining a score of 90 to 100 are rated Excellent. Those with scores of 90 to 100 but have a failing mark in one area are rated Outstanding. Scores of 80-89.99 are rated Good; 70-79.99 are Acceptable; and 69.99 and below are Failed. Offices that fail in any of the two core areas, regardless of the final numerical rating, also incur a Failed rating.

GSIS and HDMF both had a full passing rate with all of their service offices obtaining scores not lower than 70. Moreover, GSIS had the highest proportion of offices that got "Excellent" marks, numbering 38 Excellent offices out of 57 surveyed (66.67%). This was followed by Philhealth with 68 Excellent offices out of 138 surveyed (49.28%) and HDMF with 26 Excellent offices out of 74 surveyed (35.14%).

On the other hand, PRC had the highest percentage of offices that failed the RCS, with 2 out of 11 surveyed offices (18.18%). However, out of the 39 Failed offices, LTO topped the list with 21 Failed offices.



CSC Commissioner Robert S. Martinez (middle) receives an Award of Merit for the CSC during the 2014 Quill Awards held on March 9, 2015 at Quezon City. He is joined by former CSC Chairperson Francisco T. Duque III and Public Assistance and Information Office Director IV and Contact Center ng Bayan Program Manager Maria Luisa Salonga-Agamata.

The Civil Service Commission (CSC) has joined the ranks of international and local organizations with the best business communication practices after it recently bagged the prestigious Philippine Quill Award for 2014.

The Philippine Quill Award is given by the International Association of Business Communicators (IABC) Philippines to companies that have achieved the highest global standard for business communication practices.

The CSC received the Award of Merit (Division 2: Communication Management – Category 15: Customer Relations) for its communication campaign to promote the Contact Center ng Bayan (CCB) as the government-wide feedback mechanism through which citizens can request for

information and assistance on government frontline service procedures, as well as report commendation, complaints, and feedback.

The category distinguishes excellence in customer relations via strategies or ongoing programs targeted at customer audiences that educate, inform, engage or otherwise connect the organization and its employees to the customer. It also recognizes programs that value relationship management, experience standards or appreciation demonstrated through communication and marketing elements.

The Philippine Quill Awards is the country's most prestigious and comprehensive awards in business



The Philippine Quill trophy symbolizes achievement in business communication excellence. The CSC's communication strategies for customer relations for the Contact Center ng Bayan received an Award of Merit from the International Association of Business Communicators.

communication and it is a big honor to be part of the crème de la crème in terms of communication management," said CSC Commissioner Robert S. Martinez during the awarding ceremony held March 9 at the Grand Ballroom, Crowne Plaza Galleria Manila.

Launched in September 2012 to support the implementation of Republic Act No. 9485 or the Anti-Red Tape Act (ARTA), the CCB serves as the government's main helpdesk which can be accessed via hotline number 1-6565, SMS to 0908-8816565, or its website, www.contactcenterngbayan.gov.ph.

Through the Commission's awareness campaign, the CCB has recorded significant increase in the volume of incoming calls, text messages, and e-mails. From less than 500 transactions from September to November 2012, over 2,000 transactions were recorded in January 2013 and the numbers increased in the next months. As of December 2014, the CCB has attended to a total of 97,315 transactions.

Growing support

"This Quill Award affirms the CSC's success in engaging the public and various sectors to actively participate in the improvement of government frontline services," added Commissioner Martinez.

Starting with six partner agencies during its pilot run in 2012, more government agencies are now linked with CCB: the CSC, National Computer Center, Bureau of Internal Revenue, Philippine Health Insurance Corporation, Department of Health, Department of Trade and Industry, Land Registration Authority, Social Security System, Department of Science and Technology's PAGASA, and Polytechnic University of the Philippines.

Not only did the campaign attract more clients for the CCB, it was also able to get the attention of local and international partners. In July 2014, CCB was chosen by the Office of Senator Bam Aquino as its main partner in implementing the *Walang Asenso Sa Kotong* or WASAK campaign which aims to help micro, small, and medium entrepreneurs with their business-related transactions with the government. The partnership places premium on complaints on *kotong* (extortion) and *suhol* (bribery) relayed through the CCB.

The CCB is also set to become the Philippines' ARTA commitment to the Open Government Partnership (OGP), an international platform for domestic reformers resolved to making their governments more open, accountable, and responsive to citizens. Initiated in 2011, the OGP has 64 participating countries, including Australia, South Korea, Canada, the United States, Indonesia, and a number of European countries. □

NEWS

173 gov't offices hailed as frontrunners against red tape - CSC



GSIS officials led by President and General Manager Robert Vergara (first row, 5th from left) with CSC officials led by Commissioner Robert Martinez (first row, 4th from left) at the awarding of Citizen's Satisfaction Center Seal of Excellence to GSIS Main Office.

The CSC awarded the Government Service Insurance System (GSIS) Main Office as the latest government office to receive the Citizen's Satisfaction Center Seal of Excellence. The awarding was held March 16 at the CSC Central Office in Quezon City, with GSIS President and General Manager Robert G. Vergara accepting the award from CSC Commissioner Robert S. Martinez.

GSIS Main Office was conferred a wall-mountable glass seal bearing the "Seal of Excellence" logo to symbolize the achievement of excellence, as well as a cash reward amounting to PHP100,000.00 to be used specifically for further improvement in their frontline services.

A total of 173 government offices have been given the Citizen's Satisfaction Center Seal of Excellence for their efforts to combat red tape and render the highest quality of frontline services to the public since 2011, the Civil Service Commission (CSC) announced.

Commissioner Martinez welcomed this development, as he said that having 173 Seal of Excellence awardees means more and more government offices are cleaning up their acts to ensure that clients are always satisfied with their services. "Sana nga, sa pamamagitan ng paggawad ng Seal of Excellence, unti-unti nating maibalik ang tiwala ng mamamayan sa uring pamamahalang naka-angkla sa integridad, kahusayan, dedikasyon, at pananagutan," he added.

Pursuant to Republic Act No. 9485 or the Anti-Red Tape Act (ARTA), the CSC conducts the Report Card Survey (RCS), a client feedback survey used to rate agency performance and client

satisfaction in terms of frontline service delivery and to monitor agencies' compliance with the requirements of ARTA.

The CSC checks if the service office has a Citizen's Charter that contains detailed commitments on transaction steps, cost, and time. It also checks if anti-fixing measures are implemented, if frontline staff wear identification cards, if there are no hidden transaction costs, if there is a Public Assistance and Complaints Desk attended by a competent staff, and if the service office observes the No Noon Break policy.

Also considered is overall client satisfaction based on the effectiveness of frontline service providers, service quality, physical setup of the office, availability of basic facilities, and client feedback.

Service offices which obtain a score of 90-100 are rated Excellent. Those with scores of 90-100 but have a failing mark in one area are rated Outstanding. Scores of 80-89.99 are rated Good; 70-79.99 are Acceptable; and 69.99 and below are rated Failed. Offices that fail in any of the two core areas, regardless of the final numerical rating, also incur a Failed rating.

Service offices that receive an overall rating of Excellent in the RCS undergo a second-phase validation process, and those that pass this validation are conferred the Seal of Excellence award.

The award aims to promote service delivery excellence in the bureaucracy; to acknowledge the hard work of civil servants in providing responsive, efficient and customer-centric services; and to drive competitiveness among government agencies. □

CSC highlights Women's Role in governance

As it joins the Women's Month celebration this March, the Civil Service Commission (CSC) recognizes the role of women in governance and nation-building.

Women make up the majority of the bureaucracy and as such, they play a significant part in the implementation of government programs as well as in policy and decision making. The CSC said it is only fitting to ensure the welfare and raise the morale of female workers so they can continue to be productive members of the bureaucracy.

In the 2010 Inventory of Government Personnel, there were 827,157 female government employees, representing 58.7% of the workforce.

However, according to the Philippine Commission on Women (PCW), women's participation in decision-making can still be improved as males continue to outnumber females in various top leadership posts in government.

The CSC called on government agencies to observe gender and development (GAD) laws and policies, especially those that advance women's welfare.

Pursuant to Republic Act No. 9710 or the Magna Carta of Women, the CSC issued Memorandum Circular No. 25, s.



The CSC Gender and Development Advocates (GADvocates) headed by Internal Affairs Chairperson Director III Noreen Boots Gocon-Gragasin (2nd from L) engage with the Philippine Commission on Women's Monitoring and Evaluation Division headed by Mr. Macario T. Jusayán (3rd from L) during a Gender Mainstreaming Evaluation Framework (GMEF) workshop in January 2015.

employee whose child is a victim of violence, to a paid leave of absence not exceeding ten days.

March is National Women's Month and the theme for this year is "Juana, Desisyón Mo ay Mahalaga sa Kinabukasan ng Bawat Isa, Ikaw Na!", which aims to celebrate and emphasize women's roles in leadership, power, and decision-making. ▶

2010 specifying guidelines on the availment of special leave benefits for women who have undergone surgery caused by gynecological disorders.

The policy says that female government workers, regardless of age and civil status, are entitled to up to two (2) months special leave with full pay following surgery caused by gynecological disorders. The employee should have rendered six (6) months of continuous aggregate service for the last 12 months prior to surgery.

In 2005, the CSC also issued Resolution No. 05-1206 or the Guidelines on the Availment of the 10-day leave under Republic Act No. 9262 (Anti-Violence Against Women and their Children Act of 2004). The policy entitles any female employee in the government service who is a victim of violence, or any woman

CSC is a Strong Supporter of GAD - De Dios



CSC Commissioner Robert S. Martinez welcomes Dr. Aurora Javate-De Dios of Miriam College's Women and Gender Institute (WAGI), who served as the guest speaker for CSC's Women's Month kick off ceremony.

The CSC is one of the strongest and enthusiastic supporters of Gender and Development (GAD) in the country."

This was pointed by Dr. Aurora Javate De Dios, Executive Director of the Women and Gender Institute (WAGI) of Miriam College. In her talk before Civil Service Commission (CSC) employees during the agency's annual kick-off ceremony for Women's Month, De Dios congratulated the CSC for its various gender mainstreaming initiatives throughout the year. She attributes these to the strong performance of the Philippines in terms of international rankings and assessments of GAD implementation.

Women-Friendly

De Dios cited the Philippines as being at the forefront of gender equality in Asia and the world, ranking 9th in the World Economic Forum's 2014 Global Gender Gap Report. The same report also cited the Philippines as the friendliest country to women among countries in Asia. She said that the country's Republic Act No. 9710 or the Magna Carta of Women (MCW), the local legal translation of the Convention to Eliminate All Forms of Discrimination Against Women (CEDAW), is considered as a model legislation by the country's ASEAN neighbors.

NEWS

CSC revises guidelines on filing of SALN



CSC officials and employees follow the Juana, Ikaw Na Ang Manguna dance video while wearing purple during the CSC's kick off ceremony for the 2015 Women's Month.

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

Continuous Advocacy

While De Dios cited the gains in Gender and Development (GAD), she also appealed for the CSC to be aware and responsive of other areas of concern such as peace and conflict. "It is important to also recognize the role of our women in responding to conflict and the peace process, especially at this critical time in Mindanao," she added. De Dios also thanked Filipino men for their valuable contribution in upholding women's rights.

CSC Commissioner Robert S. Martinez, in his speech, agreed with the importance of men's role in gender advocacy. He also expressed his pride in the CSC for creating a discrimination-free work environment. He also cited that 70% of the CSC's work force nationwide are women, although the ratio of men and women differs in the second level managerial/executive positions and in supervising/Division Chief positions.

CSC's Gender Initiatives

While this is good news for the CSC, Commissioner Martinez emphasized that this is still not the case in other government agencies. According to him, women are usually stuck in technical positions, while men are likely to advance in executive/managerial positions. He also cited PCW's report that only 42% of leadership positions in government are occupied by women.

Commissioner Martinez also cited the Commission's continuous efforts to promote gender equality. According to him, the Philippines is considered as a learning hub for best HR practices by its ASEAN neighbors. As such, the CSC is set to host the training on gender mainstreaming in HR policies, standards, and practices for the ASEAN members on April 20-24, 2015. This is in line with being recognized as a leading center of excellence for strategic HR and OD.

Women's Month Activities

For this year's celebration, CSC focused on advocacy campaigns, public awareness, and information dissemination to increase public servants' consciousness on gender equality; recognition of the outstanding contributions to gender mainstreaming; and learning sessions to strengthen the capacity of human resources to mainstream gender perspectives.

Some of the activities included participation in the National Kick-off of the International Women's Day last March 8, 2015 at the Quezon City Memorial Circle. At the same event, the Philippine Commission on Women (PCW) also released the State of the Filipino Women, simultaneous with a festive street dance that showcased the achievements of the country in empowering Juanas.

The much-anticipated *Piknik sa Kalikasan*, an annual tradition of the CSC that brings together all women and men of the Commission to celebrate the gains in mainstreaming gender, was held on March 20. ▶



Government employees should indicate the exact location of real properties in their Statement of Assets, Liabilities and Networth (SALN).

This was clarified by the Civil Service Commission (CSC) as it recently issued Resolution No. 1500088 or the revised guidelines on the filing of SALN to clarify provisions on the disclosure of property and on the proper repository agencies where the SALN should be filed.

The CSC said that declaration of real properties shall now include the "exact location" of the property and not merely "location".

The property's description, kind, year and mode of acquisition, assessed value, fair market value, acquisition cost of land or building, including improvements made should also be indicated.

The 2015 guidelines also provide a complete and more explicit list of where public officers and employees should submit their SALNs.

The table below illustrates the differences between the old and new guidelines, particularly on which government officials and employees should file their SALN with the Office of the President:

Repository Agency: Office of the President	2006 Guidelines (Resolution No. 060231)	2015 Revised (Resolution No. 1500088)
		• National executive officials, including, but not limited to the following: <ul style="list-style-type: none"> - Members of the Cabinet; - Undersecretaries; - Assistant Secretaries; - Officials in the Foreign Service and; - Heads of government owned or controlled corporations with original charters and their subsidiaries, and State Colleges and Universities
		• Officers of the Armed Forces from the rank of Colonel or Naval Captain <ul style="list-style-type: none"> - Colonel, Brigadier General, Major General, Lieutenant General and General (Army and Air Force) - Captain, Commodore, Rear Admiral, Vice Admiral and Admiral (Navy)
		• Officers of the Philippine National Police from the rank of Senior Superintendent <ul style="list-style-type: none"> - Chief Superintendent, Director, Deputy Director General and Director General
		• Officers of the Philippine Coast Guard from the rank of Commodore <ul style="list-style-type: none"> - Commodore, Rear Admiral, Vice Admiral and Admiral

The CSC hopes that clarifications made in the 2015 guidelines would ensure the filing of complete, detailed, and accurate SALNs to the proper repository agencies.

The Commission also reminds public officers and employees that their SALN covering the period January to December 2014 should be submitted to the administrative or personnel units of their respective agencies not later than April 30, 2015. The deadline for agencies to submit the SALNs of their respective officials and employees to the proper repository agency is on June 30, 2015.

Failure to file SALN is punishable by suspension for one month and one day up to 6 months for the first offense, and by dismissal from the service for the second offense. ▶

HR Summit Set May 2015 in Cebu

The Civil Service Commission (CSC) in partnership with the Philippine Society for Training and Development (PSTD) and the Philippines-Australia Human Resource and Organisational Development Facility (PAHRODF) will be spearheading the third HR Symposium on May 27-29, 2015 in Cebu City. The HR Symposium is the biggest gathering of human resource practitioners from both the public and private sectors, with almost 2,000 participants.

This year's symposium promises to be a venue for exchange of best practices and international trends in HR.

Themed "Transformations through Leadership Development", the symposium focuses on the potential of leaders of organizations in initiating change and creating a ripple effect of individual, organizational, and societal transformation. The impact of good leadership is crucial in igniting change and creating synergy among like-minded groups. The field of HR takes central stage in this gathering, proving to be the catalyst in changing mindsets, developing capabilities, and building capacities.

Leading the symposium is a roster of local and international HR experts, including film and television actress/host Ms. Miriam

Quiambao; Ms. Patricia Sarenas, Chairperson of the Mindanao Coalition of Development Networks; Ms. Karen Yao, Managing Consultant of Congruent Partnerships, Inc.; Ms. Gang Badoy-Capati of Rock Ed Philippines; Professor Adrian Wilkinson, Director of the Griffith Business School's Center for Work, Organization, and Well-Being; Dr. Jeanne McConachie, Manager of the Griffith Honours College; and Ms. Carmencita T. Abella, President of the Ramon Magsaysay Awards Foundation.

Sessions will touch on global leadership, as well as transformation at the individual, organizational, and societal levels.

Registration fee for government employees is PHP7,000.00, which includes 16 hours managerial training, trainings kits, snacks and lunch during the symposium. Accommodation is not included.

Participants may register online at www.csc.gov/hr on or before May 8, 2015.

For more information, please coordinate with Ms. Bobot C. Atanacio of the Civil Service Institute at (02)931-4184, 9317971, or 931-7935 loc. 301 to 305, or email at hrsymposium2015@csi.csc.gov.ph.

Int'l. HR expert speaks in CSC's Leadership seminar

Powerful questions release solutions.

This was stressed by international leadership trainer, Dr. Peter Chee, who served as the speaker at the Civil Service Commission's (CSC) one-day seminar on "Mentoring and Coaching for Organizational Excellence" held March 18, 2015.

Dr. Chee, President and CEO of the Institute of Training and Development World, is a leading certified trainer for Dr. John C. Maxwell programs and Zig Ziglar programs.

The seminar is part of the 2015 Leadership Series offered by the CSC through its Civil Service Institute (CSI). It aims

to address the rising need for mentoring and coaching skills among organizational leaders.

The seminar, attended by government managers holding division chief positions and above, was held at the SEAMEO INNOTECH in Quezon City.

Local experts also joined the roster of speakers including Mr. Manuel Tan of Human Capital Development Asia/Pacific, Ms. Elvira E. Ditching-Lorico of Banco Sentral ng Pilipinas, Mr. Conrado B. Roxas of Landbank of the Philippines, and Ms. Marilou Mateo of Bostik Philippines Inc.

Chairperson Duque reports CSC's gains in 2015 SoCSCA

Chairperson Francisco T. Duque III delivered his final State of the CSC Address (SoCSCA) last January 26, 2015 at the CSC Central Office.

The speech highlighted CSC's accomplishments in the past five years of Duque's term. Duque congratulated the CSC for its major accomplishments, including the completion of the Performance Governance System (PGS) journey and getting four Governance Trailblazer Awards, the international accreditation given by the Investor in People (IiP), and the People Manager of the Year Award in the Public Sector conferred by the People Management Association of the Philippines (PMAP).

Becoming a Center of Excellence

Duque gave equal importance to the achievements sought and attained in accordance with the CSC's Enterprise Scorecard. For its flagship human resource (HR) initiative Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM), the CSC was able to push 402 agencies to Level II accreditation, reaching 25.28%, reaching its target of 25%.

For the Anti-Red Tape Act (ARTA) initiative, CSC has consistently reached its target by getting a rating of Good since 2011. CSC Regional Office 1, 12, and CARAGA were also cited for having an Excellent rating. CSC also targeted 85% of service offices passing the RCS, and report shows that CSC recorded a passing rate of 92.89%. CSC recorded a steady decrease in the number of agencies with Failed ratings—from 98 agencies in August to 53 in November.

Building a Competent Workforce

For the Strategic Performance Management System or SPMS, the CSC targeted 747 or 30% of the identified 2,490 agencies to have an approved SPMS in 2013. The CSC exceeded this target with 1,056 agencies now with approved SPMS.

The Commission also continued conducting the civil service examinations through its various modes--the Pencil and Paper Tests or PPT for Special Examinations (including the Fire Officer Exam, Foreign Service Officer Exam, Penology Officer Exam, and Meat Inspection and Safety Exam), and the

CSC Computerized Examinations (COMEX) via its regional offices nationwide.

The Civil Service Institute (CSI) likewise continued to establish itself as a learning and development institution, providing world class training sessions for participants nationwide, and spearheading innovative workshops such as the Leadership Series featuring best-selling author and leadership coach Dr. Barry Posner

Providing Excellent HR Processes

The CSC was also able to get ISO certifications for five (5) of its processes—case adjudication, exam administration, appointments and processing, external training service provision, and the Collective Negotiation Agreement (CNA) registration and accreditation.

Duque also reported that the Contact Center ng Bayan (CCB) has recorded more than 54,000 transactions since its establishment in September 2012. It has also continued partnering with the National Computer Center, the Bureau of Internal Revenue, Philippine Health Insurance Corporation, the Department of Health, and the Department of Trade and Industry. Last year, CCB gained another partner through the Office of Senator Bam Aquino. Senator Aquino tied up with CCB on advancing his Walang Asenso sa Kotong or WASAK campaign, catering to small and medium enterprises.

Meanwhile, the CSC continued to strengthen public sector unionism, facilitating the registration of 53 employee groups, accrediting 60 employee organizations, and registering 102 Collective Negotiation Agreements or CNAs in 2014. The CSC through the Honor Awards Program or HAP also recognized the new roster of awardees—eight (8) Presidential Lingkod Bayan awardees, ten (10) Dangal ng Bayan awardees, and eleven (11) CSC Pagasa awardees. The awarding ceremony was held at the Malacañan Palace with Executive Secretary Paquito N. Ochoa handing out the awards.



Chairperson Francisco T. Duque III delivers his last State of the CSC Address at the CSC Central Office. The speech covered the institution's accomplishments during his term.

Ensuring Fairness in Quasi-Judicial Functions

The CSC continued to build the efficiency of its legal department. Out of the 8,353 cases, the Commission was able to dispose 6,380 cases, reflecting a 76.39% performance rate, higher than the 70% target it has set.

The CSC also released the new Statement of Assets, Liabilities, and Net Worth or SALN form after a series of consultations with various government offices and employee groups.

Managing Internal HR and Finance

Wanting to move beyond being transactional and traditional, the CSC aimed to apply modern HR principles in the way it manages the development of its people and utilization of its budget. To enhance the competency of its workforce, its HR department drafted the technical competency profile and competency-based job description of 992 or 75% of 1,329 plantilla positions in order to fulfil its goal of running competency-based recruitment and promotion. Learning and development or L&D interventions were also provided for 767 or 67% of CSC employees.

In 2014, the CSC targeted PHP50 million worth of financial support from partners, with the resources directly channelled toward important projects hitting the CSC's Enterprise Scorecard goals. CSC was able to get PHP52.06

million, forming ten (10) important partnerships in 2015, which includes the Philippines-Australia Human Resource and Organizational Development Facility (PAHRODF), the Institute for Solidarity in Asia (ISA), the United States Agency for International Development (USAID), the United Nations Development Program (UNDP), and the Coalition Against Corruption, among others.

Duque likewise emphasized the Commission's effort on advancing its Gender and Development (GAD) initiatives as it participated in policy making, implementation, and advocacy initiatives with the Philippine Commission on Women (PCW), the Committee on Women and Gender Equality, and other institutions on the enhancement of gender-related bills and policies.

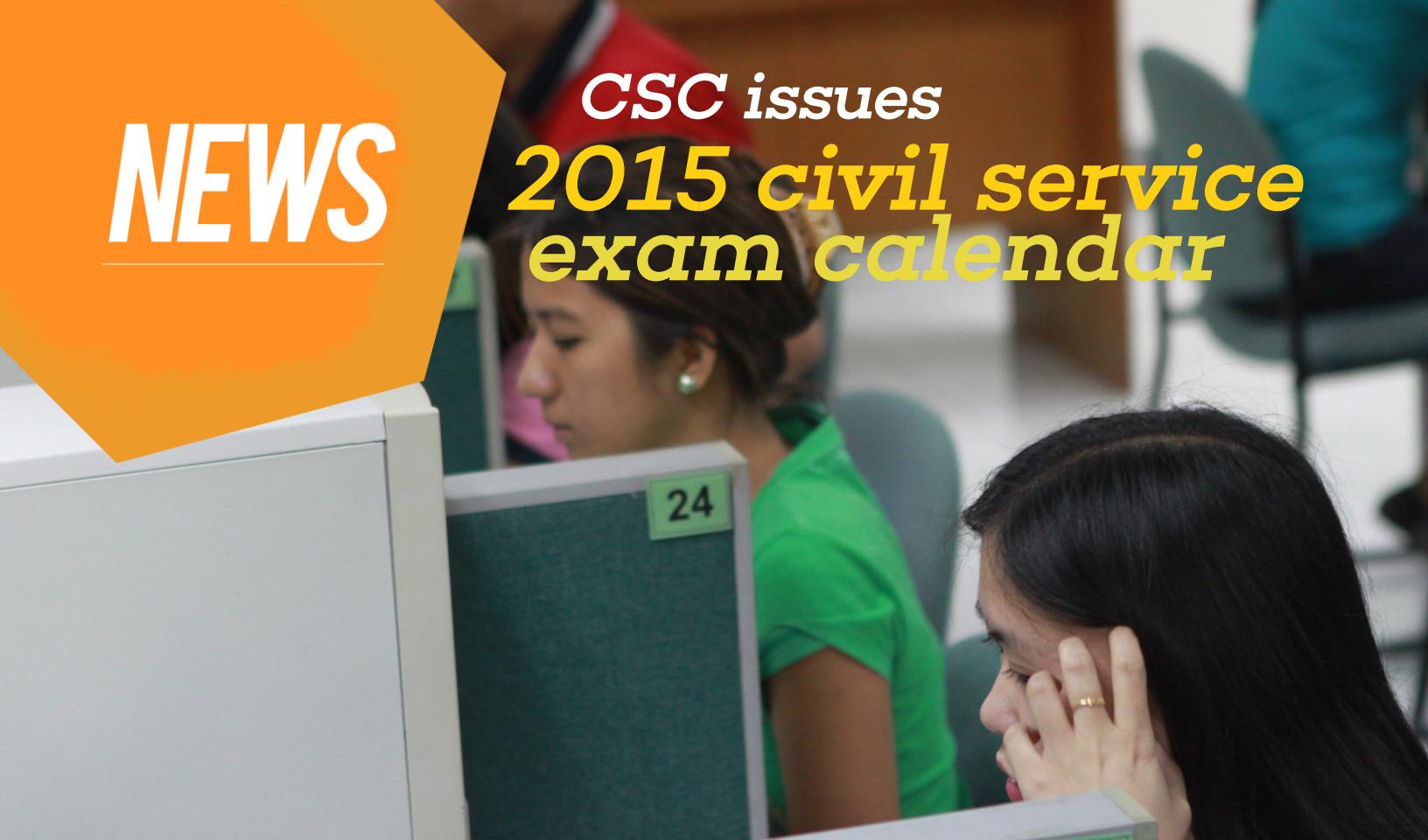
"Congratulations to everyone and thank you all for your hard work," Duque said during the report. "I know it has not been easy, but I also know that each of you is very much capable of going the extra mile and thinking outside the box. It is only by pushing ourselves to the limit that we break our limitations and reach our full potential."

The SoCSCA is a report made by the Chairperson to the officials and employees of the CSC, summarizing the accomplishments of the previous year against the set targets, and setting the direction for the coming year. It is usually delivered at the start of the first semester.

(For the full 2015 SoCSCA text, turn to page 21.) ▶

CSC issues 2015 civil service exam calendar

NEWS



The Civil Service Commission (CSC) recently released the schedule for five civil service written examinations this year.

The Penology Officer Examination (POE) establishes a register of eligibles who may be appointed to second level posts at the Bureau of Jail Management and Penology (BJMP) and other functionally-related agencies. It is administered in collaboration with the BJMP. Deadline of application was on February 20. Examination was on March 22.

The CSC shall also conduct the Career Service Examination for Foreign Service Officer (CSE-FSO) in coordination with the Department of Foreign Affairs (DFA) on August 16. The CSE-FSO is both an eligibility exam for government service and a qualifying test for the five-part Foreign Service Officer Examination administered by DFA.

The Fire Officer Examination (FOE) will be on August 16; the application period is from April 6 to June 17, 2015. CSC administers the FOE in coordination with the Bureau of Fire Protection. The FOE Announcement shall be issued and posted in the CSC website by March.

Meanwhile, the Career Service Examination Paper-and-Pencil Test (CSE-PPT) for SubProfessional and Professional levels are scheduled on May 3 and October 18. The CSE is a general ability test designed to measure an individual's preparedness to enter government service. Passing the CSE entitles one to either a Professional or Sub-Professional career service eligibility which is one of the

basic requirements for permanent appointment to career positions in government, except for positions that involve the practice of profession or are covered by special laws. Filing of application is now open for the Oct. 18 schedule of CSE-PPT.

The CSE-PPT for Professional and SubProfessional levels are open to Filipino citizens who are at least 18 years old at the time of filing of application, regardless of educational attainment.

The CSC clarifies that there is no more limit in taking the Career Service examinations. An individual may continuously take the exams regardless of the number of times failed, provided that the examinee takes the same level of examination once in every three months.

Applications should be filed at the CSC Regional Office (CSCRO) or at any of the concerned CSCRO's Field Offices, where applicants intend to take the examination. Applicants are strongly advised to access and read thoroughly the corresponding examination announcements for POE and for CSE-PPT now posted in the CSC website www.csc.gov.ph for details on testing centers, qualifications, application requirements and procedures and other relevant information.

Pursuant to Examination Announcement No. 1, s. 2014, acceptance of applications shall be on a first come, first served basis and shall be closed anytime before the deadline if the CSC Regional/Field Office has already reached the target number of applicants. ▶

CSC to offer new test venue more training rooms



CSC Chairperson Francisco T. Duque III (5th from L), with Commissioners Robert S. Martinez and Nieves L. Osorio, leads CSC officials, employees, and guests during the dedication ceremony for the new CSC Resource Center last January 26, 2015.

Officials of the Civil Service Commission, headed by Chairperson Francisco T. Duque III, and the CSC employees witnessed the dedication of its new building, the CSC Resource Center.

The ongoing construction is a four-storey building that will house an Examination Room that can accommodate 250 examinees for CSC's career service examinations. It also has training rooms, dormitory, and an auditorium.

"It will be the edifice that will represent the reform agenda for strengthening the public sector workforce. This building will be a work in progress as it becomes the main 'venue' where the delivery of our services is brought closer to the public," said CSC Chairperson Duque.

Chairperson Duque, Commissioners Robert Martinez and Nieves L. Osorio unveiled the marker followed by a prayer of blessing and dedication led by Father Larry Faraon.

The marker reads:

The CSC Resource Center is dedicated to the Filipino public servant—ang mga Lingkod Bayani, servant heroes who have made the selfless choice of serving their country. The CSC Resource Center pays tribute to the crucial role state workers perform in keeping government service running.

The CSC Resource Centers mirrors the Commission's firm resolve to be the premier human resource and organization development institution in the country. It will primarily serve as a venue to enrich state workers' knowledge and hone their competencies thus harness their potentials and make them better, more dedicated to public service excellence.

The event was also attended by the DPWH Undersecretary Raul C. Asis, DPWH Bureau of Construction Engr. Walter R. Ocampo, Engr. Kennedy Diokno, CSC Resource Center Construction Team Manager Arch. Audie Laurence D. Co, Project Engr. Christopher P. Corpuz, Project Electrical Engr. Orlando T. Toledo, and engineers from the DPWH—Project Management Team of CSC Resource Center.

Dismissal awaits drug users in public service

Government employees who will test or have tested positive for use of dangerous drugs face the risk of being dismissed from public service.

The Civil Service Commission (CSC) warned that under Section 46 (19) of Book V of Executive Order 292, public servants who will test positive for use of dangerous drugs shall be subjected to disciplinary/administrative proceedings with a penalty of dismissal at first offense.

The Commission issued Memorandum Circular No. 13 in 2010 pursuant to Republic Act No. 9165, otherwise known as the "Comprehensive Dangerous Drugs Act of 2002. CSC MC No. 13 was issued to "ensure that only those qualified shall be screened and recruited to prevent the detrimental effects (e.g. lower productivity; poor decision-making; increased accidents;

more compensation claims; and reduced team effort) which drug use and abuse may cause in the workplace."

Heads of agencies were also urged to ensure that a drug-free workplace program especially in the prevention and control of dangerous drugs are in place. Activities include organizing orientation and education programs for all officials and employees to increase awareness on the harmful effects and dangers of drug use and drug abuse in the workplace, as well as regular conduct of random drug testing.

CSC also reiterated that Memorandum Circular No. 34, s. 1997 requires the conduct of mandatory drug test for pre-employment. All officials and employees entering government service must undergo drug test in centers accredited by the Department of Health.

REGIONAL NEWS

CSC RO6 Holds 2nd ARTA SUMMIT

The Civil Service Commission Regional Office No. 6 (CSCRO6) held its second Anti-Red Tape Act (ARTA) Summit on March 6, 2015 at Mandurriao, Iloilo City.

Around 30 participants from 13 National Government Agencies, Government-Owned and/or Controlled Corporations, and Local Government Units in Region 6 gathered for the said event.

The ARTA Summit's objective is to equip participants with knowledge on ARTA and assist them in their office's preparation for the conduct of the ARTA-Report Card Survey (RCS) this year.

The RCS is an instrument used to determine a government agency's compliance with the provisions of ARTA such as the posting of the Citizen's Charter, setting-up of the Public Assistance and Complaints

Desk (PACD), and observance of No Noon Break policy; as well as measure client satisfaction with government frontline service delivery. Under Section 5 of Republic Act 9485 (ARTA of 2007), all offices and agencies providing frontline services shall be subjected to the RCS to be initiated by the CSC.

CSC RO6 Director IV Rodolfo B. Encajonado expressed that the ARTA Summit will serve as a venue for them to review the provisions of RA 9485 and discuss the problems encountered during the previous surveys in order to find practical solutions. ARTA Regional Coordinator Phillip Bernard H. Capadosa discussed the salient provisions of RA 9485 and the ARTA-RCS. On the other hand, Bien Paul Abordo of the Philippine Health Insurance Corporation Region 6 shared the best practices of his agency. Participants also raised their questions on the ARTA-RCS during the Open Forum.

CSC offices transfer to better locations in the regions



CSC Commissioners Robert S. Martinez and Nieves L. Osorio lead the groundbreaking ceremony for the new CSC Field Office at Puerto Princesa, Palawan, joined by (L-R:) CSC FO Director II Nel Sherwin A. Carnetes, CS RO4 Director III Atty. Alexis S. Palomar-Tabino, DPWH District Engineer Rommel P. Aguirre, Puerto Princesa City Mayor Lucilo R. Bayron, and CSC RO4 Director IV Atty. Judith A. Dongallo-Chicano.

As the Civil Service Commission (CSC) tries to improve its programs and services, it also develops its buildings and facilities to better serve its clientele.

CSC Regional Office No. 12 held a groundbreaking ceremony for its future office. This was in line with Executive Order No. 304 dated March 30, 2004 designating Koronadal City as the Regional Center and Seat of the SOCCSKSARGEN region or Region 12. The Executive Order instructed all departments, bureaus, and offices of the National Government in the SOCCSKSARGEN Region to transfer their regional seat of operations to Koronadal City.

"With great honor and pride, I would like to announce that Koronadal City will be our new home by 2016," Director Grace R. Belgado-Saqueton said during the ceremony at the Regional Government Center, Carpenter Hill, Koronadal City.

Director Saqueton expressed her gratitude to Koronadal City Mayor Peter B. Miguel, who donated the 1,050 square meter lot where the future three-storey office will soon rise.

CSC Commissioner Robert S. Martinez joined 2nd District of South Cotabato Representative Ferdinand L. Hernandez, Board Member Vicente De Jesus representing Governor Daisy Avance-Fuentes of South Cotabato, and Councilor Oscar Pagunsan representing Koronadal City Mayor Peter B. Miguel in the ceremony.

The construction of the new building will start this

year, with the target completion date set for the second quarter of 2016.

Meanwhile, CSC Regional Office No. 4 led the inauguration of the new CSC Field Office building at Occidental Mindoro. Lone District of Occidental Mindoro Representative Hon. Josephine Y. Ramirez-Sato, San Jose Municipal Mayor Romulo M. Festin, and Rizal Municipal Mayor Jesus A. Valdez also graced the event.

CSC RO4 also held a groundbreaking ceremony in Puerto Princesa City, Palawan for the relocation of CSC Field Office-Palawan.

Negotiations for acquiring the lot in Puerto Princesa started as early as 2012. The Memorandum of Agreement between CSC and the City Government of Puerto Princesa, Palawan was signed on November 17, 2014. The 1,000 square meter lot is located at the busy area of Sta. Monica Heights. The expanded property will allow wider reach for CSC's clientele in Puerto Princesa.

Commissioner Martinez and Commissioner Nieves L. Osorio graced the event. Commissioner Martinez congratulated the efforts of both CSC RO4 and the Palawan Field Office in working with the City Government of Puerto Princesa in acquiring the lot. "The CSC could not have achieved the many awards and citations it has received for the past five years were it not for our hardworking Field Offices. You certainly deserve the best workplace, and I hope that with your future office building, you will also have renewed passion for your work in the field," Martinez said.

State of the Civil Service Commission Address (2014 Report)

Commissioner Robert S. Martinez, Commissioner Nieves L. Osorio, Assistant Commissioners David E. Cabanag Jr. and Ariel G. Ronquillo, and Executive Director Arthur Luis P. Florentin, directors at the Central and Regional Offices, fellow workers at the Civil Service Commission, both at the central and regional offices, a pleasant morning to you all.

INTRODUCTION

This is my fifth and last State of the CSC Address. Since I assumed office on January 14, 2010, I have been delivering this address in the hope of engaging employees with the changes and developments at the CSC, and to let you know where we are going. It seems like yesterday when I was appointed as Chairperson of the CSC, and we have crafted our five-year Road Map for Development and Reform. We have also signed on with the Performance Governance System or PGS, and started partnering with the Australian Government to kick start our Change Management journey. This served as our starting line, and this also set for us the finish line.

To become Asia's leading center of excellence in strategic human resource management and organization development, we had to push boundaries and go past our comfort zones. We had to do things excellently if we wanted to get excellent results.

The year 2014 was indeed eventful, and we have reaped most of the fruits of our labor for the past few years. The CSC's efforts to move from transactional to strategic HR have been affirmed by various institutions, both local and international. Since starting the PGS journey in 2010, we have garnered four (4) silver governance trailblazer awards, conferred by the Institute for Solidarity in Asia, National Competitiveness Council, and the Center for International Private Enterprise. The CSC has also gotten five (5) ISO 9001:2008 certifications from TÜV Rheinland for its core processes—cases adjudication, test administration and design, external training services, appointments processing, and accreditation and registration services for employees' organizations. It has a rating of Good in three Report Card Surveys done by Pulse Asia in 2011, 2013, and 2014, and the highest score in Pulse Asia's Awareness, Availment, and Satisfaction Ratings of Selected Government Agencies survey in 2011, with a rating of 98%. The People Management Association of the Philippines named your

Chairperson "People Manager of the Year in Public Sector", and I owe that to all of our efforts to develop people management strategies for the Philippines government. Just recently, the CSC has obtained accreditation to Investors in People (IIP), an international quality standard for excellence in people management, making it the first government agency in the Philippines and in Southeast Asia to get such recognition. Being IIP-accredited means CSC's HR systems are already at par with global HR standards. This proves we have achieved our 2015 goal, but we still have our 2022 and 2030 base camps to hit.

OBJECTIVE 1: BEING RECOGNIZED AS CENTER OF EXCELLENCE

PRIME-HRM

We do not only claim that we are a center of excellence for HR and OD. We truly are. One of the reasons we are a center of excellence is that we run the Program to Institutionalize Meritocracy and Excellence in Human Resource Management or PRIME-HRM. With this program, we are able to develop and empower agencies in the Philippine government. In the process of assessing, assisting, and eventually awarding agencies, we engage not only with the HR officer but also with the officials and the rank-and-file employees of an organization. This way, we are not only journeying by ourselves, we are there with agencies in their journey from transactional to strategic HR. *Hindi na lang tayong tumitingin sa sarili natin, tayo ngayon ay direktang tumutulong sa mga ahensiya para sila din ay umunlak* in terms of their HR processes. We do not want to launch merely a revamped accreditation program.

In 2014, we determined the baseline number of agencies to be compliant with PRIME-HRM Maturity Level indicators as 1,201. This includes 236 DepEd assessed offices, 402 accredited agencies under PRIME-HRM prior to the enhanced policy, and 536 agencies with revalidated Level II accredited status under the CSC Agency Accreditation Program (CSCAAP). For 2015, we are targeting 10% or 120 of these 1,201 agencies to be compliant with PRIME-HRM Maturity Level II, which means an agency is no longer doing merely transactional HR processes, but is moving toward more integrated and mature HR systems.

* speech delivered by CSC Chairperson Francisco T. Duque III on January 26, 2015 at the CSC Central Office, covering CSC's accomplishments and milestones from 2010-2014.



CSC Chairperson Francisco T. Duque III reports CSC's major accomplishments in 2014 to CSC officials and employees.



CSC officials and employees pose onstage after the Public Governance Forum when the CSC successfully hurdled the Institutionalization Stage of the Performance Governance System (PGS) and was presented its fourth Governance Trailblazer Award. This is just one of the major accomplishments that marked 2014 for the CSC.

Accreditation by an international HR and OD certifying body

In 2014, we have aimed to be the first government agency accredited by an international certifying body on HR and OD using global standards for 39 good people management practices. Last October 2014, the Investors in People, Inc. or IiP has certified the CSC, and we now bear the mark of an organization whose HR practices meet global standards. Congratulations to everyone who has made this possible, each and every one of you has contributed to the achievement of this goal.

I am confident that we also meet our target for 2015—that of being accredited for 65 best practices in people management.

CSC Client Satisfaction Rating

For the past years, we have received a rating of Good in terms of client satisfaction rating based on the Anti-Red Tape Report Card Survey or ARTA-RCS. We have yet again been rated Good this year, garnering a score of 88.4% in the ARTA-RCS conducted by Pulse Asia, Inc. And because we do not want simply maintaining the status quo, we are aiming for a rating of Excellent this year. Further, based on the RCS report, we have the highest number of satisfied clients compared to six (6) other government agencies, namely: Philippine Statistics Authority (formerly NSO), COMELEC, Philhealth, National Bureau of Investigation (NBI), Social Security System (SSS), and Government Service Insurance System (GSIS). In 2014, 97% of our surveyed clients reported to be satisfied with our frontline services.

Improving frontline services should definitely be our expertise. I hope one day our government will be known for its reputable and excellent frontline services. *Dapat dumating yung araw na tayo na ang ginagawang benchmark ng ibang bansa, lalo na sa mga paraan natin ng pagsisilbi sa mamamayan.*

OBJECTIVE 2: HIGH PERFORMING, COMPETENT, AND CREDIBLE CIVIL SERVANTS

ARTA

We continue to fight red tape under Republic Act No. 9485. We have targeted in 2014 to survey 100% of most complained survey offices—that's 1,023 offices, and we have successfully met this target. In 2015, we will re-survey 100% of these offices to track their progress. Hopefully, with our intervention, these agencies will get higher scores in the succeeding rating periods. We have also set to boost the number of most complained agencies passing the

ARTA-RCS. In 2014, 96.18% or 984 out of the 1,023 surveyed offices have passed the ARTA-RCS. For 2015, we aim to have 98% of these agencies pass.

SPMS

In 2014, we aimed to have 70% of government agencies to have approved Strategic Performance Management System or SPMS. We have exceeded this target, with 75.70% or 1,885 agencies now having approved SPMS. In 2015, we are gunning for 100% compliance of agencies. In 2014 as well, we aimed for 85% of agencies with approved SPMS in 2012 and 2013 to have functional SPMS. We were able to exceed this target by 17%, with 1,013 agencies now having functional SPMS. This year, we aim for 90% of approved SPMS in 2014.

The SPMS is important because this is the performance management system linked to the PRIME-HRM and the rest of CSC's HR initiatives. This will bring further bring us from transactional to strategic HR. It is also the performance management system that is linked with the Results-Based Performance Management System or RBPMs and the Performance-Based Bonus or PBB.

COMEX

We also continued to administer the Civil Service exams to uphold merit and fitness in the government workforce. We conducted two (2) Civil Service Exams each for the Professional and Sub-Professional levels and one (1) Foreign Service Officer exam, as well as one (1) Fire Officer Exam and one (1) Penology Officer Exam.

The CSC Computerized Examination or COMEX was also conducted 129 times nationwide in eleven (11) of our CSC Regional Offices, with 2,324 examinees opting to take the COMEX instead of the traditional CSE. This year, we hope to pilot the COMEX in Regions 3, 6, 8, and ARMM.

Civil Service Institute

The Civil Service Institute was established in 2010 and since then it has gone on to become a recognized learning and development institution that molds civil servants into servant heroes. It has also spearheaded a number of breakthrough programs to further develop HR and OD in the country.

The second HR Symposium was held in Cebu last April 2014. This proved to be another successful event, and I am proud that

for the past two years, the CSC was able to organize the biggest gathering of HR practitioners from both public and private sectors nationwide. Our international roster of speakers and experts certainly made our seminar lineup world class.

The CSI also launched a Leadership Series featuring best-selling author and leadership coach Dr. Barry Posner. This is designed to train public sector leaders and give them updates and emerging trends in the field of human resource management, leadership, and organization development. The development of both CSI and its programs were made possible through the support of PAHRODF.

OBJECTIVE 3: PROVIDE EXCELLENT HR PROCESSES

ISO 9001:2008 CERTIFICATION

In 2014, we aimed to maintain our four (4) ISO-certified processes, plus get certified for accreditation and registration services for employees' organizations. We successfully met this target, and I am sure we will be able to maintain our ISO certifications for the five processes this year.

Contact Center ng Bayan (CCB)

We continue to manage the Contact Center ng Bayan, which was established in September 2012. From the launch until December 29, 2014, the CCB was able to act on all 97,315 transactions lodged nationwide. We have a long record of commendations from our clients who were able to successfully finish their transaction with government through the help of CCB. We have also inked a partnership with the Office of Senator Bam Aquino for his "Walang Asenso sa Kotong" or WASAK project. The CCB now accommodates complaints on extortion (kotong) and bribery (suhol) from micro, small, and medium entrepreneurs (MSMEs) through its text messaging hotline. I am happy to announce that CCB is now on Facebook as well.

On Public Sector Unionism

The Commission continued to support and promote responsible unionism in the public sector. By yearend 2014, we already have 1,944 registered employee organizations, 229 of which registered during the past five years. 992 of these registered unions have been accredited thus enjoy the privilege of being the sole bargaining unit of their agencies. To date, there are 813 registered collective agreements.

We have faithfully presided as chair of the Public Sector Labor Management Council (PSLMC) meetings and passed upon 75 cases

and policy resolutions involving intra and inter union disputes as well as served policies affecting public sector unionism.

One of the policies prescribes guidelines for the registration and accreditation of teaching and non-teaching personnel organizations in the Department of Education, which has made it easier for DepEd rank-and-file employees to comply with the requirements for union registration and accreditation under Executive Order No. 180.

We have organized two Workers' Congress, one in 2010 and another in 2012 and met with employee organization representatives from all over the country. Mediation, conciliation, and labor education services continued apace.

On Appointments

We also targeted to act upon 90% of verified appointments within 1 hour and 45 minutes. In 2014, we were able to accomplish 95%, or 454,947 out of 480,509 appointments.

On Recognizing Servant Heroes

We do not only mold servant-heroes, we also recognize and reward them. We do this through the Honor Awards Program or HAP, the CSC's incentives and rewards facility. For 2014, the CSC has targeted 505 nominations, representing 0.04% of the population. The HAP Secretariat received 627 nominations, exceeding the target by 24%. We named eight (8) Presidential Lingkod Bayan awardees, ten (10) Dangal ng Bayan awardees, and eleven (11) CSC Pagasa awardees. Next year, the CSC is targeting 632 nomination, or 0.05% of the population.

Pamanang Lingkod Bayani

Also, as a way to honor the public servants who died in the line of duty, the Civil Service Commission revived the program *Pamanang Lingkod Bayani* (PLBi) through CSC Resolution No. 1302553 promulgated on November 29, 2013.

The Implementing Guidelines provides three components of the PLBi: *Pamanang Parangal sa Lingkod Bayani* (plaque of recognition), *Pamanang Lingkod Bayan Iskolarsyip* (scholarship grants), and *Pondong Pamanang Lingkod Bayan* (financial assistance).

To date, the CSC has given the posthumous award and recognition to 16 individuals nationwide, including those who died saving others during Typhoon Yolanda.

...for the past two years, the CSC was able to organize the biggest gathering of HR practitioners from both public and private sectors nationwide.

OBJECTIVE 4: ENSURE FAIRNESS AND EFFICIENCY IN PERFORMING QUASI-JUDICIAL FUNCTIONS

On the percentage of administrative cases decided within 40 days from the time the case is ripe for resolution, we targeted 80% for 2014. Out of the 9,431 cases, the Commission was able to dispose 8,343 cases, reflecting a 88.46% performance rate which exceeds our target.

Certain provisions of the Revised Rules on Administrative Cases in the Civil Service were amended. These include provisions on disgraceful and immoral conduct, effect of death of respondent, dropping from the rolls, and entitlement to back wages of illegally dismissed employees.

The Commission also issued directives that relate to appeals of reassignment of public health and social workers, executive/managerial positions in the second level, and filing and submission of the Statement of Assets, Liabilities and Networth (SALN).

The Commission was tasked to draw up the Implementing Rules and Regulations of two very important laws: Republic Act No. 10154 which directed government agencies to ensure the early release of the retirement pay and other benefits of retiring government employees and Republic Act. No. 1300486 granting civil service eligibility to Sangguniang Bayan, Panlungsod and Panlalawigan members.

Other directives crafted and implemented pertain to other functions of the Commission: policies on half day absences and undertime, on the grant of special eligibilities to honor graduates, foreign service officers and trades and crafts workers, reassignment of public health and social workers and computation of salaries of employees on leave without pay.

OBJECTIVE 5: ENHANCE THE COMPETENCY OF OUR WORKFORCE

In 2014, we wanted to have 80% of CSC employees to meet their mission-critical job competency standards. We achieved an 81.20% completion rate, or 782 out of 963 employees. We have also targeted 85% in 2015.

For our internal learning and development or L&D efforts, we have drawn up the Competency-Based Learning and Development Monitoring System that contains the CSC L&D plan and policies. We have identified competency needs of our employees through online competency assessments, and we have also enhanced our scholarship selection process to create a ready pool of nominees.

Meanwhile, our competency-based human resource system paved the way for the development of Competency Framework and its integration in the recruitment, L&D, and competency assessment processes of the CSC.

OBJECTIVE 6: ENSURE EFFICIENT MANAGEMENT OF FINANCIAL RESOURCES

Partnerships

CSC's achievements would not have been as great if it were not for supportive partners. In 2014, we aimed for P55 million in partnership funds. I am proud to report that we had P89.63 million worth of financial support last year from our partners, the Australian Government through the Philippines-Australia Human Resource and Development Facility or PAHRODF, the United States Agency for International Development or USAID, the Japan-ASEAN Integration Fund, the ASEAN Plus Three Cooperation Fund, the International Union Against Tuberculosis and Lung Disease, and the Office of the President. We are looking at having P60 million funding next year, or we might have to adjust this target as well.

We were also able to build and maintain 11 partnerships for CSC's major programs, including PRIME-HRM, CSC Accreditation on HR and OD, SPMS, Competency Programs, Learning and Development, PGS, ARTA, ISO, HAP, Contact Center ng Bayan, and ISSP.

It is truly a pleasure to work with like-minded individuals and organizations because they boost the CSC's capability to extend its reach, enhances its programs, and strengthen its ties with local and international groups.

ACHIEVEMENTS BEYOND THE ENTERPRISE SCORECARD

International Relations

The CSC also continued strengthening international relations, including hosting a five-day capacity-building event on examination and testing processes in the civil service for representatives of Association of Southeast Asian Nations (ASEAN) civil service bodies. Spearheaded by the Examinations, Recruitment, and Placement Office or ERPO, the conference-Workshop became a venue for information exchange and assisted ASEAN Member States to establish or enhance their recruitment/selection and promotion system based on effective examination and testing.

Rhia Sotomil: Finding Strength in Weakness

We are gearing up for a number of ASEAN meetings this year as we play host to the ASEAN Conference on Civil Service Matters or ACCSM until 2016. I hope all of these will be successful and help us gain partnerships with our ASEAN neighbors.

Gender and Development

The CSC continues to build a gender responsive government. In 2014, we have worked with the Inter-Agency Council on Violence Against Women and their Children or IACVAWC, the Philippine Commission on Women, among others, in advancing the rights of women along with gender responsive initiatives. The CSC has also been involved in critical policy reviews such as the Senate and House bills eliminating discriminatory practices based on sex or sexual orientation and gender identity, and the preparation of the Philippine Progress Report on the Implementation of the Beijing Platform for Action.

We also have the CSC-CHED-PCW Joint Resolution Reaffirming Commitments and Adherence to the Convention on the Elimination of All Forms of Discrimination Against Women, and the Pursuit of the Specific Duties and Responsibilities Under the Magna Carta for Women.

Infrastructure: Refurbishments in ROs and FOs

We do not only focus on changing from the inside, we also want the organization to have better infrastructure and facilities. Another allocation of CSC's financial resources goes to the improvement of physical arrangement of its regional and field offices. For the past five years, at least four (4) regional offices and 18 field offices underwent building renovation, some of which were already finished, and some are still ongoing. Constructions, including perimeter fences, were also done in at least 20 ROs and FOs combined. These constructions also included building of annexes.

One of the highlights is the construction of our Resource Center, which will hopefully further help the Civil Service Institute perform its mandate and improve its capacity as the central training arm of the civil service.

CONCLUSION

I began my report by saying we have successfully achieved our 2015 goal, but that we still have our 2022 and 2030 finish lines to look forward to. And I would like to emphasize this—*hindi pa po*

tapos ang ating biyahe. Our transformation journey is dynamic and continuous, but we should not change our direction. Otherwise, the distance we have already covered would have been for naught. One of the cultures in government that I think we should eradicate is the administration-centered mindset. This means plans and directions are dependent on the thrusts of an administration. While this is but natural, the downside is that it does not promote continuity. *Sa halip na pabago-bago tayo ng direksyon, dapat isang daan lang ang tatahakin natin kahit nag-iiba ang drayber.* Leaders should pass the baton, and help the next one step up to the plate.

We have already set our direction for 2022 and 2030. All we need now is organizational leadership. The CSC should remain strong and sure of its purpose and direction, *hindi dapat tayo matitinag.* This way, we can ensure that all of our gains for the past five years will be translated to even bigger gains in the next 15 years. Even if I was only here for awhile, it does not mean that the things we have started and the accolades we have received should end just like that. It would be a great comfort to me if CSC will go on to become a truly great HR institution, one that is highly regarded among its ASEAN neighbors and beyond.

Sa ilang taong nakatrabaho ko kayo, masasabi kong hindi malayong marating ninyo ang atning pangarap. Ngunit hindi ko sinasabing magiging madali ang byahe patungo dito. It will take time, patience, effort, hard work. But I know the rewards will be great. And I will be there celebrating with you.

I will truly miss the CSC, and I will have fond memories of our time together. I thank you from the bottom of my heart for being there with me since the very first State of the CSC Address. Now, five addresses later, I can say we have come a long way and that we can look forward for a brighter future ahead.

Renowned international bestseller and Brazilian novelist Paulo Coelho said, "If you're brave enough to say goodbye, life will reward you with a new hello." At my first State of the CSC Address, I said hello, but now, it is fitting that I also say goodbye. *Sa mga natitirang araw ko na kapiling kayo, sana patuloy nating mapalakas pa ang ating samahan, lalo na ang ating paninidigan na maitaguyod ang institusyong ito na para sa tao at para sa bayan.*

Thank you very much and good morning to everyone. ▶

FEATURES

From time to time, an honor awardee stands out for his or her contribution to defying gender stereotypes and working with passion to eliminate gender discrimination. This year, SPO3 Rhia B. Sotomil of the Pavia Municipal Police Station in Iloilo stood out as a female servant-hero, both for her courage and compassion. As a 2014 Dangal ng Bayan awardee, Sotomil is cited for her exemplary behavior as a public servant and police officer. Looking deeper into her story reveals how, even in weakness, she has emerged as a strong person, a woman for others.

Police Story

There was a time when having women in law enforcement was unthinkable. Slowly, women were able to join the ranks and get positions in defense and security. They became more visible in the frontline and in the field. They also advanced in rank. It was only in 2012 when two female police officers were able to get a two-star rank for the first time in male-dominated Philippine National Police's history. This was equivalent to the rank of a director or major general in the military.

Coinciding with the rise in number of women in the PNP, the organization started raising awareness of gender-based violence. The rising number of crimes related to violence against women and their children (VAWC) prompted the PNP to come up with more aggressive strategies to prevent such violence and to capture perpetrators. Today, PNP has one of the most progressive Anti-VAWC mechanisms in the Philippines—the Women and Children Protection Desk. With PNP lending strength to the country's nationwide effort in eradicating VAWC, the issue has been pushed to the spotlight. Rape, incest, physical and emotional abuse, and sexual harassment are taken more seriously than ever, and the underlying gender issues to such cases are discussed in different media platforms and among the public.

Having women protect fellow women is something extraordinary. Having female police officers in women's desks allows better understanding and creates a more comfortable

environment. Because such cases are very sensitive as well, it is also important to have women who can empathize with victims as well as respond to their immediate needs.

Sotomil works at the Women and Children Protection Desk (WCPD) of the Pavia Municipal Police Station in Iloilo. She considers women and children's welfare as a personal advocacy, and she is able to channel this to her job at the PNP. "When I entered the PNP I said to myself, not everyone is called for public service, and when you are, wear your badge with pride and honor," she said.

During her first few months at the Desk, she observed that VAWC cases were prevalent in the area. "I realize how much in pain these victims are, and how much they need us law enforcers in order for them to overcome the trauma," Sotomil explained. "While others feel loved and secure in their homes, others are abused and violated by the person they love."

She also learned how VAWC can happen anytime, anywhere. "Wala po itong pinipiling lugar o estado ng pamumuhay. Kahit mga pulis na babae ay nagiging biktima din ng VAWC. But I still strongly believe we can stop VAWC, and that no one should make you feel inferior."

Sotomil related that she has experienced referring incest and rape victims to foundations or organizations that cater to the rehabilitation of survivors of abusers. Some of them have already graduated from the rehabilitation program, while some have seen the successful resolution of their cases. Sotomil finds justice when perpetrators are sanctioned and serve their time in prison.

Due to the demands of the job, the PNP has required certain qualities and values that should be exercised by a WCPD officer. One should be sensitive, sincere, patient, and understanding, empathetic, and committed to end VAWC. They should also be strong advocates for change, and able to safeguard the confidentiality of the case. Sotomil said practicing these values both at home and at work can help a police officer serve his or her

I will wear my uniform, my badge, with pride and honor."

SPO 3 RHIA B. SOTOMIL

Senior Police Officer III
Pavia Municipal Police Station
Philippine National Police
Iloilo



As a WCPD officer, SPO 3 Sotomil caters to women and children who are survivors of abuse. She also helps male detainees going through their rehabilitation program.



clients better. "This is also especially helpful to policewomen as we also have our marriages and our families to preserve," Sotomil added.

Sotomil held on to these values tightly even in the face of challenging situations. In one case, the perpetrator was a high profile personality who naturally wanted the issue resolved as soon as possible. "His group tried to offer me an amount, tried to bribe me and get me to talk to the other party to dismiss the case," Sotomil recalled. "But my advocacy is to end violence. Had I accepted the bribe, I would have destroyed my advocacy and brought shame upon myself. I continued with the case despite what happened."

Turning Weakness Into Strength

Sotomil considers public service as a way to help others, not just to achieve personal career goals. She believes public servants have internal satisfaction when they make a contribution to society. It is not surprising therefore that she put the interest of the public above her own. While Sotomil is used to being strong for women who are weak and vulnerable, she suddenly acquired her own weakness when she was diagnosed with lupus. She then realized how much her life will have to change. Her active and athletic lifestyle became restricted as she could not longer be exposed to the sun. But going outside is inevitable in her job. "Kapag

lumalabas ako, naarawan din ako. So 'yung complications sa aking katawan ay na-dedevelop din. But God is good, He keeps on shielding me from the heat of the sun, so my disease remained controlled," she said.

Despite having a debilitating disease, she continued to excel in her performance as a police officer, continuing her anti-violence and pro-health advocacies. Transforming her weakness into strength, she championed women's and children's rights as well as health and wellness, empowering her community. She did not let anything hinder her from serving others.

"A police officer will leave his or her home and family to protect the home and families of others, a police officer will lay down his or her life so that others may live," she explained. "They will not sleep to keep you guarded at night and they will risk their lives to keep you safe. That is a servant-hero."

Sotomil's strength comes from honoring her job as a public servant. "When I became part of the Philippine National Police, I swore to serve and protect the people. Public service for me is a noble calling, and not everyone is called for it. When you are a public servant, remember that it is a privilege," she said. "I told myself, 'I will wear my uniform, my badge, with pride and honor.'"

Position & Power: Trends in Leadership and Gender

FEATURES

Since women's rights emerged as a force to be reckoned with, more and more opportunities opened up for women. More and more women grabbed them as well, and soon they were rising up in their own career ladders, participating in a wide array of public endeavors, and taking leadership positions that were unavailable to them a century ago.

Since the 70s, there has been a growing sentiment that women have already been "liberated", that they now enjoy the same opportunities as their male counterparts. They now have more or less equal access to positions of power, whether those are managerial posts in organizations, or top political posts in government. While this belief may be widely held, statistics show otherwise. The Inter-Parliamentary Union and United Nations Entity for Gender Equality and the Empowerment of Women or UN Women released its 2015 Women in Politics Map, reflecting the reality—there is a "sluggish progress in gender equality", as the UN put it.

Numbers Don't Lie

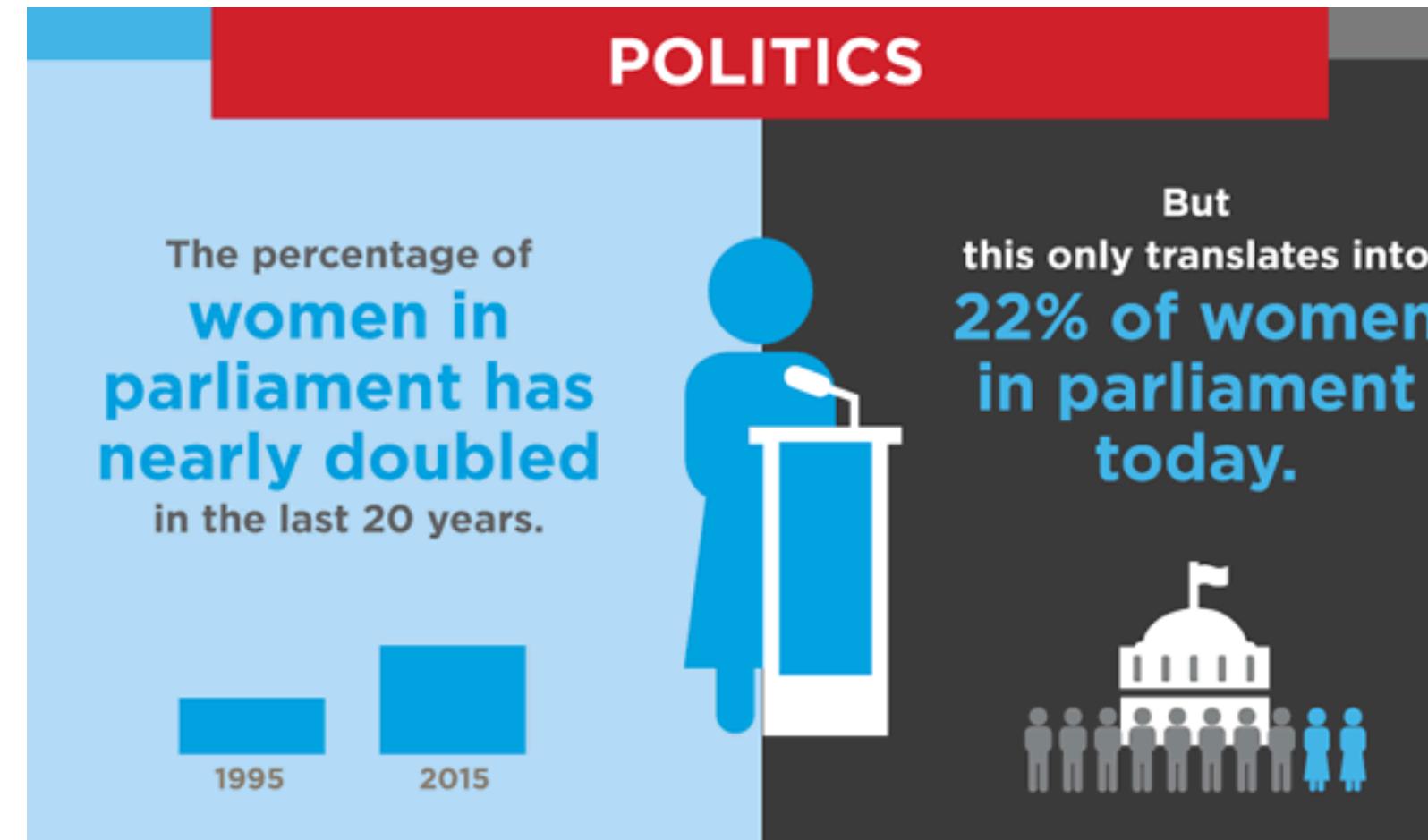
The Political Map surveys the political profile of over a hundred countries, showing that there are still gaps and disparities in terms of equal gender representation in positions of power. As of January 2015, only 22% of all national parliamentarians were females, with 10 women serving as head of state and 14 as head of government. Across the globe, there are 38 States where women account for only less than 10% of parliamentarians in single or lower houses. The statistics have drastically improved since 1995, when only around 13% of national parliamentarians were females. However, the progress shown in 20 years is considered slow. A universal benchmark in terms of gender representation in leadership and political positions is 30%. This means we are still short of reaching the standards, and still far from reaching at least a 50-50 representation.

In an article by the Euro-Med Women Network, Inter-Parliamentary Union President Saber Chowdhury said that the data will hopefully serve as a "wake-up call to mobilize political will to change mindsets and take action that will spur progress on this issue." She adds, "All progress is welcome. But our data is uncompromising in its truth. We are a long way from where the world needs to be on gender equality and women's political participation."

Stories Behind Statistics

UN Women also revealed that Rwanda, an East African developing country, stands out as having the majority of its political seats and positions being occupied by women. This is despite its history of violence, particularly the 1994 Rwandan genocide when Tutsi and half-Hutu women were systematically raped as part of the Hutu tribe majority's war strategy. In its political history, only once was there a female prime minister, Agathe Uwilingiyimana, who was assassinated in the midst of the 1994 political crisis. After the genocide, women made up 70% of the Rwandan population and they faced the task of painfully rebuilding the nation. Now, women are in the justice system, in political parties, and in leadership positions, making up almost two-thirds of the Rwandan government.

Stories such as these prove that it is not all just a numbers game. The decrease or increase in the number of women in political spheres denotes changing phenomena affecting societies and regions. The numbers also have implications. For example, research has shown that the increase in number of women in local governments correlates to more diverse issues being addressed. According to UN Women, research in India reveals that the number of drinking water projects in areas with female-led councils was 62% higher than in those with male-led councils. Research in Norway, meanwhile, established a direct causal relationship between the presence of women in municipal councils and childcare coverage.



The importance of political participation for women is seen in the way they could turn their communities and colleagues toward issues that would otherwise have been overlooked. They are making a difference.

Case to Case

The Political Map also reveals regional trends. UN Women cites the Americas as having the highest percentage of female ministers at 22.4%, with Europe and Africa in second and third places. However, both the Americas and Africa lost ground in the past year with figures dropping by 0.6 and 0.5 percentage points respectively. The numbers of female ministers and members of parliaments have significantly fallen, and UN Women says this should be a cause for concern.

Meanwhile, the Arab, Asia, Europe, and Pacific regions have reached their highest numbers in terms of female representation on politics and governance. The Pacific now has the fourth highest regional average (13%), followed by Asia (10.60%), and the Arab world (9.50%).

The Philippines ranks 42nd in terms of percentage of women in ministerial positions. This means the country is on the 20-24.9% bracket, along with countries such as Guatemala, Haiti, and Jamaica. Meanwhile, the Philippines ranks 43rd in terms of percentage of female representatives in unicameral parliaments or lower houses. The country belongs to the 25-29.9% bracket along with countries such as Australia, Singapore, Canada, Afghanistan, Iraq, and Laos. While the country has yet to hit the 30% mark, much more the 50-50 mark enshrined in the Magna Carta of Women, the Philippines has been cited for having narrow gender

PRIME-HRM'S Maturity Level 2: Process-Defined HR

disparity. This is based on the 2014 Global Gender Gap Report by the World Economic Forum (WEF). This reflects women's access to economic participations, focusing on the workplace and work-related issues such as wage gaps. WEF similarly cited that gender equity in terms of political participation "lagged stubbornly behind", with women only representing 21% of the world's decision makers. Looking at these different but interrelated factors is important in determining the rate of development and growth. "Achieving gender equality is obviously necessary for economic reasons. Only those economies who have full access to all their talent will remain competitive and will prosper," says WEF Founder and Chief Klaus Schwab.

That is why the Philippine Commission on Women (PCW) continues to monitor the political participation of women in the Philippines. According to PCW reports, during the 2013 automated national and local elections, only 19.97% of elected posts nationwide were won by women. This was slightly higher than the 2010 turnout at 18.4%. Only 17.83% of the total number of people who filed for candidacy were women. Out of 33 senatorial candidates, only eight (8) women ran for senate, four (4) of which won seats. PCW also revealed that there are 60 female representatives in the 16th Congress, accounting for 25.6% of the total 234 seats.

In the Local Government, PCW says there are 18 (22.5%) female provincial governors, 11 (13.8%) female vice-governors, 332 (20.9%) female city/municipal mayors, and 265 (16.7%) female vice mayors.

In governance, the latest Inventory of Government Personnel or IGP shows that by the end of 2010, female employees totaled 827,157 or 58.7% of the total government workforce, whereas male employees totaled 582,503 or 41.3% of the total government population. However, according to the Career Executive Service Board (CESB), the percentage of women occupying career executive or third level positions is 42% as of January 2014, falling 1% below from January 2013. The IGP shows that women dominate the bureaucracy especially the technical or second-level. Women in the bureaucracy are also likely to be technical personnel and men are likely to be clerks or managers/executives.

Leading by Numbers, Leading by Example

If women still cannot lead by numbers, then they can continue leading by example. Quality versus quantity is an oft debated principle, especially in the case of gender advocacy where both are definitely crucial. If the numbers are still in

the 20-30% bracket after many years of turning the spotlight on gender issues, then there is still much to do. But women who are already in the position of power could use their influence to address these concerns.

Filipina leaders have been at the forefront of gender advocacy, be it in fighting violence against women (VAW) or threshing out laws and policies. Professor Aurora Javate De Dios, Executive Director of the Women and Gender Institute (WAGI) of Miriam College, is one such leader. Not only has she served as one of the Commissioners of the PCW in the late 90s, she was also involved in crafting landmark laws concerning VAW. Her intensive work on gender and trafficking issues led her to various leadership roles in the Philippines and abroad, including the ASEAN Commission on the Promotion and Protection of the Rights of Women and Children, the Asian Development Bank, the United Nations Development Programme Gender Advisory Group, and the United Nations Development Fund for Women or UNIFEM.

In a recent address to the Civil Service Commission (CSC), Dr. De Dios urged the institution to look at other areas of concern which intersect with gender. She considers the conflict in Mindanao to be a crucial starting point, as peace and security are areas which she thinks women should be involved with.

Female leaders such as De Dios lead the way for wider and deeper political participation, and promote better gender balance in terms of representation. As the Philippines, and female leaders from the Philippines, continue to work for gender equity and influence its ASEAN neighbors, we could expect not only an increase in numbers, but also an unprecedented level of leadership and governance opportunities for women. ▶

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The CS Reporter is doing a series of articles introducing each Maturity Level of the CSC's PRIME-HRM. The first article on Maturity Level 1 appeared on the fourth issue of the magazine in December 2014.

The Program to Institutionalize Meritocracy and Excellence in Human Resource Management or PRIME-HRM continues to be CSC's premiere HR initiative that helps government agencies address gaps in its HR practices.

PRIME-HRM enables agencies to achieve HR excellence through three steps—Assess, Assist, Award. The assessment checks the maturity level of each agency's HR systems. Level 1 is Transactional HRM, Level 2 is Process-Defined HRM, Level 3 is Integrated HRM, and Level 4 is Strategic HRM.

From 2013-2014, the CSC developed the four maturity levels, along with the Human Resource Management Officers (HRMO) Competencies, to make PRIME-HRM at par with global HR standards. A computerized online PRIME-HRM Assessment Tool was designed to make the system easier for participants. The CSC also trained its regional Policies and Systems Evaluation Division (PSED) to enable them to do the PRIME-HRM phases. Since 2014 as well, the PRIME-HRM Assist and Award Phases have been ongoing. The CSC determined the baseline number of agencies to be compliant with PRIME-HRM Maturity Level indicators as 1,201. This includes 236 DepEd assessed offices, 402 accredited agencies under PRIME-HRM prior to the enhanced policy, and 536 agencies with revalidated Level II accredited status under the CSC Agency Accreditation Program (CSCAAP). These were all finished last year, and for 2015, the CSC is targeting 10% or 120 of these 1,201 agencies to be compliant with PRIME-HRM Maturity Level II, which means an agency is no longer doing merely transactional HR processes, but is moving toward more integrated and mature HR systems.

What does it take for an agency to reach Maturity Level 2? Let's find out:

What is Process-Defined HRM?

At this level, there is a set of defined and documented standard operating procedures or SOPs already established in an organization's HR system, though it needs improvement. It is also characterized by goal-oriented decision making. There is some automated system but little integration of data. Maturity Level 2 may still be characterized as traditional, though it already has certain systems in place and is governed by a more progressive framework. What it lacks is connection between separate systems or processes, which could potentially generate more useful data that the organization could use to achieve its goals.

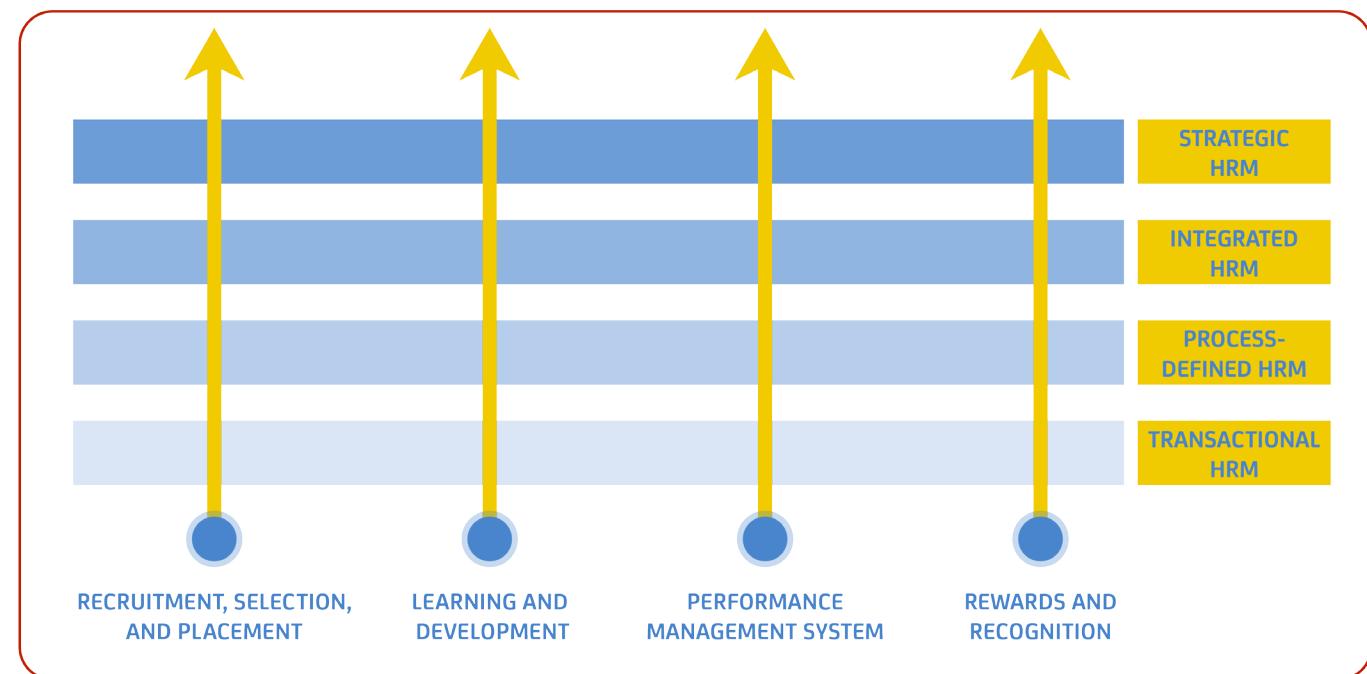
Recruitment, selection, and placement (RSP)

In terms of recruitment, selection, and placement (RSP) approaches, there are a number of system features at the Process-Defined Level. This includes having a staffing plan that is not only based on the Department of Budget and Management (DBM) plantilla positions, but also on the agency's requirements. In addition to traditional postings, vacant positions are also done through major daily newspapers, agency website, or other modes such as networking. Candidates are assessed via structured interviews, appropriate written examinations, and comparative assessment and final evaluation by the Promotions and Selection Board (PSB). National policies on Gender and Development (GAD) and Persons with Disability (PWD) are also applied to the procedures.

Learning and Development (L&D)

In terms of learning and development approaches, Maturity Level 2 is more defined and in line with its other HR

EXCELLENT PUBLIC SERVICE DELIVERY



systems. At this level, the budget for L&D is set according to the Agency's current requirements and is approved by Agency authorities. L&D hours are defined as "minimum number of hours consistent with the approved Qualification Standards (QS), and as a result of a needs analysis, and Individual Development Plan for senior/managerial positions". While trainings are already based on identified performance and core competency gaps, L&D delivery is still limited to training and classroom methodology.

Performance Management System

In terms of performance management system, Maturity Level 2 has less rigid and transactional systems in place. At this level, a Performance Management Team (PMT) is already established and fully functional. Target setting is consistently done for all employees based on job function and team performance commitments. There is regular and scheduled feedback sessions, including mid-year review and year-end evaluation, all of which are documented for easy reference. Performance discussion now focuses on both the delivery of individual and team goals. There is also the establishment of the Individual Development Plan or IDP for the developmental needs of executive/managerial positions. However, performance review and rating is still only done by the immediate supervisor.

Rewards and Recognition

In terms of rewards and recognition, Maturity Level 2 has additional systems that link rewards with performance. Programs are still typical, but already include a performance award that looks at the level of performance of individuals or groups. There is also due recognition of internal customer feedback that may affect the qualifications of individuals or groups for an award. Rewards may also come in monetary or non-monetary forms, but this time the budget for rewards and incentives is customized. Such programs introduce the concept of linking performance to determine the type of award to be given.

While Maturity Level 2 tries to break away from highly transactional personnel functions, there is still room for improvement. Recognizable aspects of an HR system are already in place, but there is still a need to integrate these processes to form a systematic whole. When each process is already linked to each other, then an organization's HR system is nearer to Maturity Level 3.

Watch out for the next issue's HR Corner, featuring PRIME-HRM's Maturity Level 3. ▶

WHEREAS, the Commission finds the need to provide opportunity to holders of dual citizenship to take the CSE;

WHEREFORE, the Commission hereby **RESOLVES** to allow Filipinos, who had been naturalized citizens of a foreign country but had re-acquired Philippine Citizenship under RA No. 9225, to apply for and take any of the civil service examinations being administered by the CSC, provided that they present their original Certification of Retention/Re-acquisition of Philippine Citizenship from the Bureau of Immigration and submit a copy of said Certification to the CSC or its Regional/Field Offices, in addition to the other admission and application requirements of the examination.

This Resolution shall take effect after fifteen (15) days from its publication in a newspaper of general circulation.

Quezon City.

(Sgd.) **FRANCISCO T. DUQUE III**
Chairperson

(Sgd.) **ROBERT S. MARTINEZ**
Commissioner

(Sgd.) **NIEVES L. OSORIO**
Commissioner

Attested by:

(Sgd.) **DOLORES B. BONIFACIO**
Director IV
Commission Secretariat and Liaison Office

CSC Resolution No. 1401559 was published in *The Philippine Star*,
Feb. 18, 2015

Policy Governing the Filing and Taking of Civil Service Examinations of Those Holding Dual Citizenship

Number: 1401559

Promulgated: 30 OCT 2014

WHEREAS, Section 17, Article XI of the 1987 Philippine Constitution requires public officers and employees to submit, upon assumption to office and during such period as may be required by law, a declaration under oath of their assets, liabilities and net worth (SALN);

WHEREAS, the requirement on the filing of SALN is likewise found in Section 8 of Republic Act No. 6713 (Code of Conduct and Ethical Standards for Public Officials and Employees) which requires the declarant "to accomplish and submit declarations under oath of, and the public has the right to know, their assets, liabilities, net worth and financial and business interests including those of their spouses and of unmarried children under eighteen (18) years of age living in their households;"

WHEREAS, Section 12 of Republic Act No. 6713 provides that the Civil Service Commission shall have the primary responsibility for its administration and enforcement, and the authority to promulgate rules and regulations necessary to carry out its provisions;

WHEREAS, Section 8 of Republic Act No. 6713 identifies the appropriate office or agency where particular officers and employees should file their SALNs;

WHEREAS, CSC Resolution No. 060231 dated February 1, 2006 amended and clarified Rule VIII of the Rules Implementing Republic Act No. 6713 on the review and compliance of the SALN particularly identifying the offices where the Chief/Head of the Personnel/Administrative Division or Unit/Human Resource Management Office (HRMO) should transmit the submitted SALNs;

WHEREAS, under the existing structure of the Philippine government, there are certain agencies, offices or corporations that are not identified in the law and implementing rules;

WHEREAS, such circumstance has brought confusion among agencies, offices as well as public officers and employees as to where their SALNs should be filed or transmitted;

WHEREAS, the Commission recognizes the need to clarify the proper agencies or offices where particular public officers and employees should file their SALNs;

WHEREAS, the Commission in CSC Resolution No. 1300173 dated January 24, 2013 (CSC Memorandum Circular No. 2, s. 2013) promulgated the new Statement of Assets, Liabilities and Net Worth (SALN) Form and Guidelines in the Filling Out of the SALN Form beginning 2012;

WHEREAS, the Commission also recognizes the need to clarify the required disclosure of real property with regard to its location;

WHEREFORE, the Commission **RESOLVES** to **ADOPT** the following rules to serve as amendments to the Statement of Assets, Liabilities and Net Worth (SALN) Form and Guidelines in the Filling Out of the SALN Form beginning CY 2012 (CSC MC No. 2, s. 2013) and CSC Resolution No. 060231 dated February 1, 2006 (CSC MC No. 6, s. 2006), and the attached amended SALN Form*:

1. *Paragraph B(2)(e) of the Guidelines in the Filling Out of the SALN Form beginning 2012 (Guidelines) is hereby amended to read as follows:*

"e. Declaration of real properties shall include its description, kind, exact location, year and mode of acquisition, assessed value, fair market value, acquisition cost of land, building, etc. including improvements thereon."

2. *Section 5 of CSC Resolution No. 060231 dated February 1, 2006 in relation to paragraph B(7) – Review and Compliance Committee of the Guidelines is hereby amended to read as follows:*

"Section 5. Transmittal of all submitted SALNs to the concerned agencies on or before June 30.

"The Chief/Head of the Personnel/Administrative Division or Unit/Human Resource Management Office (HRMO) shall transmit all original copies of the SALNs received, on or before June 30 of every year, to the concerned offices, as specified below:

REPOSITORY AGENCY	OFFICERS AND EMPLOYEES
National Office of the Ombudsman	President Vice President Constitutional Officials - Chairpersons of Commission on Audit (COA), Commission on Election (COMELEC) and Civil Service Commission (CSC) - Commissioners of COA, COMELEC and CSC - Ombudsman and his Deputies
Secretary of the Senate	Senators
Secretary of the House of Representatives	Representatives (Congressmen/Congresswomen)

Statement of Assets, Liabilities and Net Worth (SALN) Re: Amendment to the CSC Resolution

Number: 1500088

Promulgated: 23 JAN 2015

REPOSITORY AGENCY	OFFICERS AND EMPLOYEES
Deputy Ombudsman in their respective region (Luzon, Visayas or Mindanao)	Officers of the Armed Forces of the Philippines (AFP) below the rank of colonel or naval captain - Lieutenant Colonel, Major, Captain, 1st Lieutenant and 2nd Lieutenant (Army and Air Force) - Commander, Lieutenant Commander, Lieutenant Senior Grade, Lieutenant Junior Grade and Ensign (Navy) - Other enlisted officers Officers of the Philippine National Police (PNP) below the rank of Senior Superintendent - Superintendent, Chief Inspector, Senior Inspector and Inspector - Other police officers Officers of the Philippine Coast Guard (PCG) below the rank of Commodore - Captain, Commander, Lieutenant Commander, Lieutenant Junior Grade and Ensign
Clerk of Court of the Supreme Court	Justices of the Supreme Court, Court of Appeals, Sandiganbayan and Court of Tax Appeals
Court Administrator	Judges of the Regional Trial Court, Metropolitan Trial Court, Municipal Trial Court in Cities, Municipal Trial Court, Municipal Circuit Trial Court, and Shari'a District Courts
Office of the President	National executive officials, including, but not limited to the following: - Members of the Cabinet; - Undersecretaries; - Assistant Secretaries; - Officials in the Foreign Service and; - Heads of government owned or controlled corporations with original charters and their subsidiaries and - Heads of state colleges and universities Officers of the Armed Forces of the Philippines from the rank of Colonel or Naval Captain - Colonel, Brigadier General, Major General, Lieutenant General and General (Army and Air Force) - Captain, Commodore, Rear Admiral, Vice Admiral and Admiral (Navy) Officers of the Philippine National Police from the rank of Senior Superintendent - Chief Superintendent, Director, Deputy Director General and Director General Officers of the Philippine Coast Guard from the rank of Commodore - Commodore, Rear Admiral, Vice Admiral and Admiral
Deputy Ombudsman in their respective region (Luzon, Visayas or Mindanao)	Regional officials and employees of the following offices: - Departments, bureaus and agencies of the National Government - Judiciary and Constitutional Commissions and offices - Government owned and/or controlled corporations with and without original charter, and their subsidiaries in the regions - State colleges and universities Provincial elective officials and employees including Governors, Vice-Governors and Sangguniang Panlalawigan Members City and municipal elective officials and employees including Mayors, Vice-Mayors, Sangguniang Bayan / Panlungsod Members and Barangay Officials
Civil Service Commission	All other officials and employees in the central/main/national offices of the following: - Departments, bureaus and agencies of the National Government - Judiciary and Constitutional Commissions and offices - Government owned and/or controlled corporations with and without original charters, and their subsidiaries in the regions All other appointive officials and employees of the Legislature All civilian personnel of the AFP All other central officers (uniformed personnel) below the rank of Senior Superintendent as well as all non-uniformed personnel of the PNP All other central officers below the rank of Commodore as well as all civilian personnel of the PCG
	3. All rules, regulations and issuances which are inconsistent herewith are hereby repealed, amended or modified accordingly.
	4. The foregoing amendments shall be prospective in application and shall take effect after fifteen (15) days from its publication in a newspaper of general circulation.
	(Sgd.) FRANCISCO T. DUQUE III Chairperson
	(Sgd.) ROBERT S. MARTINEZ Commissioner
	(Sgd.) NIEVES L. OSORIO Commissioner
	Attested by:
	(Sgd.) DOLORES B. BONIFACIO Director IV Commission Secretariat and Liaison Office

CSC Resolution No. 1500088 was published in The Manila Times, Feb. 27, 2015



GSIS Reforms: Towards service responsiveness

*Good news abound at the Government Service Insurance System.
Reforms have been implemented to serve you better.*

FOR MEMBERS



Restored loan privilege of members from suspended agencies. GSIS members may now avail of loans even if their agency is suspended.



Liberalized the terms of the Emergency Loan (EL) Program. Enjoy lower interest rate and pay first amortization three months after loan granting.



Expedited transaction processing. Submit fewer documents. File claims at any GSIS branch office. Withdraw benefits 24/7 from any automated teller machine (ATM) using the GSIS eCard or Unified Multipurpose Identification (UMID) card.

FOR PENSIONERS



Raised the minimum basic monthly pension for old-age pensioners. Raised the minimum basic monthly pension to P5,000 beginning January 2013.



Revoked the personal appearance requirement for pensioners. Pensioners except those in the Autonomous Region of Muslim Mindanao (ARMM) and those based abroad, may now receive their pension without traveling to the GSIS to update their status.



Relaxed the policy on entitlement to survivorship pension. Surviving spouses of deceased GSIS members and pensioners who are employed or receiving income from other institutions are now entitled to pension benefits.

FOR STRONGER TIES



Engaged stakeholders. GSIS listens to the concerns of stakeholders through dialogues and public sector consultations giving rise to new and better policies and programs.

FOR GREATER ACCESSIBILITY



Expanded service delivery channels. GSIS has 54 branch offices, 13 extension offices, 58 service desks, and 959 GSIS Wireless Automated Processing (GW@PS) kiosks, complemented by over 1,000 ATMs of servicing banks nationwide. Thirty portable GW@PS kiosks are also ready for deployment during calamities.



Established the Contact Center. Call the following numbers for GSIS concerns 24/7:
Using landline (Metro Manila) (02) 847-47-47
Using Globe/Touch Mobile 1-800-8-847-4747
Using Smart/Sun/Talk'N Text 1-800-10-847-4747

FOR GOOD GOVERNANCE



Opened to public the competitive procurement process in reinsuring big-ticket accounts. GSIS instituted an open and competitive bidding process for reinsurance needs of big-ticket accounts, resulting in Php1 billion in savings and improved coverage for the insured agencies.

THE IMPACT OF REFORMS



Improved rating in the Anti-Red Tape Act Report Card Survey (ARTA RCS). From a Failed overall rating in the ARTA-RCS conducted by the Civil Service Commission, GSIS obtained an 'EXCELLENT' rating of 92% in 2014.



Sustained financial stability. GSIS is in a healthy financial state. In 2014, total assets increased 15.6% hitting Php 910 billion. Net income stood at Php 140 billion, a threefold growth from the previous year's Php 44.3 billion. Fund life is also longer by six years at 2048 (2042 in 2010), an assurance that the GSIS will be there to pay the benefits of its members as and when they fall due.

MAJOR EVENTS IN THE PHILIPPINES FROM MARCH TO MAY

MARCH



Malasimbo Music & Arts Festival

MALASIMBO: MUSIC AND ARTS FESTIVAL
PUERTO GALERA, OCCIDENTAL MINDORO
MARCH 6-8 | 13-15 (Lights & Dance Festival)
(Photo courtesy of www.malasimbofestival.com)

Catch a concert of the biggest international and local musicians set against the beautiful terraced steps of Mount Malasimbo.

APRIL



Madrid Fusión Manila

MADRID FUSIÓN MANILA
SMX CONVENTION CENTER, PASAY CITY
APRIL 24-26, 2015
(Photo courtesy of Madrid Fusión Manila Secretariat)

Fast earning a reputation as Asia's center of gastronomical delights, Manila becomes the perfect city to host an assembly of the rock stars of the gastronomy world. Madrid Fusion Manila brings a sumptuous combination of Western and Eastern food, highlighted by Spanish and other international avant-garde cuisines. Join over 400 leading chefs from 5 continents as they discuss and share new culinary ideas in this can't miss feast fit for every food lovers.

MAY



MTV Music Evolution Manila

HIP-HOP 2015
QUIRINO GRAND STAND, MANILA
MAY 5, 2015
(Photo from www.worldstage.mtvasia.com)

A showcase of iconic international music artists and the hottest new acts in both the regional and local music scenes on a single stage, while featuring the best of Philippine music and culture to international youth audiences.

CENTURY TUNA 70.3 IRONMAN
SUBIC BAY, ZAMBALLES
MARCH 8, 2015

ED SHEERAN LIVE IN MANILA
MALL OF ASIA ARENA, PASAY CITY
MARCH 12, 2015

MANILA FAME
SMX CONVENTION CENTER,
PASAY CITY
MARCH 13-16, 2015

15TH PHILIPPINE HOBIE CHALLENGE
LAIYA TO NASUGBU, BATANGAS
MARCH 14-22, 2015

FLAVORS OF THE PHILIPPINES
AYALA & SM MALLS NATIONWIDE
APRIL 1-30, 2015

VISIT DAVAO FUN SALE
DAVAO CITY
APRIL 3-MAY 17, 2015

8TH COMMODORE'S CUP REGATTA
SUBIC BAY, ZAMBALLES
APRIL 5-11, 2015

RODEO MASBATEÑO
MASBATE CITY
APRIL 14-18, 2015

THE SCRIPT LIVE IN MANILA
MALL OF ASIA ARENA, PASAY CITY
APRIL 17, 2015

BACKSTREET BOYS IN A WORLD LIKE THIS WORLD TOUR
PUERTO PRINCESA BAY, PALAWAN
MAY 16-17, 2015

KATY PERRY THE PRISMATIC WORLD TOUR
PHILIPPINE ARENA, BULACAN
MAY 7, 2015

SAM SMITH IN THE LONELY HOUR TOUR 2015
MALL OF ASIA ARENA, PASAY CITY
MAY 10, 2015

PAHIYAS FESTIVAL
LUCBAN, QUEZON
MAY 15, 2015

PALAWAN DRAGON BOAT RACE 2015
PUERTO PRINCESA BAY, PALAWAN
MAY 16-17, 2015

COLOR MANILA RUN - CEBU LEG
IL CORSO, CEBU CITY
MAY 17, 2015

SARANGANI BAY FESTIVAL
GUMASA, SARANGANI
MAY 18, 2015

INTERNATIONAL FOOD EXHIBITION PHILIPPINES (IFEX)
SMX CONVENTION CENTER, PASAY CITY
MAY 21-24, 2015

FLORES DE MAYO
RIZAL PARK, MANILA
MAY 31, 2015

VISIT THE PHILIPPINES YEAR

2015



BANGKO SENTRAL NG PILIPINAS



**Banking on your future
starts with you.**

SAVE

www.bsp.gov.ph

Return Address:

Civil Service Commission Central Office
IBP Road, Batasan Hills, 1126 Quezon City