

EXECUTIVE SUMMARY

The Philippine government has continuously introduced and adopted measures to promote excellence in Human Resource Management (HRM) in the public service. HR policies and standards have been put in place to guide the government agencies as they implement their HR systems and processes.

To ensure the effectiveness of these policies and standards, the need to have a holistic assessment of the state of HR in the public service had been underscored. As the central human resource institution of the government, the Civil Service Commission (CSC) has to provide an overall picture of the competency levels of the government's Human Resource Management Officers (HRMOs) and the performance of the CSC and the government agencies in HR management.

The assessment of the state of the HRM in the Civil Service was done to provide an overall picture of HRM in the public service; determine the government agencies' HRM practices and conformity with Civil Service policies and standards; gauge the competency levels of the government's Human Resource Management Officers (HRMOs); measure the level of satisfaction of government employees with regard to their respective agencies' HR systems; evaluate CSC's performance in policy implementation and service delivery; identify strategies in addressing HR challenges in the public sector; and gather best practices in HRM in the civil service.

The assessment covered all national and local government agencies including government-owned and controlled corporations (GOCCs) with original charter and state universities and colleges (SUCs), as well as regional offices of agencies with existing Regional HR offices/units. The study involved the HRMOs, heads of agencies and rank and file employees. Out of 3,663 government agencies, 64% or 2,334 agencies (1,231 Local Government Units, 643 National Government Agencies, 362 Government Owned and Controlled Corporations and 98 State Universities and Colleges) were assessed. For the HRM Climate Survey, a total of 6,115 employees responded to the questionnaires.

Career employees constitute 90% or a total of 796,687 out of the 816,972 filled plantilla positions while 2% is occupied by coterminous employees at a total of 20,285. Of the total career employees, 66% or 526,793 occupy second level positions which cover both the professional/technical and the executive/managerial posts.

Generally, the career service is filled by female employees across regions, except for ARMM (Region 15) where male dominates at 68% over female with 32%. But, overall, female employees posted a high percentage of 60% over male employees at 40% in the career service.

More than half (59%) of the personnel complement in the non-career service is occupied by casual employees of which 64% is under LGUs. Overall, LGUs dominated the non-career positions at 27% while NGAs posted 6% only.

Out of the total authorized positions, 21% is vacant. The Job Order workers comprise 18% of the total manpower in the government.

From the survey results, we can picture the Philippine bureaucracy with its Human Resource Management in its developing stage. In terms of the agencies' HRM practices, low percentages of agency compliance with Civil Service policies and standards were reflected in performance review and coaching, assessment of employees' competencies and identification of development needs, career development, evaluation of learning and development programs, and the implementation of policies on grievance machinery and PRAISE.

While the basic policies and standards are in place, government agencies still have to be more proactive in developing their internal rules and their own HR programs and systems, with more focus on coaching, mentoring, learning and development. This can lead to higher employee satisfaction.

Overall, the respondents see the agency HRMOs at the Advanced level of competency in HR. For the different HR areas, the HRMOs received the highest ratings in (a) HR Records Management, (b) Recruitment, Selection and Placement and (c) Training and Development.

While the data gathered from the survey may not be that comprehensive and findings may not be conclusive, this study can serve as springboard for further research on the HRM in the public sector. Issues with policy implications that need more in-depth study include the following:

- The proliferation of employees hired under contract of service, specifically in the local government sector, a highly politicized sector where the biggest bulk of job order workers are registered while almost the same percentage of career positions are declared vacant or unfilled. It is possible that those who do not meet the QS are hired as Job Order workers. There may be a need to discuss this with the Department of Budget and Management (DBM) and the Commission on Audit (COA) for stricter policies
- The DBM's re-titling of the HRMO position to Administrative Officer does not affirm the true role of an HR Officer in an organization. More than an administrative expert, HRMOs should be an employee champion and a strategic and developmental partner of the organization.

The survey results will also serve as baseline data as the CSC conducts the assessment on an annual basis.

I. INTRODUCTION

A. BACKGROUND

At the heart of any organization is its human resource. The Philippine Civil Service is composed of more than a million people with various leanings and inclinations, beliefs and practices, spread over 3,600 agencies all over the country. The challenges of managing such an organization are immense, the demands equally daunting. The organization that oversees the human resource management in the public sector is the Civil Service Commission (CSC).

For the past decades, the CSC has endeavoured to build and maintain a responsive and responsible civil service through human resource systems that facilitate learning and development. Armed with its mandate “to establish a career service and adopt measures to promote morale, efficiency, integrity, responsiveness, progressiveness, and courtesy in the civil service, strengthen the merit and rewards system, integrate all human resource development programs for all levels and ranks, and institutionalize a management climate conducive to public accountability”, the Commission has continuously introduced and adopted a host of programs, policies and measures to promote excellence in Human Resource Management (HRM) in the public service.

The Commission counts Inspection and Audit as one of its major program areas in line with the powers and functions as enumerated in Section 12 of Executive Order No. 292. Specifically, Item 15, Section 12, Chapter 3, Book V of EO No. 292 provides that the Commission shall “inspect and audit the personnel actions and programs of the departments, agencies, bureaus, offices, local government units and other instrumentalities of the government including government-owned or controlled corporations; conduct periodic review of the decisions and actions of offices or officials to whom authority has been delegated by the Commission as well as the conduct of the officials and the employees in these offices and apply appropriate sanctions whenever necessary.” Also included among the powers of the Commission is to “delegate authority for the performance of any function to departments, agencies and offices where such function may be effectively performed” which is found in Item 16, Section 12, Chapter 3, Book V of Executive Order No. 292.

In pursuit of its mandate, the Commission launched the CSC Agency Accreditation Program (CSCAAP) in 1991, which was further enhanced through the Personnel Management Assessment and Assistance Program (PMAAP) in 2004. The PMAAP and the CSCAAP aim to render a continuous cycle of assessment, monitoring and assistance to ensure the soundness of personnel management so that should there be deviation, weaknesses or deficiencies, the CSC can render technical assistance or developmental intervention to the agency rather than impose sanctions.

As the Commission shifts gears to be Asia’s leading center for excellence in Human Resource and Organization Development, the PMAAP and CSCAAP were further enhanced and integrated into the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM). The PRIME-HRM is a mechanism to continuously capacitate agencies in the performance of their human resource management functions; recognize best practices in the various areas of human resource management; and serve as a venue for exchange and development of expertise in human resource management in the Philippine public service.

But while human resource policies and standards have been put in place to guide the government agencies as they implement their HR systems and processes, there is a need to have a holistic assessment of the state of HR in the public service. As the central human resource institution of the government, it is incumbent upon the Civil Service Commission (CSC) to provide an overall picture of the competency levels of the government’s Human Resource Management Officers (HRMOs) and the performance of the CSC and the government agencies in HR management. This holistic assessment, a first in the Philippine bureaucracy, will help in making HR in the public service truly strategic.

B. OBJECTIVES

The main objective of the assessment of the state of the HRM in the Civil Service is to obtain an overall picture of human resource management in the civil service.

The specific objectives of the assessment are as follows:

1. To determine the government agencies' HRM practices and conformity with Civil Service policies and standards;
2. To gauge the competency levels of the government's Human Resource Management Officers (HRMOs);
3. To measure the level of satisfaction of government employees with regard to their respective agencies' HR systems;
4. To review government agencies' performance in HR Management;
5. To evaluate CSC's performance in policy implementation and service delivery;
6. To recognize HR challenges in the public sector; and
7. to identify strategies in addressing these challenges and compile best practices in HRM in the civil service.

C. METHODOLOGY

Data and information on agency HR programs and practices generated from the PRIME-HRM assessment and survey forms were used to come up with the Report on the State of the HRM in the Civil Service.

The following HR Climate Scanning activities were conducted in the first semester of 2012:

1. Self-Assessment by HRMOs of all agencies - to give agencies a free hand in determining their own strengths and weaknesses (March-May 2012)
2. CSC Field Offices' (FOs') HR Assessment of Accredited Agencies under their Respective Clusters - an independent assessment of the HRM performance of accredited agencies under the respective CSC FO clusters based on the observations/records of performance and results of latest audit conducted on the agency (March-May 2012)

The Assessment Form contains information on the agency personnel complement; appointments issued and acted upon by the agency for the year 2011; assessment of agency performance in the following HR areas – HR records management, HR management systems and programs, employee discipline, employee relations and employee welfare; and assessment of the competency level of the agency HRMO.

3. Agency HR Climate Survey – to gather the knowledge and experience of officials and employees on the agency human resource management programs and practices (April-May 2012)

The survey form consists of three major parts, with 115 statements that pertain to HR processes with which the respondents should indicate their agreement or disagreement; assessment of the competency level of the agency HRMOs; and assessment of the level of employee satisfaction.

The respondents of the HR Climate Survey included representatives of the 1st, 2nd and 3rd level employees. The total number of respondents per agency comprised of a sampling size of 1% of the total population of each level of position in the agency. The number of respondents was identified by each CSC Regional Office based on the inventory of government personnel per agency available in the CSCROs' records.

The survey was administered online and an access code was assigned for each respondent for control and monitoring. For agencies with limited internet access or problems with internet connection, the respondents were provided with copy of the survey questionnaire by the CSC Field Offices (CSCFOs). The CSCFOs retrieved the accomplished questionnaire and encoded the replies to the online system.

D. SCOPE OF THE STUDY

The assessment of the state of HRM in the public service covered all national government agencies (NGAs) and local government units (LGUs) including government-owned and controlled corporations (GOCCs) with original charter and state universities and colleges (SUCs), as well as regional offices of agencies with existing Regional HR offices/units. The study involved the HRMOs, heads of agencies and rank and file employees and covered the following:

1. assessment of the human resource management systems and standards, and management of human resource records, systems and programs;
2. assessment of competency level of the agency's Human Resource Management Officers (HRMOs) via self-assessment as well as 360 degree validation (by the supervisor, agency officials and peers and CSC Field Officer; and
3. survey of agency HRM climate.

Out of 3,663 government agencies, 64% or 2,334 agencies (1,231 Local Government Units, 643 National Government Agencies, 362 Government Owned and Controlled Corporations and 98 State Universities and Colleges) were assessed.

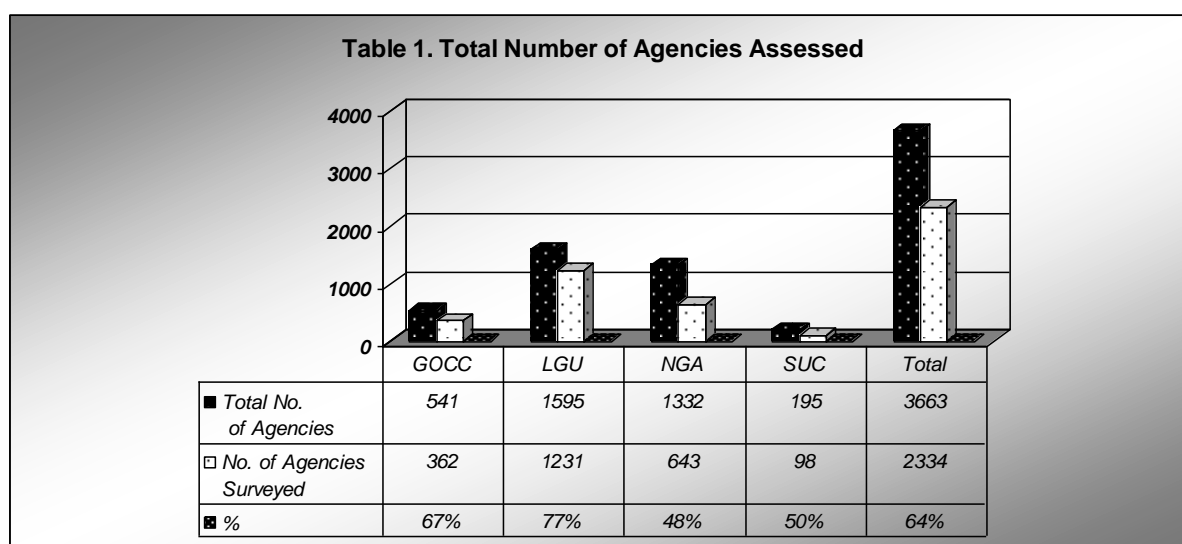
For the HRM Climate Survey, a total of 6,115 employees responded to the questionnaires.

II. FINDINGS

Profile of Government Agencies

The Commission targeted 100% of the government agencies to be covered by the revalidation/reassessment under PRIME-HRM.

From the total of 3663 government agencies, 2334 or 64 % were assessed representing the following sectors:



From the 2334 agencies covered by the assessment, a total of 883,672 authorized positions was reported, 548,426 of which falls under NGAs. This total authorized positions of NGAs equates to 60% of the 903,336 total actual number of authorized positions based on the 2012 Personnel Service Itemization of the Department of Budget and Management.

Table 2. Total Number of Authorized and Filled Plantilla Positions by Sector

Sector	Total Authorized Positions	Filled plantilla positions				Total Filled Positions		Vacant Positions	
		CAREER	%	COTERMINUS	%	Number	%	Number	%
GOCC	71,262	53,180	74%	1,129	2%	54,309	76%	16,953	24%
LGU	233,806	198,174	85%	10,041	4%	208,215	89%	25,591	11%
NGA	548,426	516,142	94%	8,941	2%	525,083	96%	23,343	4%
SUC	30,178	29,191	97%	174	.58%	29,365	97%	813	3%
Total	883,672	796,687	900%	20,285	2%	816,972	92%	66,700	8%

Career employees constitute 90% or a total of 796,687 out of the 816,972 filled plantilla positions while 2% is occupied by coterminous employees at a total of 20,285.

As the biggest employer of the bureaucracy, NGAs has the most number of filled career positions at 94% or 516,142 in total. The biggest percentage of vacant position is found in the GOCCs at 24% of the authorized positions.

Table 3. Career Service Employees by Sector/By Level

Sector	CAREER						
	1st Level	%	2nd Level	%	3rd Level	%	Total Career
GOCC	19,804	37.24%	33,227	62.48%	149	.28%	53,180
LGU	123,404	62.27%	74,384	37.53%	386	.20%	198,174
NGA	111,975	21.69%	399,893	77.48%	4,274	.83%	516,142
SUC	9,819	33.64%	19,289	66.08%	83	.28%	29,191
Total	265,002	33.27%	526,793	66.12%	4,892	.61%	796,687

Of the total career employees, 66.12% or 526,793 occupy second level positions which include both the professional/technical and the executive/managerial posts. Based on the statistics presented, the bureaucracy, with the exception of the local government units, is no longer represented by a pyramid but rather a polygon wherein the third level is at the topmost and the smallest percentage (.61%), the second level in the middle getting the lion's share of the government posts at 66.12%, and the first level occupying 33.27% or a ratio of 1 first level (administrative support) employee for every 2 second level (technical/professional) and executive managerial employees.

Table 4. Career Service Employees by Region/by Sector/by Sex

Region	CAREER												
	GOCC		LGU		NGA		SUC		Total Career Male	% of Total Male from Total Career	Total Career Female	% of Total Female from Total Career	Total Career
	Male	Female	Male	Female	Male	Female	Male	Female					
1	583	344	7,198	8,649	9,698	26,017	730	883	18,209	34%	35,893	66%	54,102
2	132	54	2,002	2,118	788	2,473	455	506	3,377	40%	5,151	60%	8,528
3	1,650	751	5,682	7,994	15,061	18,947	3,443	1,215	25,836	47%	28,907	53%	54,743
4	2,154	844	15,260	17,780	16,766	31,561	800	1,309	34,980	40%	51,494	60%	86,474
5	309	122	2,562	2,939	1,685	1,690	1,052	1,459	5,608	47%	6,210	53%	11,818
6	747	488	7,789	9,998	8,659	27,181	839	1,150	18,034	32%	38,817	68%	56,851
7	1,331	501	5,887	7,049	10,151	31,290	856	884	18,225	31%	39,724	69%	57,949
8	654	460	6,127	6,856	6,083	14,901	985	1,009	13,849	37%	23,226	63%	37,075
9	641	247	5,817	5,507	14,141	14,808	780	884	21,379	50%	21,446	50%	42,825
10	894	503	7,866	8,616	11,892	26,159	1,200	1,308	21,852	37%	36,586	63%	58,438
11	-	-	1,510	1,579	103	571	-	-	1,613	43%	2,150	57%	3,763
12	745	336	5,293	5,743	12,202	23,181	821	900	19,061	39%	30,160	61%	49,221
CARAGA	470	226	3,740	4,284	4,746	15,971	70	72	9,026	31%	20,553	69%	29,579
CAR	151	53	4,409	4,882	2,728	8,607	675	816	7,963	36%	14,358	64%	22,321
ARMM	55	18	2,859	1,884	9,946	3,813	598	532	13,458	68%	6,247	32%	19,705
NCR	17,772	19,945	9,412	8,883	57,661	86,662	1,413	1,547	86,258	42%	117,037	58%	203,295
Total	28,288	24,892	93,413	104,761	182,310	333,832	14,717	14,474	318,728	40%	477,959	60%	796,687

Generally, the career service is filled by more female employees across regions, except for ARMM (Region 15) where male dominates at 68% over female with 32%. But overall, female employees posted a high percentage of 60% over male employees at 40% in the career service. A cursory look at the ratio of male and female occupancy by sector would likewise show the same trend with the exception of GOCCs and SUCs wherein the males outnumber the females by a very negligible percentage.

Table 5. Non-Career Employees by Sector/by Status of Appointment

Sector	NON-CAREER								Total Incumbents (Career +Non-Career)
	Co-Term	%	Casual	%	Contractual	%	Total Non-Career	% of Non-Career from Total Incumbents	
GOCC	1,129	13%	4,444	51%	3,148	36%	8,721	14%	61,901
LGU	10,041	13%	47,964	64%	16,456	22%	74,461	27%	272,635
NGA	8,941	28%	15,871	50%	6,769	21%	31,581	6%	547,723
SUC	174	7%	752	29%	1,695	65%	2,621	8%	31,812
Total	20,285	17%	69,031	59%	28,068	24%	117,384	13%	914,071

Casual employees are usually hired for emergency and/or seasonal jobs when there are not enough regular staff to meet the demands of the service while contractual employees are hired to undertake a specific work or job requiring special or technical skill not available in the employing agency. As gleaned from the above table, more than half (59%) of the complement in the non-career service is occupied by casual employees of which 64% is under LGUs. Overall, LGUs dominated the non-career positions at 27% while NGAs posted 6% only. While there are 25,591 and 813 vacant posts reported by the LGUs and the SUCs, respectively (**Table 2**), more than double or 64,420 and 2,447 casual and contractual employees were hired by the respective sectors. The NGAs hired 22,640 casual and contractual employees to complement the 23,243 vacant posts.

Table 6. Non-Career Employees by Region/by Sector/by Sex

REGION	NON-CAREER												TOTAL NON-CAREER
	GOCC		LGU		NGA		SUC		Total Male	% of Total Male from Total Non-Career	Total Female	% of Total Female from Total Non-Career	
	Male	Female	Male	Female	Male	Female	Male	Female					
1	437	167	4,186	2,573	397	346	59	46	5,079	62%	3,132	38%	8,211
2	26	6	873	461	107	99	6	7	1,012	64%	573	36%	1,585
3	383	129	3,557	2,540	117	106	32	60	4,089	59%	2,835	41%	6,924
4	282	60	7,303	4,740	553	299	275	333	8,413	61%	5,432	39%	13,845
5	55	16	838	374	386	243	74	71	1,353	66%	704	34%	2,057
6	189	35	2,585	1,836	140	56	98	96	3,012	60%	2,023	40%	5,035
7	485	61	3,603	2,200	558	285	164	174	4,810	64%	2,720	36%	7,530
8	320	169	1,675	1,301	236	141	104	102	2,335	58%	1,713	42%	4,048
9	35	12	2,735	1,159	183	135	161	131	3,114	68%	1,437	32%	4,551
10	228	48	3,329	2,480	353	578	166	148	4,076	56%	3,254	44%	7,330
11	0	0	976	543	2	2	0	0	978	64%	545	36%	1,523
12	158	57	2,060	1,162	286	269	24	28	2,528	63%	1,516	37%	4,044
CARAGA	61	25	1,417	856	596	549	1	2	2,075	59%	1,432	41%	3,507
CAR	26	10	811	656	33	66	11	16	881	54%	748	46%	1,629
ARMM	4	0	2,273	1,250	295	183	74	81	2,646	64%	1,514	36%	4,160
NCR	3,343	1,894	6,366	5,743	15,399	8,583	40	37	25,148	61%	16,257	39%	41,405
Total	6,032	2,689	44,587	29,874	19,641	11,940	1,289	1,332	71,549	61%	45,835	39%	117,384

In contrast to the female dominated career service sector, male employees generally dominate the non-career service across all regions posting an overall percentage of 61%. Statistics of non-career employees likewise show that except in the SUCs, males dominate females in the non-career posts in the other sectors of government.

Table 7. Job Order Employees by Region/by Sector/by Sex

REGION	JOB ORDER												
	GOCC		LGU		NGA		SUC		Total Male	% of Total Male from Total Job Order	Total Female	% of Total Female from Total Job Order	TOTAL JOB ORDER
	Male	Female	Male	Female	Male	Female	Male	Female					
1	302	55	4,543	2,837	1,160	413	134	98	6,139	64%	3,403	36%	9,542
2	17	1	1,181	808	20	34	265	207	1,483	59%	1,050	41%	2,533
3	552	157	8,021	3,688	309	365	250	252	9,132	67%	4,462	33%	13,594
4	366	42	10,269	5,331	1,231	251	407	456	12,273	67%	6,080	33%	18,353
5	1	1	2,590	1,390	1,154	487	318	327	4,063	65%	2,205	35%	6,268
6	306	62	7,640	5,052	54	73	122	166	8,122	60%	5,353	40%	13,475
7	110	9	11,745	7,845	1,509	815	589	418	13,953	61%	9,087	39%	23,040
8	245	45	7,376	4,114	820	481	228	111	8,669	65%	4,751	35%	13,420
9	271	67	5,147	2,462	416	259	125	80	5,959	68%	2,868	32%	8,827
10	227	90	8,522	5,561	389	255	578	173	9,716	62%	6,079	38%	15,795
11	0	0	3,017	954	2	3	0	0	3,019	76%	957	24%	3,976
12	681	89	1,381	1,037	695	944	343	382	3,100	56%	2,452	44%	5,552
CARAGA	216	40	3,031	2,347	1,466	592	0	0	4,713	61%	2,979	39%	7,692
CAR	174	21	2,494	1,905	257	463	254	237	3,179	55%	2,626	45%	5,805
ARMM	19	14	3,666	1,756	502	614	40	9	4,227	64%	2,393	36%	6,620
NCR	4,764	3,136	6,718	4,545	24,635	7,559	163	108	36,280	70%	15,348	30%	51,628
Total	8,251	3,829	87,341	51,632	34,619	13,608	3,816	3,024	134,027	65%	72,093	35%	206,120

Job Order employees are hired for intermittent emergency jobs which are not normally performed or do not form part of the job description of regular employees. These employees are hired through specific contracts with no employee-employer relationship, hence not considered as government service and not covered by civil service law and rules. But for purposes of getting the actual human capital in the government, the number of job order employees was taken into account.

Similarly, the above table reveals that in all sectors of the government and across all regions males dominated the Job Order at 65%. The Local Government Units hire the most Job Order employees at 138,973 or 68% of the total job order complement. The National Government Agencies follow at 23% or 48,227. The big number of job order employees in the local government units is attributable to the Local Government Code which specifically allowed local chief executives to hire employees under job order for emergency and intermittent job. Appointments for these employees do not pass through the Civil Service Commission for attestation. However, in the other sectors to include the NGAs, GOCCs and SUCs, resorting to job order contracting could have been triggered by the prohibition against hiring or filling of vacant positions for agencies which are undergoing rationalization under Executive Order 366.

Table 8. Sex Disaggregated HR Complement by Category, Level of Position by Sector

Sector	MALE											TOTAL	%
	Career						Non Career (Casuals/ Contractual/ Coterminous)	%	Job Order	%			
	1st Level	%	2nd Level	%	3rd Level	%							
GOCC	14,066	71%	14,139	43%	83	56%	6,032	69%	8,251	68%	42,571	58%	
LGU	64,585	52%	28,617	38%	211	55%	44,587	60%	87,341	63%	225,341	55%	
NGA	62,620	56%	117,062	29%	2,628	61%	19,641	62%	34,619	72%	236,570	40%	
SUC	6,745	69%	7,936	41%	36	43%	1,289	49%	3,816	56%	19,822	51%	
Total	148,016	56%	67,754	32%	2,958	60%	71,549	61%	134,027	65%	524,304	47%	

Sector	FEMALE												TOTAL	%
	Career						Non Career (Casuals/ Contractual/ Coterminous)	%	Job Order	%				
	1st Level	%	2nd Level	%	3rd Level	%								
GOCC	5,738	29%	19,088	57%	66	44%	2,689	31%	3,829	32%	31,410	42%		
LGU	58,819	48%	45,767	62%	175	45%	29,874	40%	51,632	37%	186,267	45%		
NGA	49,355	44%	282,831	71%	1,646	39%	11,940	38%	13,608	28%	359,380	60%		
SUC	3,074	31%	11,353	59%	47	57%	1,332	51%	3,024	44%	18,830	49%		
Total	116,986	44%	359,039	68%	1,934	40%	45,835	39%	72,093	35%	595,887	53%		

The tables above show the distribution of male and female employees by level of positions in the career service category across the different sectors of government. The statistics also show the break down of the non-career service by sex, type of appointment to include of casual, contractual, and coterminous by sector. Job order employees are likewise distributed by sector and according to sex.

As shown in the tables, the second level in the career category is dominated by female employees posting a high percentage of 68%. A comparative analysis by sector likewise show the same trend with the NGAs posting the highest percentage of female over males in the second level at 71%. However, in both the first and third level of the career category as well as in the non-career service, the males prevailed in numbers. Specifically, males account for 56% against 44% females in the first level and 60% males versus 40% females in the third level. The same ratio is noted in the non-career service where 61% are males. The same trend is evident for the Job Order employees wherein 65% are males.

Table 9. Total Manpower

Sector	Vacant Positions	% from Total Authorized	Total Job Order	Total Manpower	% of Career from Total Manpower	% of Non-Career from Total Manpower	% of JO from Total Manpower
GOCC	16,953	24%	12,080	73,981	72%	12%	16%
LGU	25,591	11%	138,973	411,608	48%	18%	34%
NGA	23,343	4%	48,227	595,950	87%	5%	8%
SUC	813	3%	6,840	38,652	76%	7%	18%
Total	66,700	8%	206,120	1,120,191	71%	10%	18%

The total manpower reported in this study is 1,120,191. This included the number of Job Order employees who, by the nature of employment, are not considered government employees.

Of the total manpower, 796,687 or 71% is in the career service while 10% belong to the non-career service and 18% are under job order contract.

What needs to be given attention is the fact that on top of the more than two casual or contractual employees hired to augment the vacant posts in LGUs, the number of job order employees (138,973) is more than five (5) times higher than the number of vacant or unfilled (25,591) career positions in the local government units.

Profile of Elective Officials

The number of local elective officials was not reflected in the above data. A data from the COMELEC showed a total of 17,504 or almost 99% local elective officials. The political world is male dominated as gleaned from the data where 81.5% of occupants of elective posts are males.

Table 9. Local Elective Positions and Elected Candidates

Local Elective Positions	Total Number of Seats	Number of Elected Candidates						Unfilled	%
		TOTAL	%	Male	%	Female	%		
Governor	80	80	100%	64	80%	16	20%	0	0
Vice Governor	80	80	100%	70	87.5%	10	12.5%	0	0
Board Members	766	765	99%	644	84%	121	16%	1	1%
City Mayor	137	137	100%	110	80%	27	20%	0	0
City Vice Mayor	137	137	100%	117	85%	20	15%	0	0
City Councilor	1522	1512	99%	1227	81%	285	19%	10	1%
Municipal Mayor	1497	1482	99%	1190	80%	292	20%	15	1%
Municipal Vice Mayor	1497	1481	98%	1239	84%	242	16%	16	2%
Municipal Councilor	11980	11830	98%	9604	81%	2226	19%	150	2%
TOTAL	17696	17504	98.92%	14265	81.50%	3239	18.50%	192	1.08%

Profile of Human Resource Management Officers (HRMOs)

Human resource are the most valuable resource of any organization, private or public. The strategic role of human resource management and Human Resource Management Officers should continuously be enhanced and nurtured as they are the frontiers of HR functions and activities. The data below would show the status of HRMOs in the bureaucracy.

It is good to note that 89% of the total number of HRMOs of agencies covered by the assessment holds permanent status of appointment. This would ensure continuity of HR programs in every agency. On the other hand, 11% of the HRMOs hold either temporary appointments or designated/acting. In a few small Water Districts, the General Manager acts as the HRMO. In some LGUs, designation to HRMO post varies from a Department Head to Accountant and even to a Clerk.

Table 9 . Appointment Status of HRMOs by Sector

Sector	Total No. of Agencies	No. of Agencies Surveyed	%	No. of HRMOs under Permanent Status	%	No. of HRMOs in non-Permanent Status	%
GOCC	541	362	67%	335	93%	27	7%
LGU	1664	1232	74%	1086	88%	146	12%
NGA	1263	642	51%	581	90%	61	10%
SUC	195	98	50%	86	88%	12	12%
Total	3663	2334	64%	2088	89%	246	11%

The table below shows that HRMOs held their positions for a period ranging from 1 year to over 20 years. The bigger percentage of HRMOs holding the position for only 1-5 years may indicate the high turn-over of HRMOs or their fast progression in the career ladder. The possibility, however, that HRMOs are reassigned to other posts every time the local government administration changes is not remote considering that 53% of the respondents are from the local government sector.

Number of Years as HRMO									
1 to 5	%	6 to 10	%	11 to 15	%	16 to 20	%	over 20	%
930	39.85%	434	18.59%	375	16.07%	314	13.45%	281	12.04%

Despite the good statistics on HRMO above, the position and functions of HRMO are not given importance in the Philippine public sector.

The Department of Budget and Management (DBM), classified the HRMO as part of the administrative class when it issued Budget Circular No. 2004-3, "Conversion of Positions Performing Staff/Non-Technical Functions. The conversion of positions provided agencies the flexibility in modifying the duties and responsibilities when necessary and/or assigning a combination of duties and responsibilities. The positions of HRMO, Supply/Procurement Officer, and Records Officer belong to one administrative class. These positions had been retitled to Administrative Officer position. In this case, an HRMO does not only perform HR functions, but also records and supply management functions. The significance and peculiarity of the HRMO position obviously took a back seat.

The legislative branch, in passing the Local Government Code, did not likewise include among the mandatory office and position the Human Resource Management. While majority of the LGUs have HRM Officers, they do not have a separate office with corresponding HRM staff and on top of performing HR functions, they are also assigned several other tasks like liaison officer, clerk, records and procurement.

The emerging role of Human Resource Management Officers does not go unnoticed by the legislators. House Bill 5408 entitled "An Act Creating the Human Resource Management Office (HRMO) in the Local Government Units (LGUs) and Defining Its Functions" was filed on October 11, 2011. The bill is now pending before the committee on Local Government. Should this become a law, all LGUs will create an office or unit for HRMO with defined functions. The partnership through clear lines of authority that exists between the HRMOs and the Civil Service was clarified In the draft bill.

AGENCY COMPLIANCE WITH CSC POLICIES AND STANDARDS

CSC Field Offices conducted the Agency HR Climate Survey (please see Annex "A") from April to July 2012 to assess the knowledge and experience of management and rank and file employees on the agency human resource management systems, programs and practices.

The respondents of the survey included representatives of the 1st and 2nd levels and Executive/Managerial employees. The survey did not include Human Resource Management Officers (HRMOs). A total of 6,115 employees responded to the survey.

Table 10-a. Number of Respondents by Sector/by Level

Sector	Level				Total
	Executive/Managerial	2 nd Level	1 st Level	Not Indicated	
GOCC	48	322	279	7	656
LGU	66	1,041	1,030	41	2,178
NGA	310	1,995	646	54	3,005
SUC	23	146	103	4	276
Total	447	3,504	2,058	106	6,115

The table below shows the breakdown of the survey respondents by sector and by region.

Table 10-b. Number of Respondents by Sector/by Region

	Sector					Total
	GOCC	LGU	NGA	SUC		
Region I	87	341	272	48		748
Region II	10	86	81	5		182
Region III	136	331	624	49		1,140
Region IV	57	321	334	32		744
Region V	15	63	52	14		144
Region VI	53	236	282	19		590
Region VII	16	124	28	7		175
Region VIII	34	92	104	24		254
Region IX			12			12
Region X	5	16	21	5		47
Region XI	26	121	281	17		445
Region XII	33	134	243	13		423
CARAGA	2	24	10	1		37
CAR	10	87	19	8		124
ARMM	34	148	135	12		329
NCR	138	54	507	22		721
Total	656	2,178	3,005	276		6,115

A. Recruitment, Selection and Appointment

Section 2 (2), Article IX-B of the 1987 Constitution states that recruitment, selection and appointment in government service shall be made only according to merit and fitness. In 2001, the CSC issued Memorandum Circular No. 3, s. 2001, or the Revised Policies on Merit Promotion Plan (MPP), reiterating the principle of merit and fitness and equal employment opportunity for men and women at all levels of position in the agency, provided they meet the minimum requirements of the position to be filled.

In the spirit of transparency, to widely disseminate vacancies and to recruit the best and the brightest in the public service, vacant positions marked for filling are published in accordance with Republic Act No. 7041 or the Publication Law. The published vacant positions shall be posted at least ten (10) calendar days for NGAs, GOCCs and SUCs and for at least 15 calendar days for LGUs. The publication of a particular vacant position shall be valid until filled but not to extend beyond six (6) months reckoned from the date the vacant position was published. In the issuance of appointments, the requirement for publication is deemed complied with if the process of application and screening started within six (6) months from publication and if the vacancy is filled not later than nine (9) months from date of publication.

CSC MC No. 4, s. 2005, provides clarification on the functions and responsibilities of the Promotion and Selection Board (PSB). The PSB shall assist the appointing authority in the judicious and objective selection of candidates for appointment in the agency in accordance with the approved Agency MPP.

Under Recruitment, Selection and Appointments, survey respondents were asked about the Merit Promotion Plan (MPP), Qualification Standards (QS), Promotion Selection Board (PSB), publication of vacancies, induction program for new employees, and hiring of emergency and casual employees and job order workers.

Survey results show that 85% or 5,196 of the 6,115 employees who responded to the survey agree that their respective agencies have a CSC approved MPP. Only 70% or 4,239 respondents believe that the MPP is being observed in the agency, 79% of the total number of respondents confirmed that an orientation on the MPP had been conducted and a high 94% of the total number of employees surveyed revealed the career positions in the agency follow the CSC-approved QS.

Based on the data, while the provisions of the MPP are generally being observed by the agencies, there may still be a need to strengthen the MPP implementation, especially in Government Owned and Controlled Corporations (GOCCs) and National Government Agencies (NGAs), with these two sectors registering only 62% and 63%, respectively, of the total number of respondents in terms of observance of the MPP from the point of view of the agency employees.

Table 11. Merit Promotion Plan and Qualification Standards

Sector	The Agency has a Merit Promotion Plan.							Merit Promotion Plan is observed in the agency.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	537	82%	64	10%	55	8%	656	405	62%	128	20%	123	19%	656
NGA	1748	80%	129	6%	301	14%	2178	1371	63%	398	18%	409	19%	2178
LGU	2653	88%	100	3%	252	8%	3005	2178	75%	305	10%	443	15%	3005
SUC	257	93%	4	1%	15	5%	276	205	74%	26	9%	45	16%	276
Total	5196	85%	297	5%	621	10%	6115	4239	70%	857	14%	988	16%	6115

Sector	The Agency has conducted Orientation on Merit Promotion Plan							Career positions in the agency follow the Qualification Standards approved by the CSC						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	490	75%	80	12%	86	13%	656	618	94%	14	2%	24	4%	656
NGA	1549	71%	199	9%	430	20%	2178	2011	92%	26	1%	141	6%	2178
LGU	2553	85%	119	4%	333	11%	3005	2832	94%	57	2%	116	4%	3005
SUC	234	85%	5	2%	37	13%	276	261	95%	4	1%	11	4%	276
Total	4827	79%	403	7%	855	14%	6115	5723	94%	101	2%	263	4%	6115

Out of the 6,115 employees who participated in the survey, 5,702 or 94% confirmed the existence of a duly-constituted PSB in the agency. At least 82% of the respondents believe that their agency comply with the publication law, but only 64% of the respondents agreed that their agency exhausts all efforts to fill vacant positions by internal candidates before considering external applicants. The percentage is lowest at 52% for the NGAs (1,139 out of 2,178 NGA employees).

Table 12. Publication of Vacant Positions

Sector	The Agency has a duly constituted Promotion Selection Board							A Public Notice of Vacancy for vacant career positions is posted in at least three (3) conspicuous public places for a period of not less than 10 calendar days (NGAs/GOCCs/SUCs) and 15 calendar days (LGUs).						
	Yes	%	No	%	Not Sure/No Answer	%	Total	Yes	%	No	%	Not Sure/No Answer	%	Total
GOCC	591	90%	43	7%	22	3%	656	503	77%	83	13%	70	11%	656
NGA	2003	92%	32	1%	143	7%	2178	1712	79%	158	7%	308	14%	2178
LGU	2839	94%	51	2%	105	4%	3005	2532	84%	153	5%	320	14%	3005
SUC	268	97%	1	0%	57	3%	276	240	87%	9	3%	27	10%	276
Total	5702	94%	127	2%	260	4%	6115	4988	82%	403	7%	698	11%	6115

Sector	A Public Notice of Vacancy is also published once in a newspaper of general circulation or in agency website.							The agency makes all effort to fill vacant positions by internal candidates before considering external candidates.						
	Yes	%	No	%	Not Sure/No Answer	%	Total	Yes	%	No	%	Not Sure/No Answer	%	Total
GOCC	600	91%	22	3%	34	5%	656	391	60%	167	25%	98	15%	656
NGA	1984	91%	67	3%	127	6%	2178	1139	52%	640	29%	399	18%	2178
LGU	2625	87%	105	3%	275	9%	3005	2176	72%	327	11%	502	17%	3005
SUC	252	91%	6	2%	18	7%	276	184	67%	47	17%	45	16%	276
Total	5462	90%	200	3%	430	7%	6115	3891	64%	1181	19%	1013	17%	6115

More than 82% of the surveyed employees stated that their agency's policies on recruitment, selection and promotion are based on merit and fitness, the PSB has clear screening criteria and procedures, the decision of the PSB are uniform and consistent, and the appointing authority selects qualified candidates to career positions from among the top 5 ranking candidates evaluated by the PSB.

Table 13. Promotion Selection Board and Criteria for Selection

Sector	The PSB has clear screening criteria (i.e. competency requirements of each position) and procedures							Decisions of the PSB are fairly consistent/ uniform with agreed criteria and procedures.						
	Yes	%	No	%	Not Sure/No Answer	%	Total	Yes	%	No	%	Not Sure/No Answer	%	Total
GOCC	563	86%	44	7%	49	7%	656	572	87%	34	5%	50	8%	656
NGA	1715	79%	205	9%	258	12%	2178	1857	85%	105	5%	216	10%	2178
LGU	2470	82%	203	7%	332	11%	3005	2754	92%	55	2%	196	7%	3005
SUC	237	86%	13	5%	26	9%	276	255	92%	7	3%	14	5%	276
Total	4986	82%	465	8%	631	10%	6115	5439	89%	201	3%	446	7%	6115

Sector	The appointing authority selects qualified candidates to career positions from among the top 5 ranking candidates evaluated by the PSB.							The agency's policies on recruitment, selection and promotion are based on merit and fitness.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	555	85%	34	5%	67	10%	656	579	88%	19	3%	58	9%	656
NGA	1799	83%	51	2%	328	15%	2178	1777	82%	78	4%	323	15%	2178
LGU	2636	88%	54	2%	315	10%	3005	2665	89%	59	2%	281	9%	3005
SUC	249	90%	6	2%	21	8%	276	249	90%	4	1%	23	8%	276
Total	5240	86%	145	2%	700	12%	6115	5271	87%	160	3%	656	11%	6115

A total of 4,739 out of 6,115 respondents (78%) claimed that their respective HR Offices conduct orientation or induction program for new employees. 84% of the respondents believed that their agency hires laborers, emergency and casual employees while the contracting of job order workers was observed by 81% of the total number of respondents.

Table 14. Induction Program and New Hires

Sector	HRMD has an orientation/induction program for new employees.							The agency hires emergency or casual employees or laborers on a daily wage.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	524	80%	27	4%	105	16%	656	542	83%	37	6%	77	12%	656
NGA	1560	72%	106	5%	512	24%	2178	1748	80%	64	3%	366	17%	2178
LGU	2441	81%	73	2%	491	16%	3005	2575	86%	78	3%	352	12%	3005
SUC	213	77%	14	5%	49	18%	276	241	87%	5	2%	30	11%	276
Total	4739	78%	220	4%	1121	18%	6115	5107	84%	184	3%	797	13%	6115

Sector	The agency hires contract of service and job order employees.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	512	78%	42	6%	102	16%	656
NGA	1719	79%	63	3%	396	18%	2178
LGU	2452	82%	73	2%	480	16%	3005
SUC	237	86%	8	3%	31	11%	276
Total	4921	81%	186	3%	973	16%	6115

B. Performance Management

Section 33, Chapter 5, Book V of Executive Order No. 292, provides that “there shall be established a performance evaluation system, which shall be administered in accordance with rules, regulations and standards promulgated by the Commission for all officers and employees in the career service. Such performance evaluation system shall be administered in such manner as to continually foster the improvement of individual employee efficiency and organizational effectiveness.

Section 5 of Administrative Order No. 241 provides that agencies shall institute a Performance Evaluation System based on objectively measured output and performance of personnel and units, such as the Performance Management System developed by the CSC.

In this survey, 90% of the respondents stated that there is a PMS/Performance Evaluation System (PES) being implemented in their agency while 81% of the total number of respondents affirmed that a PMS/PES orientation was conducted in the agency. Sixty-nine percent (69%) of the

respondents revealed that their agency PMS has been modified to conform with CSC's PMS guidelines, with the NGA sector representing the lowest percentage at 54%.

Table 15. Agency Performance Management System

Sector	There is a performance management system (PMS)/PES being implemented in the agency.							The agency has conducted Orientation on PMS/PES						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	583	89%	31	5%	42	6%	656	534	81%	72	11%	50	8%	656
NGA	1821	84%	104	5%	253	12%	2178	1547	71%	395	18%	236	12%	2178
LGU	2773	92%	34	1%	198	7%	3005	2599	86%	214	7%	192	6%	3005
SUC	266	96%	1	0%	9	3%	276	236	86%	21	8%	9	7%	276
Total	5444	90%	170	3%	461	8%	6115	4916	81%	702	12%	456	8%	6115

Sector	The agency PMS is consistent with CSC's Organizational Performance Evaluation System (OPES).							The agency PES has been modified to conform with CSC's performance management system guidelines.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	493	75%	105	16%	58	9%	656	466	71%	92	14%	98	15%	656
NGA	1652	76%	312	14%	214	10%	2178	1167	54%	441	20%	570	26%	2178
LGU	2384	79%	338	11%	283	9%	3005	2291	76%	183	6%	531	18%	3005
SUC	228	83%	21	8%	7	10%	276	247	89%	10	4%	19	7%	276
Total	4757	78%	777	13%	539	9%	6115	4171	69%	727	12%	1159	19%	6115

The respondents recognized the benefits of a functional PMS. Seventy-five percent (75%) of the employees interviewed agreed that the PMS results in objective rating for employees while 85% said that PMS results are used by supervisors to provide corrective feedback to employees. Sixty-eight percent (68%) believe that their PMS covers the assessment of employee competency and development needs while 77% stated that employees in their agencies participate in the target setting process. Only 64% confirmed that their supervisors perform coaching and mentoring and discuss performance evaluation with their subordinates.

Table 16. Benefits of Performance Management System

Sector	PMS results in objective rating for employees.							PMS results are used by supervisors to provide corrective feedback to employees.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	493	75%	141	21%	22	3%	656	591	90%	21	3%	44	7%	656
NGA	1508	69%	540	25%	130	6%	2178	1767	81%	177	8%	234	11%	2178
LGU	2307	77%	436	15%	262	9%	3005	2583	86%	110	4%	312	10%	3005
SUC	217	79%	48	17%	11	4%	276	239	87%	13	5%	24	9%	276
Total	4526	75%	1165	19%	376	6%	6115	5181	85%	321	5%	568	9%	6115

Sector	Supervisors discuss performance evaluation with subordinates and perform coaching/mentoring to improve their performance.							Employees participate in the target setting process.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	476	73%	133	20%	47	7%	656	507	77%	121	18%	28	4%	656
NGA	1380	63%	610	28%	188	8%	2178	1614	74%	409	19%	155	7%	2178
LGU	1844	61%	673	23%	488	16%	3005	2364	79%	390	13%	251	8%	3005
SUC	187	68%	70	25%	19	7%	276	200	72%	58	21%	18	7%	276
Total	3887	64%	1487	25%	688	11%	6115	4685	77%	979	16%	401	7%	6115
Sector	There are no complaints or feedback on the results of the performance evaluation.							There is a Performance Evaluation and Review Committee in the agency.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	581	89%	36	5%	39	6%	656	582	89%	18	3%	56	9%	656
NGA	1753	80%	201	9%	224	10%	2178	1746	80%	160	7%	272	12%	2178
LGU	2621	87%	121	4%	263	9%	3005	2644	88%	69	2%	292	10%	3005
SUC	240	87%	9	3%	27	10%	276	235	85%	6	2%	35	13%	276
Total	5196	86%	367	6%	505	8%	6115	5208	86%	253	4%	603	10%	6115

Sector	Agency performance management system covers assessment of employee competency and developmental needs.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	477	73%	93	14%	86	13%	656
NGA	1403	65%	364	17%	411	19%	2178
LGU	2010	67%	329	11%	666	22%	3005
SUC	223	81%	20	7%	33	12%	276
Total	4114	68%	806	13%	1150	19%	6115

A total of 5,547 or 91% of the respondents claimed that Unit/Department-level performance in the agency is evaluated while 83% confirmed that individual ratings are validated vis-a-vis unit/department-level performance ratings.

Table 17. Unit-Level Performance

Sector	Unit/Department-level performance in the agency is also evaluated.							Individual ratings are validated vis-à-vis unit/department-level performance ratings.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	593	90%	32	5%	31	5%	656	592	90%	28	4%	36	5%	656
NGA	1957	90%	131	6%	190	4%	2178	1771	81%	168	8%	239	11%	2178
LGU	2753	92%	66	2%	186	6%	3005	2420	81%	193	6%	392	13%	3005
SUC	244	88%	18	7%	14	5%	276	254	92%	6	2%	6	6%	276
Total	279	52%	11	2%	247	46%	6115	5037	83%	395	7%	628	10%	6115

C. Developing Talent and Competencies

Sections 1 and 2 of Rule VIII (Career and Personnel Development) of the Omnibus Rules Implementing Book V of EO 292 and Other Pertinent Civil Service Laws states that every department or agency shall establish a continuing program for career and personnel development for all agency personnel and prepare a career and personnel development plan to include trainings and other human resource development interventions such as on- the-job training, counselling, coaching and job rotation.

In terms of compliance with policies on Competencies and Talent Development, only 46% of the survey respondents are aware that their respective agencies have existing training and development policies. The policies of the agencies are in line with the Office of the President's Administrative Order No. 103 directing the continued adoption of austerity measures in the government and which prescribed guidelines in the conduct of training, seminars and workshops.

Barely 29% believe that the policy on the selection of participants to capability building programs is clear. 48% of the respondents were unsure of the answer in this area. Fifty-one percent (51%) of the respondents are aware that there is a Career Plan in the agency and 88% of the employees claimed that a Personnel Development Committee exists in the agency.

Table 18. Learning and Development Policy

Sector	There is a policy in the agency on training and development.							There is a career plan (or its equivalent) for the employees in the agency.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	304	46%	192	29%	160	24%	656	345	53%	169	26%	142	22%	656
NGA	803	37%	682	31%	693	32%	2178	1043	48%	568	26%	567	26%	2178
LGU	1507	50%	464	15%	1024	34%	3005	1523	51%	518	17%	964	32%	3005
SUC	162	59%	34	12%	79	29%	276	164	59%	38	14%	74	27%	276
Total	2776	46%	1373	23%	1918	32%	6115	3076	51%	1293	21%	1699	28%	6115

Sector	The policy is clear on the selection of participants to capacity development interventions, trainings and seminars.							A Personnel Development Committee or its equivalent exists in the agency.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	198	30%	192	29%	266	41%	656	561	86%	48	7%	47	7%	656
NGA	504	23%	713	33%	961	44%	2178	1888	87%	164	8%	126	6%	2178
LGU	964	32%	454	15%	1587	53%	3005	2673	89%	84	3%	248	8%	3005
SUC	107	39%	31	11%	138	50%	276	233	84%	16	6%	27	10%	276
Total	1774	29%	1390	23%	2894	48%	6115	5356	88%	312	5%	394	6%	6115

A total of 4,942 or 82% of the respondents felt that their agency has enough budget for human resource development. 70% of the employees surveyed confirmed that their agency allocates at least 5% of the annual budget for human resource development. Seventy-seven percent (77%) of the survey respondents claimed that each department in their agency has its own HRD fund allocation which does not pass through the HR Office.

Table 19. Training Budget

Sector	The agency has enough budget and programs for human resource development purposes (i.e training and development, among others).							The training fund is managed by HRMD.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	507	77%	78	12%	71	11%	656	493	75%	68	10%	95	14%	656
NGA	1829	84%	187	9%	162	7%	2178	1688	78%	193	9%	297	14%	2178
LGU	2377	79%	181	6%	447	15%	3005	2356	78%	131	4%	518	17%	3005
SUC	228	83%	17	6%	31	11%	276	209	76%	26	9%	41	15%	276
Total	4942	82%	463	8%	656	11%	6115	4747	78%	418	7%	891	15%	6115

Sector	Each department has its own HRD (or training) fund allocation, which does not pass through the HRMD.							The agency has allocated at least 5% of the annual budget for HRD.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	488	74%	58	9%	110	17%	656	457	70%	74	11%	125	19%	656
NGA	1673	77%	210	10%	295	14%	2178	1494	69%	283	13%	401	18%	2178
LGU	2290	76%	148	5%	567	19%	3005	2113	70%	196	7%	696	23%	3005
SUC	213	77%	19	7%	44	16%	276	194	70%	29	11%	53	19%	276
Total	4664	77%	435	7%	956	16%	6115	4259	70%	582	10%	1202	20%	6115

Eighty-one percent (81%) of the total number of respondents claimed that the result of the agency's training needs analysis is the basis of the training and development of the employees. There were 736 or 12% of the total number of respondents who were not sure of their answer or did not reply to the question at all.

Table 20. Training Needs Analysis

Sector	Training and development of employees is based on training needs analysis.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	499	76%	83	13%	74	11%	656
NGA	1749	80%	182	8%	247	11%	2178
LGU	2446	81%	113	4%	446	15%	3005
SUC	236	86%	18	7%	22	8%	276
Total	4930	81%	397	7%	736	12%	6115

It is noteworthy that 91% of the total number of respondents believe that their HR Office prepares the agency HR Plan. Only 48% of the respondents stated that their agency participates in foreign-funded capability building programs.

Table 21. Agency HR Plan

Sector	HRMD prepares the agency HR Plan.							The agency is able to participate in training and other capacity-building programs of foreign-assisted projects.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	589	90%	17	3%	50	8%	656	238	36%	234	36%	184	28%	656
NGA	1896	87%	63	3%	219	10%	2178	977	45%	661	30%	540	25%	2178
LGU	2762	92%	54	2%	189	6%	3005	1564	52%	573	19%	868	29%	3005
SUC	259	94%	6	2%	11	4%	276	123	45%	72	26%	81	29%	276
Total	5507	91%	140	2%	400	7%	6115	2902	48%	1540	25%	1599	26%	6115

A total of 3,397 or 56% of the employees surveyed claimed that the agency has its own trainer's pool while 52% stated that their agency has experience in designing its own training programs and tapping resource persons from other institutions.

Table 22. Trainer's Pool

Sector	The agency has its own trainer's pool (or a group of resource persons which can be tapped to deliver training or capability-building).							The agency has experience in designing its own training program/s and tapping resource persons and expertise from regional/national agencies, local resource institutions, the academe, the private sector and the civil society.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	354	54%	151	23%	151	23%	656	320	49%	138	21%	198	30%	656
NGA	1234	57%	453	21%	491	23%	2178	1132	52%	401	18%	645	30%	2178
LGU	1671	56%	492	16%	842	28%	3005	1586	53%	432	14%	987	33%	3005
SUC	138	50%	49	18%	89	32%	276	115	42%	53	19%	108	39%	276
Total	3397	56%	1145	19%	1497	25%	6115	3153	52%	1024	17%	1843	31%	6115

In terms of training evaluation, only 60% of the respondents affirmed that the agency has its own evaluation instruments which are administered after the training. 64% of the employees claimed that their agency evaluates changes in behavior or performance several months after the training. More than 80% of the survey respondents confirmed the conduct of monitoring and evaluation and annual impact evaluation of the HR Plan and that the Agency Head and Department Heads are provided with copies of such reports.

Table 23. Training Evaluation

Sector	The agency has its own evaluation instruments which are administered after the training.							The agency evaluates the change in behaviour or performance after several months of the training in coordination with concerned supervisors.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	346	53%	125	19%	185	28%	656	378	58%	110	17%	168	26%	656
NGA	1203	55%	261	12%	714	33%	2178	1318	61%	212	10%	648	30%	2178
LGU	1877	62%	198	7%	930	31%	3005	1998	66%	168	6%	839	28%	3005
SUC	171	62%	28	10%	77	28%	276	174	63%	28	10%	74	27%	276
Total	3597	60%	613	10%	1821	30%	6115	3868	64%	519	9%	1647	27%	6115

Sector	The agency assesses results or impacts of strategic and annual HR Plan.							HRMD provides the Head of Agency the concerned Department Heads copies of post-training assessment, and monitoring and evaluation reports.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	533	81%	35	5%	88	13%	656	571	87%	22	3%	63	10%	656
NGA	1686	77%	146	7%	346	16%	2178	1852	85%	112	5%	214	10%	2178
LGU	2476	82%	127	4%	402	13%	3005	2559	85%	126	4%	320	11%	3005
SUC	223	81%	14	5%	39	14%	276	251	91%	9	3%	16	6%	276
Total	4918	82%	322	5%	792	13%	6115	5234	87%	269	4%	533	9%	6115

D. Employee Discipline and Attendance

The survey respondents were asked about the internal policies and the conduct of orientations on handling complaints and sexual harassment cases, and the existence of a Discipline Committee and a Committee on Decorum and Investigation (CODI).

Survey results reveal that 86% of the respondents believe that the agency has an internal policy or procedure in handling complaints against employees in accordance with CS law and rules and 80% of the employees are aware of an internal policy or procedure on handling sexual harassment cases. The existence of a Discipline Committee was confirmed by 74% of the total number of respondents while 72% verified the existence of a CODI.

Table 24. Policy on Handling Complaints and Sexual Harassment Cases

Sector	There is an internal policy or procedure in the agency on handling complaints against employees in accordance with CS Law and rules.							There is an internal policy or procedure in the agency on handling sexual harassment cases against officials and employees						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	509	78%	65	10%	82	12%	656	533	81%	57	9%	66	10%	656
NGA	1540	71%	278	13%	360	16%	2178	1708	78%	206	9%	264	12%	2178
LGU	2490	83%	196	7%	319	11%	3005	2530	84%	132	4%	343	11%	3005
SUC	219	79%	22	8%	35	13%	276	211	76%	29	11%	36	4%	276
Total	305	86%	8	2%	43	12%	6115	591	80%	43	6%	106	14%	6115

Sector	A Discipline Committee exists in the agency to assist the Head of agency/Disciplining Authority in personnel discipline matters.							A Committee on Decorum and Investigation (CODI) exists in the agency to assist the Head of Agency/Disciplining Authority in handling sexual harassment cases.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	497	76%	58	9%	101	15%	656	492	75%	66	10%	98	15%	656
NGA	1608	74%	185	8%	385	18%	2178	1458	67%	236	12%	484	22%	2178
LGU	2431	81%	121	4%	453	15%	3005	2374	79%	142	5%	489	16%	3005
SUC	208	75%	17	6%	51	18%	276	208	75%	20	7%	48	17%	276
Total	545	74%	84	11%	111	15%	6115	534	72%	62	8%	144	19%	6115

The conduct of orientations on Employee Discipline and Sexual Harassment was validated by 66% of the employees that responded to the survey.

Table 25. Orientation on Employee Discipline and Sexual Harassment

Sector	The agency has conducted orientation on employee discipline/sexual harassment						Total
	Yes	%	No	%	Not Sure/ No Answer	%	
GOCC	387	59%	103	16%	166	25%	656
NGA	1344	62%	279	13%	555	25%	2178
LGU	1838	61%	335	11%	832	28%	3005
SUC	181	66%	32	12%	63	23%	276
Total	492	66%	110	15%	138	19%	6115

In terms of compliance with policies on Attendance, 78% of the survey respondents stated that their agency has clear, written guidelines on attendance and overtime. An average of 80% of the employees confirmed that they have an existing system for recording attendance such as the use of logbook, biometrics and Bundy clock.

Table 26. Guidelines on Attendance

Sector	The agency has clear, written guidelines on attendance and overtime/offsetting.						Total
	Yes	%	No	%	Not Sure/ No Answer	%	
GOCC	487	74%	91	14%	78	12%	656
NGA	1540	71%	260	22%	378	17%	2178
LGU	2571	86%	111	4%	323	11%	3005
SUC	222	80%	17	6%	37	13%	276
Total	4744	78%	381	6%	927	15%	6115

Sector	HRMD has a manual system for recording attendance (logbook).						HRMD has a non-manual system for recording attendance (i.e. biometrics, Bundy clock, etc)							
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	402	61%	125	19%	129	20%	656	477	73%	73	11%	106	16%	656
NGA	1473	68%	250	11%	455	21%	2178	1553	71%	164	8%	461	21%	2178
LGU	2337	78%	218	7%	450	15%	3005	2423	81%	118	4%	464	15%	3005
SUC	202	73%	31	11%	43	16%	276	220	80%	20	7%	36	13%	276
Total	4759	79%	561	9%	740	12%	6115	4983	82%	424	7%	654	11%	6115

Sixty-two percent (62%) of the respondents claimed that they have a clear policy on office hours while 72% of the employees surveyed stated that the policies on official business are clear and are being observed in the agency. More than 70% of the survey respondents agreed that attendance and leave policies are followed in their agency and leave avilment is recorded and monitored.

Table 27. Policy on Office Hours

Sector	There is a clear policy on office hours in agency.							Policies on use of Official Business and Official Time are clear and observed in agency.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	462	70%	75	11%	119	18%	656	336	51%	172	26%	148	23%	656
NGA	1355	62%	314	14%	509	23%	2178	1018	47%	524	24%	636	29%	2178
LGU	2351	78%	181	6%	473	16%	3005	2050	68%	283	9%	672	22%	3005
SUC	199	72%	25	9%	52	19%	276	175	63%	41	15%	60	22%	276
Total	3751	62%	749	12%	1564	26%	6115	4377	72%	451	7%	1222	20%	6115

Sector	Attendance and leave policies are followed.							Leave availment is recorded and monitored.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	435	66%	107	16%	114	17%	656	296	45%	226	34%	134	20%	656
NGA	1209	56%	470	22%	499	23%	2178	722	33%	930	43%	526	24%	2178
LGU	1723	57%	424	14%	858	29%	3005	1334	44%	703	23%	968	32%	3005
SUC	173	63%	23	8%	80	29%	276	56	20%	144	52%	76	28%	276
Total	4576	76%	534	9%	950	16%	6115	4352	72%	748	12%	958	16%	6115

E. Employee Relations

Under Rule XI (Employee Relations) of the Omnibus Rules Implementing Book V of EO 292, each head of department or agency is responsible for the creation of an atmosphere conducive to good supervisor-employee relations and the improvement of employee morale. The department or agency head is also tasked to provide a system of informing employees concerning their rights and privileges including the right to self-organization.

Only 44% of the survey respondents claimed that they have a Grievance Committee in their agency. The GOCC sector posted the lowest percentage in this area with only 26% of the total respondents from the GOCC confirming the presence of a Grievance Committee in their agency. Barely 36% gave the information that an orientation on the Grievance Machinery was conducted in their agency while 74% of the respondents noted the clear grievance procedures in their agency.

Table 28. Grievance Machinery

Sector	The agency has a duly constituted Grievance Committee							The agency has conducted Orientation on the Grievance Machinery.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	168	26%	319	49%	169	26%	656	230	35%	155	24%	271	41%	656
NGA	1281	59%	449	21%	448	21%	2178	693	32%	589	27%	896	41%	2178
LGU	1098	37%	784	26%	1122	37%	3005	1142	38%	271	9%	1592	53%	3005
SUC	108	39%	77	28%	91	33%	276	134	49%	12	4%	130	47%	276
Total	2656	44%	1629	27%	1767	29%	6115	2200	36%	1027	17%	2822	47%	6115

Sector	The agency has clear grievance procedures.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	495	75%	59	9%	102	16%	656
NGA	1442	66%	293	13%	443	20%	2178
LGU	2355	78%	150	5%	500	17%	3005
SUC	202	73%	20	7%	54	20%	276
Total	4494	74%	522	9%	1040	17%	6115

Seventy-five percent (75%) claimed that there is an accredited employees association and 70% validated that there is an existing Collective Negotiating Agreement between the Management and the accredited union. Sixty four percent (64%) of the total number of respondents stated that their agency encourages dialogues between officials and employees.

Table 29. Employee Association and CNA

Sector	There is an accredited employees association in the agency.							There is an existing Collective Negotiating Agreement between the accredited union and agency management						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	474	72%	81	12%	101	15%	656	423	64%	120	18%	113	17%	656
NGA	1457	67%	278	13%	443	20%	2178	1315	60%	393	18%	470	22%	2178
LGU	2397	80%	184	6%	424	14%	3005	2301	77%	253	8%	451	15%	3005
SUC	228	83%	18	7%	30	11%	276	210	76%	25	9%	41	15%	276
Total	4557	75%	561	9%	938	15%	6115	4250	70%	791	13%	1008	17%	6115

Sector	The agency encourages general assembly and/or dialogues for officials and employees.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	376	57%	134	20%	146	22%	656
NGA	1158	53%	382	18%	638	29%	2178
LGU	2119	71%	265	9%	621	21%	3005
SUC	216	78%	20	7%	40	14%	276
Total	3869	64%	802	13%	1378	23%	6115

F. Employee Welfare

Under Employee Welfare, survey respondents were asked about monetary and non-monetary benefits, Program on Awards and Incentives for Service Excellence (PRAISE), leave benefits and privileges under CS Law and Rules, and step increment and salary adjustments based on existing rules. They were also requested to verify if their agency provides a safe and balanced work environment and if their agency supports Gender and Development (GAD) and Employee Health and Wellness Programs.

A total of 90% of the survey respondents believe that monetary and non-monetary benefits provided by the agency are consistent with national laws and policies while 83% agreed that the Performance Incentive Bonus given are based on performance criteria. Sixty percent (60%) claimed that other monetary and non-monetary benefits are authorized through the agency charter or through the collective negotiation agreement.

Table 30. Employee Benefits

Sector	Monetary and non-monetary benefits are consistent with national laws and policies.							Monetary benefits such as the Performance Incentive Bonus are provided based on performance criteria (i.e. bonuses depend on level of performance)						
	Yes	%	No	%	Not Sure/No Answer	%	Total	Yes	%	No	%	Not Sure/No Answer	%	Total
GOCC	570	87%	29	4%	57	9%	656	521	79%	40	6%	95	14%	656
NGA	1930	89%	25	1%	223	10%	2178	1705	78%	136	6%	337	15%	2178
LGU	2728	91%	35	1%	247	8%	3005	2555	85%	77	3%	373	12%	3005
SUC	256	93%	1	0%	19	7%	276	247	89%	7	3%	22	8%	276
Total	5479	90%	90	1%	516	8%	6115	5029	83%	260	4%	797	13%	6115

Sector	Amount of monetary benefits are uniformly provided to all regardless of performance and position.							Other monetary and non-monetary benefits are authorized thru the agency charter/CNA.						
	Yes	%	No	%	Not Sure/No Answer	%	Total	Yes	%	No	%	Not Sure/No Answer	%	Total
GOCC	552	84%	37	6%	67	10%	656	367	56%	184	28%	105	16%	656
NGA	1871	86%	40	2%	267	12%	2178	1071	49%	707	32%	400	18%	2178
LGU	2630	88%	32	1%	343	11%	3005	2028	67%	505	17%	412	16%	3005
SUC	257	93%	3	1%	16	6%	276	184	67%	50	18%	42	15%	276
Total	5311	87%	112	2%	658	11%	6115	3650	60%	1447	24%	984	16%	6115

Only 65% of the total number of respondents stated that there is a functioning PRAISE in the agency. 91% of the respondents are aware that about 5% of HRD funds are allocated for the annual PRAISE.

Table 31. Program on Awards and Incentives for Service Excellence

Sector	There is a functioning PRAISE (Program on Awards and Incentives for Service Excellence) Committee in the agency.						
	Yes	%	No	%	Not Sure/No Answer	%	Total
GOCC	449	68%	105	16%	102	16%	656
NGA	1560	72%	302	14%	316	14%	2178
LGU	1729	58%	487	16%	789	26%	3005
SUC	200	72%	37	13%	39	14%	276
Total	3939	65%	931	15%	1196	20%	6115

Sector	About 5% of HRD Funds are allocated for the annual PRAISE.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	612	93%	8	1%	36	5%	656
NGA	1983	91%	20	1%	175	8%	2178
LGU	2658	88%	30	1%	317	11%	3005
SUC	250	91%	3	1%	23	8%	276
Total	5504	91%	61	1%	509	8%	6115

Out of 6,051 personnel who participated in the survey, only 4,016 or 66% responded that the employees in their agency enjoy applicable leave benefits and privileges. There were 1,072 or 18% of the total number of respondents who were unsure if they enjoy leave benefits and privileges provided under CS Law and Rules. For the step increment and salary adjustments, 81% stated that their salary adjustments are in accordance with existing rules and regulations.

Table 32. Leave Privileges and Salary Adjustments

Sector	Employees avail/enjoy applicable leave benefits and privileges provided under CS Law and rules							Grant of step increment and salary adjustments are based on existing rules and regulations.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	402	61%	141	21%	113	17%	656	523	80%	40	6%	93	14%	656
NGA	1209	56%	502	23%	467	21%	2178	1631	75%	110	5%	437	20%	2178
LGU	2217	74%	289	10%	499	17%	3005	2489	83%	56	2%	460	15%	3005
SUC	187	68%	31	11%	58	21%	276	233	84%	9	3%	34	12%	276
Total	4016	66%	963	16%	1072	18%	6115	4876	81%	215	4%	963	16%	6115

A total of 80% of the respondents stated that their agency supports Employees' Health and Wellness Programs. Only 1% responded on the negative when asked if their agency provides a safe and balanced work environment conducive to good performance. Sixty-seven percent (67%) of the employees surveyed confirmed that their agency supports Gender and Development (GAD) Programs. Twenty-six percent (26%) of the respondents did not answer or were not sure if their agency supports GAD Programs.

Table 33. GAD and Employee Health and Wellness

Sector	The agency supports Gender and Development programs							The agency supports Employees Health and Wellness Program						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	429	65%	62	9%	165	25%	656	505	77%	48	7%	103	16%	656
NGA	1416	65%	185	8%	577	26%	2178	1642	75%	160	7%	376	17%	2178
LGU	2029	68%	130	4%	846	28%	3005	2462	82%	105	3%	438	15%	3005
SUC	196	71%	11	4%	69	25%	276	213	77%	19	7%	44	16%	276
Total	4071	67%	388	6%	1588	26%	6115	4823	80%	332	5%	900	15%	6115

Sector	The agency provides a safe and balanced working environment conducive to good performance.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	613	93%	14	2%	29	4%	656
NGA	2001	92%	26	1%	151	7%	2178
LGU	2815	94%	41	1%	149	5%	3005
SUC	262	95%	5	2%	9	3%	276
Total	5692	94%	86	1%	277	5%	6115

G. HR Information and Communication

The survey on HR Information and Communication covered the dissemination of information on HR policies, 201 Files of officials and employees, Statement of Assets, Liabilities and Network (SALN), Personal Data Sheet (PDS), employee records and automation.

Seventy-five percent (75%) of the employees surveyed are informed of the delineation of functions in each unit in the HR Office and 67% of the respondents know the specific HR staff assigned to particular transactions.

Table 34. Functions in the HR Office

Sector	Employees are informed of the delineation of functions in each unit in the HRMD (or its equivalent) in the agency.							Employees know the specific HR staff assigned to particular transactions.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	470	72%	74	11%	112	17%	656	327	50%	266	41%	63	10%	656
NGA	1493	69%	241	11%	444	20%	2178	1181	54%	755	35%	242	11%	2178
LGU	2338	78%	203	7%	464	15%	3005	2338	78%	203	7%	464	15%	3005
SUC	217	79%	13	5%	46	17%	276	217	79%	13	5%	46	7%	276
Total	4519	75%	531	9%	999	17%	6115	4041	67%	1312	22%	699	12%	6115

A total of 3,780 or 63% of the survey respondents claimed that their 201 files are complete and regularly updated while half of the personnel surveyed stated that their 201 Files are stored and managed manually.

Table 35. 201 Files

Sector	201 files of officials and employees are complete and regularly updated.							201 files are stored and managed manually.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	299	46%	286	44%	71	11%	656	263	40%	320	49%	73	11%	656
NGA	1065	49%	820	38%	293	13%	2178	727	33%	1026	47%	425	20%	2178
LGU	2179	73%	320	11%	506	17%	3005	1816	60%	489	16%	700	23%	3005
SUC	237	86%	20	7%	19	7%	276	216	78%	32	12%	28	10%	276
Total	3780	63%	1447	24%	820	14%	6115	3022	50%	1868	31%	1159	19%	6115

With regard to the SALN, 77% of the employees noted that its filing is being monitored by the HR Office. A high percentage (96%) of the survey respondents agreed that there is a procedure in disclosing sensitive information through the SALN and the PDS.

Table 36. Statement of Assets, Liabilities and Networth and Personal Data Sheet

Sector	Filing of Statements of Assets and Liabilities and Net Worth is monitored by the HR.							There is a procedure in disclosing sensitive information (i.e. Personal Data Sheet and SALN, etc.).						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	474	72%	115	18%	67	10%	656	634	97%	4	1%	18	3%	656
NGA	1486	68%	310	14%	382	18%	2178	2049	94%	33	2%	96	4%	2178
LGU	2430	81%	196	7%	379	13%	3005	2874	96%	14	0%	117	4%	3005
SUC	246	89%	11	4%	19	7%	276	270	98%	2	1%	4	1%	276
Total	4637	77%	632	10%	775	13%	6115	5828	96%	53	1%	168	3%	6115

Ninety-one percent (91%) of the employees surveyed are informed of new HR policies and regulations while 89% of the respondents verified that their agency has already institutionalized automated HR management processes.

Table 37. HR Policies and Processes

Sector	Employees are informed of new HR policies and regulations.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	532	81%	51	8%	73	11%	656
NGA	1917	88%	81	4%	180	8%	2178
LGU	2778	92%	20	1%	207	7%	3005
SUC	258	93%	2	1%	16	6%	276
Total	5486	91%	154	3%	409	7%	6115

Sector	The agency has institutionalized an automated HR management processes.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	549	84%	46	7%	61	9%	656
NGA	1836	84%	116	5%	226	11%	2178
LGU	2730	91%	66	2%	209	7%	3005
SUC	253	92%	8	3%	15	5%	276
Total	5369	89%	236	4%	440	7%	6115

H. Employee Exit

A civil servant may leave government service through retirement upon reaching a certain age, resignation, or dropping from the rolls.

Ninety-two percent (92%) of the survey respondents are aware that their respective agencies have pre-retirement counseling program. Ninety-five percent (95%) of the respondents confirmed that their HR Department conducts exit interviews and the same percentage registered on the question on whether the results of exit interviews are analyzed by the HR Office and considered to improve organizational performance.

Table 38. Pre-Retirement Program and Exit Interview

Sector	The agency has a pre-retirement counselling program.							HRMD conducts exit interviews for employees for following their separation (i.e.resignation and other forms of separation) from the agency.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	603	92%	20	3%	33	5%	656	628	96%	9	1%	19	3%	656
NGA	1935	89%	44	2%	199	9%	2178	2032	93%	20	1%	126	6%	2178
LGU	2758	92%	47	2%	200	6%	3005	2833	94%	23	1%	149	5%	3005
SUC	251	91%	6	2%	19	7%	276	269	97%	3	1%	4	2%	276
Total	5548	92%	117	2%	389	6%	6115	5762	95%	55	1%	239	4%	6115

Sector	The results of exit interviews are analyzed by the HRMD and considered to improve organizational performance.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	624	95%	6	1%	26	4%	656
NGA	2026	93%	18	1%	134	6%	2178
LGU	2838	94%	18	1%	149	5%	3005
SUC	267	97%	1	0%	8	3%	276
Total	5756	95%	43	1%	258	4%	6115

With regard to employees with two consecutive “unsatisfactory” performance ratings or one “poor” performance rating, 85% of the survey respondents believe that their HR Department recommends the dropping from the roll of the concerned employees while 67% of the employees surveyed stated that their HR Department recommends to the Agency Head the dropping from the rolls of an employee for physical or mental unfitness in accordance with CSC policies.

Table 39. Dropping from the Rolls

Sector	HRMD recommends to the Head of Agency the dropping from the rolls of an employee with two consecutive unsatisfactory performance ratings or one poor performance rating in one evaluation period.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	543	83%	56	9%	57	8%	656
NGA	1754	81%	127	6%	297	13%	2178
LGU	2605	87%	110	4%	290	9%	3005
SUC	239	87%	13	5%	24	8%	276
Total	5142	85%	306	5%	605	10%	6115

Sector	HRMD recommends to the Head of Agency the dropping from the rolls of an employee/official for physical and mental unfitness, in accordance with CSC policies.						
	Yes	%	No	%	Not Sure/ No Answer	%	Total
GOCC	400	61%	118	18%	138	21%	656
NGA	1275	59%	399	18%	504	23%	2178
LGU	2170	72%	294	10%	541	18%	3005
SUC	188	68%	26	10%	62	22%	276
Total	4034	67%	837	14%	1179	19%	6115

In summary, low percentages of agency compliance with HR policies were reflected in the following areas:

Performance Management:

- Modification of Agency PMS – agencies are still in the process of enhancing their existing PMS/PES to conform with CSC's performance management guidelines
- Performance review with staff and conduct of coaching and mentoring – supervisors have to recognize the value of coaching and mentoring in developing their staff
- Assessment of employees' competencies and identification of development needs – the PMS is a very important tool, not just in performance rating, but also in developing people

Developing Talent and Competencies:

- Formulation of training policy and selection of participants to capacity development programs
- Development of career plan – this is one area where government agencies still have much to work on; a purposive career development program must be established in every agency
- Development of evaluation instruments – the impact of learning and development programs must be measured to ensure return on investment and more responsive HR programs

Employee Relations

- Absence of duly constituted Grievance Committee
- Orientation on Grievance Machinery
- Conduct of General Assembly and Dialogues

Employee Welfare:

- Absence of a functioning PRAISE Committee in some agencies
- Lack of support for Gender and Development (GAD) Programs by some agencies

HRMO COMPETENCY LEVELS

This section presents the perception of the respondents on the competency level of the agency HRMOs. The respondents' perception is important for the HRMOs because it redefines what an HRMO is expected of. Being a HRMO is not just knowing the functions of the position, but being able to apply that knowledge to a certain degree of competence. HRMOs should be able to transform from a mere transactional functions to a more value-added functions.

Competency Levels

Using four levels of competency adopted from the different offices/agencies benchmarked by the Commission, the respondents rated the agency HRMOs competency level as to Basic, Intermediate, Advanced and Superior based on the following descriptions:

- | | |
|--------------|---|
| Basic | - Basic skills/knowledge; basic understanding; requires assistance to apply technical skills and displays limited knowledge of technologies |
| Intermediate | - Intermediate Skill; working Knowledge; applies limited technical skills and demonstrates limited knowledge of emerging technology |
| Advanced | - Advanced Skills; extensive experience; consistently applies technical skills and adapts to emerging technology |
| Superior | - Expert level; subject matter breadth/ depth; consistently applies and synthesizes technical skills in authentic situations and extends skills to emerging technologies and problems |

HR Competencies

Twelve competencies were identified as a must for HRMO to possess. These competencies were identified based on the Commission's approved Competency-Based Human Resource System.

- | | |
|--------------------------------------|---|
| HR Records Management | - Maintenance of a complete and orderly 201 files and other HR related records |
| Recruitment, Selection and Placement | - Development and implementation of recruitment and selection strategy, appropriate recruitment and selection tools and placement of staff |
| Training and Development | - Promotion, implementation and conduct of training in the agency; coordination of training activities |
| Performance Management | - Implementation of performance management system based on set guidelines; using the system as basis for payment of relevant benefits and incentives |
| Employee Relations and Welfare | - Management of organizational climate employee relations; liaising with employees association; facilitating implementation of CAN outcomes and negotiations |
| HR Information System | - Automating HR functions such as attendance recording and monitoring, document tracking, storing and processing of employees records such as payroll, benefits and personnel files |

- HR Technical Expertise - Knowledge of CS Law and Rules, human resource policies, work-life, organizational plans and information technology
- Client Service Orientation - Serving public interest, aligning program policies and services with public needs and agency direction, acting in the interest of the public
- HR Planning - Determining long-term needs, assessing current resources, identifying areas of need including a plan to replace competence loss
- Compensation Management - Coordinating with financial management group relative to position and compensation policy, accounting and auditing rules and regulations
- Career Development - Initiating career development strategy based on individual and organizational needs and requirements
- Organizational Development - Analyzing work processes and recommending options and improvement where necessary, integrating HRM with organizational management

Table 40. Level of Competency per HR Area

Summary of Responses									
Area	Basic	%	Inter- mediate	%	Advanced	%	Superior	%	TOTAL
HR Records Management	833	14.37	1670	28.8	2296	39.61	997	17.20	5796
Recruitment, Selection and Placement	858	14.80	1872	32.3	2275	39.25	791	13.65	5796
Training and Development	858	14.80	1872	32.3	2275	39.25	791	13.65	5796
Performance Management	955	16.47	1892	32.6	2187	37.71	765	13.19	5799
Employee Relations and Welfare	1108	19.21	1943	33.7	2026	35.12	691	11.98	5768
HR Information System	1021	17.61	1688	29.1	2193	37.83	895	15.44	5797
HR Technical Expertise	898	15.49	1901	32.8	2138	36.88	860	14.84	5797
Client Service Orientation	895	15.44	1732	29.9	2291	39.53	877	15.13	5795
HR Planning	1241	21.40	2058	35.5	1919	33.10	580	10.00	5798
Compensation Management	932	16.08	1789	30.9	2269	39.14	807	13.92	5797
Career Development	1186	20.48	1961	33.9	2005	34.62	640	11.05	5792
Organizational Development	1120	19.34	1939	33.5	2055	35.48	678	11.71	5792
Average :	992	17.12%	1860	32.10%	2161	37.29%	781	13.48%	5792

The data above show that there is an inconsistency in the total number of responses. This is due to the non-response of some respondents to certain areas. On record, the total respondents accounted for 5829. Of this number, an average of 37 “no answer” or no response was tallied at a very minimal percentage of 0.63%.

EMPLOYEE SATISFACTION LEVEL

An average of 5,785 employees responded to the survey to indicate their level of satisfaction or dissatisfaction with the agency's HR systems and implementation of HR programs and activities:

Table 41. Respondent's Satisfaction Level on the Agency's HR Systems and Implementation of HR Programs and Activities

Areas of Concern	Satisfaction Level										Total
	Very Dissatisfied	%	Level 2	%	Level 3	%	Level 4	%	Very Satisfied	%	
Implementation of recruitment and selection policies	86	1.46%	513	8.69%	1611	27.28%	2196	37.19%	1499	25.39%	5905
Organization and coordination of training activities	78	1.35%	513	8.85%	1747	30.15%	2264	39.07%	1192	20.57%	5794
Selection process for participants to trainings	92	1.59%	531	9.16%	1772	30.58%	2231	38.51%	1168	20.16%	5794
Personnel actions on separation, transfer, reassignment, detail, job rotation, etc.	74	1.28%	391	6.76%	1566	27.07%	2363	40.85%	1391	24.04%	5785
Assistance to separating/ retiring employees	126	2.18%	355	6.13%	1450	25.05%	2147	37.09%	1711	29.56%	5789
Implementation of performance management system	106	1.83%	503	8.69%	1617	27.92%	2216	38.27%	1349	23.29%	5791
Conduct of performance targetting and feedbacking	104	1.80%	575	9.94%	1835	31.71%	2225	38.45%	1048	18.11%	5787
Agency support to employee needs for resources to carry out the job	82	1.42%	449	7.75%	1656	28.60%	2257	38.97%	1347	23.26%	5791
Agency support to employees' physical fitness, socio-cultural, educational, spiritual and livelihood activities	92	1.59%	468	8.08%	1557	26.89%	2211	38.18%	1463	25.26%	5791
Agency Communication Plan for the Dissemination of Information on Policies, Programs and Services	89	1.54%	402	6.94%	1441	24.87%	2306	39.80%	1556	26.86%	5794
Agency Support to Employee Union's Activities	354	6.21%	603	10.58%	1755	30.80%	1857	32.59%	1129	19.81%	5698
Agency Child-Care and Family Oriented Activities	354	6.21%	603	10.58%	1755	30.80%	1857	32.59%	1129	19.81%	5698
Agency Team Spirit and Level of Cooperation Among Employees	118	2.04%	387	6.68%	1542	26.62%	2327	40.18%	1418	24.48%	5792
Average Responses	135	2.33%	484	8.37%	1639	28.33%	2189	37.84%	1338	23.14%	5785

Remarkably noted is the generally favorable results of the survey which disclosed that a number of respondents believed that all the thirteen (13) areas of concern relatively satisfied them posting 37.84% at Level 4 in all sectors of the bureaucracy.

It should be noted, however, that there is an increase in the percentage of respondents who are Very Dissatisfied and these are in the areas of Agency Support to Employee Union's Activities and Agency Child-Care and Family Oriented Activities. It followed then that a decrease in the percentage of respondents who are Satisfied (Level 4) was reported and these are under the same areas. These percentages somehow imply that agencies may not be too concerned with employee unions' activities and with child-care and family oriented activities.

AGENCY PERFORMANCE IN HR MANAGEMENT

As part of the survey, respondents were asked how they would rate their agency in the management of its human resources. The tables presented in the succeeding pages show the respondents' impression of their agency management of human resources by region and sector.

Survey results among GOCC employees show that more than half of the 634 total respondents or 356 (56%) rated their agencies as "Good" in managing human resources. About 138 out of 634 respondents or 22% rated the performance of their agencies in human resources as "Excellent", and another 21% or 133 respondents perceived their agency performance in HR management as "Fair". No one among the respondents rated their agency as "Very Poor" while only 7 or 1% of the respondents think that their agencies are "Poor" in the management of human resources.

Table 42. Perception on the Agency Management of Human Resources in the GOCC by Region

Performance Level		Excellent	%	Good	%	Fair	%	Poor	%	Very Poor	%	Total
GOCC	ARMM		0%	20	61%	12	36%	1	3%		0%	33
	CAR		0%	8	89%	1	11%		0%		0%	9
	CARAGA	1	50%	1	50%		0%		0%		0%	2
	NCR	33	24%	77	56%	26	19%	2	1%		0%	138
	Region I	17	20%	47	57%	19	23%		0%		0%	83
	Region II	2	20%	8	80%		0%		0%		0%	10
	Region III	37	27%	71	52%	28	21%		0%		0%	136
	Region IV	10	21%	30	63%	8	17%		0%		0%	48
	Region V	1	8%	7	54%	4	31%	1	8%		0%	13
	Region VI	11	21%	27	52%	12	23%	2	4%		0%	52
	Region VII	3	21%	7	50%	4	29%		0%		0%	14
	Region VIII	6	18%	20	59%	8	24%		0%		0%	34
	Region IX											0
	Region X	3	60%	1	20%	1	20%		0%		0%	5
Region XI	4	15%	15	58%	6	23%	1	4%		0%	26	
Region XII	10	32%	17	55%	4	13%		0%		0%	31	
Total		138	22%	356	56%	133	21%	7	1%		0%	634

In the local government units (LGUs), about 59% or 1,216 out of 2,055 respondents rated their agencies as "Good" in the management of human resources with CAR and NCR posting an almost identical percentage rating at 71% and 70%, respectively. Some 413 respondents or 20% rated their LGUs as "Excellent" and another 367 or 18% rated their LGUs as "Fair" in the management of its human resources.

On the other hand, only 56 out of 2,055 or 3% of the respondents gave their LGUS a rating of "Poor" while 3 respondents gave a rating of "Very Poor" in the management of human resources.

Table 43. Perception on the Agency Management of Human Resources in the LGU by Region

Performance Level		Excellent	%	Good	%	Fair	%	Poor	%	Very Poor	%	Total
LGU	ARMM	4	3%	58	39%	56	38%	29	20%		0%	147
	CAR	6	7%	60	71%	16	19%	2	2%		0%	84
	CARAGA	1	5%	7	37%	6	32%	4	21%	1	5%	19
	NCR	6	11%	38	70%	9	17%	1	2%		0%	54
	Region I	78	23%	226	68%	26	8%	2	1%		0%	332
	Region II	22	28%	47	59%	10	13		0%		0%	79
	Region III	84	25%	178	54%	66	20%	1	0%	2	1%	331
	Region IV	82	30%	154	56%	36	13%	1	0%		0%	273
	Region V	15	25%	38	64%	4	7%	2	3%		0%	59
	Region VI	41	18%	144	63%	39	17%	6	3%		0%	230
	Region VII	9	8%	74	69%	23	21%	2	2%		0%	108
	Region VIII	16	18%	48	54%	23	26%	2	2%		0%	89
	Region IX											0
	Region X		0%	10	63%	6	38%		0%		0%	16
	Region XI	23	19%	72	60%	24	20%	2	2%		0%	121
Region XII	26	23%	62	55%	23	20%	2	2%		0%	113	
Total		413	20%	1216	59%	367	18%	56	3%	3	0%	2055

Just like the respondents from the GOCC and the LGU sector, 53% or 1,520 out of 2,844 employee respondents from agencies in the National Government Agency (NGA) sector likewise rated the performance of their agencies in HR management as “Good”. Some 801 or 28% of the respondents think that their agencies’ performance in HR management is “Excellent” while 481 or 17% think of their agencies’ performance as “Good”.

Only 1% or 34 out of the total respondents from the NGA rated their agencies’ performance in HR management as “Poor” with 14 of these respondents coming from the NCR.

Table 44. Perception on the Agency Management of Human Resources in the NGA by Region

Performance Level		Excellent	%	Good	%	Fair	%	Poor	%	Very Poor	%	Total
NGA	ARMM		0%	64	49%	62	47%	5	4%		0%	131
	CAR	3	17%	11	61%	4	22%		0%		0%	18
	CARAGA	2	20%	7	70%	1	10%		0%		0%	10
	NCR	93	18%	293	58%	105	21%	14	3%	2	0%	507
	Region I	81	29%	161	58%	33	12%	1	0%		0%	276
	Region II	28	40%	29	41%	13	19%		0%		0%	70
	Region III	181	29%	332	53%	103	17%	3	0%	2	0%	621
	Region IV	80	38%	97	47%	31	15%		0%		0%	208
	Region V	12	26%	30	64%	5	11%		0%		0%	47
	Region VI	133	48%	117	42%	26	9%	1	0%	1	0%	278
	Region VII	8	32%	14	56%	1	4%	1	4%	1	4%	25
	Region VIII	33	32%	60	58%	9	9%	1	1%		0%	103
	Region IX	1	8%	11	92%		0%		0%		0%	12
	Region X	9	50%	5	28%	4	22%		0%		0%	18
	Region XI	76	27%	154	55%	45	16%	4	1%	2	1%	281
Region XII	61	26%	135	56%	39	16%	4	2%		0%	239	
Total		801	28%	1520	53%	481	17%	34	1%	8	0%	2844

Survey results from the SUC sector reveal that 166 out of the total 257 respondents gave a rating of “Good” for the performance of their SUCs in human resources management. On the other hand, some 66 or 26% of the respondents rated their SUCs as “Excellent” while 19 or 7% of the respondents rated the performance of their SUC in HR management as “Fair”.

A very small percentage of the respondents at 1% or only 2 respondents out of 25 said that the performance of their SUC in human resources management is “Poor”. Likewise, only 4 or 2% of the total respondents think that their SUC is “Very Poor” in human resources management.

Table 45. Perception on the Agency Management of Human Resources in the SUC by Region

Performance Level		Excellent	%	Good	%	Fair	%	Poor	%	Very Poor	%	Total
SUC	ARMM		0%	8	67%	2	17%	1	8%	1	8%	12
	CAR	1	13%	5	63%	2	25%		0%		0%	8
	CARAGA	1	100%		0%		0%		0%		0%	1
	NCR	2	9%	12	55%	8	36%		0%		0%	22
	Region I	11	24%	33	72%		0%		0%	2	4%	46
	Region II	1	33%	2	67%		0%		0%		0%	3
	Region III	19	39%	30	61%		0%		0%		0%	49
	Region IV	3	15%	16	80%		0%		0%	1	5%	20
	Region V	8	57%	5	36%	1	7%		0%		0%	14
	Region VI	7	39%	10	56%	1	6%		0%		0%	18
	Region VII	2	40%	3	60%		0%		0%		0%	5
	Region VIII	7	29%	15	63%	2	8%		0%		0%	24
	Region IX											0
	Region X		0%	4	80%	1	20%		0%		0%	5
	Region XI	3	18%	12	71%	1	6%	1	6%		0%	17
Region XII	1	8%	11	85%	1	8%		0%		0%	13	
Total		66	26%	166	65%	19	7%	2	1%	4	2%	257

III. CONCLUSION AND RECOMMENDATION

From the survey results, we can picture the Philippine bureaucracy with its Human Resource Management in its developing stage. The strengths and weaknesses of the agencies in HRM did not vary much across sectors and regions.

In terms of the agencies' HRM practices, low percentages of agency compliance with Civil Service policies and standards were reflected in performance review and coaching, assessment of employees' competencies and identification of development needs, career development, evaluation of learning and development programs, and the implementation of policies on grievance machinery and PRAISE. This underscores the need to strengthen the system of monitoring of agencies' compliance to CSC policies and standards.

While the basic policies and standards are in place, government agencies still have to be more proactive in developing their internal rules and their own HR programs and systems, with more focus on coaching, mentoring, learning and development. The HRMOs need to be more empowered as they are our valuable partners in fulfilling our 2030 vision of becoming Asia's center of excellence through the "transformation of every government employee into a *Lingkod Bayani*". This will ultimately lead to higher employee satisfaction and better public service.

Overall, the respondents see the agency HRMOs at the Advanced level of competency in HR. For the different HR areas, the HRMOs received the highest ratings in (a) HR Records Management, (b) Recruitment, Selection and Placement and (c) Training and Development.

While the data gathered from the survey may not be that comprehensive and findings may not be conclusive, this study can serve as springboard for further research on the HRM in the public sector. Issues with policy implications that need more in-depth study include the following:

- Those who do not meet the QS are hired as Job Order workers. There may be a need to discuss this with the Department of Budget and Management (DBM) and the Commission on Audit (COA) for stricter policies moreso with LGUs as it comprises a large percentage of the given sample. CSC, in upholding the constitutional mandate of promoting merit and fitness in appointment in the government service, may review policies pertinent to hiring employees under job order and/or contract of service to reduce and later eliminate recruitment of such nature as it somehow depicts a lesser competent civil servants available and hiring becomes non-competitive depriving those who are more qualified than those who were hired under job order and/or contract of service.
- The DBM's re-titling of the HRMO position to Administrative Officer does not affirm the true role of an HR Officer in an organization. More than an administrative expert, HRMOs should be an employee champion and a strategic and developmental partner of the organization.

The survey results will also serve as baseline data as the CSC conducts the assessment on an annual basis.