



MC No. 3, s. 2012

MEMORANDUM CIRCULAR

TO : ALL HEADS OF CONSTITUTIONAL BODIES,
DEPARTMENTS, BUREAUS, AND AGENCIES OF THE
NATIONAL GOVERNMENT; LOCAL GOVERNMENT
UNITS; GOVERNMENT-OWNED OR CONTROLLED
CORPORATIONS WITH ORIGINAL CHARTERS; AND
STATE UNIVERSITIES AND COLLEGES

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

The Civil Service Commission, pursuant to CSC Resolution No. 1200241 dated February 1, 2012, adopts the following guidelines on the implementation of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM)

A. Rationale

The PRIME-HRM is a program that integrates and enhances the Personnel Management Assessment and Assistance Program (PMAAP) and the CSC Agency Accreditation Program (CSCAAP). It 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.

B. Objectives

PRIME-HRM is a program to inculcate meritocracy and excellence in the public service human resource management through a program of reward, recognition, empowerment and continuous development. Specifically, the program aims to:

1. assess the human resource management practices and capabilities of agencies;
2. serve as search mechanism for best practices in the human resource management;
3. promote and serve as a venue for exchange and development of expertise in the area of human resource management between and among

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- government agencies;
- 4. empower agencies in the performance of human resource management functions; and
- 5. promote and reward excellent human resource management practices.

C. Scope and Coverage of the Program

The program shall cover 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 program shall involve all HRMOs, heads of agencies and rank and file employees. PRIME-HRM shall cover the following:

1. assessment of the human resource management systems and standards, management of human resource records, other systems and programs
2. assessment of Competency Level of the agency's Human Resource Management Officers (HRMOs) (self-assessment for the HRMOs as well as 360 degree validation¹)
3. survey of agency Human Resource Management climate
4. customized technical assistance and developmental interventions according to the determined needs of the agency; and
5. review of decisions made and actions taken on appointments, rewards/incentives, performance ratings, leave, employee welfare/benefits, administrative discipline, grievance, and other human resource management matters.

D. THE PRIME-HRM Components

The following programs for assistance shall be the component of the PRIME-HRM:

1. Comprehensive HRM Assistance, Review and Monitoring (CHARM)

CHARM is generally a detailed appraisal of the human resource management systems and standards, management of human resource records, other systems and programs, and the competence of the HRMOs, initially undertaken to **Regulated agencies** to determine their readiness for Level II –Accredited status and/or ascertain the strengths and weaknesses of the agency HRM.

For Level II accredited agencies, CHARM shall be done only when there is a valid ground such as repeated/serious violation of the Terms and

¹ validation by the supervisor, agency officials and employees, Civil Service Field Officer and other peers

Conditions of Accreditation; change of administration in the case of LGUs, or any analogous cases.

Areas Covered by CHARM:

a. Human Resource Management Records Management

a.1. 201 file includes²

- CS Form 212 (Personal Data Sheet)
- CS Form 33 (Appointment Form)
- Position Description Form (for all types of appointment)
- Medical Certificate (for original appointment and reemployment)
- Clearances (NBI clearance for original appointment and reemployment)
- Clearance from financial obligations and property accountability for transfer reemployment)
- Neuro-psychiatric Examination (for original appointments to positions which involve the maintenance of peace and order and the protection of life and property)
- Licenses, if necessary
- Performance Evaluation Documents
- Commendation, Certificate of Achievement, Award, etc.
- Disciplinary Action Documents
- Other employee records (e.g. written consent of demoted employee)

a.2. Plantilla Entries vis-à-vis Appointments

a.3. Attendance Records

a.4. Leave Records

a.5. Service Records

a.6. Other Human Resource Management Records (Minutes of meetings/resolutions, office issuances, policies on human resource management, etc.)

b. HR Management Systems and Programs

b.1. HR Plan with the following basic components:

- **Organizational Profile**
 - **Agency Mandate, Vision, Mission and Strategic Goals**

² As listed under Rule III, V and VIII, CSC MC 40, s. 1998

- Organization Chart/Functional Chart/Personnel Chart
- Job Description of all positions
- HR Systems
 - Recruitment/Promotion
 - Qualification Standards (QS)
 - Merit Promotion/Selection Plan or Merit System (for Closed-Career)
 - Personnel Selection Board
 - Succession Planning
 - Retention
 - Performance Management System (PMS)
 - Training and Development
 - Career Pathing Program
 - Employee Welfare
 - Rewards and Recognition
 - Program on Awards and Incentives for Service Excellence (PRAISE)
 - Retirement
 - Pre-retirement Program
 - Employee Relations
 - Grievance Machinery
 - Employee Health and Wellness Program
 - Employee Discipline
 - Committee on Decorum and Investigation (CODI)
- Human Resource Information System (HRIS)

c. Competency Level and Qualifications of the Human Resource Management Officer (HRMO)

2. Continuing Assistance and Review for Excellent Human Resource Management (CARE-HRM)

CARE-HRM is a continuing program to assist agencies in implementing the recommendations contained in the CHARM or CARE-HRM report, as the case may be. For Level II- Accredited and Level III- Deregulated agencies in good standing, **CARE HRM** shall be done at least once every two years.

For Level I- Regulated agencies, strict monitoring of the recommendations from the CHARM shall be conducted. Assistance shall be provided within a period of six (6) months for agencies which could not implement the recommendations for valid reasons, e.g., no appointed HRMO, or any

procedural issues. The semi-annual CARE-HRM report will be the basis for recommendation to Level II-Accredited Status, or possible conferment of Center for Excellence recognition. However, should an agency continue to be non-compliant or commit flagrant violation of civil service law and rules despite the assistance rendered by the Commission, said agency shall be dealt with administratively.

3. Special Program for Evaluation and Assessment as Required/Requested (SPEAR)

The Commission may, upon its initiative or upon request of concerned parties conduct a special assessment on all or certain areas of an agency HRM. This covers specific areas or partakes of the nature of a particular inquiry made to verify urgently needed information. It may be done within any regular assessment period or apart from it. A Memorandum of Undertaking shall be executed between the agency and the CSC and an audit engagement fee maybe charged for this purpose.

E. Agency Status and Recognition under PRIME-HRM

PRIME-HRM shall be used as a tool to recognize agencies with best practices in human resource management. Agency initiated innovations, enhancements or remarkable development in HR management program and system shall be given recognition to motivate agencies to aspire for excellence. The following recognition/status may be conferred on agencies meeting the standards set by the Commission:

1. **Level I (Regulated)** – agencies that have not fully complied with the requirements for Level II – Accredited status. These agencies shall be subjected to regular monitoring/assistance by the Civil Service Commission
2. **Level II (Accredited)** – agencies satisfactorily implementing CSC human resource management systems/programs shall be granted **Authority to take final action on appointments**
3. **Level III (Deregulated)**– agencies which consistently complied with the Terms and Conditions for Level II Accredited status and/or initiated innovations/enhancements or remarkable development in HR management programs and systems shall be given **Authority to take final action on appointments and to implement HR programs and systems without the need for prior approval by the Civil Service Commission.**

4. **Center for Excellence in HRM** – a recognition conferred by the Civil Service Commission to agencies with best practices in some or all human resource management areas, subject to the recommendation of a Certifying Board composed of HR practitioners/experts representing the various sectors
5. **Seal of Excellence in HRM** – the highest recognition conferred on institutions or individuals which have been conferred Center for Excellence in and/or played pivotal role in the development/innovation of three or more HR areas, subject to the recommendation of a Certifying Board composed of HR practitioners/experts representing the various sectors

F. Transition from PMAAP/CSCAAP to PRIME-HRM

Prior to the implementation of the PRIME-HRM, The following transitory activities shall be undertaken:

1. CSCFOs shall validate and update list of accredited and non-accredited agencies in their area of jurisdiction.
2. HR Climate Scanning shall be conducted from March to June 2012. All agency HRM shall be subjected to a 360^o assessment, the results of which shall be the bases for prioritization of agencies for affirmation of accreditation status; prioritization of agencies targeted for accreditation; and recommendation for conferment of Center for Excellence and/or Seal of Excellence in HRM award.
 - a. Level II accredited agencies under the PMAAP shall be reassessed using the PMAAP standards for purposes of revalidation of Level II accreditation status. Those who pass the revalidation shall be given a period of one year to fully comply with the additional/enhanced requirements under the PRIME-HRM to maintain their accreditation status.
 - b. The Level II Accreditation status of agencies which will not pass the reassessment/revalidation shall be suspended or revoked, hence these agencies will be reverted to Regulated status.

G. Composition of Certifying Board

A Certifying Board to be composed of HR practitioners from respected/recognized HR organizations, practitioners in the academe, private sector, public service, CPO officials, and CSI Director shall be appointed by the CSC Chair to assess and recommend agencies for recognition as Center

for Excellence in HRM and/or conferment of Seal of Excellence in HRM award.

The Certifying Board shall recommend criteria and standards for the Center for Excellence status and the conferment of Seal of Excellence award. The Board shall likewise recommend to the Commission the grant/conferment of the recognition/award.

CSCROs shall be tasked to convene and chair a counterpart group for this purpose to act as the Regional Evaluation Committee, using the criteria/standards formulated by the Certifying Board and approved by the Commission. The Regional Evaluation Committee's recommendations shall be reviewed by the Certifying Board for final recommendation to the Commission.

H. PRIME-HRM Reports

The following reports shall be prepared/ maintained:

1. **CHARM/CARE-HRM Report** stating the objectives and the summary of findings and recommendations. The report shall contain an Executive Brief, the matrix of findings and recommendations and the Assessment form. The report shall be prepared by the PRIME-HRM Team and approved by the CSCRO Director.

The CHARM/CARE Report shall be attached to the CSCRO Recommendation for Level II - Accredited or Level III- Deregulated status to be forwarded to the Personnel Policies and Standards Office (PPSO-CSC-CO).

2. **Agency Capability Evaluation Card** on an annual basis. The Agency Capability Evaluation Card shall reflect the agency's status relative to appointments issued and acted upon during the year, status of human resource management mechanisms, competency and qualifications of HRMO with the intervention provided (if any) and other pertinent concerns that need to be addressed. This evaluation card shall be regularly updated by the CSCFO as part of their monitoring function.

The agency, its mother agency and CSCRO shall be furnished with copies of the Agency Capability Evaluation Card.

3. **PRIME-HRM Annual Report.** A consolidated annual report of the CHARM/CARE and Agency Capability Evaluation shall be prepared by the CSCRO-PSED for submission to the PPSO every end of the first quarter of the succeeding year.

The PPSO shall consolidate the CSCRO reports and incorporate the findings/data in the Annual State of HRM in the Public Service Report.

I. Responsibilities and Accountabilities

The CSCRO/CSCFO, the agency head/appointing authority and the HRMO, as partners shall be responsible for the implementation of the revised policies on PRIME-HRM.

The Commission holds the agency heads accountable for the exercise of their delegated authorities in compliance with CS Law and rules, while providing them with an opportunity to demonstrate leadership to improve their HR management.

Continuing evaluation of the extent of observance of the other terms and conditions of accreditation shall be made and monitored by the Commission through the regular conduct of CARE-HRM at least once every two years.

Agencies that deliberately and continually violate or deviate from Civil Service Law and rules despite regular assistance provided by the PRIME-HRM Team may have their accreditation suspended or revoked. In case of violations, appropriate disciplinary action shall be proceeded with against the person(s) responsible in accordance with the Revised Rules on Administrative Cases in the Civil Service.

J. Manual of Operations. A Manual of Operations shall be developed incorporating the Operational Guidelines on the PRIME-HRM.

This Memorandum Circular shall take effect immediately.


FRANCISCO T. DUQUE III
Chairman

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