RESOLUTION

WHEREAS, Section 3 (1), Article IX(B) of the Philippine Constitution mandates the Civil Service Commission (CSC), as the central human resource institution of the government, to establish a career service and adopt measures to promote morale, efficiency, integrity, responsiveness, progressiveness, and courtesy in the civil service;

WHEREAS, Section 2(2) Article IX (B) of the Philippine Constitution states that appointments in the civil service shall be made only according to merit and fitness to be determined, as far as practicable, and, except to positions which are policy-determining, primarily confidential, or highly technical, by competitive examination;

WHEREAS, Section 12 (1), Chapter 3, Title I, Book V of the Administrative Code of 1987 (Code, for brevity), states that the CSC shall administer and enforce the constitutional and statutory provisions on the merit system for all levels and ranks in the Civil Service;

WHEREAS, Section 22 (1), Chapter 5, Title I, Book V of the Code states that qualification standards (QS) shall be used as guide in appointment and other personnel actions to be administered in such manner as to continually provide incentives to officers and employees towards professional growth and foster the career system in the government;

WHEREAS, the CSC issued CSC MC No. 42, s. 1991 aimed at professionalizing the bureaucracy, which provides in part that starting January 1, 1995, except full-fledged lawyers and Doctors of Medicine, all appointees to division chief positions (SG-24) or equivalent rank must possess a master’s degree in addition to the eligibility and experience requirements;
WHEREAS, CSC MC No. 12, s. 2003 states that the educational requirement for division chief positions is a master’s degree, “unless otherwise provided by law or exempted by the Commission.”

WHEREAS, CSC MC No. 13, s. 2011 amended the QS for executive/managerial positions, as follows: Education - Master’s Degree; Experience - 5 years of supervisory experience; Training - 120 hours of managerial training; Eligibility – appropriate eligibility for second level positions or appropriate RA 1080 or Bar/Board for positions involving practice of profession;

WHEREAS, in 2011, the CSC embarked on a project “Development and Institutionalisation of the Competency-Based Human Resource Systems (CBHRS)” to develop a CSC competency model and identify required competencies for positions in the CSC;

WHEREAS, the Focus Group Discussions (FGD) conducted as part of the project show that participants representing all levels of employees in government recommend that a more specific education requirement be set per position to align education to the duties and responsibilities of particular positions. Further, results of the quick survey conducted on the QS of division chief and executive/managerial positions reveal that education is regarded as the most important element of the QS although good work performance is best attributed to extensive work experience. Finally, the benchmarking of the qualification standards of supervisory/managerial positions in the private sector shows that education, experience and competencies are generally required by top corporations in the country;

WHEREAS, there has been a clamor from government agencies for the Commission to allow the substitution of experience gained or certifications acquired for the master’s degree requirement for division chief and executive/managerial positions. It has also been noted that the Master’s Degree requirement has caused the proliferation of diploma mills or unaccredited higher education institutions that offer illegitimate academic degrees for a fee;

WHEREAS, there are emerging alternative modes of learning and development that go beyond the traditional classroom setting;

WHEREAS, the Commission developed the Leadership and Management Certification Program or C-Pro, an alternative mode of satisfying the qualification standards for division chief and executive/managerial positions where the educational requirement is a master’s degree;
WHEREFORE, foregoing premises considered, the Commission RESolves as it is hereby RESOLVED to ADOPT the attached Policies on the Leadership and Management Certification Program (C-Pro).

All circulars, policies, issuances inconsistent herewith are hereby repealed.

Quezon City.

VACANT
Chairman

ROBERT S. MARTINEZ
Commissioner

NIEVES L. OSORIO
Commissioner

Attested by:

DOLORES B. BONIFACIO
Director IV
Commission Secretariat and Liaison Office
Policies on the Leadership and Management Certification Program (CPro)

A. Certification Program

1. There shall be a Leadership and Management Certification Program (CPro) leading towards a Certificate in Leadership and Management (CLM) as an alternative mode of satisfying the qualification standards for division chief and executive/managerial positions where the educational requirement is a Master's degree, provided the other requirements are also met.

2. The Leadership and Management Certificate shall be conferred to successful candidates of the competency assessment on the CSC’s Leadership Competencies, as specified in CSC Resolution No. 1401375, as follows:
   2.1. Thinking Strategically and Creatively
   2.2. Leading Change
   2.3. Building Collaborative and Inclusive Working Relationships
   2.4. Creating and Nurturing High Performance Organizations
   2.5. Managing Performance and Coaching for Results

3. The CPro shall consist of the following tracks:
   3.1. Training Track
   The Leadership and Management Development Course is a ten-day course with five modules designed to enable participants to develop the five leadership competencies prior to assessment. An Action Learning Project (ALP) shall be undertaken to provide the opportunity for participants to demonstrate the leadership competencies they acquired in action and to build a portfolio that will capture the evidence requirements for the successful acquisition of said competencies. Participants shall be guided by coaches as they go through the ALP to enable them to focus on the application of the acquired competencies.

   3.2. Recognition of Prior Learning (RPL) Track
   This is an option for those who believe that they have already acquired the five leadership competencies through actual work experience. Accordingly, those who pass the pre-qualifying test may immediately build their portfolio based on real life outputs and directly proceed to competency assessment without training.

   A pre-qualifying test shall be administered to registrants to determine who among them could directly proceed to competency assessment.
B. CPro Committee

1. A **CPro Committee** shall be created to ensure the integrated program implementation across Office in the Civil Service Commission. The following shall compose the CPro Committee:

   1.1. Assistant Commission, Civil Service Institute; of the Civil Service Institute (CSI);

   1.2. Director IV, Examination, Recruitment and Placement Office;

   1.3. Director IV, Human Resource Policies and Standards Office;

   1.4. Director IV, Integrated Records Management Office;

   1.5. Director IV, CSC Regional Office.

2. An Office Order shall be issued to identify the CPro Committee Members including the designation of the Committee Chair and Vice-Chair who will be responsible for ensuring the proper implementation of the Leadership and Management Certification Program and the Leadership and Management Development Course/Leadership Competency Assessment.

3. The CPro Committee shall convene regularly and shall be responsible for:

   3.1. Developing an Annual and Medium Term Leadership and Management Training and Assessment Plan and publishing the same for the information of all concerned;

   3.2. Developing the CPro promotion and communication plan in coordination with Public Assistance and Information Office (PAIO);

   3.3. Coordinating with the CSC Regional Offices on the demand for the program and for any other concerns that may be raised by their Agency-Clients;

   3.4. Ensuring close coordination between and among CSC offices in implementing the CPro;

   3.5. Selecting the members of the defense panel composed of a member of CPro committee, 1 assessor and 1 SME for candidates under the training track. The panel shall be responsible for approving or disapproving the proposed ALP of the candidate;

   3.6. Organizing events for the formal conferment of the Certificate of Leadership and Management to the deserving recipients;

   3.7. Recommending to the Commission, through the ERPO, successful candidates for conferment of the Certificate in Leadership and Management;

   3.8. Recommending to the Commission the accreditation criteria and mechanism for the accreditation of subject matter experts (SMEs), action learning coaches and assessors;

   [Signature]

   Leadership and Management Certification Program . . . 2
3.9. Recommending to the Commission the accreditation of the SMEs, action
learning coaches and assessors based on the endorsement of concerned
units/offices in charge of these groups; and

3.10. Conducting regular meetings to ensure the seamless implementation
and monitoring of CPro.

C. Leadership and Management Development Course

1. The Leadership and Management Development Course shall include the: One
Day Program Orientation; Two-Day Modules for each of the five Leadership
Competencies (total 10 days); and, 90 Days Action Learning Project with
Coaching.

2. The training modules shall be conducted by accredited CPro Subject Matter
Experts (SMEs) only. The assessment shall be done by accredited CPro
assessors only.

3. The Civil Service Institute (CSI), through its Leadership Development and
Foundation Programs Team, shall be responsible for the conduct of the
Leadership and Management Development Course. Accordingly, it shall:

3.1. Administer the course in accordance with the plan established by the
CPro Committee and in accordance with the standards specified in the
Leadership and Management Development Course Implementation
Manual. The conduct of the Course shall include the implementation of
the Action Learning Project up to the presentation of the project results.

3.2. Continually evaluate and enhance the training design of the Course as
well as its implementing manual.

3.3. Continually develop, assess, accredit, train and engage SMEs for each
of the five Leadership Competencies and Action Learning Coaches for
the conduct of the Action Learning Project.

3.4. Accredit Learning Service Providers, as well as other educational
institutions, to implement the Course.

3.5. Recommend the accreditation of SMEs and action learning coaches to
the Commission for approval. The SMEs should pass re-accreditation
every 3 years.

3.6. Maintain the CPro database and ensure the security of the training
modules and templates.

4. The Leadership and Management Development Course may be publicly
offered to all interested parties or conducted in-house as may be requested by
specific agencies.

5. Queuing of participants in the Leadership and Management Certification
Course shall be based on the following order:
5.1. Priority 1: Those who are designated as Officer-in-Charge (OIC) to Division Chief or equivalent positions due to lack of educational requirement.

5.2. Priority 2: Those being considered for division chief or executive/managerial positions.

5.3. Priority 3: Those already appointed to division chief or executive/managerial positions but need to further develop their leadership competencies.

5.4. Priority 4: Those employed in the private sector who are planning to establish a career in the public sector.

6. The Executive Sponsors shall support the individual or team to gain clarity of the task, and set ground rules and protocols; endorse the project topic and scope; negotiate involvement with the individual or team; help navigate the organization for the project by granting access to information, people and resources; and provide feedback and mentoring.

7. The role of the action learning coaches during the ALP is to facilitate the participants' learning and practice of the five Leadership Competencies through powerful questioning that will enable participants to reflect, process experiences, create insights, and in general, learn from each other.

8. Participants shall be issued a Certificate of Completion at the end of the 10-day Training on the five Leadership Competencies. At the end of the 90-day Action Learning Project, the participant shall be issued another Certificate of Completion. The 90-day project shall be equivalent to 180 training hours (2 hours of on-the-job learning per day).

D. Leadership Competency Assessment

1. The Examination, Recruitment and Placement Office (ERPO) shall be responsible for the conduct of the Leadership Competency Assessment. Accordingly, ERPO shall:

1.1. Facilitate the conduct of the assessment in accordance with the plan established by the CPro Committee and in accordance with the standards specified in the Leadership Competency Assessment Manual.

1.2. Continually evaluate and enhance the design of the Certification Assessment including the maintenance and enhancement of the database of test questions as well as its implementing manual.

1.3. Continually develop, assess, accredit, train and engage Assessors for the five Leadership Competencies.

1.4. Calibrate performance of assessors.

1.5. Ensure the integrity and confidentiality of the Assessment Process and the database of test questions.
2. Leadership Competency Assessment shall be done using the following tools:

2.1. Written Tests

To establish conceptual and theoretical grounding of the candidate on the competency being assessed. It shall form 10% of the overall weighted average rating of the candidate.

2.2. Portfolio Review

To establish the candidate’s capability to demonstrate the leadership competencies in the workplace with appropriate sets of evidences through the ALP for the training track, and portfolio of actual work experiences with appropriate sets of evidence that demonstrate the leadership competencies for the RPL track. It shall form 50% of the overall weighted average rating of the candidate.

2.3. Behavioral Event Interview

To establish the candidate’s actual experience in applying the competency being assessed. It shall form 40% of the overall weighted average rating of the candidate.

3. Conferment and Issuance of Certificate

3.1. A candidate, after having successfully passed the assessment on all of the five Leadership Competencies required in this Program, shall be conferred a Certificate in Leadership and Management.

3.2. A candidate who passed at least three (3) leadership competency areas out of the five shall be given an opportunity to undergo a supplemental assessment in the failed competency area/s within a one-year period.

4. Supplemental Assessment

4.1. Retaking competency assessments shall only be done within one (1) year from the release of the assessment results. Beyond the 1 year period, the candidate’s opportunity for supplemental assessment is deemed forfeited. The candidate may then opt to re-take the entire CPro process.

4.2. The candidate concerned shall repeat the Written Test on all of the five leadership competencies. In the preparation of the portfolio, the sets of evidences shall cover only the failed competency areas.

4.3. For candidates under the training track, they may enroll in the program again under the same track (i.e., re-enrolling in the 10-day Leadership and Management Development Course) or under the RPL Track (i.e., attending the orientation on the CPro, building the portfolio and submitting the portfolio).

4.4. For candidates under the RPL Track who wish to enroll in the program again, their only option is registering under the Training Track (i.e., enrolling in the 10-day Leadership and Management Development Course).
5. A candidate who passed only two (2) competency areas shall not be conferred the Certificate in Leadership and Management. The unsuccessful candidate who still opts to avail of the CPro shall be governed by the following conditions:

5.1. Those under the training track may enroll in the program again by registering under the training (thus, re-enrolling in the Leadership and Management Development Course) or under the RPL (thus, attending the orientation on the CPro, building the portfolio and submitting the ALP).

5.2. Those under the RPL track who wish to enroll in the program again may opt to register under the Training Track only.