



# Managing Transitions through Strategic HR and OD

Can Civil Servants and CEOs be more independent  
in thinking from politicians who appoint them?

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## PHILIPPINE REALITIES

- National elections every six years + Local government elections every three years
- Senior government positions heavily dependent on political appointments
- No “permanent secretary” positions to bridge transition periods and provide continuity (British system)
- No “town manager” positions to balance local government elected positions (US model)
- Note: Transitions also happen within administrations when new secretaries are appointed



## TRANSITION ISSUES

- Election cycles result in short hiring cycles
- Possibility of frequent disruption in the bureaucracy
  - Three year cycles (local governments)
  - Six years (national government)
- Disruption affects service delivery
- Can lead to the “politicization” of the Bureaucracy



## KEY QUESTIONS

- Can the Civil Service be more independent in thinking from politicians who appoint them?
- How can Civil Servants be more professional in their outlook and behaviors?



## FRAMEWORK

- Structural approach
  - Set up rules-based systems to influence/manage behaviors)
- Civil Service as a system of governance
  - Not just managing processes
- Key: Changing mindsets
  - Empower civil servants to speak up



## CASE 1: JOB ORDER (J.O.) HIRING

- Local political hiring that goes around civil service rules
- Common especially in local governments
- Effect: Puts aside civil servants in “other” jobs replacing them with contractual hires (not necessarily CS-eligible)
- Effect: Makes JO hires beholden to the appointing authority
- Examples:
  - Locally-funded teachers (DepED)
- Question: How does one protect the integrity of the Civil Service given such a practice?



## CASE 2: NON-CESO EXECUTIVE APPOINTMENTS

- Appointment of junior and senior executive level officers without CESO rank
- “Serves at the pleasure of the ...”
- Pro argument: Outside talent can bring in new blood...
- But, co-terminous appointments undermine continuity especially when setting, enforcing standards is crucial



## **CASE 3: WHOLESALE TOP MANAGEMENT CHANGE IN KEY DEPARTMENTS**

- Problem especially acute in departments where most undersecretaries and assistant secretaries are political appointees
- Effect: Standard-setting over time can be compromised by wholesale change in department leadership





## PHILIPPINE GOVERNMENT CASES THAT WORK (National)

- Economic departments
  - Department of Finance
  - DBM
  - NEDA
  - DTI
  - Common attributes: Professional ethos; business-like or academic ethos
- DSWD
  - Leadership
  - Organizational ethos (Secretary Soliman)
- PEZA
  - Multi-administration continuity (Director de Lima)



## **SPECIAL CASE: DepED**

- Senior management team co-terminous with the Secretary
- Four USECs (100%)
- Three of five ASECs (60%)
- The key to continuity: Schools Division Superintendents (180+)
  - The most senior level of operations staff
  - Direct control over field staff (supervisors, principals)
  - Should be CESO or CES eligible



# PHILIPPINE GOVERNMENT CASES THAT WORK (LGU)

- Naga City
  - Local Development Councils as drivers for service delivery
  - Strong civil society participation
  - Community leadership ethos (late Mayor Jesse Robredo)
- Provincial Government of Albay
  - Disaster management system
- Paranaque, Las Pinas (NCR)
  - Local tax mapping and administration
  - Local business registration



## **STRUCTURAL APPROACH TO ADDRESSING THE PROBLEM**

- Rules-based approach to addressing the problem
  - Minimize discretion
- Enforcement of the rules



# ADDED ROLES OF THE CIVIL SERVICE COMMISSION

- Advocate
  - Promote professionalism within the CS corps
  - Promote partnerships in governance
- Enforcer
  - Against JO contractualization
  - For stricter CESO application



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