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ADMINISTRATIVE ORDER

No. 2023 – 07

SUBJECT : REVISED GUIDELINES ON THE IMPLEMENTATION OF ENVIRONMENTAL AWARDS FOR GOVERNANCE AND LEADERSHIP EXCELLENCE (EAGLE)

Pursuant to Executive Order (EO) No. 192, otherwise known as the “Reorganization Act of the Department of Environment and Natural Resources”, Civil Service Commission (CSC) Memorandum Circular No. 01-2001 entitled “Program on Awards and Incentives for Service Excellence (PRAISE)”, and consistent with DENR Rationalization Plan approved by the Department of Budget and Management (DBM), Department Administrative Order (DAO) 2019-04, as amended by DAO 2021-18 on the implementation of the Environmental Awards for Governance and Leadership Excellence (EAGLE), is hereby revised and adopted as the Guidelines for the 2022 EAGLE.

Section 1. Basic Policy

It is the policy of the State to ensure the sustainable use, development, management, protection and conservation of the country’s environment and natural resources as well as to ensure equitable sharing of the benefits derived therefrom for the welfare of the present and future generations. In pursuance thereof, the DENR is mandated to formulate, implement and supervise the government’s policies, plans and programs pertaining to the management, conservation, development, use, licensing regulation and replenishment of the country’s natural resources. Likewise, it shall formulate and enforce a system of measuring and evaluating periodically and objectively the performance of the Department for efficient, effective and responsive government service.

Section 2. Objectives

This Administrative Order aims to promote a culture of organizational and leadership excellence in the DENR as it carries out its important role in ensuring the

conservation, management, development and proper use of the country's environment and natural resources. It shall also have the following specific objectives:

- 2.1. Determine the efficiency and effectiveness of the Regional Officials in delivering their office mandates; and
- 2.2. Recognize and commend performance for exemplary leadership, major accomplishments and contributions in pursuing the Department's goals and objectives.

Section 3. Scope and Coverage

This order shall apply to all DENR Regional Executive Directors (REDs), Environmental Management Bureau (EMB) Regional Directors (RDs), Mines and Geosciences Bureau (MGB) Regional Directors, Supervising Provincial Environment and Natural Resources Officers (PENROs), Implementing PENROs, and Community Environment and Natural Resources Officers (CENROs). They shall be assessed based on their performance for the year under review. Standards for qualification to the "EAGLE" may be subject to changes relative to management prerogative and priorities.

Section 4. Criteria

Performance assessment of the key officials shall consist of two Phases which are the following:

- 4.1 Determining their efficiency and effectiveness in the delivery of services/ product results (Phase 1) which shall comprise 60% of the total Performance Evaluation Rating. This shall involve the measurement of accomplishments on the Performance-Based Bonus (PBB) Indicators as prescribed by the "Inter-Agency Task Force (IATF) on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems" stated under Administrative Order No. 25 (AO25) and DENR Internal Guidelines.
- 4.2 Gauging their Leadership abilities (Phase 2) which shall comprise the remaining 40% and shall be measured depending on the approved process of evaluation. The nominees shall be assessed based on the following leadership criteria, which shall include but not limited to, integrity, network building, service orientation, managerial acumen, and strategic focus.

The Management may conduct Phase 1 and Phase 2 thru an in-house and/or third-party evaluation/validation.

Section 5. Eligibility to the EAGLE

- 5.1 *Qualifications applicable to REDs, RDs, PENROs and CENROs* - For Phase 1, all regional offices shall undergo the Qualifying Validation regardless of the length of residency of the field officials. The REDs, including their respective PENROs and CENROs of the top 5 regions that will emerge from the Qualifying Validation, will then proceed to the Ranking Validation and Phase 2 simultaneously.

To be eligible for the Ranking Validation and Phase 2, however, the officials at the time of the assessment must meet the following qualifications:

- a. Occupied the position/designation for 12 months or at least one (1) year in the Department. In case two (2) officials were designated in the same office, the one with longest duration of occupancy shall be qualified.

In case of equal residency, the official who accomplished most of its targets shall be qualified. The required number of years in the office shall be reckoned on the day the officials assumed their official duties.

- 5.2 *Additional qualifications for PENROs and CENROs* – The PENROs and CENROs of the top five (5) regions must accomplish most of their targets in compliance with the standards set by laws, department orders, rules and regulations, and other existing policies. The PENROs and CENROs who failed to meet such requirement shall not be included in the ranking phase regardless of the top 5 status of their regional Office.
- 5.3 *Additional qualifications for the RDs for Environment and Mines* – The EMB and MGB Directors may adopt or issue separate guidelines on the qualifications of their RDs.
- 5.4 *Exclusivity of the top 5 regions* - The top 5 regions shall be exclusive. In case of disqualification of one of the top 5 regional officials, the next in rank or top 6 cannot succeed the disqualified official/s. However, the PENROs and CENROs of the region/s with disqualified regional Official/s shall proceed to phase 1 – ranking validation regardless of the

disqualification of their regional official. The exclusivity hereof shall not be applicable to the RDs of the line Bureaus.

- 5.5 *Complaints or Oppositions* - The EAGLE Secretariat may consider sworn written objections or oppositions concerning the qualifications or moral fitness of all the Regional Key Officials. Any complaints or objections may not be given due course unless the same was attached with photographs, motion pictures, documents, and other records.

The Official/s concerned shall be given five (5) days to comment on the complaint. Failure to do so would constitute admission on their part. Any baseless or false accusations made in the complaint shall not affect the eligibility of the officials accused or subject of such malicious imputations.

Section 6. Implementation Procedure.

- 6.1 Phase 1– In this Phase, all the DENR Regions, Supervising PENROs, Implementing PENROs, and CENROs shall be assessed based on their accomplishments on the following: a) performance information indicators reflected in the General Appropriations Act (GAA); b) other major indicators identified and approved by the PPS jointly with the Bureaus; and c) Agency Accountabilities prescribed by AO 25 IATF. The corresponding point system for the approved indicators shall be developed by the Policy and Planning Service (PPS) together with the Bureaus and DENR Central Focal offices.

There are two (2) validations that will be conducted, these are the Qualifying Validation and Ranking Validation.

Qualifying Validation - The initial validation shall cover all the regional offices. It shall determine the Top 5 Regions including the PENROs and CENROs that will proceed to the Ranking Validation and Phase 2. The following activities shall be undertaken by Phase 1 Assessment Teams (PATs):

- a. Documents Review – checking and verifying documents to determine accuracy of reported accomplishments.
- b. Field Validation - field validation of reported completed accomplishments which shall be selected randomly from the region's field offices.
- c. Client Satisfaction Survey – measurement of the effectiveness of DENR Frontline Services delivered to the stakeholders.

- d. Validation of Accomplishments on Office Accountabilities- this activity shall be done by the concerned DENR Central Office units/focal offices.

Ranking Validation – The final validation will be conducted for the top 5 regions based on the result of the Qualifying Validation. The staff Bureaus and PMED will assess and rank all REDs, PENROs and CENROs within the top 5 regions. The following activities shall be undertaken:

- a. Field Validation - a random field validation for all CENROs and Implementing PENROs from the qualified Regions shall be conducted based on their reported accomplishments.
- b. Client Satisfaction Survey- focuses on the effectiveness of DENR Programs and Projects to the beneficiaries. This also includes survey on the satisfaction of other government/non-government agencies and Local Government Units (LGUs) with the outputs and/or services of the Department.

The Ranking Validation shall be conducted simultaneously with Phase 2.

The final result of Phase 1 shall be submitted to the Overall Coordinator EAGLE TWG.

For RDs of the Environment and Mines, the Line Bureaus may develop their separate guidelines for Phase 1. The copy of the guidelines duly approved by their respective Bureau Directors shall be submitted to the EAGLE Technical Working Group (TWG) thru the EAGLE Secretariat.

- 6.2 Phase 2 – Upon receipt of the result of Qualifying Validation of Phase 1, the Human Resource Development Service (HRDS) shall determine the leadership competencies of the nominees.

The HRDS, together with the EMB and MGB, may formulate separate guidelines on the conduct of Phase 2.

They may likewise consider other accomplishments of the REDs, RDs, PENROs and CENROs of the top 5 regions, such as awards for environmental work; innovations; researches or writings, whether published or not; and leadership trainings.

Section 7. Point System

The Point system shall be based on the PBB and Strategic Performance Management System (SPMS) Rating Scale.

The results for Phase 1 and Phase 2 shall be combined and tabulated. The total score for the EAGLE shall be computed as follows:

$$\text{Ave. \% Physical Accomplishment} \times .60 + \text{Ave. \% Leadership} \times .40$$

In case of a tie in the total score for Phase 1 and Phase 2, the Performance Evaluation Sheet (PES) score in Phase 1 shall prevail over Phase 2, since the rating was based on actual accomplishments while Phase 2 was based on the conducted interview.

Section 8. Awarding of Outstanding Performers

The "EAGLE" shall be conferred to the RED, RD for Environment and Mines, Supervising PENRO, Implementing PENRO, and CENRO, who demonstrated efficiency and effectiveness in the delivery of services/product results, excellence in leadership, and high ethical standards; and obtained the highest Total Performance Evaluation Rating based on the final results of Phase 1 and Phase 2.

A special recognition (e.g. Best Implementing Office, Best Bureau, etc.) shall be awarded to office/s with exemplary performance upon the recommendation of EAGLE TWG.

The issuance of rewards and incentives for EAGLE shall be in accordance with the guidelines issued by the DENR PRAISE Committee.

The EAGLE TWG may recall the conferment of EAGLE should there be findings of misrepresentation, fraud, and blatant disregard of laws, DENR policies, rules and regulations on the part of the EAGLE awardee.

Section 9. Deferment of the Award

The EAGLE Chairperson may defer the conduct of EAGLE activity should there be substantial deficiencies, major deviations from standards found in the course of validation of reported accomplishments on projects/programs/activities.

The Chair may also defer the conferment of the award should there be an impossibility to conduct the same due to uncontrollable or unfortunate events that affect the conduct of EAGLE, such as pandemic, typhoon, flood, earthquake, among others.

The EAGLE-Performance Assessment Team may, in relation to Section 6 hereof formulate guidelines on the level of acceptance of efficiency and effectiveness of the Regional Officials in delivering their office mandates. The result of the said validation and level of acceptance shall serve as bases for the deferment of such distinction.

Section 10. EAGLE Structure

10.1 Steering Committee

The Steering Committee shall be the advisory body that shall provide top-level policy guidance to ensure effective and efficient conduct of the evaluation and shall set the direction of the performance assessment. It shall be chaired by the Secretary with members of the Executive Committee.

10.2 Technical Working Group

The Technical Working Group headed by the Undersecretary for Policy, Planning and International Affairs shall act as the Over-all Coordinator of EAGLE. The Assistant Secretary for Policy and Planning, and Assistant Secretary for Human Resource shall be the Assistant Coordinators with members composed of the Directors for Policy and Planning Service (PPS), Financial Management Service (FMS), Human Resource Development Service (HRDS), and Legal Affairs Service.

Roles and Responsibilities:

- a. Provide guidance and instructions in the conduct of performance assessment;
- b. Oversee the management of the performance assessment;
- c. Approve guidelines submitted by Phase 1- Assessment Teams (PATs) and Phase 2- Leadership Assessment Teams (LATs); and
- d. Deliberate and act upon any complaints, issues and concerns filed against the finalists.

10.3 Secretariat

The Overall EAGLE Secretariat is the Policy and Planning Service (PPS).

10.3.1 Phase 1

The PPS-Program Monitoring and Evaluation Division (PMED) shall serve as the EAGLE Secretariat for Phase 1.

Roles and Responsibilities:

- a. Prepare the Work and Financial Plan (WFP) for Phase 1;
- b. Consolidate the results of Phase 1;
- c. Perform administrative tasks necessary in the completion of the activity; and
- d. Document the activity.

10.3.2 Phase 2

The HRDS shall serve as the EAGLE Secretariat for Phase 2. is

Roles and Responsibilities:

- a. Prepare WFP for Phase 2;
- b. Consolidate the results of Phase 2;
- c. Perform administrative tasks necessary in the completion of the activity; and
- d. Document the activity.

The PPS-PMED shall consolidate the overall results of Phase 1 and Phase 2.

10.4 Assessment Teams

9.4.1 Phase 1 Assessment Teams (PATs)

In the conduct of Phase 1, the PATs shall be created at the DENR Central Office and Staff Bureaus, including MGB and EMB, to evaluate Efficiency/ Effectiveness in the Delivery of Service/ Product Outputs/ Results of all officials subject of the EAGLE award. The Team shall have a Permanent Chair, Vice-Chair and Members as follows. Other members may be added if deemed necessary.

Chair : Assistant Secretary, Policy and Planning
 Vice – Chair : Director, Policy and Planning Service
 Members : Directors, Staff Bureau
 PPS Representatives

Roles and Responsibilities:

- a. Provide approved indicators and point system thru an EAGLE advisory;
- b. Assess/validate the performance of the Top 5 Offices per category for their final rating and ranking;
- c. Prepare documentation report of the activity for the entire duration using the prescribed format;
- d. Present/submit to the Technical Working Group (TWG) the result of the rating and ranking; and
- e. Provide additional indicator/s with ratings in case of a tie.

For Line Bureau PATs

Chair : Director, Line Bureau
 Vice – Chair : Assistant Line Bureau Director
 Members : All Line Bureau Division Chiefs

A methodology shall be adopted by a separate team from EMB and MGB for the assessment of their respective Regional Directors. Results of the evaluation shall also be submitted to the TWG which acts as the Over-All Coordinator for EAGLE.

10.4.2 Phase 2- Leadership Assessment Teams (LATs)

For Phase 2, LATs shall conduct the Leadership Performance Evaluation of the top key officials.

Chair : Assistant Secretary, HRDS
 Vice Chair : Director, HRDS
 Members : All Division Chiefs, HRDS

Roles and Responsibilities:

- a. Spearhead the conduct of Phase 2;
- b. Prepare guidelines for the conduct of Phase 2;
- c. Conduct validation/verification on the results of the survey;

- d. Consolidate the ratings of the candidates under the peer-to-peer category; and
- e. Prepare and submit the documentation report of the activity and the results of the rating/ranking to the EAGLE TWG.

Section 11. Funding

Sufficient amount shall be allotted for the implementation of the activity by the DENR Central Office subject to accounting and auditing rules and regulations.

Section 12. EAGLE Advisory

The EAGLE-TWG may release separate procedures and additional guidelines for Phase 1 and Phase 2 thru EAGLE advisory/ies.

Section 13. Repealing Clause

Any previous DENR Orders, Memorandum Circulars and other issuances inconsistent herewith are hereby repealed accordingly.

Section 13. Effectivity.

This revision to the Administrative Order shall take effect immediately.

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Secretary



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