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MEMORANDUM CIRCULAR
No. 2023-06

SUBJECT : GUIDELINES ON THE IMPLEMENTATION OF ENVIRONMENTAL AWARDS FOR GOVERNANCE AND LEADERSHIP EXCELLENCE (EAGLE) PHASE 2

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 series of 2001 entitled "Program on Awards and Incentives for Service Excellence (PRAISE) and consistent with Department Administrative Order (DAO) 2023-07, revising the implementation of the Environmental Awards for Governance and Leadership Excellence (EAGLE), guidelines for the 2022 EAGLE Phase 2 is hereby adopted.

Section 1. Basic Policy

- 1.1 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.
- 1.2 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.
- 1.3 DENR upholds a system of measuring and evaluating the performance of the Department for efficient, effective and responsive government service.
- 1.4 The Department recognizes and commends officials who demonstrate exemplary leadership in pursuit of the Department's goals and objectives to promote a culture of organizational and leadership excellence in the DENR.

Section 2. Objectives

This Guidelines intends to institutionalize the process, procedure and criteria in the evaluation and conduct of EAGLE Phase 2, which shall determine the leadership capabilities of the Regional Officials in delivering their office mandates. Specifically, it shall:

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

Section 3. Scope and Coverage

The guidelines shall apply to the Top five (5) Regional Offices based on evaluation conducted by the Policy and Planning Service under EAGLE Phase 1, to wit:

- DENR Regional Executive Directors (REDs);
- Environmental Management Bureau (EMB) Regional Directors (RDs);
- Mines and Geosciences Bureau (MGB) Regional Directors (RDs);
- Supervising Provincial Environment and Natural Resources Officers (PENROs);
- Implementing PENROs; and
- Community Environment and Natural Resources Officers (CENROs).

Section 4. Criteria

- 4.1 Phase 2 shall assess the leadership capabilities of the key officials. It shall comprise of forty (40%) percent of the total performance evaluation rating, from two (2) stages of assessment: a) 360° feedback assessment tool and b) Superior Interview. Percentage/Point distribution shall be as follows:

2022 EAGLE	Percent Distribution	Total Percentage
Phase 1		60%
Phase 2:		40%
a. 360° feedback assessment tool	24%	
b. Superior Interview	16%	
TOTAL		100%

4.2 For 360° feedback assessment tool, the nominees shall be evaluated based on the following leadership criteria, which shall include:

- **Solving Problems and Making Decisions**– ability to select alternative courses of action while exhibiting judgment without biases by identifying key issues and relationships using logical thinking and professional expertise.
- **Planning and Organizing**– Identify and accomplish the objectives within the timeframe and resources allotment to ensure task completion through developed structures and efficient approaches.
- **Organizational Awareness**– Gather understanding of an organization to increase awareness by gaining knowledge of the organization's structure, policies, dynamics, norms and its interrelation with other institutions.
- **Championing and Applying Innovation** - Develop new creative insights and exhibit innovative solutions to improve work situations resulting in a more effective and efficient process.
- **Drive/Motivation** – Develop and maintain initiative in carrying out duties and encourage others to uphold the determination of effectively completing tasks assigned.
- **Speaking Effectively** – Convey articulate presentation or speaking engagement to diverse audiences in public or within the organization to ensure understanding of the material by effectively conveying concepts and knowledge, considering the characteristics/needs of the audience and employing verbal communication channels/methods.
- **Facilitating Teamwork** – Coordinate cooperatively and effectively with others to create a collaborative work environment with interdependent objectives and collective values in driving the teams in the same direction.
- **Interpersonal/Adaptability** – Regulate one's behavior to adapt positively and properly based on the acceptable standards of professional conduct in relation to working with other people.
- **Providing Direction** – Instruct the required course of action in achieving objectives and leading others while maintaining alignment with the corporate mission and vision to effectively give a clear set of instructions and Expectations.

- **Visioning** – Develop the "big picture," establish and maintain commitment within the organization, and implement strategies that will lead to the achievement of a vision.
- **Integrity** – ability to adhere to and promote the principles and values prescribed by the DENR Core Values and Code of Conduct and Ethical Standards and other related issues. Points shall be deducted from the score of the candidate if the latter was formally charged of acts punishable under the 2017 Rules on Administrative Cases in the Civil Service (RACCS) within the past five (5) years prior to his/her candidacy.

Grave Offense	-	4 points
Less Grave Offense	-	3 points
Light Offense	-	1 point

4.3 A 360° feedback assessment tool shall be used to properly evaluate the candidates. The tool shall be administered to randomly selected respondents, as follows:

- **Superior** – The candidate's supervising Assistant Secretary, Regional Executive Director or Provincial Environment and Natural Resources Office.
- **Subordinate** - officials and employees who are direct reports of the candidate. Direct reports are those personnel whose position at work is directly below that of and managed by the candidate.

Candidate	Direct Reports
RED	<ul style="list-style-type: none"> • Designated Regional Executive Assistant (REA) • Driver • PENROs • CENROs • Other permanent employees assigned in the Office of the RED
RD for Environment	<ul style="list-style-type: none"> • Designated Executive Assistant (EA/COS) • Legal officer • Driver • Other permanent employees assigned in the Office of the RD
RD for Mines	<ul style="list-style-type: none"> • Designated Executive Assistant (EA/COS)

	<ul style="list-style-type: none"> • Legal officer • Driver • Other permanent employees assigned in the Office of the RD
Supervising PENRO	<ul style="list-style-type: none"> • Driver • Other permanent employees assigned in the Office of the PENRO
Implementing PENRO	<ul style="list-style-type: none"> • Driver • Other permanent employees assigned in the Office of the PENRO
CENRO	<ul style="list-style-type: none"> • Driver • Other permanent employees assigned in the Office of the CENRO

- **Peer** - officers whose rank is equivalent to that of the candidate and assigned in an area within the same cluster, region or province of the candidate.
- **Stakeholders** - are a group of people composed of officials and employees in the different local government sectors together with the candidate.

Candidate	Stakeholders
RED	Regional Development Council (RDC) and Protected Area Management Board (PAMB)
RD for Environment	Airshed Governing Board (AGB) and Watershed Quality Management Area (WQMA) Board
RD for Mines	Provincial/City Mining Regulatory Board (P/CMRB) and Mine Rehabilitation Fund Committee (MRFC)
Supervising PENRO	Provincial Anti-Illegal Logging Task Force, River Basin Management Council (RBMC) (if applicable), Protected Area Management Board (PAMB), and Provincial ENROs
Implementing PENRO	
CENRO	Municipal Anti-Illegal Logging Task Force, and City/Municipal ENROs

The number of respondents to participate in the evaluation process will be chosen randomly by the Leadership Assessment Team and shall be announced at the time of the conduct of the assessment.

Section 5. Leadership Assessment Team

EAGLE Phase 2 will be implemented by the Leadership Assessment Team (LAT) composed of the following:

Chairperson : Undersecretary supervising Human Resource Development Service (HRDS)

Vice-Chairpersons: Assistant Secretary supervising Human Resource Development Service (HRDS)
Director, HRDS

Members : The Chief, Career Development Division
The Chief, Personnel Division,
The Chief, Training and Development Division

The LAT shall have the following duties and responsibilities:

- Set the activities pertaining to the conduct of assessment activities for EAGLE Phase 2 through the issuance of advisories;
- Conduct initial evaluation of issues on the implementation of EAGLE Phase 2 and recommend corrective actions to the Technical Working Group (TWG);
- Review, approve and endorse the consolidated results of the ratings of the key officials on their respective categories;
- Review and submit a documented report of the conduct of the EAGLE Phase 2 to the TWG; and
- Review and recommend update/improvement in the EAGLE guidelines

Section 6. Administration of 360° feedback assessment tool

6.1 The tool shall be administered by the LAT and assigned HRDS staff, to be assisted by regional HR counterparts, in one identified venue per region;

6.2. The respondents shall be selected randomly from identified groups enumerated under Item 4.3.

6.3. All responses and related information derived from the tool shall be considered strictly confidential and will only be used by the authorized personnel for the determination and assessment of the candidates on their respective award categories;

6.4. The respondents shall not disclose any information regarding the tool and the procedure to any person or entity during and after the administration

Section 7. Superior Interview

7.1 For the purpose of Superior Interview, the panelist shall be composed of an Undersecretary, Assistant Secretary/Director level position and a third-party assessor;

7.2 The Superiors of the candidates shall conduct a face to face interview base on the following identified leadership competencies below:

Competencies	Competency Definition
Integrity	Adhering to and promoting the principles and values prescribed by the DENR Core Values and Code of Conduct and Ethical Standards and other related issuances
Service Orientation	Ensuring production and delivery of quality outputs, results and outcomes to achieve consistent customer satisfaction
Network Building	Ability to establish and/or strengthen partnerships and networks that will facilitate the realization of organizational outcomes
Strategic Focus	Ability to obtain information and identify key issues and consequently commit to a course of action relevant to achieving a long-range goal or vision
Managerial Acumen	Ability to harness and focus human and financial resources to support the achievement of organizational goals

7.3 The results of the 360° plus feedback tool covering the ten (10) criteria on leadership qualities under Section 4 (4.2) may be used by the panelist as reference for the evaluation of the candidates;

- 7.4 Members of the panel may come up with follow-up questions based on the answers provided by the nominee provided that these are related to the main question;
- 7.5 A maximum of one (1) hour shall be allotted for the interview for each nominee;
- 7.6 Each of the panelist shall provide a score for the candidate on each of the criterion, i.e. on a scale of 1 to 10, 10 being the highest, using the provided score sheet;
- 7.7 Total score per criterion shall be derived by getting the average score from all the panelists (per panel), then dividing the score by 10 (highest score), then multiply to their corresponding weights;
- 7.8 The total score per criterion shall then be added to get the candidate's leadership performance score for the Superior Interview; and
- 7.9 Non-appearance of the candidate to the interview will be equivalent to zero (0) score for the Superior Interview.

Section 8. Funding

Sufficient amount shall be allotted for the implementation of the activity, subject to accounting and auditing rules and regulations.

Section 9. Repealing Clause

Any previous issuances inconsistent herewith are hereby repealed accordingly.

Section 10. Effectivity.

This Circular shall take effect immediately.

MARIA ANTONIA YULO LOYZAGA
Secretary

