



Republic of the Philippines  
**OFFICE OF THE CITY MAYOR**  
City of Naga, 4400



**EXECUTIVE ORDER NO. 023**

Series of 2025

**INSTITUTING REFORMS IN HUMAN RESOURCE MANAGEMENT TO  
CORRECT PREVAILING PRACTICES AND ENSURE FAIRNESS, MERIT, AND  
ACCOUNTABILITY IN THE CITY GOVERNMENT OF NAGA**

**WHEREAS**, the fair and effective management of human resources is fundamental to ensuring professionalism, efficiency, and integrity in public service delivery;

**WHEREAS**, past audits, civil service assessments, and personnel feedback have consistently revealed the absence of a codified, merit-based personnel framework in the City Government, resulting in politicized appointments, ad-hoc hiring and promotion decisions, overlapping or redundant positions, circumvention of competitive selection through short-term contracts, and unequal access to training and development opportunities;

**WHEREAS**, these practices have contributed to the erosion of staff morale, weakening of professional standards, misuse of public funds, and a growing loss of public trust in the City Government;

**WHEREAS**, preliminary budget analysis shows that approximately ₱1.1 billion of the City's ₱1.8 billion annual budget is allocated to personnel compensation alone, significantly reducing resources available for critical social services and frontline service delivery;

**WHEREAS**, the continued absence of a clear, transparent, and consistently enforced human resource policy framework has enabled these unsustainable practices to persist;

**WHEREFORE**, in view of the foregoing, it is necessary to institute reforms by adopting and institutionalizing manuals on Recruitment, Selection, Placement and Induction; Promotion Procedures; and Training and Development — to establish a professionalized, merit-based, and accountable system that will guide all personnel actions within the City Government.



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**NOW, THEREFORE, I, MARIA LEONOR G. ROBREDO**, Mayor of Naga City, by virtue of the powers vested in me by law, do hereby order the following:

**SECTION 1. PURPOSE.** This Order aims to institutionalize a transparent and merit-based human resource policy that ensures fairness, accountability, and efficiency in all personnel actions of the City Government.

**SECTION 2. SCOPE.** This policy applies to all departments, offices, and personnel of the City Government.

**SECTION 3. STATEMENT OF POLICY.** The City Government commits to uphold the principles of transparency, meritocracy, fairness, and accountability in recruitment, selection, placement, promotion, training, and other related personnel actions.

**SECTION 4. GENERAL PRINCIPLES.** All personnel actions shall be guided by the following principles:

- A. Merit and fitness as primary bases for decisions;
- B. Transparency in processes and criteria;
- C. Equal opportunity and non-discrimination;
- D. Compliance with applicable laws, rules, and regulations;
- E. Establishment of strong organizational structures and clear mandates to support effective human resource management;
- F. Utilization of data-driven approaches to personnel management to enhance decision-making, efficiency, and accountability.

**SECTION 5. RESPONSIBILITIES.** The City Human Resource Management Office (CHRMO) is tasked to implement, monitor, and ensure compliance with this policy and the attached procedural manuals.

**SECTION 6. REFERENCE TO ANNEXES.** The detailed procedures on recruitment, selection, placement, promotion, and training are contained in the following annexes, which form an integral part of this Order:

- Annex A: OM BP 01 - Recruitment, Selection, Placement, and Induction
- Annex B: OM-HRM-02 - Promotion Procedure
- Annex C: OM-HRM-03 - Training Procedure



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**SECTION 7. REVIEW AND AMENDMENT.** The CHRMO shall conduct periodic reviews of the annexed manuals and recommend amendments to ensure alignment with best practices and legal requirements.

**SECTION 8. AMENDMENTS AND INTERPRETATION.** This Order may be amended or supplemented as may be deemed necessary, and shall be interpreted to give full force and effect to the attainment of the declared policy and the operationalization of the principles of good governance.

**SECTION 9. REPEALING CLAUSE.** All issuances and orders inconsistent with this Order are hereby repealed, amended, or modified accordingly.

**SECTION 10. SEPARABILITY CLAUSE.** If any provision of this Order is declared unconstitutional or invalid, the other provisions not affected thereby shall remain in full force and effect.

**SECTION 11. EFFECTIVITY.** This Order shall take effect immediately and shall remain in effect unless otherwise revoked or amended, or until superseded by an ordinance.

**DONE** in the City of Naga, this 25th day of July, 2025.

  
**MARIA LEONOR GERONA ROBREDO**  
City Mayor

  
Attested by: **RAYNOR RODRIGUEZ**

## VERSION HISTORY

### DOCUMENT NO. OM-HRM-01 RECRUITMENT, SELECTION, PLACEMENT AND INDUCTION

VER. NO	ISSUE DATE	DESCRIPTION	ORIGINATOR	REVIEWED	APPROVED

## **1.0 PURPOSE**

The purposes of this procedure are as follows:

- 1.1 To guide the Human Resources Management Office (HRMO) in ensuring the efficient and effective process for filling vacant positions, aligned with the operational demands and strategic requirements of the City.
- 1.2 To ensure the recruitment and selection of highly competent individuals who will contribute to the City's ongoing reform initiatives and enhancement of public service delivery.

## **2.0 SCOPE**

This procedure shall apply in the recruitment, selection, placement, and induction of personnel for both permanent, temporary, and casual positions. It also covers engagements under individual job-order and contract of service arrangements.

## **3.0 PROCEDURE**

### **PERSONNEL REQUESTS**

- 3.1 The Requesting Department/Office/Unit (DOU) initiates the recruitment process by submitting a duly accomplished and approved Personnel Request Form<sup>1</sup> to the HRMO. The form must indicate the following minimum information:
  - 3.1.1 Specific position title(s) to be filled, aligned with the City's approved staffing pattern and organizational structure;
  - 3.1.2 Nature of the vacancy, indicating whether the position is permanent, casual, contractual, job-order or contract of service;
  - 3.1.3 Justification for the personnel request, such as filling a newly created position or replacing an employee due to resignation, retirement or transfer;
  - 3.1.4 Detailed job description and corresponding performance indicators, consistent with the position's functional role and organizational role;
  - 3.1.5 Expected date of deployment or assumption of duties; and
  - 3.1.6 Required competencies, qualifications, and job-specific specifications, taking into account the minimum qualification standards prescribed by the Civil Service Commission (CSC), as may be applicable. Additional competencies may be indicated

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<sup>1</sup> Subject to the guidelines on review and approving authorities of transactions.

based on the functional needs of the position or the strategic priorities of the requesting unit.

- 3.2 The PRF must be approved by the head of the Requesting DOU and endorsed by the Budget Office to ensure alignment with the City's budget and Personnel Services ceiling, as may be applicable. The endorsement confirms the availability of the funds and compliance with fiscal policies before the request is forwarded to the HRMO for processing.

### **SOURCING, SCREENING AND EVALUATION**

- 3.3 For vacant plantilla positions, the HRMO posts vacancies on the CSC website and other conspicuous places every six (6) months or as needed, consistent with Republic Act No. 7041 (Publication Law). For requests for the engagement of job order and contract of service personnel, HRMO posts vacancies on the Naga City Government Website, Social Media accounts, and other conspicuous places in the City Hall.
- 3.4 HRMO accepts job applications through various channels, including email submissions, and walk-in applicants. To ensure equitable access to employment opportunities and inclusive local governance:
  - 3.4.1 Aside from merit and fitness, the economic situation of the family of the applicant shall be given weight. All other things being equal, the poorer the applicant, the higher shall be his or her priority for hiring.
  - 3.4.2 A relative within the third degree (by blood or affinity) of the appointing or recommending authority, or office, or the person exercising immediate supervision over the appointee cannot be considered following the CSC rules on nepotism.
  - 3.4.3 No applicant shall be considered for hiring if there is already a family member up to the 3rd degree (by blood or affinity) already employed in the city government, in whatever status. Exceptions to this rule are applicants who possess skills or talents critically needed by the city government for an existing or forthcoming program or project, subject to ranking by the PSB or other screening body.
  - 3.4.4 The possible appointment of immediate family members of retired employees shall be subject to the availability of vacant positions and the qualifications of the applicant. Government employment is anchored on merit and fitness; hence, positions in public service are not inherited. Without prejudice to existing rules and regulations, this policy shall serve as an additional safeguard in ensuring fair and merit-based hiring.

3.5 HRMO conducts initial screening which involves a paper-based review of application documents to determine whether the applicants meet the minimum qualification requirements for the position.

3.5.1 For applications to non-specific positions: If the applicant meets the minimum qualification requirement, the HRMO sends an acknowledgment receipt and keeps the application in its talent pool for consideration in future personnel requests. If the applicant does not meet the minimum qualification requirements, the HRMO issues a letter of regret formally notifying the applicant of the outcome of their application.

3.5.2 For applications to a specific vacant position: If the applicant meets the basic qualification requirement (as applicable) and passes the initial screening, the HRMO, in coordination with the Requesting DOU, schedules the initial assessment, which may include but not limited to the following:

- a) Psychometric examination to assess the applicant's cognitive abilities, personality traits, emotional intelligence and behavioral tendencies to determine suitability for a role.
- b) Written examinations which may include essay writing, problem-solving exercises, or multiple-choice tests to assess general knowledge, communication skills, and analytical thinking.
- c) Technical examinations prescribed by the Requesting DOU to evaluate specific job-related skills and knowledge, such as proficiency in software, or technical procedures.
- d) Practical or Skills Tests which is a hands-on assessment where applicants perform tasks or demonstrate competencies related to the job, such as operating equipment, coding or drafting reports, and/or interviews (e.g., panel, structured, or competency-based).

If the applicant does not meet the minimum qualification requirements, HRMO issues a regret letter formally notifying the applicant of the outcome of their application.

3.5.3 For positions that require technical expertise and specialized qualifications, older adults may be engaged, provided that such engagement is in accordance with all applicable laws, rules, and regulations.

3.5.4 To schedule a psychometric examination and other applicable tests, the HRMO staff prepares a test schedule endorsement and submits it for approval to the HRMO Head. Once approved, the

endorsement is transmitted to the in-house psychometrician or designated testing provider. The HRMO then coordinates directly with the applicant to confirm the examination schedule.

- 3.6 After the initial screening and assessment, HRMO generates a shortlist of qualified applicants and forwards it to the Requesting DU.
- 3.7 The Head of Requesting DOU reviews the shortlist, evaluates the applicants, and submits the duly accomplished Reply Form to the HRMO, indicating their evaluation and recommendation.
- 3.8 The HRMO conducts a background check (e.g. criminal and previous work) for the DOU-recommended candidates. Only the applicants who pass proceed to the next step.
- 3.9 For positions requiring Personnel Selection Board (PSB) deliberation, the HRMO acting as Secretariat, facilitates the scheduling and conduct of PSB meetings.
  - 3.9.1 Before commencing the evaluation, the PSB members collectively agree on the rubrics and scoring system to be used, ensuring a clear, standardized, and objective framework for assessing each applicant's qualifications, competencies, and overall suitability for the position to be filled.
  - 3.9.2 The PSB conducts a panel interview guided by the Behavioral Event Interview (BEI) method. BEI is a structured interview approach used to assess a candidate's competencies based on their past behavior, under the premise that past behavior is a strong predictor of future performance. During the interview, candidates are asked to recall and describe specific situations from their previous experiences that highlight key skills and qualities relevant to the position. The interview typically follows the STAR method—Situation, Task, Action, and Result—to ensure responses are detailed, structured, and evidence-based. This allows the panel to objectively evaluate how candidates have handled real-life challenges, made decisions, or demonstrated critical behaviors in the past.
  - 3.9.3 The PSB evaluates the results of the initial assessments, which include written examinations, interviews, and the psychometric examination. As part of the selection process, the PSB conducts thorough deliberations, considering not only the examination outcomes but also the insights and recommendations provided by the Head of the Requesting DOU, who serves as a provisional member of the PSB. This inclusion ensures that the unique needs and expectations of the requesting office are adequately reflected in the PSB's final recommendation.

3.9.4 The PSB applies a merit-based and non-discriminatory approach, guaranteeing that candidates recommended for appointment demonstrate the highest standards of competence, integrity, and fitness for the position. Following comprehensive evaluation and discussion, the PSB documents its findings and recommendations in the PSB Action Sheet, which includes a summary of scores, rationale for selections, and other pertinent details.

3.9.5 The completed PSB Action Sheet is then forwarded to the designated Approving Official, who exercises final authority over appointments in accordance with applicable laws and policies. This process upholds transparency, fairness, and adherence to the principles of merit and fitness in public service recruitment.

3.10 The designated Approving Official reviews and approves either the duly accomplished Reply Form (for positions not requiring PSB deliberation) or the PSB Action Sheet (for positions requiring PSB deliberation).

## **POST-EVALUATION AND PLACEMENT**

3.11 The HRMO requires the chosen candidate to undergo a medical examination relevant to the position applied for.

3.12 Upon receipt of the applicant's health clearance the HRMO informs them of the job offer.

3.13 The HRMO issues the Appointment Checklist to guide the applicant of the requirements to be submitted and simultaneously facilitates the preparation of appointment papers (in triplicate). Otherwise, HRMO sends a letter of regret to inform the applicant of the outcome of their application.

3.14 Upon the applicant's submission of complete documents, HRMO transmits the necessary appointment papers to the designated Approving Authority.

3.14.1 For plantilla positions, upon receipt of the appointment papers signed by the designated Approving Official, the HRMO submits the same to the Civil Service Commission (CSC).<sup>2</sup>

3.15 The HRMO issues an original copy of the appointment paper to the employee through the Requesting DOU and attaches the other original copy in their 201 file.

## **INDUCTION**

3.16 The HRMO, in coordination with the Requesting DOU, conducts an Induction/Orientation Program for the new employee. This process is

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<sup>2</sup> Applicable to plantilla positions only

documented using an Induction Checklist to ensure that the necessary information and training topics are covered.

- 3.17 To support the new employee's successful integration and performance, manuals and other relevant reference documents are made available within each Requesting DOU. These resources serve as guides to assist the new employee in effectively carrying out the assigned functions.

#### **4.0 FORMS**

- 4.1 Personnel Request Form
- 4.2 Reply Form
- 4.3 PSB Action Sheet
- 4.4 Interview Evaluation Sheet
- 4.5 Appointment Checklist
- 4.6 Induction Checklist
- 4.7 201 Forms (personnel file)

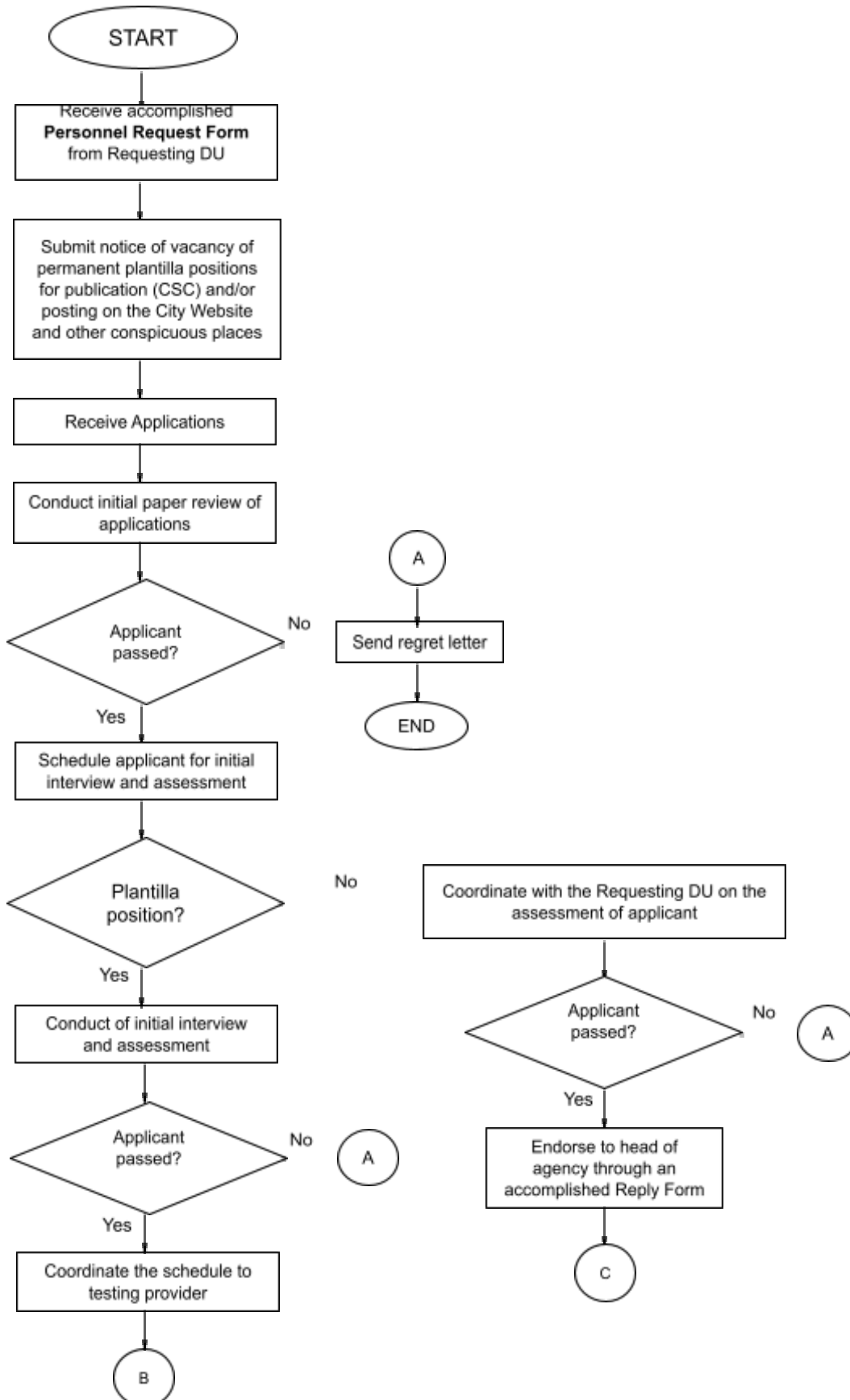
#### **5.0 RECORDS**

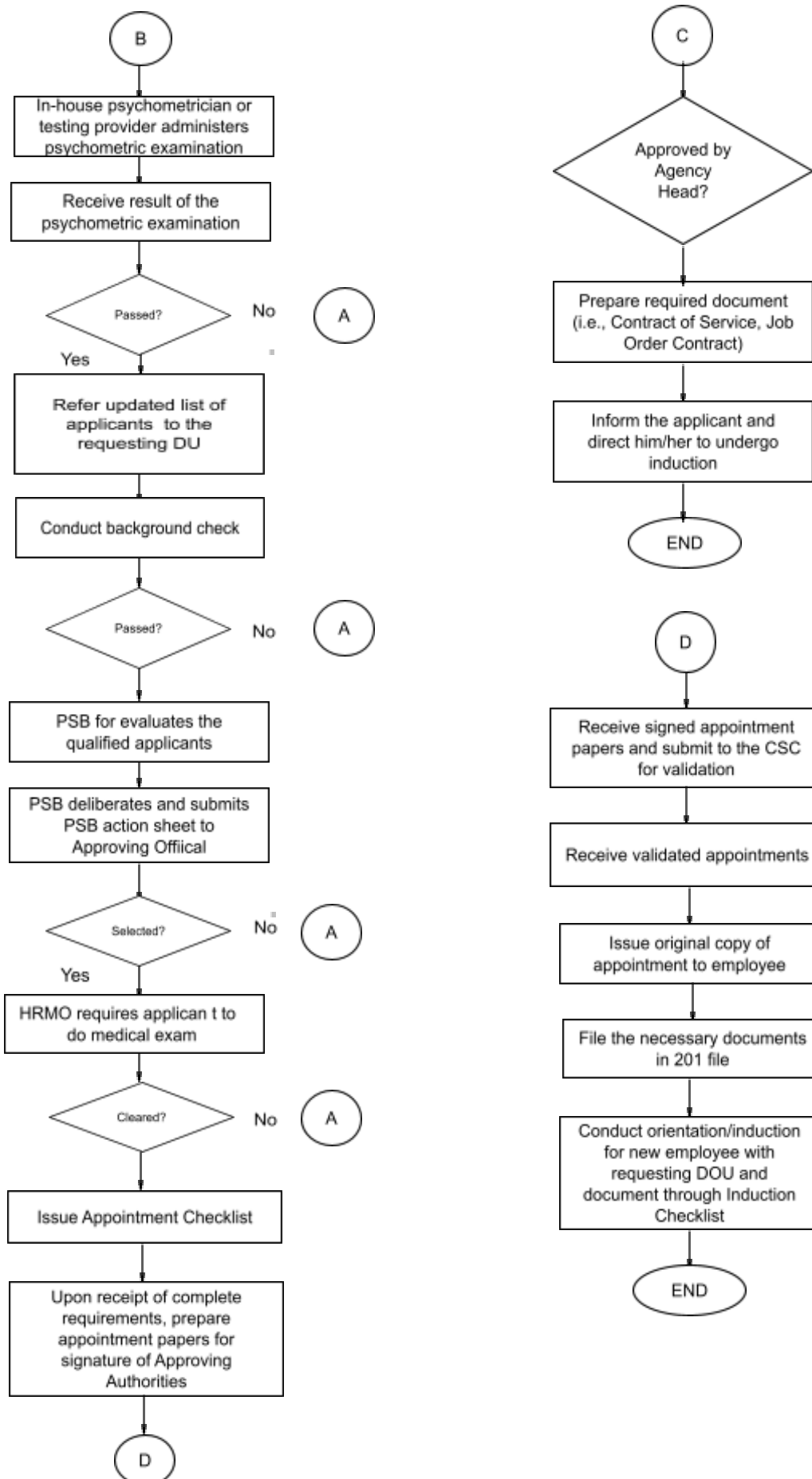
- 5.1 Application Letter
- 5.2 Curriculum Vitae/Personal Data Sheet
- 5.3 Results of the Psychometric Examination
- 5.4 Interview Evaluation Sheet
- 5.5 PSB Action Sheet
- 5.6 PSB Minutes of Meeting and Deliberation
- 5.7 Appointment Papers
- 5.8 201 File

#### **6.0 REFERENCE DOCUMENTS**

- 6.1 Revised Omnibus Rules on Appointments and other Personnel Actions of the CSC
- 6.2 Republic Act 7041 (Publication Law or An Act Requiring Regular Publication of Existing Vacant Positions in Government Offices)
- 6.3 CSC Memorandum Circular No. 28, s. 2009 (New Guidelines in the Processing of Appointments Issued in Violation of RA 7041)
- 6.4 Merit Selection Plan

## 7.0 FLOWCHART





**VERSION HISTORY**

**DOCUMENT NO. OM-HRM-02**  
**PROMOTION PROCEDURE**

<b>VER. NO</b>	<b>ISSUE DATE</b>	<b>DESCRIPTION</b>	<b>ORIGINATOR</b>	<b>REVIEWED</b>	<b>APPROVED</b>

## **1.0 PURPOSE**

The purpose of this procedure is to guide the Human Resources Management Office (HRMO) in processing the promotion of employees based on merit and fitness and in accordance with the strategic demands and requirements of the City.

## **2.0 SCOPE**

This procedure shall apply to the processing of promotion of employees under itemized plantilla positions.

## **3.0 PROCEDURE**

- 3.1 The HRMO posts vacant positions on the CSC, City website, and in other conspicuous places in the City Hall.
- 3.2 The HRMO conducts preliminary evaluation of all qualified next-in-ranks and prepares the initial Selection Line-Up.
  - 3.2.1 Qualified candidates for promotion shall undergo psychometric examination by the testing provider and other examinations that may be requested by the concerned head of the department/office/unit (DOU) where the vacancy exists.
  - 3.2.2 The HRMO, in coordination with the concerned DOU where the vacancy exists, schedules the initial assessment, which may include but not limited to the following:
    - a) Psychometric examination to assess the applicant's cognitive abilities, personality traits, emotional intelligence and behavioral tendencies to determine suitability for a role.
    - b) Written Examinations which may include essay writing, problem-solving exercises, or multiple-choice tests to assess general knowledge, communication skills and analytical thinking.
    - c) Technical examinations prescribed by the Requesting DOU to evaluate specific job-related skills and knowledge, such as proficiency in software, or technical procedures.
    - d) Practical or Skills Tests which is a hands-on assessment where applicants perform tasks or demonstrate competencies related to the job, such as operating equipment, coding or drafting reports, and/or interviews (e.g., panel, structured, or competency-based).

- 3.3 The HRMO posts the Selection Line-Up for at least fifteen (15) calendar days and prepares the necessary documents for Personnel Selection Board (PSB) deliberation.
- 3.4 Before commencing the evaluation, the PSB members collectively agree on the rubrics and scoring system to be used, ensuring a clear, standardized, and objective framework for assessing each applicant's qualifications, competencies, and overall suitability for the position to be filled.
- 3.5 The PSB conducts a panel interview guided by the Behavioral Event Interview (BEI) method. BEI is a structured interview approach used to assess a candidate's competencies based on their past behavior, under the premise that past behavior is a strong predictor of future performance. During the interview, candidates are asked to recall and describe specific situations from their previous experiences that highlight key skills and qualities relevant to the position. The interview typically follows the STAR method—Situation, Task, Action, and Result—to ensure responses are detailed, structured, and evidence-based. This allows the panel to objectively evaluate how candidates have handled real-life challenges, made decisions, or demonstrated critical behaviors in the past.
- 3.6 The PSB evaluates the results of the initial assessments, which include written examinations, interviews, and the psychometric examination. As part of the selection process, the PSB conducts thorough deliberations, considering not only the examination outcomes but also the insights and recommendations provided by the Head of the Requesting DOU, who serves as a provisional member of the PSB. This inclusion ensures that the unique needs and expectations of the requesting office are adequately reflected in the PSB's final recommendation.
- 3.7 The PSB applies a merit-based and non-discriminatory approach, guaranteeing that candidates recommended for appointment demonstrate the highest standards of competence, integrity, and fitness for the position. Following comprehensive evaluation and discussion, the PSB documents its findings and recommendations in the PSB Action Sheet, which includes a summary of scores, rationale for selections, and other pertinent details.
- 3.8 The completed PSB Action Sheet is then forwarded to the designated Approving Official, who exercises final authority over appointments in accordance with applicable laws and policies. This process upholds transparency, fairness, and adherence to the principles of merit and fitness in public service recruitment.
- 3.9 Upon approval of the recommendation, the HRMO posts the notice of promotion.

- 3.10 The HRMO sends a written notification of the results of the promotional deliberation to all candidates through their respective department/office/unit heads.
- 3.11 HRMO prepares appointment papers and submits them to the designated Approving Official.
- 3.12 Upon receipt of approved appointment papers, HRMO forwards it to the Civil Service Commission (CSC) for attestation.
- 3.13 Upon receipt of the attested appointments from the CSC, the HRMO distributes the original copies of the appointments with congratulatory letters to the respective employees through their department/office/unit head.
- 3.14 HRMO updates the 201 file of the promoted employees.

#### **4.0 FORMS**

- 4.1 CSC Form 212 (Personal Data Sheet)
- 4.2 PSB Action Sheet on Promotion
- 4.3 Promotional Line-Up Forms
- 4.4 CSC Form No. 33, s. 1988 (CSC Appointment Form)

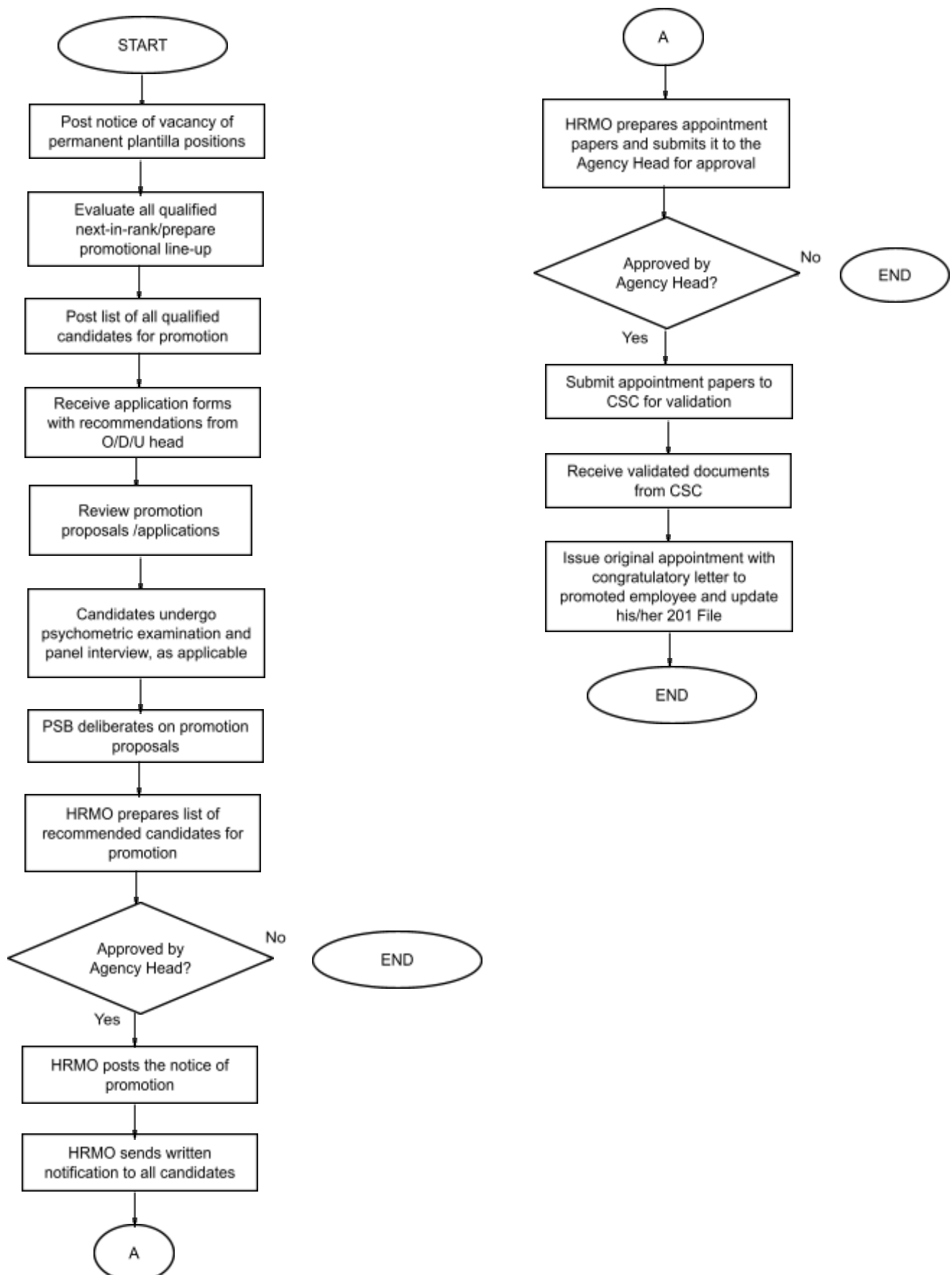
#### **5.0 RECORDS**

- 5.1 201 File
- 5.2 PSB Resolution

#### **6.0 REFERENCE DOCUMENTS**

- 6.1 Revised Omnibus Rules on Appointments and Other Personnel Actions
- 6.2 Merit Selection Plan
- 6.3 CSC MC. No. 3, s. 2001: Revised Policies on Merit Promotion Plan
- 6.4 CSC MC. No. 18, s. 2016: Policy Guidelines on the Three-Salary Grade Limitation on Promotion

## 7.0 FLOWCHART



**VERSION HISTORY**

DOCUMENT NO. OM-HRM-03  
**TRAINING PROCEDURE**

VER. NO	ISSUE DATE	DESCRIPTION	ORIGINATOR	REVIEWED	APPROVED

## **1.0 PURPOSE**

The purpose of this procedure is to guide the Human Resources Management Office (HRMO) in providing the employees with the necessary knowledge, skills and abilities that will make them productive members of their departments/office meaningfully contributing to the timely attainment of their target outputs..

## **2.0 SCOPE**

This procedure shall apply to training programs for employees implemented through the HRMO.

## **3.0 PROCEDURE**

### **FOR NEWLY HIRED EMPLOYEES**

- 3.1 The newly hired employee undergoes an orientation and induction. Manuals and reference documents which are available in each department/unit shall serve as their guide in performing their functions.

### **FOR EXISTING EMPLOYEES**

- 3.2 The head of the department/office/unit (DOU) is responsible in determining competency-based training needs of his/her subordinates.
  - 3.2.1 Training needs identified prior to the annual performance assessment shall be documented through a Training Needs Assessment (TNA).
  - 3.2.2 Training needs identified during the annual performance assessment shall be documented through Individual Development Plan (IDP).
- 3.3 The HRMO receives training program invitations/offers from external service providers. The HRMO analyses available training programs and matches them with the training needs of the employees, based on the TNA and IDP submitted by the heads of the DU.
- 3.4 The HRMO prepares the Annual Training Plan.
- 3.5 Upon approval of the Annual Training Plan and confirmation of the scheduled training programs, the HRMO sends an invitation to target participants through e-mail.

- 3.6 Interested participants prepare a Training Endorsement Form to be approved by the Head of the DOU. Upon approval, the Training Endorsement Form is submitted to the HRMO.
- 3.7 When applicable, the HRMO organizes in-house trainings in accordance with the Annual Training Plan.
  - 3.7.1 The HRMO engages a resource speaker for the training.
  - 3.7.2 The resource speaker develops the training program in coordination with the HRMO. The training program is submitted to the designated official for approval.
  - 3.7.3 Upon approval, the HRMO coordinates with the appropriate office/departments/divisions for logistical requirements for the training.
- 3.8 For external trainings, HRMO consolidates all training Endorsement Forms for a training program. For in-house trainings, HRMO informs targeted participants of the details of the training and confirms their participation. Thereafter, HRMO prepares a Special Order for approval of the Authorized Signatory. Upon approval, personnel attends the training.
- 3.9 Within ten (10) working days upon completion of the training, the employee concerned submits to the HRMO a Certificate of Attendance/Certificate of Participation and/or post-training reports as applicable.
- 3.10 Upon receipt of the Certificates and/or post-training reports, the HRMO updates the Masterlist of Training and the employee's 201 file.
- 3.11 A return-to-work plan is drawn by the DOU Head (e.g. a project to be implemented or an echo-session conducted) to ensure application of the knowledge acquired.
- 3.12 To evaluate the effectiveness of the interventions and monitor the progress of the trainees, the HRMO requests the DOU head to accomplish a Training and Monitoring and Evaluation Form, ninety (90) days after the training.

#### **4.0 FORMS**

- 4.1 Training Needs Assessment Form
- 4.2 Individual Development Plan
- 4.3 Training Endorsement Form
- 4.4 Training Monitoring and Evaluation Form

## **5.0 RECORDS**

- 5.1 Letter Invitations
- 5.2 201 File
- 5.3 Special Order
- 5.4 Masterlist of Trainings
- 5.5 Certificates of Attendance/Participation
- 5.6 Post-training report/training materials
- 5.7 Annual Training Plan

## **6.0 REFERENCE DOCUMENTS**

None

## 7.0 FLOWCHART

