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REPUBLIC OF THE PHILIPPINES
PROVINCIAL GOVERNMENT OF BULACAN
CITY OF MALOLOS

OFFICE OF THE GOVERNOR

EXECUTIVE ORDER NO. 27 Series of 2024

ENJOINING THE PROMULGATION AND IMPLEMENTATION OF THE GUIDELINES IN THE IMPLEMENTATION OF EQUAL EMPLOYMENT OPPORTUNITY PRINCIPLE IN HUMAN RESOURCE MANAGEMENT SYSTEMS IN THE PROVINCIAL GOVERNMENT OF BULACAN

WHEREAS, the Provincial Government of Bulacan (PGB) shall endeavor in the prohibition of discrimination in any form against any person as enshrined in Sections 11, 14 and 22 of Article II (State Policies), Section 1 of Article III (Bill of Rights) and Section 3 of Article XIII (Social Justice and Human Rights) of the 1987 Constitution;

WHEREAS, consonant to this principle, various laws have been passed which provides guidelines on the said Constitutional mandate;

WHEREAS, the Commission on Civil Service (CSC) issued Resolution No. 89-463 dated 7 July 1989 adopting the Policy Directions on Equality of Employment Opportunity in the government service;

WHEREAS, this was anchored on the commitment of the CSC that merit and fitness principles shall govern recruitment, selection and promotion, awards, examinations, training and human resources development opportunities and all other human resource management actions as enshrined in Item B, Section 2 (2) of Article IX of the 1987 Constitution;

WHEREAS, the CSC Memorandum Circular No. 3, s. 2012 dated 16 February 2012 [Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM)] provides a mechanism that empowers government agencies by developing their human resource management competencies, systems and practices towards HR excellence;

WHEREAS, the CSC MC No. 24, s. 2016 dated 24 October 2016 (PRIME-HRM Enhanced Maturity Level Indicators) provides guidelines in the institutionalization of the Equal Employment Opportunity Principle (EEOP) in all areas of human resource, particularly, its core systems on Recruitment, Selection and Placement (RSP), Learning and Development (L&D), Performance Management (PM) and Rewards and Recognition (R&R);

WHEREAS, there is a need to adopt measures required for the elimination of such discrimination in all its forms and manifestations and in the institutionalization of the EEOP at the provincial government;

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WHEREAS, streamlining and implementation of pertinent systems, procedures and processes across all offices in the provincial government including the introduction of bureaucratic reforms that is participatory, accountable, transparent, responsive and inclusive, are anchored on the People's Agenda 10 - Good and Responsive Governance;

NOW, THEREFORE, I, GOV. DANIEL R. FERNANDO, Provincial Governor of Bulacan, by virtue of the powers vested in me by law, do hereby order the adoption and promulgation of the Guidelines in the Implementation of Equal Employment Opportunity Principle in Human Resource Management Systems in the Provincial Government of Bulacan --

1. SCOPE AND COVERAGE

These guidelines shall apply to all offices of the Provincial Government of Bulacan, covering job applicants and all officials and employees. It stipulates the specific EEOP mechanisms and processes in RSP, L&D, PM and R&R.

2. DEFINITION OF TERMS

2.1. DISCRIMINATION – any distinction, exclusion, restriction or preference or other differential treatment that is directly or indirectly based on ethnicity, race, religion or belief, sex, gender, sexual orientation, gender identity, gender expression and other factors which has the intention or effect of nullifying or impairing the recognition, enjoyment or exercise, on an equal footing, of political, civil, economic, social and cultural rights. Discrimination also includes incitement to discriminate and harass.¹

2.1.1. DIRECT DISCRIMINATION – exists when laws, rules or practices explicitly cite a particular ground, such as sex, race, etc. to deny equal opportunities.²

2.1.2. INDIRECT DISCRIMINATION – occurs where rules or practices appear on the surface to be neutral but in practice lead to exclusions.³

2.1.3. DISCRIMINATION AGAINST WOMEN – refers to any gender-based distinction, exclusion or restriction which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil, or any other field.

It includes any act or omission, including by law, policy, administrative measure or practice, that directly or indirectly excludes or restricts women in the recognition and promotion of their rights and their access to and enjoyment of opportunities, benefits or privileges.

A measure or practice of general application is discrimination against women if it fails to provide for mechanisms to offset or address sex or gender-based disadvantages or limitations of women, as a result of which women are denied or restricted in the recognition and protection of their rights and in their access to and enjoyment of opportunities, benefits or privileges; or women, more than men, are shown to have gathered the greater adverse effects of those measures or practices.

Provided, finally, that discrimination, compounded by or intersecting with other grounds, status or condition, such as ethnicity, age, poverty or religion shall be considered discrimination against women.⁴

2.1.4. DISCRIMINATION BY ASSOCIATION – defined as unfair or unfavorable treatment of someone not because of their protected characteristics but because of their association with someone who has a protected characteristic, usually a family member or loved one.⁵

¹ House Bill No. 1619 (Anti-Discrimination Act of 2017) of the House of Representatives Seventeenth Congress Second Regular Session

² International Labor Organization. Accessed <https://www.ilo.org/declaration/principles/eliminationofdiscrimination/lang--en/index.htm> on May 13, 2022.

³ Ibid.

⁴ Section 4 (b) of Republic Act No. 9710 (Magna Carta of Women)

⁵ Non Discrimination Training UK. Accessed <https://www.ndt.org.uk/projectsN/MEDN.htm> on May 13, 2022.

- 2.1.5. **DISCRIMINATION BY PERCEPTION** - defined as unfair or unfavorable treatment of a person because they are thought to have a particular protected characteristic no matter if they actually have it or not.⁶
- 2.2. **EQUAL EMPLOYMENT OPPORTUNITY** – refers to the non-discriminatory and non-bias treatment of all applicants/employees to a position/designation/assignment following the principle of equal opportunity to all regardless of sex and gender, age, civil status, physical characteristics and attributes, religion, belief, creed, race, family background, political affiliation, socio-economic standing and others that may be identified by the provincial government.
- 2.3. **GENDER-BASED ONLINE SEXUAL HARASSMENT** – refers to an online conduct targeted at a particular person that causes or likely to cause another mental, emotional or psychological distress, and fear of personal safety, sexual harassment acts including sexual remarks and comments, threats, uploading or sharing of one’s photos without consent, video and audio recordings, cyberstalking and online identity theft.⁷
- 2.4. **GENDER EQUITY, DISABILITY AND SOCIAL INCLUSION** – aims to ensure that all individuals have equal access to resources, services and decision-making processes and that their diverse perspectives and needs are considered. It is an approach that certain groups of people face various barriers and forms of discrimination that hinder their full inclusion and participation in society.
- 2.4.1. Gender equality focuses on achieving fairness and equal rights for women and men. It recognizes that gender roles and norms often result in unequal opportunities and outcomes. Gender equality seeks to challenge and overcome these societal norms, empowering women and promoting their equal participation and decision-making power in all areas of life.
- 2.4.2. Disability inclusion aims to ensure that people with disabilities have equal access to opportunities, services and facilities. It recognizes that disability is a diverse and natural part of human diversity and that people with disabilities have the same rights as everyone else. Disability inclusion involves removing physical, social and attitudinal barriers that prevent full participation and promoting accessibility, reasonable accommodations and respect for the rights and dignity of people with disabilities.
- 2.4.3. Social inclusion focuses on creating an inclusive society that embraces and values all individuals and communities. It recognizes that certain groups, such as marginalized communities, face exclusion, discrimination and unequal access to resources and opportunities. Social inclusion involves addressing systemic barriers, promoting equity and ensuring that all individuals have equal opportunities, representation and voice in decision-making processes.⁸
- 2.5. **OFFICE BULLYING** – any severe or repeated use by one or more employees of a written, verbal or electronic expression, or a physical act or gesture, or any combination thereof, directed at an employer, co-employee or any person with whom he/she has professional relations or dealings that has the effect of actually causing or placing the latter in reasonable fear of physical or emotional harm or damage to property; creating a hostile work environment for the employer, co-employee or any person with whom he/she has professional relations or dealings; infringing on the rights of another at work premises; or materially and substantially disrupting the orderly operation of the office, such as but not limited to the following:
- 2.5.1. Any act that causes physical or bodily harm;

⁶ Ibid.

⁷ Section 3 of Republic Act No. 11313 (Safe Spaces Act).

⁸ Applying Gender Equality, Disability and Social Inclusion Principles in Agricultural Water Resources Management – Next Generation Water Management Policy Briefs. Food and Agriculture Organization of the United Nations and Institute for Sustainable Futures.

<https://openknowledge.fao.org/server/api/core/bitstreams/5bda9f67-ac55-4577-887e-52c531b2efb1/content>. Accessed on 13 August 2024

- 2.5.2. Any act that causes harm to a victim's psyche and/or emotional and/or moral well-being;
- 2.5.3. Any slanderous statement or accusation that causes the victim undue emotional distress like directing foul language or profanity at the target, name-calling, tormenting and commenting negatively on victim's looks, clothes and body; and
- 2.5.4. Cyber-bullying or any bullying done through the use of technology or any electronic means.⁹

2.6. **SPECIALIZED GROUP** – refers to those groups who need special attention or consideration from the provincial government, such as but not limited to pregnant women, solo parents, senior citizens, persons with disability, Indigenous Peoples and others that may be identified.

2.7. **WORK, EDUCATION OR TRAINING-RELATED SEXUAL HARASSMENT** – is committed by an employer, employee, manager, supervisor, agent, of the employer, teacher, instructor, professor, coach, trainor or any other person who, having authority, influence or moral ascendancy over another in a work or training or education environment, demands, requests or otherwise requires any sexual favor from the other, regardless of whether the demand, request or requirement for submission is accepted by the object of said act.

2.7.1. In a work-related or employment environment, sexual harassment is committed when:

2.7.1.1. The sexual favor is made as a condition in the hiring or in the employment or re-employment or continued employment of said individual, or in granting said individual favorable compensation, terms of conditions, promotions or privileges; or the refusal to grant the sexual favor results in limiting, segregating or classifying the employee which in any way would discriminate, deprive or diminish employment opportunities or otherwise adversely affect said employee;

2.7.1.2. The above acts would impair the employee's rights or privileges under existing labor laws; or

2.7.1.3. The above acts would result in an intimidating, hostile or offensive environment for the employee.

2.7.2. In an education or training environment, sexual harassment is committed:

2.7.2.1. Against one who is under the care, custody or supervision of the offender;

2.7.2.2. Against one whose education, training, apprenticeship or tutorship is entrusted to the offender;

2.7.2.3. When the sexual favor is made a condition to the giving of a passing grade, or the granting of honors and scholarships, or the payment of a stipend, allowance or other benefits, privileges, or consideration; or

2.7.2.4. When the sexual advances result in an intimidating, hostile or offensive environment for the student, trainee or apprentice.

Any person who directs or induces another to commit any act of sexual harassment as herein defined, or who cooperates in the commission thereof by another without which it would not have been committed, shall also be held liable under this Act.¹⁰

3. POLICY STATEMENT

The Provincial Government of Bulacan stands firm on the platform of equality and fairness. The PGB recognizes the diversity of all its personnel and ensures that each employee is given equal opportunity in all aspects of human resource management and development.

The PGB commits itself to the strict implementation of all existing laws, policies and issuances on fairness and equality. It shall continue to promote a harmonious and conducive working environment that respects the individual differences of its employees and integrates into its organizational practices the principles of justice and impartiality.

Being one of the most progressive provinces in the country, the PGB guarantees that all aspects of human resource management and development shall be implemented without any discrimination on account of age, sex, gender, sexual orientation, gender identity, gender

⁹ House Bill No. 0815 (Anti-Office Bullying Act of 2016) of the House of Representatives Seventeenth Congress First Regular Session

¹⁰ Section 3 of Republic Act No. 7877 (Anti-Sexual Harassment Act of 1995)

expression, civil status, disability, religion, race, ethnicity, social status, income class, political affiliation or other similar factors or personal circumstances.

The PGB recognizes and upholds the value of equity to development; thus, it ensures that discrimination in any form has no place in all its offices. It commits to establish and implement consistent human resource systems and practices namely: 1. Recruitment, Selection and Placement (RSP); 2. Learning and Development (L&D); 3. Performance Management (PM); 4. Rewards and Recognition (R&R); and 5. Employee Welfare and Benefits that is expected to promote Equal Employment Opportunity.

4. POLICY IMPLEMENTATION

4.1. RECRUITMENT, SELECTION AND PLACEMENT

The objective of EEOP on Recruitment, Selection and Placement is to employ a diverse workforce of the most qualified men and women at all levels, provided they meet the minimum qualification standards of the position to be filled, utilizing uniform non-discriminatory guidelines.

The PGB shall adhere to the principles of merit, fitness and equality. The selection of employees shall be based on their relative qualifications and competencies to perform the duties and responsibilities of the position. All applicants for job opportunities shall be treated similarly, unhampered by artificial barriers or prejudices, except when particular distinctions form part of the qualifications of the position itself. All recruitment processes shall not cause discrimination nor hinder any person from pursuing their application. All RSP processes shall observe the EEOP.

4.1.1. Publication and Posting of Vacancies

4.1.1.1. The PGB shall submit a list of the vacant position/s authorized to be filled and their corresponding qualification standards and plantilla item numbers using the prescribed form (CS Form No. 9, Revised 2018) in electronic and printed copies to the CSC Field Office concerned. The electronic copy shall be forwarded to the CSC Regional Office concerned which shall publish the same in the CSC Bulletin of Vacant Positions in the Government in the CSC website.

4.1.1.2. Posting of vacancy shall also be done in at least three (3) conspicuous places of the provincial government. Further, the vacancy may also be posted through other modes, such as but not limited to, the PGB website and social media accounts.

4.1.1.3. In adherence to the EEOP, the Request for Publication of Vacant Positions shall contain the following statement:

The Provincial Government of Bulacan provides equal opportunities to all qualified applicants without regard to age, sex, gender, sexual orientation, gender identity, gender expression, civil status, disability, religion, race, ethnicity, social status, income class, political affiliation or other similar factors or personal circumstances and other characteristics protected by law. All interested and qualified applicants are encouraged to apply and submit the above-mentioned documents within the prescribed period.

4.1.1.4. The posting and publication of vacancies, regardless of the mode, is intended to attract a diverse pool of applicants with the necessary qualifications and potential.

4.1.1.5. All applications shall be accepted whether submitted in electronic or print, whether walk-in or courier.

4.1.1.6. The application period shall be within fifteen (15) days commencing on the date of posting of vacancies.

4.1.2. Initial Assessment of Applicants

4.1.2.1. The PGB Human Resource Merit Promotion and Selection Board (HRMPSB) Secretariat shall conduct a preliminary evaluation of the qualifications of all applicants based on the qualification standards of the position/s. The initial assessment shall not consider other factors such as age, sex, gender, sexual

orientation, gender identity, gender expression, civil status, disability, religion, race, ethnicity, social status, income class, political affiliation or other similar factors or personal circumstances and other characteristics protected by law outside the qualifications of the applicants.

- 4.1.2.2. After the preliminary evaluation, the Secretariat shall prepare a selection line-up which shall reflect the comparative competence and qualification of applicants based on the qualification standards and other evaluation criteria approved for the position/s.
- 4.1.2.3. All applicants shall be notified in writing of the outcome of the preliminary evaluation vis-à-vis the qualification standards set for the position/s.
- 4.1.2.4. The HRMPSB Secretariat shall prepare a record of applicants with special needs and determine proper assistance to be provided according to their needs.

4.1.3. Conduct of Written Examinations and Skills Tests

- 4.1.3.1. Applicants belonging to the Specialized Group shall be accommodated in an accessible room (e.g. at the ground floor of the building) should there be no elevator access to the designated venue at the upper floors of the building. The PGB upholds and implements Section 25 of Republic Act 7277 (Barrier Free Environment) and *Batas Pambansa Bilang 344* (Accessibility Law) in all its buildings and facilities.
- 4.1.3.2. A designated personnel from the Provincial Human Resource Management Office (PHRMO) shall assist the applicant to and from the venue and during the conduct of the examinations, when necessary. The offered assistance shall only be provided upon acceptance of the applicant/s and will be provided in such a way that person instructs.
- 4.1.3.3. There shall be a stand-by emergency medical personnel from the Provincial Disaster Risk Reduction and Management Office for emergency medical care and first aid, if needed.
- 4.1.3.4. The written examinations and skills tests shall ensure incorporation of Gender Equity, Disability and Social Inclusion (GEDSI) principles and perspectives. Written examinations shall be comprised of psychometric, competency examinations and other relevant examinations. Skills tests shall be relevant to the vacant position to be filled-up and may be conducted by the concerned office/hospital or the HRMPSB Secretariat.
- 4.1.3.5. For qualified applicants belonging to the Specialized Group, they shall be provided with the appropriate assistance such as, but not limited to the following:
 - 4.1.3.5.1. For Persons with Physical Disability (Orthopedic)
 - 4.1.3.5.1.1. They shall be provided with the appropriate equipment, such as a wheelchair, if needed.
 - 4.1.3.5.2. For Persons who are Deaf or Hard of Hearing
 - 4.1.3.5.2.1. Written examinations and skills test can be modified so as not to be a disadvantage to the applicant/s. They can be administered electronically thru a laptop or online, if possible.
 - 4.1.3.5.2.2. Provision of sign language interpreters thru the assistance of the designated Sign Language Interpreter of the provincial government or external service providers.
 - 4.1.3.5.3. For Persons with Visual Disability
 - 4.1.3.5.3.1. Written examinations and skills test can be modified so as not to be a disadvantage to the applicant/s. They can be administered orally; the font size can be enlarged for the visually-impaired and the usage of written examinations and skills test produced in Braille shall be explored further through the Provincial Social Welfare and Development Office-Persons with Disability Affairs Division.
 - 4.1.3.5.3.2. Provision of reader or interpreter thru the assistance of a designated personnel from the PHRMO.
 - 4.1.3.5.4. For pregnant women

4.1.3.5.4.1. They shall be provided with the appropriate equipment, such as a wheelchair, if needed.

4.1.4. Conduct of HRMPSB Interview

- 4.1.4.1. The applicable guidelines stated in item 4.1.3 herein shall be implemented during the conduct of the HRMPSB Interview.
- 4.1.4.2. The members of the HRMPSB shall be informed prior to the conduct of the interview of the diversity of applicants and the appropriate assistance provided to them.
- 4.1.4.3. The interview questions shall ensure incorporation of Gender Equity, Disability and Social Inclusion (GEDSI) principles and perspectives.
- 4.1.4.4. The HRMPSB members shall observe the appropriate use of language. Questions shall revolve around the qualifications of the position applied for and inquiries by the applicant/s shall be entertained. Any question/s leading to discrimination shall be strictly prohibited.
- 4.1.4.5. The HRMPSB members shall give appropriate attention and sufficient time for applicants in the Specialized Group during the interview.

4.1.5. Selection by the Appointing Authority

- 4.1.5.1. The selection shall be transparent and shall be based on merit, fitness and equality.

4.2. LEARNING AND DEVELOPMENT

The objective of EEOP on Learning and Development is to provide and support personal and professional growth of the employees of the provincial government with high regard for the provision of equal opportunities and for a development framework that is inclusive and non-discriminatory.

Trainings, seminars, workshops, conferences, scholarships and other learning and development activities shall involve a systematic process of competence, planning, designing, resource development, implementation, monitoring and assessment.

4.2.1. Availment of Learning and Development Opportunities

- 4.2.1.1. All employees shall be given opportunity to avail of in-house training programs, external trainings, scholarships or study leave as well as other human resource development programs and activities, on the basis of accomplishment, job requirements, training needs, merit and performance and shall not be based on age, sex, gender, sexual orientation, gender identity, gender expression, civil status, disability, religion, race, ethnicity, social status, income class, political affiliation or other similar factors or personal circumstances.
- 4.2.1.2. All employees, including those in the Specialized Group, shall be notified about the offer/invite for scholarship/training grants and provide consideration on meeting the deadline.
- 4.2.1.3. The Employee Performance Management System Division (EPMSD) of the PHRMO shall increase awareness of the EEOP during the orientation of newly-hired employees as part of the onboarding program.
- 4.2.1.4. The EPMSD of the PHRMO may conduct training programs specifically for the Specialized Group to further develop their personal and professional growth.
- 4.2.1.5. The following interventions address specific learning needs of employees¹¹:

| Formal Classroom Training | On-The-Job Training | Self-Development | Developmental Activities/ Interventions |
|------------------------------|-------------------------------------|--|---|
| In-House training on <topic> | Coaching on the job from supervisor | Programmed self-study through a third party provider including video or audio packages | Special work project on <topic> |
| External training on | Knowledge sharing and | Working on eLearning | Added responsibilities on |

¹¹ Competency-Based Learning and Development Management System in the Civil Service Commission. <https://csc.gov.ph/phocadownload/userupload/csi/CBLDP/cbldms.pdf>. Accessed on 13 September 2024.

| | | | |
|---------|--|---|--|
| <topic> | learning session on <topic> | courses, PC tutorials or computer-assisted training program or webinar on <topic> | <technical competency or work assignment> |
| | Shadowing under the stewardship of <person> | Taking evening or weekend courses on <topic> | Service on technical or research committees, Task Force or Committee assignment on <area> sanctioned by the Commission, other professional bodies or organizations |
| | Cross-posting Program, job rotation or rotational assignment or temporary assignment to <function> | Tertiary courses run by academic/educational institutions | Appropriate educational and developmental activities presented under the auspices of CSC, academic/ educational institutions, commercial establishments or other professional bodies such as but not limited to congresses, conferences, forums, conventions, courses, seminars, workshops, lectures, brown bag discussions, orientations, briefings and other professional educational activities |
| | Interventions such as counseling, secondment, teambuilding | Reading books and other publications or journals on <topic> | Meetings of professional organization body and their technical discussion groups |
| | | | Researching and writing technical publications (i.e., related to HRM,HRD/OD or appropriate to the field of work of the concerned official or employee), preparation and delivery of technical papers |

4.2.2. Training Needs Analysis

- 4.2.2.1. The EPMSD of the PHRMO shall conduct training needs and competency assessment inclusive of all the personnel of the provincial government.
- 4.2.2.2. Employees belonging to the Specialized Group shall be assisted in filling-out the assessment questionnaires related to the conduct of the training needs and competency assessment, either manually or thru online, whenever necessary.

4.2.3. Designing Program Content

- 4.2.3.1. Human resource development modules, topics, materials and language shall be sensitive to the needs of all employees, including the well-being of employees belonging to the Specialized Group.
- 4.2.3.2. The PGB, through the PHRMO, shall ensure that stereotypical images and language in human resource development modules, topics and materials are adequately sensitive, non-discriminatory and shall ensure incorporation of GEDSI principles and perspectives.
- 4.2.3.3. The PGB shall ensure that Learning Service Providers are advocates of GEDSI.

4.2.4. Safe Space for Learning and Development

- 4.2.4.1. A safe, positive, comfortable and conducive environment shall be considered and set-up by all L&D implementers to encourage strong collaboration among participants, trainers and training secretariat.
- 4.2.4.2. Any form of discrimination or bias shall not be allowed in the training venue.

4.2.4.3. The EPMSD of the PHRMO shall ensure that the venue is safe prior to the conduct of the human resource development activity to avoid any hazard. Barrier-free facilities and accessibility features (presence of ramps, reserved parking for Persons with Physical Disability) shall be ensured as venues for human resource development activities.

4.2.5. Participant Management

- 4.2.5.1. Profiling of participants should be done prior to the conduct of the learning and development activities to confirm their availability and assess their readiness and special requirements such as special diets or limitations, food restrictions and other considerations needed by the said participant.
- 4.2.5.2. The EPMSD of the PHRMO shall note if there are participants who are included in the Specialized Group (i.e. solo parent, Indigenous Peoples, pregnant or lactating employee, etc.) so that their needs will be properly addressed.
- 4.2.5.3. Participants belonging to the indigenous group, those with various faith and belief and those with special diets or limitations should be given consideration in terms of food requirements during the conduct of learning and development activities.
- 4.2.5.4. A designated employee from the EPMSD of the PHRMO must, at all times, be available for participants in the Specialized Group.

4.3. PERFORMANCE MANAGEMENT

The objective of EEOP on Performance Management is for all employees of the provincial government to be evaluated based on objective and non-discriminatory factors.

The PGB recognizes that each employee has equal opportunities to actively engage in the workplace. As such, a well-designed performance management process helps the employees understand how their work contributes to the overall success of the organization. This connection makes sure employees know what is expected of them and helps them to be more focused on the most impactful activities that provide real value to the attainment of the agency's goals and outcomes.

4.3.1. Performance Planning and Commitment Setting

- 4.3.1.1. All employees shall be given the opportunity to participate in the process of performance planning and commitment setting by allowing them to prepare and openly discuss their plans, suggestions and other ideas to their immediate supervisor.
- 4.3.1.2. The individual work activities of all employees shall be linked to the Major Final Outcome of the provincial government. It shall be ensured that the approved performance standards for every position should be non-discriminatory and solely based on the position itself.
- 4.3.1.3. Officials and employees who are on approved maternity, study or any type of leave within a rating period shall use their performance rating obtained in the immediately preceding rating period as stated in Section VIII. Uses of Performance Ratings (d) of the approved PGB SPMS General Guidelines.
- 4.3.1.4. Persons with disabilities shall be given targets in accordance with the principles of justice and equality.
- 4.3.1.5. Employees belonging to the indigenous groups and people of various faith and beliefs shall be given performance targets supportive of their cultural values, beliefs and practices.
- 4.3.1.6. Employee field assignment requiring mobility/travel should be mutually agreed upon between the concerned employee and their supervisor.
- 4.3.1.7. All such other planned, scheduled or expected events that will occur in the planned performance rating period that will affect any one or more employees shall be taken into consideration during the performance planning and commitment setting to ensure that no person is given targets that would prove difficult or impossible for them to perform.

4.3.2. Performance Monitoring and Coaching

- 4.3.2.1. All employees, especially those who need coaching and mentoring, shall be given the opportunity to be supervised and mentored on a regular basis by their supervisors.
- 4.3.2.2. Performance monitoring and coaching shall be done without fear of harassment, coercion, reprisals or discrimination.
- 4.3.2.3. The rater shall ensure that the coaching session/s conducted are geared towards improving the performance and shall not take into consideration personal attributes such as age, sex, gender, sexual orientation, gender identity, gender expression, civil status, disability, religion, race, ethnicity, social status, income class, political affiliation or other similar factors or personal circumstances.
- 4.3.2.4. Differently-abled employees and those with physical limitations or health-related conditions shall be provided with work areas and facilities that ensure safety and easy access towards work productivity and efficiency.

4.3.3. Performance Review and Evaluation

- 4.3.3.1. Ratings of employees shall be based on an objective presentation of actual output of performance that can be verified and validated by any party vis-à-vis the agreed targets set on the start of the rating period.
- 4.3.3.2. Assessment of employees by their supervisors shall focus on their strengths, competency-related performance gaps and the opportunities to address these gaps, career paths and alternatives. The assessment shall be fair, objective, non-discriminatory and taking into account the personal development of the concerned employee.
- 4.3.3.3. The conduct of the performance review and evaluation by the PGB Performance Management Team – Technical Working Group (PMT-TWG) shall be based on the approved performance standards and the employee's accomplishments and not on the limitations and restrictions of the employees, especially those belonging to the Specialized Group.
- 4.3.3.4. All personnel, regardless of employment status, shall be informed of any adjustment in their performance rating obtained in a specific performance rating period upon review, evaluation and calibration of the PMT-TWG.

4.4. REWARDS AND RECOGNITION

The objective of EEOP on Rewards and Recognition is to establish a system that is based on equal opportunity, merit, performance and actual accomplishments. The Rewards and Recognition system shall encourage, recognize and reward personnel who manifest outstanding accomplishments, innovative ideas, heroic deeds, exemplary behavior, genuine public service and other personal efforts contributing to quality, efficiency and timeliness in the improvement of government operations leading to organizational productivity.

The PGB Program on Rewards and Incentives for Service Excellence (PRAISE) shall be reviewed to determine its conformity to the principle of equality and non-discrimination.

- 4.4.1. The PGB shall enable its employees to achieve their performance targets within the context of the organizational goals in a working environment that promotes, recognizes and rewards those demonstrating exemplary performance.
- 4.4.2. The guidelines on R&R shall apply to all employees of the provincial government regardless of age, sex, gender, sexual orientation, gender identity, gender expression, civil status, disability, religion, race, ethnicity, social status, income class, political affiliation or other similar factors or personal circumstances.
- 4.4.3. Each employee has the independence to nominate anyone without fear of judgment and intimidation. In the same manner, each employee has the opportunity to be nominated in adherence to existing approved policies and guidelines.

- 4.4.4. The guidelines on selection shall be non-discriminatory. The PRAISE Screening and Selection Committees shall strictly follow the approved criteria. All nominees shall have the equal opportunity to be selected.
- 4.4.5. Deliberations for the selection of awardee(s) shall observe equal opportunity principle such that no nominee shall be removed or disqualified due to discrimination.
- 4.4.6. The PRAISE Screening and Selection Committees shall conduct background investigation or validation on the nominees with strict observance of fairness and impartiality.
- 4.4.7. No member of the PRAISE Screening and Selection Committees shall knowingly or intentionally demonstrate bias, prejudice or discrimination towards any nominee. Any violation of this provision by any member of the PRAISE Committee shall be dealt accordingly with due process.
- 4.4.8. All proceedings of the PRAISE Committee are confidential.

5. HIRING/OUTSOURCING OF CONTRACT OF SERVICE/JOB ORDER PERSONEL

The recruitment of Contract of Service and job order personnel shall consider the PGB's implementation of its EEOP as stated in this issuance including its policy on prohibiting discrimination and harassment of any type without regard to age, sex, gender, sexual orientation, gender identity, gender expression, civil status, disability, religion, race, ethnicity, social status, income class, political affiliation or other similar factors or personal circumstances.

6. KEY PLAYERS AND RESPONSIBILITIES

- 6.1. The Provincial Government of Bulacan shall have the following roles:
 - 6.1.1. That the Guidelines in the Equal Employment Opportunity Policy in Human Resource Management Systems shall be adopted, disseminated, implemented and monitored.
 - 6.1.2. That education and awareness of appropriate work behavior are being conducted.
 - 6.1.3. That the grievance procedures are being implemented.
 - 6.1.4. That any violation of the policy will be taken very seriously.
 - 6.1.5. That all complaints will be dealt with in a sensitive and confidential manner. Formal complaint will be investigated and if there are substantial evidences, appropriate disciplinary action or sanction shall be meted out.
- 6.2. The Department Heads and Division Chiefs shall have the following roles:
 - 6.2.1. Ensure that this issuance is being understood by all employees, being implemented and that the appropriate work culture is being maintained. They have an important role in the prevention of inappropriate workplace behavior.
 - 6.2.2. Ensure that they do not discriminate against, harass, bully, victimize or vilify employees or any other person.
 - 6.2.3. Shall see to it that inappropriate behavior does not happen in the workplace and that any inappropriate behavior or complaint raised must be acted upon in accordance with the approved guidelines.
- 6.3. The employees shall have the following roles:
 - 6.3.1. Shall observe and apply this issuance to all persons that they deal with.
 - 6.3.2. Shall not discriminate against, harass, bully, victimize or vilify any co-worker, prospective employee, suppliers, or any person in the workplace.
 - 6.3.3. Shall not encourage other employees to perform inappropriate behavior (gender-based sexual harassment, office bullying, work, education or training-related sexual harassment). They shall report any incident to appropriate authorities.

7. COMPLAINTS PROCEDURE

- 7.1. Complaints relating to the violation of the Guidelines in the Implementation of Equal Employment Opportunity Principle in Human Resource Management Systems shall be resolved through the Grievance Machinery guidelines.

7.2. Complaints involving sexual harassment and the like shall be coursed thru the Committee on Decorum and Investigation.

8. MONITORING AND EVALUATION

8.1. The PHRMO shall devise a monitoring report to be submitted to the Provincial Administrator's Office on the implementation of these Guidelines.

9. SEPARABILITY CLAUSE

If any part or provision of this Executive Order is declared invalid or unconstitutional by any court or by the Constitution, the other parts or provisions unaffected shall remain in full force and effect.

10. REPEALING CLAUSE

All executive orders, related rules and regulations and other issuances that are inconsistent with this Executive Order are hereby repealed, amended or modified accordingly.

11. EFFECTIVITY

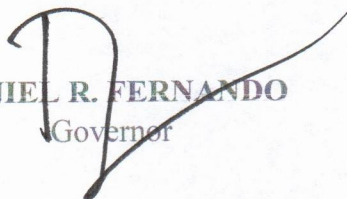
This Executive Order shall take effect immediately. This shall remain valid until revoked or otherwise amended, modified or repealed by a subsequent Executive Order, or laws and issuances by duly-constituted authorities.

12. COMMITMENT

The PGB hereby commits to implement and abide these guidelines in the implementation of EEOP in HRM Systems. It is understood that HRM manuals, processes and systems shall be regularly reviewed and updated to ensure that all resources, requirements and conditions set are not in violation of the policies provided herein.

Issued this 4th day of OCTOBER, 2024 at the Office of the Governor, Provincial Capitol Building, City of Malolos, Bulacan.

SO ORDERED.


DANIEL R. FERNANDO
Governor