



December 29 2014

ENGR. REY DENNIS L. GILBAS

General Manager C
Bulan Water District
Bulan, Sorsogon

Dear *Manager Gilbas*:

We are furnishing you with a copy of your **APPROVED** Strategic Performance Management System (SPMS) manual. This manual is found to be generally acceptable and in accordance with CSC MC No. 6, s. 2012, re: Guidelines in the Establishment and Implementation of Agency SPMS.

With the approval of your agency SPMS, it is expected that the same shall be made functional. For us to validate that this is already functional, please submit the following documents to our Civil Service Commission – Sorsogon Field Office:

1. Communication materials (e.g. flyers, newsletters or brochures) used in the dissemination of the SPMS to employees;
2. Duly signed Performance Management Team's (PMT) internal guidelines in carrying out their assigned responsibilities (see attached sample);
3. PMT minutes of meeting in reviewing performance standards/targets and accomplishments;
4. One or two samples of the following:
 - a. Accomplished OPCR, DPCR and IPCR forms (with ratings);
 - b. Duly accomplished and signed Professional Development Plan/Individual Development Plan;
 - c. Accomplished Individual Performance Monitoring and Coaching Forms;
5. Summary of Ratings of all staff arranged by departments/unit;
6. Updated Agency Human Resource Development (HRD) Plan or any other official document indicating that the results of the performance evaluation were used as inputs for developmental planning and for rewards and recognition program; and

We will appreciate receiving the above-mentioned documents on or before **July 15, 2015**. Should you need further assistance, you may contact our CSC Sorsogon Field Office at telephone number (056) 421-5845 or our Policies and Systems Evaluation Division (PSED) at telephone number (052) 482-0699.

As always, we thank you for your prompt compliance and continued support to the programs of the Civil Service Commission.

Very truly yours,


CECILIA R. NIETO

7 dmt
Director IV

cc: **Director II Andronico D. Lanuza**
Civil Service Commission Sorsogon Field Office
Sorsogon City

PSED/CRN/DPB/eos/ngsp
fn: Letter to Bulan WD - approved spms

In a Race to Serve

Responsive, Accessible, Courteous and Effective Public Service

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mail 4
4/8/15 *4*

Agency SPMS Evaluation Guidepost

Agency Name	BYLAN WATER DISTRICT
Address	Bylan, Saranggani

Features	Indicators	Yes	No	Recommended Action
Key Players and Responsibilities	<ul style="list-style-type: none"> Key players include the following: <ul style="list-style-type: none"> SPMS Champion Performance Management Team Planning Office HRM Office Head of Office Supervisor Individual Employees 	/		see Item VI, pages 5-7
	<ul style="list-style-type: none"> Functions are clearly spelled out 	/		see EO 017-14 page 21
	<ul style="list-style-type: none"> There is an Office Order/ Executive Order issued by the Agency Head 	/		
Goal Aligned to Agency Mandate and Organizational Priorities and Outputs/Outcomes Based	<ul style="list-style-type: none"> Table of Major Final Outputs (MFOs) enumerating all products and services of the organization 	/		see pages 22-44
	<ul style="list-style-type: none"> Major final outputs are aligned to/address <ul style="list-style-type: none"> agency strategic priorities agency mandates/vision/mission OPIF Logframe Philippine Development Plan Organizational/Sectoral/Societal Goals 	/		
	<ul style="list-style-type: none"> Success indicators are identified for each major final output 	/		
	<ul style="list-style-type: none"> Success Indicators are Specific, Measurable, Attainable, Realistic and Time-Bound (SMART) 	/		
Team approach to performance management	<ul style="list-style-type: none"> SPMS guidelines provide for cascading of organizational unit's commitments/goals to individual staff members such that individual work plans or commitment and rating forms are linked to the office/division/unit work plan or commitment and rating form 	/		see Item VI, letter C page 4
	<ul style="list-style-type: none"> Guidelines provide that the average rating of individual staff member should not go higher than the collective performance assessment of the office 	/		see Item VI, HRMO page 6
User-friendly Agency SPMS Forms	<ul style="list-style-type: none"> One Form for the Commitments (Target Setting) and Rating (Evaluation) for both Organization and Individuals 	/		see pages Annex D & E 47-52
	<ul style="list-style-type: none"> Commitment and Rating Forms for both the organizational and individual performance are similar and easy to accomplish 	/		
	<ul style="list-style-type: none"> SPMS Forms that operationalize the four-stage Performance Management Cycle 	/		see Item IX pages 8-19

Features	Indicators	Yes	No	Recommended Action
Information System that Supports Monitoring and Evaluation Communication Plan SPMS Cycle	<ul style="list-style-type: none"> Performance Commitment and Rating Forms include columns for MFOs; Success Indicators (Targets + Measures); Actual Accomplishments; and Rating Commitments are agreed upon by the Management and officials/employees as indicated in the OPCR and IPCR forms Space is provided for Comments and Recommendations for Individual Employee Development Performance Monitoring and Coaching Form/ Journal Performance Development Plan 	/	/	see Annex D 28 page 47-52
	<ul style="list-style-type: none"> Monitoring and Evaluation mechanisms and Information System are established There is a database/ summary of targets and accomplishments which shall be the basis for verification of accomplishments 	/	/	see Annex E page 52 see Annex C1-C3 page 56-57 see Annex H12 H2 page 46
	<ul style="list-style-type: none"> There is a program to orient agency officials and employees on the new and revised policies on the SPMS The orientation schedules are indicated in the SPMS calendar 	/	/	see Annex G page 53-54
	Four-Stage PMS Cycle are described in the Guidelines/ Manual	/	/	see Item V page 3
	<ul style="list-style-type: none"> Performance Planning and Commitment Performance Monitoring and Coaching Performance Review and Evaluation Performance Rewarding and Development Planning 	/	/	
	1. Performance Planning and Commitment			
	<ul style="list-style-type: none"> SPMS calendar shows that Officials and employees are required to submit their commitments prior to the start of the rating period 	/	/	see Annex G page 53-54
	<ul style="list-style-type: none"> SPMS calendar allots time for PMT review and recommendation of the Performance Commitments 	/	/	see Annex G
	<ul style="list-style-type: none"> SPMS calendar indicates period for Head of Agency/heads of offices approval of the Office Performance Commitment/Individual Performance Commitments 	/	/	page 53-54
	2. Performance Monitoring and Coaching			
	<ul style="list-style-type: none"> Feedback session on the performance of the offices as well as the officials/ employees are provided in the guidelines and indicated in the SPMS Calendar Interventions are given to those behind work targets; in the Employee Feedback Form, a space is provided for recommended interventions 	/	/	see Item IX 122 Performance Monitoring & Coaching p. 15 see Annex page 59

Features	Indicators	Yes	No	Recommended Action
	<ul style="list-style-type: none"> There is a form or logbook to record critical incidents, schedule of coaching, and action plan 	/		See Annex C2 p. 57
	3. Performance Review and Evaluation			
	<ul style="list-style-type: none"> Office accomplishments are assessed against the success indicators and the allotted budget against the actual expenses as indicated in the Performance Commitment and Rating Forms and provided in the guidelines 	/		See Item IX Performance Review and Evaluation pages 15
	<ul style="list-style-type: none"> Annual Agency Performance Review Conference is conducted as found in the SPMS Calendar 	/		See Item IX Performance Review and Evaluation page 16
	<ul style="list-style-type: none"> Individual employee performance is assessed based on the commitments made at the start of the rating period 	/		See Item IX Performance Review and Evaluation page 16
	<ul style="list-style-type: none"> Agency SPMS Rating Scale: Should fall within the range prescribed in MC 13, s. 1999 (Revised Policies on the PES) 	/		See Item IX Performance Commitment 4.3 Planning 2
	4. Performance Rewarding and Development Planning			
	<ul style="list-style-type: none"> There is a mechanism for discussion of assessment results by the Head of Office and supervisors with the individual employee at the end of the rating period 	/		See Annex C2 page 57
	<ul style="list-style-type: none"> There is a provision for the drawing up of a professional development plan to improve or correct performance of employees with Unsatisfactory or Poor performance rating 	/		See Annex H1.2 H2 page 60-61
	<ul style="list-style-type: none"> Recommendations for developmental interventions are indicated in the Performance Commitment and Rating Form 	/		See Item IX Performance Rewarding & Dev Planning page 19
	<ul style="list-style-type: none"> Provision in the guidelines on the linkage of SPMS with the Agency Human Resource Development Plan 	/		See Item IX Performance Rewarding & Dev Planning page 19
	<ul style="list-style-type: none"> Provision in the guidelines on the tie-up of performance management system with the agency rewards and incentives (for top performing individuals, units and offices) 	/		See Item IX - 2.1, 2.2 Performance Rewarding & Dev Planning page 19
Rating Period	<p>The Agency SPMS guidelines specify the performance rating period</p> <ul style="list-style-type: none"> 3-Month Rating Period? 6-Month Rating Period? 1-Year Rating Period? 	/		See Item VIII page 7
Rating Scale	<ul style="list-style-type: none"> The Agency SPMS Guidelines specifies the 5 point numerical rating scale with adjectival descriptions and ranges. 	/		See Item IX - 4.3 Performance Planning & Commitment page 11

Features	Indicators	Yes	No	Recommended Action
	<ul style="list-style-type: none"> Agency SPMS Rating Scale falls within the range prescribed in MC 13, s. 1999 (Revised Policies on the PES) 	/		
SPMS Calendar	<ul style="list-style-type: none"> There is an annual calendar with activities, unit/person responsible and timeframe for each phase There is a schedule for the SPMS orientation and SPMS pilot test 	/	/	see Annex G page 53-54

CSCRO/CSCFO Review Report

☒ Approved for Implementation
☐ Disapproved
☐ For Revision

Reasons:

Evaluated by:

LILIA A. JADO

Printed Name and Signature of CSC Evaluator

12-29-14

Date Signed

CERTIFICATION OF APPROVAL

The Agency SPMS is hereby approved for implementation. A report of implementation of this SPMS shall be submitted to the CSCRO within three or six months after initial implementation, together with the following sample documents:

- Communication Materials
- Accomplished OPCR, DPCR and IPCR or their equivalent
- Accomplished Performance Monitoring and Coaching Forms
- Accomplished Professional Development Form


CECILIA R. NIETO
 Director IV

Printed Name and Signature of CSC Regional Office Director

Date Signed : Dec. 29. 2014



Republic of the Philippines
BULAN WATER DISTRICT
De Vera St., Zone 4, BULAN, Sorsogon
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STRATEGIC PERFORMANCE MANAGEMENT SYSTEM

(SPMS)

INTRODUCTION

This BULAN WATER DISTRICT - SPMS is focused on linking individual performance vis-à-vis the agency's organizational vision, mission and strategic goals. It is envisioned as a technology composed of strategies, methods and tools for ensuring fulfilment of the functions of the offices and its personnel as well as for assessing office accomplishments.

It is a mechanism that ensures that the employee achieves the objectives set by the organization, on the other hand, achieves the objectives that it has set itself in its strategic plan.

Performance management system is the heart of human resource system because information produced from it is useful in human resource planning, management and decision-making processes.

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Republic of the Philippines
BULAN WATER DISTRICT
De Vera St., Zone 4, Bulan, Sorsogon

Executive Order

No.: 2014-12-001
Date: December 12, 2014

**SUBJECT : BULAN WATER DISTRICT Enhanced Strategic
Performance Management System (SPMS)**

I. Rationale

The BULAN WATER DISTRICT is mandated to promote the sound, efficient and effective management and utilization of government resources (i.e., technological, human resource, physical and financial) as instrument in the achievement of national socioeconomic and political development goals.

The BULAN WATER DISTRICT envisions itself to be:

- A champion of results-oriented policies and practices that enable the government to steer the country towards meaningful development that empowers the poor and the marginalized;
- An implementer of world-class human resource management systems that enhance transparency, accountability and public participation in governance;
- An institution composed of highly competent and motivated public servants who observe the highest standards of professionalism and integrity.

An effective performance management system that will keep track of the progress of programs and projects, identify bottlenecks and adopt strategies to ensure success is essential to achieve the above mandate and vision.

It has been noted that the current performance management system needs enhancements to allow linkage between the strategic objectives of the organization and the individual performance, and create an enabling environment supportive of employee development.

The Strategic Performance Management System (SPMS), which the Civil Service Commission (CSC) introduced through Memorandum Circular No. 6, series of 2012, incorporates the positive features of the previous systems while addressing their gaps and weaknesses. It sets a mechanism for aligning organization, office and individual commitments. With defined targets and performance measures, it provides a scientific and verifiable basis in assessing and improving the performance of employees and the effectiveness of the Agency's programs and projects. Further, it puts emphasis on the establishment of systems for continuous employee development that will enhance overall performance delivery of the organization.

The Agency recognizes the need to institutionalize an SPMS that holistically measures and identifies areas for improvements in the Agency's organizational and individual performance, and ultimately strengthens a culture of performance and accountability.

II. Objectives

The BULAN WATER DISTRICT SPMS aims to link organizational and individual performance through:

1. The establishment of unit and individual work plans and consequently Office and Individual Performance and Commitment that are aligned to the strategic objectives of the Agency;
2. The use of a performance rating system that reflects the capacity of the individual and the office by taking into consideration their strengths and areas of improvement; and
3. The application of coaching as a leadership style in monitoring and continuous improvement of individual performance and in the development of individual competencies, thereby creating a culture of performance excellence

III. Scope

The system covers all permanent, contractual and casual employees occupying first- and second-level positions with employer-employee relationship in this Agency.

IV. Definition of Terms

- A. **Coaching** – a leadership style that employs on-going conversations to help people find and act on solutions to issues blocking their effectiveness
- B. **Agency PMT** – refers to the Agency's Performance Management Team.
- C. **Agency**- refers to the BULAN WATER DISTRICT
- D. **Department/Office** – refers to services/offices in the Agency organizational structure of the Local Government Unit
- E. **Major Final Outputs (MFOs)** – collective outputs of Local Water District as specified in the Presidential Decree 198 and other references. These are goods and services that the Agency is mandated to deliver to its external clients through the implementation of programs, activities and projects. These are delivered by core business processes of operating offices/units.
- F. **Programs, Activity, Projects (PAP)** - programs, projects and activities undertaken by an Department/office or staff to achieve the intended organizational objectives. Offices may identify and craft PAPs based on their targets/commitments
- G. **Success Indicator** – reflects the combined performance measures and the corresponding targets for each identified MFOs/PAPs/STOs and GAS activities.
- H. **Support to Operations (STO)**- contains the outputs of offices/units that do not directly deliver goods and services to external clients but contribute to the delivery of the Agency's MFOs/Core business process. It refers to activities that provide technical and substantive support to the operations and projects of the agency. Examples include program monitoring and evaluation, public information programs, statistical services, and information systems development
- I. **General Administration and Support (GAS)**- contains the activities that deal with the provision of overall administrative management support to the entire agency operations. Examples are legislative liaison services, human resource management and development services, and financial services
- J. **Office Performance Commitment and Review (OPCR)** – contains the outputs that an Office commits to achieve based on a set of success indicators that are anchored on the Agency's strategic commitments.

These outputs and success indicators are documented in the Office Performance Commitment and Review (OPCR) Form.

- K. **Individual Performance Commitment and Review (IPCR)** – contains the outputs that the individual commits to achieve based on a set of success indicators that are anchored on the office performance commitment. These success indicators are documented in the Individual Performance Commitment and Review (IPCR) Form.
- L. **UNIT WORK PLAN**- is an annual plan of work programmed for an organizational unit /office of the agency. It contains the strategies, activities, and tasks of each staff, including the Head and Assistant Head of an organizational unit, including objectives set for the unit to meet performance objectives.
- M. **Journal** – may be a notebook or any form of documentation citing critical incidents of performance, commendable action and/or areas for improvement

V. Performance Management Framework

The BULAN WATER DISTRICT SPMS follows the four-stage cycle of a performance management system.



The cycle begins with the **Performance Planning and Commitment stage**, which involves discussions and agreements on the commitments that will be delivered by the individual and the office within a given performance period as reflected in the Unit's Work and Financial Plan (UWP) (ANNEX A). It includes the identification of MFOs, PAPs, Success Indicators (ANNEX C), Person Responsible for each identified SMART success indicator and establishing parameters and assumptions in setting targets and rating performance. These will be reflected in the OPCR (Annex B-1) and IPCR (Annex B-2) forms, which the office and individual, respectively, will commit to before the start of the performance period.

In the second stage, **Performance Monitoring**, the performance of the offices and employees shall be regularly monitored through effective performance tracking tools and mechanisms that will facilitate timely intervention to guarantee achievement of performance commitments. (ANNEXES G1 to G6)

Performance Review and Evaluation is the third stage where office and individual performances are assessed based on the set success indicators as reflected in the OPCR and IPCR forms.

The last stage is **Performance Rewarding and Development Planning**. It aims to recognize and reward exemplary performance. It also provides an opportunity for dialogue between the individual and the supervisor regarding necessary developmental interventions that will help improve performance. (ANNEXES H1-H2)

At the core of the performance management framework is **coaching**. It involves constant dialogue between supervisor and subordinate, through which they become partners in drawing up targets, executing plans, bridging gaps, assessing accomplishments and improving performance. All supervisors, acting as coaches and mentors, are enjoined to be more developmental in perspective to provide an enabling environment to improve individual team performance in all phases of the SPMS cycle.

VI. Basic Elements

The BULAN WATER DISTRICT SPMS shall include the following basic requirements.

a. Goal Aligned to Agency Mandate and Organizational Priorities.

Performance Goals and measurement are aligned to the national development plans, agency mandate/vision/mission and strategic priorities and/or organizational performance indicator framework. Standards are predetermined to ensure efficient use and management of inputs and work processes. These standards are integrated into the success indicators as organizational objectives are cascaded down to operational level.

b. Outputs/Outcomes-based.

The system puts premium on major final outputs/PAPs that contributes to the realization of organizational mandate, mission/vision, strategic priorities, outputs and outcomes.

c. Team-approach to performance management.

Accountabilities and individual roles in the achievement of organizational goals are clearly defined to give way to collective goal setting and performance rating. Individual's work plan or commitment and rating form is linked to the division/unit/office work plan or commitment and rating form to establish clear linkage between organizational performance and personnel performance.

d. User-friendly.

The forms used for both the organizational and individual performance are similar and easy to accomplish. The organizational and individual MFOs/PAPs, and Success Indicators are aligned to facilitate cascading of organizational goals to the individual staff members and the harmonization of organizational and individual performance ratings.

e. Information System that supports Monitoring and Evaluation.

Monitoring and Evaluation Mechanisms and Information system are vital component of the SPMS in order to facilitate linkage between organizational and employee performance.

f. **Communication Plan.**

A Program to orient agency officials and employees on the new and revised policies on SPMS shall be implemented. This is to promote awareness and interest on the system, generate employees' appreciation for the agency SPMS as a management tool for performance planning, control and improvement, and guarantee employees' internalization of their role as partners of management and co-employees in meeting organizational performance goals.

VII. **Key Players and Roles**

- **Agency Head (SPMS Champion)**

- Leads the establishment and implementation of the SPMS
- Sets the Office's performance goals / strategic directions
- Approves performance commitments and the rating of each Department/Office
- Assesses performance of Department/Offices

- **Agency Performance Management Team (Agency PMT).**

A PMT shall be established with the following composition:

1. Executive official designated by the Head of Agency as Chairperson
2. Highest **Human Resource Management Officer** or the career service official directly responsible for human resource management
3. Highest **Human Resource Development Officer** or the career service official directly responsible for personnel training and development
4. Highest **Planning Officer** or the career service official directly responsible for organizational planning
5. Highest **Finance Officer** or the career service official directly responsible for financial management
6. President of the accredited **employee association** in the Agency or the authorized alternative representative. In Agencies where there are no accredited or recognized employee associations/unions, the rank and file representative shall be chosen through a general election or assembly.

The PMT shall have the following functions and responsibilities:

- Sets consultation meetings with all Office Heads of Offices for the purpose of discussing the success indicators set and the Rating of Matrices for the three dimensions of rating (Quality, Efficiency, and Timeliness) and operational definition of each numerical rating(5,4,3,2,1) under each dimension per success indicator which is reflected in each Unit's UWP and later translated in the OPCR form
- Ensures that the office success indicators (performance targets and measures), as well as the budget are aligned with those of the Agency and that work distribution of Departments/Offices/Units is rationalized
- Recommends approval of the office performance commitments and rating to the Agency head
- Acts as appeals body and final arbiter for performance management issues of the Agency

- Identifies potential top performers and provides inputs to the PRAISE committee on the grant of rewards and incentives
- Adopts its own internal rules, procedures and strategies in carrying out the above responsibilities including schedule of meetings and deliberations, and delegation of authority to representatives in case of the absence of its members

The Planning Office shall serve as the PMT Secretariat

- **Agency Planning Office**

- Conducts annual strategic planning conference as input to the SPMS target setting exercise
- Consolidates and disseminates the Agency Strategic Plan for the year before the start of a performance period as basis for office and individual performance planning
- Monitors submission of the UWP and OPCR form and schedules the review/evaluation of office commitments by the PMT before the start of the performance period
- Consolidates, reviews, and validates the initial office performance assessment based on reported accomplishments against success indicators. As much as possible, the budget utilization shall be considered in said assessment. (Note: The allotted budget against the actual expenses shall be provided by the Budget Office and the Accountant's Office to the various operating units.) The result of the assessment shall be the basis of PMT's recommendation to the Agency Head who shall determine the final office rating
- Furnishes each office with the final and approved office assessment rating to serve as basis of offices in the assessment of individual staff members.

- **Human Resource Management Office -HRMO**

- Monitors submission of IPCR form validated by the Unit Heads
- Reviews the Summary List of Individual Performance Rating to ensure that the average performance rating of employees is equivalent to or not higher than the Department/Office performance rating as recommended by the PMT and approved by the Agency Head
- Provides analytical data on retention, skill / competency gaps, and talent development plans that is aligned with the agency strategic plans
- Coordinates developmental interventions that will form part of the HRD Plan

- **Heads of Department/Offices**

- Conducts operational(annual) planning session with its staff and agree on the success indicators that should be accomplished based on the strategic commitments of the Agency and submits the OPCR form to the Planning Office
- Assumes joint responsibility with the head of Agency in ensuring attainment of performance objectives and success indicators

- Assumes primary responsibility for performance management of his/her Office.
- Does initial assessment of the office's performance using the approved OPCR form
- Rationalizes distribution of success indicators among subordinates
- Submits monthly ,semi-annual, Annual accomplishment reports to the Agency PMT based on the SPMS Calendar (Annex D)
- Monitors closely the status of the performance of their subordinates and provide support and assistance through the conduct of coaching for the attainment of the targets set by the individuals
- Assesses individual employee's performance using the IPCR form
- Reviews and approves IPCR Commitment for submission to the HRMO before the start of the performance period
- Determines final assessment of performance level of the individual employees in his/her office based on Monitoring Sheet /proof of performance
- Informs employees of the final rating and discuss with them in identifying necessary interventions based on the assessment of developmental needs. – This involves :
 - Recommendation and discussion of a development plan with the subordinates who obtain Unsatisfactory performance during the rating period not later than one(1) month after the end of the said period and issuance of written notice/advice to subordinates that a succeeding Unsatisfactory performance shall warrant their separation from the service.
 - Provision of preliminary rating to subordinates showing Poor performance not later than the third (3rd) month of the rating period. This also includes a discussion of a development plan with the concerned subordinate and issuance of a written notice that failure to improve their performance shall warrant their separation from the service. The separation from service shall be issued by the Head of Agency.
- **Individual Employees**
 - Act as partners of management and their co-employees in meeting organizational performance goals/commitments
 - Keep tract and accomplish necessary reports in monitoring individual work progress through submission of periodic accomplishment report to Unit/Office head with complete proof of accomplishments

VIII. Rating Period

Performance evaluation shall be done semi-annually. The rating periods shall be January – June and July – December of every year. However, if there is a need for a shorter or longer period, the minimum appraisal period is at least ninety (90) calendar days or three (3) months. (Please refer to Annex D for the SPMS Calendar)

IX. Procedural Guidelines

The following provides the general guidelines for the conduct of activities involved in each performance management stage.

• PERFORMANCE PLANNING AND COMMITMENT

1. IDENTIFICATION OF THE AGENCY'S ANNUAL STRATEGIC COMMITMENTS

- 1.1 The PMT with the approval of the Agency head initiates an Agency-wide planning conference every October of the year wherein the management committee will review, update and adopt the Agency's strategic commitments as reflected in relevant planning and budget documents (e.g., Annual Investment Plan, The Local Government Code, Executive and Legislative Agenda, DILG policies, and other relevant documents).

2. PREPARATION OF THE ANNUAL OFFICE PERFORMANCE COMMITMENTS/UNIT WORK AND FINANCIAL PLAN(UWP)

- 2.1 Based on the Agency's mandate and strategic priorities, the Office Head and Assistant Head, together with the members of the Unit, and in consultation with the rest of the staff, shall prepare their Annual Operational Plan, called the Unit's Work and Financial Plan (**UWP**) **Annex A**, by first determining their respective Major Final Outputs (**MFOs**). **MFOs** refer to the goods and services that agency is mandated to deliver to external clients through the implementation of programs, projects, and activities (**PAPs**). **MFOs** in the Local Government Units can be sourced from the Philippine Development Plan- Agency Road Map, Local Government Code -Strategic Plan, Local Development Plan –Scorecard. **MFOs** are delivered by core business processes of operating offices/units. These will constitute the **Operations** portion of the UWP.

However, Units/Offices that do not directly deliver goods and services to external clients contribute to the delivery of the agency's **MFOs** through **Support to Operations (STO)** or **General Administration and Support (GAS) activities**. **STOs** refer to activities that provide technical and substantive support to the operations and projects of the Agency. By themselves, these activities do not produce **MFOs** but they contribute or enhance the delivery of goods and services. Examples include planning and development, program monitoring and evaluation, public information programs, statistical services, information systems development. **GAS** refers to activities that deal with the provision of overall administrative management support to the entire agency operation. Examples are legislative liaison services, human resource management and development, financial services. Thus, activities under the **Support to Operations (STO)** and **General Administration and Support Services (GASS)** shall be identified next.

- 2.3 After identifying the **MFOs**, **STOs**, **GAS** activities, each Unit shall list down their respective Department/ Office **success indicators** (sample format is in **Annex -C**) for each identified **MFO/PAPs/STO & GAS** activities. Each success indicator shall reflect the targets and performance measures/indicators against which the output will be measured. Success Indicators need not be many. Only those that contribute or support the outcomes that the Agency aims to achieve shall be included, i.e., those relevant to Agency's functions and strategic priorities. The Success Indicators must be continuously refined and reviewed. Success Indicators should possess the attributes of **S.M.A.R.T.**, or **Specific, Measurable, Attainable, Realistic, and Time-Bound**.

The success indicators (targets + measures) shall take into account any combination or all of the following:

- Historical Data- considers past performance/accomplishment reports
- Benchmarking- identifying and comparing the best agencies or units within the Agency with similar functions or processes. It may also involve recognizing existing standards based on provisions or requirements of the law.
- Client Demand –involves a bottom-up approach where the Office sets targets base on the needs of its clients. The Office may consult with stakeholders and review the feedback on its services.
- OPES Reference Table- if any, which is a list of major final outputs with definition and corresponding OPES points (time within which an output will be produced by an average performer)
- Top Management Instruction- The head of Agency may set targets and give special assignments
- Future Trend- Targets may be based from the results of the comparative analysis of the actual performance of the Office with its potential performance.
- Citizen's Charter
- RA 6713

2.4. The Unit/Office shall indicate the detailed budget per object of expenditure for each MFO/PAPs/Success Indicators to help the Agency Head ensure a strategy-driven budget allocation and measure cost efficiency.

2.5. The Unit/Office Heads and its staff shall then agree on the employee's assignment of specific accountabilities for producing a particular output / success indicators.

2.6. Unless the work output of a particular duty has been assigned pre-set standards by management its standards shall be agreed upon by the Supervisors and the staff. Individual employees' performance standards shall not be lower than the agency's standards and the Units standard indicated in the OPCR Form. The Description of Ratings for Quality, Efficiency, and Time (where applicable) for Outstanding, Very Satisfactory, Satisfactory and Poor Ratings should also be specified in the extreme right portion of the UWP.

2.7. The UWP, containing the MFOs/PAPS, STOs & GAS activities and corresponding Success Indicators, and Performance Rating Standards shall be submitted to the Performance Management Team (PMT) for review and deliberation.

2.8. Upon receipt of the approved UWP, the Head of Unit shall then translate the UWP into an OPCR (**Annex B-1**) and IPCRs (**Annex B-2**). Make sure that the success indicators listed in the OPCR DPCR/ IPCR are linked and aligned towards achieving the Unit's/Agency's major final Outputs.

2.9. The OPCR form shall be submitted to the Agency PMT Secretariat who will review the office commitments to ensure alignment to the Agency's outcomes, strategies and targets, then recommended by the PMT Chair and finally approved by the Agency head.

2.10. The HRMO shall be furnished copy of the approved OPCR Commitment.

3. PREPARATION OF THE ANNUAL INDIVIDUAL PERFORMANCE COMMITMENTS/INDIVIDUAL WORK PLAN

3.1 Each Division/Unit is staffed by at least one individual employee. The performance goals of each individual employee shall contribute and align with the performance goals of the Unit/division where the employee belongs.

- 3.2. The success indicators which should also be SMART and indicated in the Unit Work Plan corresponding to the individual staff/employees of the Unit are culled to form part of their Individual Performance Commitment and Review (IPCR)/ Individual Work Plan (IWP).
- 3.3. The Unit/Office Head shall approve all individual performance commitments after its review by the Assistant Unit/Office Head.
- 3.4. The HRMO shall be furnished copy of the approved IPCR Commitments.

4. DEVELOPING THE RATING SCALE

- 4.1. Developing the Rating Scale involve two sub-steps: Determining the dimensions on which accomplishments are to be rated, and Operationalizing the numerical and adjectival ratings.
- 4.2. The three dimensions of performance or accomplishments are quality, efficiency, and timeliness.

Quality or Effectiveness means getting the right things done. It refers to the degree to which objectives are achieved as intended and the extent to which issues are addressed with a certain degree of excellence. Quality performance involves the following elements: Acceptability, Meeting Standards, Client Satisfaction with services rendered, Accuracy, Completeness or comprehensiveness of reports, Creativity or innovation, Personal initiative.

Efficiency is the extent to which success indicators and targets are accomplished using the minimum amount of time or resources. It applies to continuing tasks or frontline service (e.g. issuance of licenses, permits, clearances, and certificates). It involves the following elements: Number of requests/applications acted upon over number of requests/applications received, Optimum use of resources(e.g. money, logistics, office supplies).

Timeliness measures if the targeted deliverable was done within scheduled or expected timeframe. Timely performance involves: Standard response time, Meeting deadlines as set in the work plan.

Not all performance accomplishment need to be rated along all three dimensions of quality, efficiency, and timeliness. Some accomplishments may only be rated on any combination of two or three dimensions. In other cases, only one dimension may be sufficient. Consider all the elements involve listed above in each dimension and use them as guides to determine how performance will be rated.

The rating needs to be discussed within the unit and between the supervisor and staff (i.e. raters and ratees) to clarify the expected outputs at the beginning of the performance monitoring period. Because performance is measured within a scheduled monitoring period, all accomplishments always involve the dimension of time. As such performance is always rated on either efficiency and/or timeliness.

Each Unit therefore should prepare this Table at the start of the rating period or during the Planning period.

- 4.3. On each dimension of quality, efficiency, and timeliness, accomplishments shall be rated using a numerical scale ranging from 1 to 5- with 1 as the lowest and 5 as the highest. The table below explains the meaning of each rating:

Table: Operationalization of the Rating Scale

Numerical Rating	Adjectival Rating	Description or Meaning of Rating
4.50 to 5.00	Outstanding	Performance exceeded expectations by 30% and above of the planned success indicators. Performance demonstrated was exceptional in terms of quality, technical skills, creativity, and initiative, showing mastery of the task. Accomplishments were made in more than expected but related aspects of the commitment
3.51 to 4.49	Very Satisfactory	Performance exceeded expectations by 15% to 29% of the planned success indicators.
2.50 to 3.50	Satisfactory	Performance met 90% to 114% of the planned targets. However, if it involves deadlines required by law, it should be 100% of the planned targets
1.50 to 2.49	Unsatisfactory	Performance only met 51% of the planned success indicators and failed to deliver one or more critical aspects of the success indicator. However, if it involves deadlines required by law, the range of performance should be 51% to 99% of the planned success indicators.
1.00 to 1.49	Poor	Performance failed to deliver most of the targets by 50% and below

The 130% and above range for Outstanding rating and the 50% and below range for Poor rating are based on the ranges prescribed under CSC Memorandum Circular No. 13, s. 1999. The 90% to 114% range for satisfactory rating is based on Executive Order No. 80, s. 2012 (Directing the Adoption of a Performance-Based Incentive System for Government Employees)

- 4.4. For the rating to be objective, impartial, and verifiable, there is a need to indicate the operational definition or meaning of each numerical rating under each relevant dimension (i.e. quality, efficiency, or timeliness) per success indicator. the following examples of rating matrices on three levels—Office, Division, and Individual staff.

Examples of Rating Matrices

(Note: please do not copy the examples instead give an actual case from your Agency)

MFOs/ PAPs	Success Indicator	Description of Ratings for		
		Quality	Efficiency	Timeliness
Office Rating matrix				
HRM Regulation Services	1. 100% of recommendations for accreditation from the CSC	5- Approved upon 1 st presentation of resolutions to the Commission	5- Acted upon 100% of those received	5- Acted upon within 10 days from receipt from CSRO

	Regional Offices acted upon within 15 days from receipt of the recommendation from CSRO	4- Approved upon 2 nd presentation of resolutions to the Commission with minimal changes	4- Acted upon 99%-90% of those received	4- Acted upon within 11-12 days from receipt from CSRO
		3- Approved upon 2 nd presentation of resolutions to the Commission with major changes	3- Acted upon 89-80% of those received	3- Acted upon within 13-16 days from receipt from CSRO
		2- Approved upon 3 rd presentation of resolutions to the Commission with minimal changes	2- Acted upon 79-70% of those received	2- Acted upon within 17-22 days from receipt from CSRO
		1- Approved upon 3 rd presentation of resolutions to the Commission with major changes	1- Acted upon 69% and below of those received	1- Acted upon beyond 22 days from receipt from CSRO
	2. 100% of request for Replies to queries sent within 15 days upon receipt by the Office		5- Acted upon 100% of those received	5- Replies sent within an average of 10 days from receipt
			4- Acted upon 99%-90% of those received	4- Replies sent within an average of 11-14 days
			3- Acted upon 89-80% of those received	3- Replies sent within an average of 15 days
			2- Acted upon 79-70% of those received	2- Replies sent delayed by an average of 11-7.5 days
			1- Acted upon 69% and below of those received	1- Replies sent delayed by an average of 8 or more days

Division head Rating matrix				
	1. 100% of recommendation s for accreditation from the CSC Regional Offices acted upon within 10 days from receipt of the recommendation from CSRO		5- Acted upon 100% of those received	5- Acted upon in less than 8 days from receipt from CSRO
			4- Acted upon 99%-90% of those received	4- Acted upon in 8 days from receipt from CSRO
			3- Acted upon 89-80% of those received	3- Acted upon within 9-11 days from receipt from CSRO
			2- Acted upon 79-70% of those received	2- Acted upon within 12-15 days from receipt from CSRO
			1- Acted upon 69% and below of those received	1- Acted upon more than 15 days from receipt from CSRO
	2. 100% of request for Replies to queries drafted and approved by the Office head within 10 days upon receipt by the Office	5- Approved by the Head upon 1 st submission	5- Acted upon 100% of those received	5- Replies sent within an average of less than 8 days from receipt
		4- Approved by the Head upon 2 nd submission with minimal changes	4- Acted upon 99%-90% of those received	4- Replies sent within an average of 8.5 to 9 days
		3- Approved by the Head upon 2 nd submission with major changes	3- Acted upon 89-80% of those received	3- Replies sent within an average of 10 days
		2- Approved by the Head upon 3 rd submission with minimal changes	2- Acted upon 79-70% of those received	2- Replies sent delayed by an average of 1- 5 days

		1- Approved by the Head upon 3rd submission with major changes	1- Acted upon 69% and below of those received	1- Replies sent delayed by an average of 6 or more days
Employee A Rating matrix				
	1. 100% of recommendations for accreditation from the CSC Regional Offices acted upon within 7 days from receipt of the recommendation from CSRO		5- Acted upon 100% of those received	5- Acted upon in less than 5 days from receipt from CSRO
			4- Acted upon 99%-90% of those received	4- Acted upon in 5 days from receipt from CSRO
			3- Acted upon 89-80% of those received	3- Acted upon within 6-8 days from receipt from CSRO
			2- Acted upon 79-70% of those received	2- Acted upon within 9-11 days from receipt from CSRO
			1- Acted upon 69% and below of those received	1- Acted upon more than 11 days from receipt from CSRO
	2. 100% of request for Replies to queries drafted and approved by the Division head within 7 days upon receipt by the Office	5- Approved by the Division Head upon 1 st submission	5- Acted upon 100% of those received	5- Replies sent within an average of one (1) day from receipt
		4- Approved by the Division Head upon 2 nd submission with minimal changes	4- Acted upon 99%-90% of those received	4- Replies sent within an average of 2-5 days

		3- Approved by the Division Head upon 2 nd submission with major changes	3- Acted upon 89-80% of those received	3- Replies sent within an average of 6-8 days
		2- Approved by the Division Head upon 3rd submission with minimal changes	2- Acted upon 79-70% of those received	2- Replies sent delayed by an average of 2-3. 5 days
		1- Approved by the Division Head upon 3rd submission with major changes	1- Acted upon 69% and below of those received	1- Replies sent delayed by an average of 4 or more days

Thus, all units/Offices shall prepare **Table of Rating Matrices** to be incorporated in the Units Work and Financial Plan at the start of the rating period or during its Annual Planning conference.

• PERFORMANCE MONITORING and COACHING

1. The performance of the offices and employees shall be regularly monitored to immediately address constraints and challenges, if any. Thus, each office shall submit monthly and summary of semi-annual accomplishment reports to Planning Office.
2. Individual monitoring can be done through meetings, one-on-one coaching discussions, issuance of memoranda and review of pertinent documents such as reports, presentations, etc., to ensure timely completion and quality execution of deliverables. Each Office Head/Assistant Office head is required to maintain a journal (Annexes G- 1 to G-6) to record the results of monitoring and coaching.
3. Coaching during this stage is intended to empower and help individual employees manage their work or assignments. This increases the level of commitment of each team member as it clarifies definition of responsibilities and encourages ownership of roles in ensuring the achievement of the targets.
4. This exercise does not yet entail rating the employee or office against their respective performance commitments, which will be done in the next stage. The Office/Assistant Office Head can implement performance tracking mechanism/tool to monitor progress of accomplishments against commitments and other critical incidents.

• PERFORMANCE REVIEW AND EVALUATION

1. Office Level

- 1.1 Based on the review of accomplishments against commitments and targets, and use of the rating system defined during the planning stage, the Office Head/Assistant Office head, together with the members of the Unit PMT, shall initially assess their Office's performance on a semestral basis. This should be done during the months of July for the first semester and January of the succeeding year for the second semester using the OPCR form.
- 1.2 The Planning Office shall consolidate, review, validate and evaluate the initial performance assessment of the Office Heads based on reported Office Accomplishments against the success indicators, and, the Budget/Accounting, on the allotted budget against the actual expense.

The results of the Assessment shall be submitted to the PMT for calibration and recommendation to the Agency head. The Agency head shall determine the final rating of offices/units.

- 1.3. An Agency performance review conference shall be conducted annually by the Planning Office for the purpose of discussing the Office Assessment with concerned Heads of Departments/Units. This shall include participation of the financial Office/Budget Office as regards budget utilization. To ensure complete and comprehensive performance review, all Departments/Offices shall submit a monthly accomplishment report supported with Monitoring Sheets as proof/evidence to the Planning based on the SPMS calendar.
- 1.4 The Agency PMT shall subsequently conduct a review conference with the different Offices to discuss the results of the PMT review, prior to submission to the Agency head.
 - 1.4.1 All issues on the assessment results shall be articulated by the concerned Office Heads during the said review conference.
 - 1.4.2 Based on the results of the review conference, the PMT shall resolve all protests and finalize the recommendation on the office rating.
- 1.5 The Planning Office furnishes each office with a copy of the final office assessment rating, as approved by the Agency head. This shall be the basis for the assessment of individual performance.
- 1.6. Any issue/appeal/protest on the Office assessment shall be articulated by the concerned head of office and decided by the Agency Head during this conference; hence the initial rating shall no longer be appealable/contestable after the conference.

2. Individual Level

- 2.1 The Head of Office/Immediate supervisor shall assess the individual employee performance based on commitments, (, i.e., accomplishments vis-a-vis success indicators) made at the beginning of the rating period using the predefined and written standards set at the start of rating period, and the adjectival description of Outstanding, Very Satisfactory, Satisfactory, Unsatisfactory or Poor. The evaluation and rating will be reflected in the appropriate columns of the IPCR form. The performance rating shall be based solely on records of accomplishment; hence, there is no need for self rating. In the absence of proofs or bases, a particular task shall be rated "1"
- 2.2 The Head of Office submit the results of the evaluation and duly accomplished IPCR form to the Unit PMT for validation, levelling, and determination of final rating by the Agency/Office Head.
- 2.3 The average rating of all individual performance assessments shall not go higher than the performance assessment of the Office/Unit where they belong.
- 2.4 A coaching dialogue is held between the Office Head and the employee to discuss the ratings given. To signify acceptance of the ratings, the employee must sign the IPCR form before this is submitted to the HRMO. Should the employee refuse to sign, the Office Head shall note the employee's reservation in the IPCR form before submitting the same to the HRMO.
- 2.5 The Head of Office shall ensure that the employee is notified of his/her final performance assessment and the Summary List of Individual Ratings (**Annex E**) with the attached IPCRs in soft and hard copies are submitted to the HRM Office within the prescribed period set in the SPMS calendar.

3. Appeals

- 3.1 Office performance assessment as discussed in the performance review conference shall be final and not appealable. Any issue/appeal on the initial performance assessment of an Office shall be discussed and decided during the performance review conference.
- 3.2. Individual employees who feel aggrieved or dissatisfied with their final performance ratings can file an appeal with the PMT within 10 days from the date of receipt of notice of their final performance evaluation rating from the Office Head. An Office/Unit or individual employee, however, shall not be allowed to protest the performance ratings of other Office/Unit or co-employees. Ratings obtained by other Office/Unit or co-employees can only be used as basis or reference for comparison in appealing one's office or individual performance rating.
- 3.3 The PMT shall decide on the appeals within one month from receipt.
- 3.4 Appeal over the decision of the Agency PMT may be elevated to the Agency Head within 10 days from receipt of notice of decision from the Agency PMT.
- 3.5. Officials and employees who are separated from the service on the basis of Unsatisfactory or Poor Performance rating can appeal their separation to the CS within 15 days from receipt of the Order or Notice of Separation.

Note: In case an official or employee is reassigned or is separated from the service prior to end or completion of rating period, provided that the set minimum rating period is completed, accomplishment shall be rated using principle of ratio and proportion. The total period served and its corresponding record of accomplishment for the period shall be viewed against supposed total working period and target for the period.

4. Amendments to the OPCR as a result of shift in policy direction or in consideration of intervening tasks/events that may arise from time to time may be allowed, subject to stringent review process by the PMT and approval of the Agency Head. Accordingly, revisions/modifications in the IPCR may be proposed but should likewise be discussed with the staff by the Office Head, and approved by the Agency head, prior to endorsement to the HRMO.

5. Computation of the Numerical Ratings-

- 5.1. As previously stated there is no need to rate every performance accomplishment along all three dimensions of quality, efficiency, and timeliness. Developing the rating matrix at the beginning of the rating period should have helped clarify the expected outputs of each success indicator (e.g. activity report, draft resolution, draft policy) and determine under what dimension it will be rated.

SAMPLE RATINGS OF ACCOMPLISHMENTS OF AN OFFICE X

SUCCESS INDICATORS	ACTUAL ACCOMPLISHMENTS	RATING			
		QL	EFF'Y	TIME	AVE
1. 100% of recommendations for accreditation from the CSC Regional Offices acted upon within 15 days from receipt of the recommendation from CSRO	1. 100% of recommendations for accreditation from the CSC Regional Offices acted upon in an average of 10 days from receipt of the recommendation from CSRO. Also Resolutions submitted to the Commission were approved in an average, upon its 2nd presentation with minimal changes	4	5	5	4.67
2. 100% of request for Replies to queries sent within 15 days upon receipt by the Office	90% of requests were acted upon with in an average of 15 days.		4	3	3.50
Total Rating					8.17
Final Average Rating					4.08

Average is obtained by dividing the total ratings by the number of dimensions: $4+5+5=14/3=4.67$

Final Average Rating is obtained by adding all the average ratings vertically and dividing the sum(total Rating) by the number of accomplishments: $4.67 + 3.50=8.17/2= 4.08$

- 5.2. The teamwork orientation of the SPMS is reflected in the overall rating of an Office. Thus, the average of all individual performance assessments does not go higher than the collective performance assessment of the Office. To illustrate, the table below shows a sample summary list of individual performance ratings and the overall ratings of an Office:

Sample Ratings of Accomplishments of an individual staff under Office X

Individual staff under Office X			Average individual rating is obtained by dividing the total of individual ratings(44.32) by the number of individuals in the Office(11): $3.99+4.1+4+3.6+5+4.03+2.3+4+3.3+5+5 = 44.32/11 = 4.03$
Office X Secretary	3.99	Satisfactory	
Office X Administrative Assistant	4.1	Very Satisfactory	
Office X Department Head	4	Satisfactory	
Office X Asst Department head	3.6	Satisfactory	
Office X ABC Division Chief	5	Outstanding	
Office X RCA Division Chief	4.03	Very Satisfactory	
Office X Employee A	2.3	Unsatisfactory	
Office X Employee B	4	Very Satisfactory	
Office X Employee C	3.3	Satisfactory	
Office X Employee D	5	Outstanding	
Office X Administrative Aide I	5	Outstanding	
Average Individual Rating	4.03	Very Satisfactory	

Note: The final average rating of 4.08 that Office X obtained per previous table is likewise Very Satisfactory

5.3. REMARKS: QUALITATIVE EVALUATION

The last column on the OPCR, DPCR, and IPCR forms is for remarks on specific accomplishments. Filling this column is optional. However, there is an allotted space below the table for the rater to write his/her recommendations on the staffs/he is evaluating for development purposes or for rewards and promotion.

• PERFORMANCE REWARDING AND DEVELOPMENT PLANNING

1. DEVELOPMENT PLANNING:

- 1.1. At the end of every rating period, the Office Head/supervisors shall hold coaching discussions with individual employees. The focus of discussion results must be on strengths, competency-related performance gaps, and the opportunities to address these gaps, career paths, and alternatives. In coordination with the HRM Office, the heads of Office and supervisors must introduce appropriate developmental interventions based on the results of the performance evaluation especially for employees with Unsatisfactory and Poor Performance ratings.
- 1.2. Attached are suggested format of the Professional Development Plan for the continuing career development of staff. You can use this plan to enhance the skills or develop potentials of employees who perform well and to improve or correct performance of employees who fail to meet targets. (Annexes H1, H2, H3)
- 1.3. This shall be forwarded by the Office Head to the HRMO for review evaluation and consolidation that will form part of the HR Plan.

2. PERFORMANCE REWARDING:

The results of the performance evaluation shall be linked to the incentives and rewards system of the Agency. The results of the performance evaluation/assessment shall serve as inputs to the:

- 2.1. PMT in identifying potential PRAISE Awards nominees for various awards categories; and
- 2.2. PRAISE Committee in determining top performers of the Agency who qualify for awards and incentives.

X. USES OF PERFORMANCE RATINGS

- a. Security of Tenure of those holding permanent appointments is not absolute but is based on performance.

Employees who obtained **unsatisfactory** ratings for one rating period or exhibited **poor** performance shall be provided appropriate developmental intervention by the Head of Office/Supervisor in coordination with the HRMO, to address competency-related performance gaps.

If after advice and provision of developmental intervention, the employee still obtains unsatisfactory ratings in the immediately succeeding rating period or **Poor rating** for the immediately succeeding rating period, he/she may be **dropped from the rolls**. The Head of Office shall issue a written notice/advice to the concerned employee at least 3 months before the end of the rating period.

- b. The PMT shall validate the outstanding performance ratings and may recommend concerned employees for performance-based awards. Grant of performance-based incentives shall be based on the final ratings of employee as approved by the Agency Head/Office Heads.
- c. Performance ratings shall be used as basis for promotion, training, scholarship grants, rewards and incentives, and other performance-based human resource movements.


XI. SANCTIONS

Unless justified and accepted by the PMT, non submission of the Office's OPCR form to the PMT and the individual employee's IPCR form to the Head of Office and both to the HRMO within the specified dates shall be a ground for:

- a. Employees' disqualification for performance-based personnel actions which would require the rating for the given period such as promotion, training or scholarship grants, and performance-based incentives and movements, if the failure of the submission of the report form is the fault of the employees
- b. An administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty for the supervisors or employees responsible for the delay or non-submission of the office and individual performance commitment and review report.
- c. Failure on the part of the Heads of offices to comply with the required notices to their subordinates for their unsatisfactory or poor performance during a rating period shall be a ground for an administrative offense for neglect of duty
- d. Non-submission of agency SPMS to the Civil Service Commission for review/approval shall be a ground for disapproval of promotional appointments that this Agency may issue.

XII. Effectivity

The BULAN WATER DISTRICT SPMS and its implementing guidelines shall be adopted starting July 2014.


Engr. REY DENNIS L. GILBAS
Agency head

Date: December 12, 2014

CERTIFICATION OF APPROVAL

This Agency SPMS is hereby approved for implementation.


CECILIA R. NIETO
Director IV


Date Signed



Republic of the Philippines
BULAN WATER DISTRICT
Bulan, Sorsogon
Email Add: wdbulan@yahoo.com
Telephone No. (056) 555-26-05

July 25, 2014

OFFICE ORDER NO. 017-14

TO : PERFORMANCE MANAGEMENT TEAM
FROM : Engr. REY DENNIS L. GILBAS
SUBJECT : COMPOSITION OF PERFORMANCE MANAGEMENT TEAM

In line with the Civil Service Commission Memorandum Circular No. 6 s. 2012, the Bulan Water District adopts the Strategic Performance Management System – (SPMS) to further improve the state of Human Resource Management which is part of the overall effort of the government to improve the quality and manner of delivering services.

Composition of the Performance Management Team of the Bulan Water District are the following:

Executive Official/Chairperson	:	Carmen G. Roman
Highest Human Resource Management Officer	:	Lorena F. Gerona
Highest Finance Officer	:	Mary Joyce B. Penos
PMT Secretariat	:	Shiela Marie B. Luzuriaga
	:	Venice A. Lao
	:	Lolita B. Cordial
Rank in File Representatives	:	Noel C. Delmonte
	:	Jose Sarex G. Gerolia


Engr. REY DENNIS L. GILBAS
General Manager C