

Guidebook on the **STRATEGIC PERFORMANCE MANAGEMENT SYSTEM**



Guidebook on the
Strategic Performance Management System

Human Resource Policies and Standards Office
CIVIL SERVICE COMMISSION

Foreword

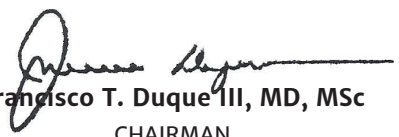


It has been said that a journey begins with a single step. And as the journey progresses, one has to keep track of one's gears, one's destination, how fast one can get to the journey's end.

Over the years, the Civil Service Commission has been at the forefront of the journey of reform and transformation of the bureaucracy. While it has logged milestones and went past crossroads, it has never lost sight of its goal—that of creating a truly responsive, motivated, and efficient workforce in government.

The CSC continues the journey with yet another tool specifically for human resource management officers in the public sector. In your hands is the Guidebook on the Strategic Performance Management System (SPMS), a step-by-step guide in establishing the agency SPMS. The Guidebook provides basic information and competencies needed to set-up the SPMS, including discussions on the system's cycle: performance planning and commitment building; monitoring and coaching; performance review and evaluation; and rewarding and development planning. It aims to guide HRMOs in using the system to better identify, assess, and streamline performance measurement processes.

The Commission has prioritized SPMS among its human resource initiatives. CSC hopes that government agencies nationwide would be able to appreciate how the system would help create a work environment where civil servants—from executives to the administrative aides—are able to link individual performance with organizational goals and perform to the best of their abilities. And through this Guidebook, the Commission hopes to stay on course in initiating definitive measures geared towards upgrading the standards of public sector governance


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Glossary

| Abbreviations | Meaning |
|-----------------|--|
| APCCD | Audit and Position Classification and Compensation Division |
| ARTA | Anti-Red Tape Act |
| ARTA-RCS | Anti-Red Tape Act-Report Card Survey |
| CARE-HRM | Continuing Assistance and Review for Excellent Human Resource Management |
| CB | Certifying Board |
| CHARM | Comprehensive Human Resource Management Assistance, Review, and Monitoring |
| CNA | Collective Negotiation Agreement |
| CS | Civil Service |
| CSC | Civil Service Commission |
| CSCAAP | Civil Service Commission Agency Accreditation Program |
| CSCFO | Civil Service Commission Field Office |
| CSCRO | Civil Service Commission Regional Office |
| CSE-PPT | Career Service Examination – Paper and Pencil Test |
| CSI | Civil Service Institute |
| CSLO | Commission Secretariat and Liaison Office |
| DBM | Department of Budget and Management |
| DOLE | Department of Labor and Employment |
| DPCR | Division Performance Commitment and Review |
| E | Efficiency |
| EO | Executive Order |
| ERPO | Examination Recruitment and Placement Office |
| ESD | Examination Services Division |
| GAS | General Administration and Support |
| GOCC | Government-Owned and Controlled Corporations |
| HR | Human Resource |
| HRD | Human Resource Division |
| HRMO | Human Resource Management Office |
| HR/OD | Human Resource and Organization Development |
| HRPSO | Human Resource Policies and Standards Office |
| IPCR | Individual Performance Commitment and Review |
| IRMO | Integrated Records Management Office |
| ISO | International Standards Organization |
| KRA | Key Result Area |
| LGU | Local Government Unit |
| LSD | Legal Services Division |
| LSP | Local Scholarship Program |
| LWD | Local Water District |
| M&E | Monitoring and Evaluation |
| MBO | Management by Objective |
| MC | Memorandum Circular |

| | |
|------------------|---|
| MFO | Major Final Output |
| MOA | Memorandum of Agreement |
| MORE | Management by Objectives and Results Evaluation |
| MSD | Management Services Division |
| N/A | Not Applicable |
| NGA | National Government Agencies |
| NPAS | New Performance Appraisal System |
| OFAM | Office for Financial and Assets Management |
| OHRMD | Office for Human Resource Management and Development |
| OLA | Office for Legal Affairs |
| OPCR | Office Performance Commitment and Review |
| OPES | Office Performance Evaluation System |
| OPIF | Organizational Performance Indicator Framework |
| OSM | Office for Strategy Management |
| PAIO | Public Assistance and Information Office |
| PALD | Public Assistance and Liaison Division |
| PAP | Programs, Projects, and Activities |
| PERC | Performance Evaluation Review Committee |
| PES | Performance Evaluation System |
| PMS | Performance Management System |
| PMS-OPES | Performance Management System-Office Performance Evaluation System |
| PMT | Performance Management Team |
| PMU | Project Management Unit |
| PRAISE | Program on Awards and Incentives for Service Excellence |
| PRO | Personnel Relations Office |
| PSED | Policies and Systems Evaluation Division |
| PSSD | Personnel Systems and Standards Division |
| PRIME-HRM | Program to Institutionalize Meritocracy and Excellence in Human Resource Management |
| Q | Quality |
| QS | Qualification Standards |
| QSSD | Qualification and Selection Standards Division |
| RA | Republic Act |
| RBPMs | Results-Based Performance Management System |
| RO | Regional Office |
| SMART | Specific, Measurable, Attainable, Realistic, and Time-bound |
| SPEAR | Special Program for Evaluation and Assessment as Required/Requested |
| SPMS | Strategic Performance Management System |
| STO | Support to Operations |
| SUC | State Universities and Colleges |
| T | Timeliness |
| TARD | Talent Acquisition and Retention Division |
| WIG | Wildly Important Goal |

Measuring Performance through the Years

As the central human resource management agency of the Philippine bureaucracy, the Civil Service Commission (CSC) is constitutionally mandated to adopt measures to promote morale, efficiency, integrity, responsiveness, courtesy and public accountability among government employees.

Through the years, the CSC has implemented several performance evaluation and appraisal systems.

Below is a brief review of past initiatives:

1978: New Performance Appraisal System

The New Performance Appraisal System (NPAS) was based on Peter Drucker's Management by Objectives (MBOs) system. Implemented through Memorandum Circular No. 2, s. 1978, the NPAS focused on key result areas (KRAs) along the dimensions of quality, quantity, and timeliness. It measured the employee's performance and behavior in the work environment.

1963: Performance Rating

CSC Memorandum Circular No. 6, s. 1963 provided the guidelines in developing a system of performance rating that would measure performance of government employees.

1989: Autonomy of Agencies in Developing their Performance Evaluation System

The CSC provided simple guidelines to empower government agencies to develop their own Performance Evaluation System (PES). This guideline was made through Memorandum Circular No. 12, s. 1989. Internally, the CSC adopted a system called MORE (Management by Objectives and Results Evaluation) in which the employee's accomplishments in performance and behavior are monitored weekly.

1993: Performance Evaluation System

Through Memorandum Circular No. 12, s. 1993, the Performance Evaluation System (PES) sought to establish an objective performance system. The CSC provided specific guidelines on setting the mechanics of the rating system. Similar to the NPAS and MORE, the PES also measured the employee's performance and behavior in the work environment.

1999: Revised PES and 360-Degree Evaluation

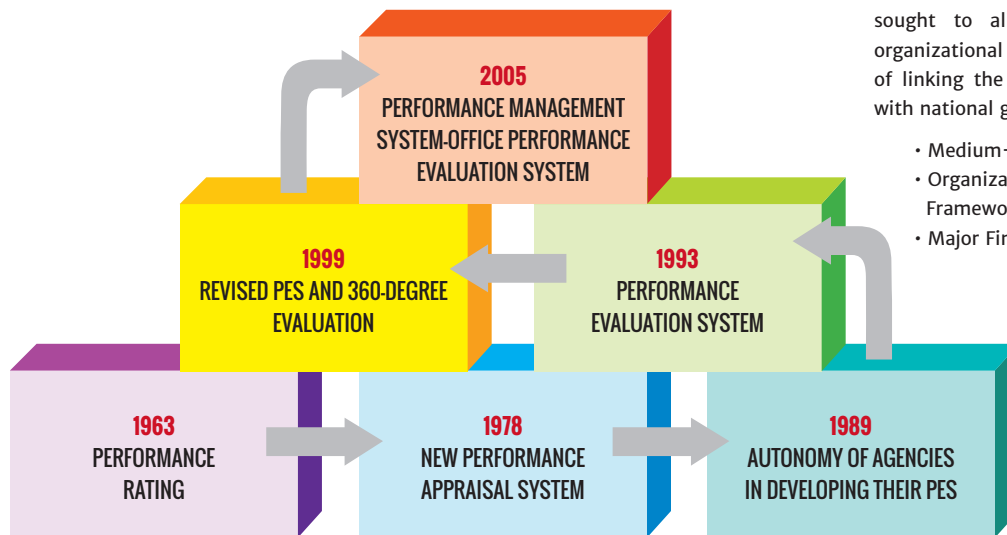
Memorandum Circular No. 13, s. 1999 revised the PES and introduced the 360 degree evaluation, a cross rating system in which assessment of performance and behavior comes from the employees' self-evaluation as well as feedback from their subordinates, peers, supervisors, and clients. The Revised PES required each government agency to create a Performance Evaluation Review Committee (PERC) tasked to establish performance standards. An evaluation of the cross-rating system revealed that employees perceived the system to be too complex.

In 2001, through CSC MC No. 13, s. 2001, Agency Heads were given the discretion to utilize the approved PES or devise a Performance Evaluation System based on a combination of the old PES and the revised performance evaluation system.

2005: Performance Management System-Office Performance Evaluation System

The Performance Management System-Office Performance Evaluation System (PMS-OPES) sought to align individual performance with organizational goals. It emphasized the importance of linking the performance management system with national goals as stated in the following:

- Medium-Term Philippine Development Plan
- Organizational Performance Indicator/ Framework (OPIF)
- Major Final Output (MFO)



Drawing from the rationale that “what gets measured gets done,” every hour of work is given 1 OPES point in the rating system.

Using this as the standard unit of measure, the PMS-OPES required each government agency to create a Measurement Development and Calibration Team that would determine the equivalent points of each major final output or the amount of time it will take an average competent employee to produce a specific output. Under the OPES, targets are estimated on the basis of the number of OPES points required per individual per rating period multiplied by the number of individual members of the organizational unit.

The OPES measures the collective performance of a unit. The smallest unit is the division.

Under this system, an OPES Reference Table was created.

Below are the government issuances related to the PMS-OPES:

- **Memorandum Circular No. 7, s. 2007** called for the installation of Performance Management System in the Civil Service.
- **Republic Act 9485 or Anti-Red Tape Act (ARTA)** required government agencies to reengineer their systems and procedures and develop their Citizen's Charter.
- **Administrative Order 241, Section 5** mandated agencies to institute a performance evaluation system based on objectively-measured performance outputs.

Although the PMS-OPES sought to create a system with objectively-measured performance outputs, the process proved too tedious and overly activity-oriented.

TO ILLUSTRATE HOW TO COMPUTE OPES POINTS:

243 working days in a year x 8 hours in a day = 1,944 working hours in a year.

The percentage of non-quantifiable outputs and activities for Regional/Field Office staff is 30%; while the percentage of quantifiable outputs is 70%. 70% of 1,944 is 1,360 divided by 2 semesters (to reflect the two monitoring periods every year) = 680 points.

To get the target points of the office, 680 points are multiplied by the number of staff in the office.

For a Field Office with 5 staff, the minimum OPES points should therefore be 3,400 pts.

This Field Office can get a rating of Outstanding simply by processing a big number of appointments and examination applications. This Field Office, however, may still have pending appointments that need to be acted upon. The backlog in the work of the Field Office is not considered in the rating.

The Strategic Performance Management System: Building on Past Initiatives

The past performance evaluation and appraisal systems that CSC implemented over the years have largely focused only on individual appraisals, which were used for personnel actions such as incentives, promotion, and separation. However, they have not shown how employee performance has contributed to or hindered organizational effectiveness.

To address the gaps and weaknesses found in previous evaluation systems, the CSC recently introduced the Strategic Performance Management System (SPMS) after its pilot test in 2011. The SPMS incorporates the positive features of past initiatives.

Like its predecessor, PMS-OPES, the SPMS seeks to link individual performance with the agency’s organizational vision, mission, and strategic goals. With some adjustments, it also makes use of existing performance evaluation and management systems and links performance management with other human resource (HR) systems.

However, the SPMS makes a major paradigm shift in the following areas:

Table 1. SPMS Paradigm Shift

| AREA | PARADIGM SHIFT | |
|-----------------------|--|---|
| | From | To |
| Perspective | Performance evaluation | Performance management |
| Focus | Activities and inputs | Outputs and outcomes |
| Indicators | Performance indicators (e.g. number of appointments processed) | Success indicators (e.g. response time) |
| Performance alignment | Focus on individual (competition) | Align individual to office/ organization (teamwork and collaboration) |
| Role of supervisor | Evaluator | Coach and mentor |

The government issuances related to the SPMS are the following:

- Senate and House of Representatives Joint Resolution No. 4 authorized the President of the Philippines to modify the compensation and position classification system of civilian personnel and the base pay schedule of military and uniformed personnel in the government.
- Administrative Order No. 25, s. 2011 created an inter-agency task force on the harmonization of national government performance monitoring, information, and reporting systems. This inter-agency task force developed the Results-Based Performance Management System (RBPMS) that established a common set of performance scorecard and harmonized national government performance monitoring, information, and reporting systems.
- CSC Memorandum Circular No. 6, s. 2012 provided guidelines in the establishment and implementation of agency Strategic Performance Management System.
- Joint CSC-Department of Budget and Management (DBM) Joint Circular No. 1, s. 2012 provided the rules and regulations on the grant of step increments due to meritorious performance and length of service.
- Executive Order No. 80, s. 2012 directed the adoption of a performance-based incentive system for government employees.

Basic Elements of the SPMS:

- 1. Goal aligned to agency mandate and organizational priorities.** Performance goals and measurements are aligned to national development plans, agency mandate, vision, mission, and strategic priorities, and/or organizational performance indicator framework. Predetermined standards are integrated into the success indicators as organizational objectives are cascaded down to the operational level.
- 2. Outputs/outcomes-based.** The SPMS focuses on the major final outputs (MFOs) that contribute to the realization of the organization's mandate, vision, mission, strategic priorities, outputs, and outcomes.

3. Team approach to performance management. Accountabilities and individual roles in the achievement of organizational goals are clearly defined to facilitate collective goal setting and performance rating. The individual's work plan or commitment and rating form is linked to the division, unit, and office work plan or commitment and rating form to clearly establish the connection between organizational and employee performance.

4. User-friendly. The suggested forms for organizational and individual commitments and performance are similar and easy to complete. The office, division, and individual major final outputs and success indicators are aligned to cascade organizational goals to individual employees and harmonize organizational and staff performance ratings.

5. Information system that supports monitoring and evaluation. The SPMS promotes the establishment of monitoring and evaluation (M&E) and information systems that facilitate the linkage between organizational and employee performance and generate timely, accurate, and reliable information that can be used to track performance, report accomplishments, improve programs, and be the basis for policy decision-making.

6. Communication Plan. Establishing the SPMS in the organization must be accompanied by an orientation program for agency officials and employees to promote awareness and interest on the system and generate appreciation for the SPMS as a management tool to engage officials and employees as partners in the achievement of organizational goals.

FORM THE PERFORMANCE MANAGEMENT TEAM

How to Establish the SPMS in Your Organization

The Performance Management Team (PMT) will spearhead the establishment of the SPMS in your organization. The PMT shall be composed of the following:

1. Executive Official designated as Chairperson
2. Highest Human Resource Management Officer
3. Highest Human Resource Development Officer
4. Highest Planning Officer
5. Highest Finance Officer
6. President of the accredited employee association

The Planning Office will function as the Secretariat.

When establishing the SPMS, it is important to have the following key players who will assume the responsibilities listed in Table 2:

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Table 2. SPMS Key Players and their Responsibilities

| KEY PLAYERS | RESPONSIBILITIES |
|---|--|
| SPMS Champion | <ul style="list-style-type: none"> • Together with the PMT, the SPMS Champion is responsible and accountable for the establishment and implementation of the SPMS. • Sets agency performance goals/objectives and performance measures. • Determines agency target setting period. • Approves office performance commitment and rating. • Assesses performance of offices. |
| PMT | <ul style="list-style-type: none"> • Sets consultation meetings with all Heads of Offices to discuss the office performance commitment and rating system and tools. • Ensures that office performance management targets, measures, and budget are aligned with those of goals of the agency. • Recommends approval of the office performance and rating system and tools. • Acts as appeals body and final arbiter. • Identifies potential top performers for awards. • Adopts its own internal rules, procedures, and strategies to carry out its responsibilities. |
| Planning Office | <ul style="list-style-type: none"> • Functions as the PMT Secretariat. • Monitors submission of Office Performance Commitment and Rating Form (OPCR) and schedule the review and evaluation by the PMT. • Consolidates, reviews, validates, and evaluates the initial performance assessment based on accomplishments reported against success indicators and budget against actual expenses. • Conducts an agency performance planning and review conference annually. • Provides each office with the final office assessment as basis in the assessment of individual employees. |
| Human Resource Management Office (HRMO) | <ul style="list-style-type: none"> • Monitors submission of Individual Performance Commitment and Rating (IPCR) Form. • Reviews the summary list of individual performance rating. • Provides analytical data on retention, skill/competency gaps, and talent development plan. • Coordinates developmental interventions that will form part of the HR Plan. |

| KEY PLAYERS | RESPONSIBILITIES |
|----------------------|--|
| Head of Office | <ul style="list-style-type: none"> • Assumes primary responsibility for performance management in his/her office. • Conducts strategic planning session with supervisors and staff. • Reviews and approves individual performance commitment and rating form. • Submits quarterly accomplishment report. • Does initial assessment of office's performance. • Determines final assessment of individual employees' performance level. • Informs employees of the final rating and identifies necessary interventions to employees. • Provides written notice to subordinates who obtain Unsatisfactory or Poor rating. |
| Division Chief | <ul style="list-style-type: none"> • Assumes joint responsibility with the Head of Office in attaining performance targets. • Rationalizes distribution of targets and tasks. • Monitors closely the status of performance of subordinates. • Assesses individual employees' performance. • Recommends developmental interventions. |
| Individual Employees | <ul style="list-style-type: none"> • Act as partners of management and co-employees in meeting organizational performance goals. |

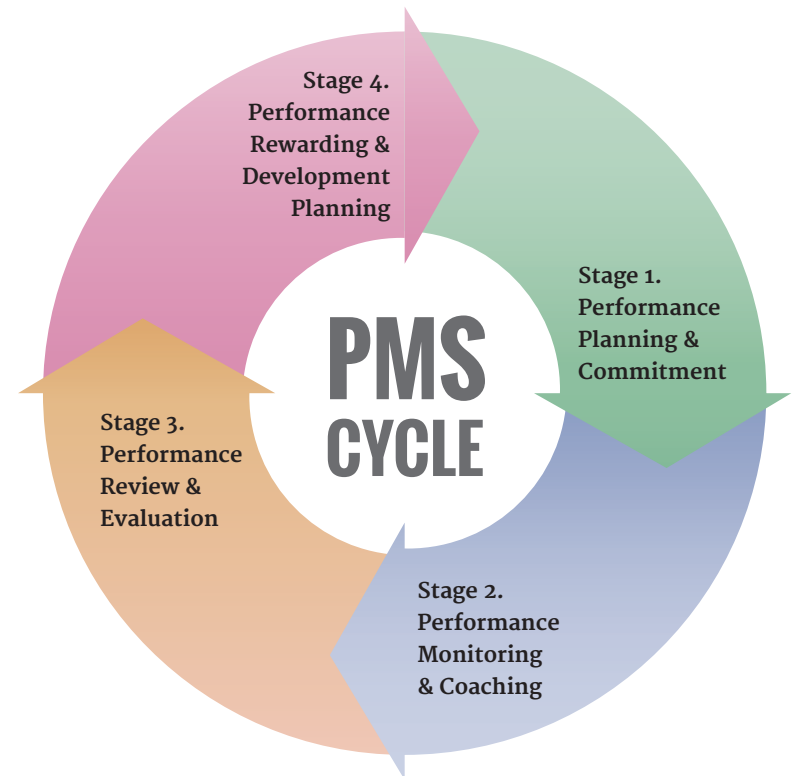


If you follow Step 1, you should be able to identify the members of your PMT and draft an office order mandating the composition of the PMT.

REVIEW THE EXISTING PERFORMANCE MANAGEMENT SYSTEM

Once formed, the first thing that the PMT does is to review the agency's existing performance management system (PMS) and make necessary modifications so that it is aligned with the SPMS guidelines issued through Memorandum Circular No. 6, s. 2012.

Chart 1. An Overview of the Performance Management System Cycle

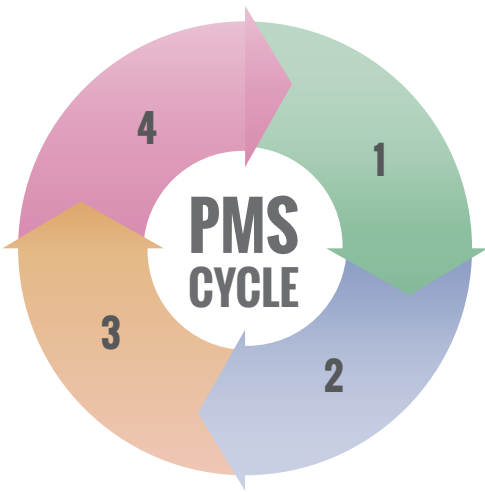


The SPMS follows the same four-stage PMS cycle that underscores the importance of performance management:

Stage 1 **Performance Planning and Commitment** is done prior to the start of the performance period where heads of offices meet with the supervisors and staff and agree on the outputs that should be accomplished based on the goals and objectives of the organization. The suggested time for Performance Planning and Commitment is the last quarter of the preceding year.

When reviewing Stage 1, ask yourself the following questions:

- Does your SPMS calendar show that officials and employees are required to submit their commitments prior to the start of the rating period?
- Does your SPMS calendar allot time for the PMT to review and make recommendations on the performance commitments?
- Does your SPMS calendar indicate the period for Heads of Agency and Offices to approve the office and individual performance commitments?



Performance Monitoring and Coaching is done regularly during the performance period by the Heads of Agency, Planning Office, Division and Office Heads, and the individual. The focus is creating an enabling environment to improve team performance and develop individual potentials. The suggested time periods for Performance Monitoring and Coaching are January to June and July to December.

Stage 2

When reviewing Stage 2, ask yourself the following questions:

- Are feedback sessions to discuss performance of offices, officials, and employees provided in your Agency Guidelines and scheduled in your SPMS calendar?
- Are interventions given to those who are behind work targets? Is space provided in the Employee Feedback Form for recommended interventions?
- Is there a form or logbook to record critical incidents, schedule of coaching, and the action plan?

Performance Review and Evaluation is done at regular intervals to assess both the performance of the individual and his/her office. The suggested time periods for Performance Review and Evaluation are the first week of July and the first week of January the following year.

Stage 3

When reviewing Stage 3, ask yourself the following questions:

- Are office accomplishments 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 your Agency Guidelines?
- Does your SPMS calendar schedule and conduct the Annual Agency Performance Review Conference?
- Is individual employee performance assessed based on the commitments made at the start of the rating period?
- Does your agency rating scale fall within the range prescribed in Memorandum Circular No. 13, s. 1999 – Revised Policies on the PES?






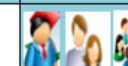



Performance Rewarding and Development Planning

is based on the results of the performance review and evaluation when appropriate developmental interventions shall be made available to specific employees. The suggested time periods for Performance Rewarding and Development Planning are the first week of July and the first week of January the following year.

Stage 4

When reviewing Stage 4, ask yourself the following questions:

- Is there a mechanism for the Head of Office and supervisors to discuss assessment results with the individual employee at the end of the rating period?
- Is there a provision to draw up a Professional Development Plan to improve or correct performance of employees with Unsatisfactory or Poor performance rating?
- Are recommendations for developmental interventions indicated in the Performance Commitment and Rating Form?
- Is there a provision on your Agency Guidelines to link the SPMS with your Agency Human Resource Development Plan?
- Is there a provision in your Agency Guidelines to tie up the performance management system with agency rewards and incentives for top performing individuals, units, and offices?
- Are the results of the performance evaluation used as inputs to the Agency HR Plan and rewards and incentives?

| PMS Stages | | | | Performance Period - 1 st Semester | | | | | | Performance Period - 2 nd Semester | | | | | | | | |
|------------------------------------|---|-----|-----|--|-----|-----|-----|-----|---|---|-----|-----|-----|-----|---|-----|--|--|
| | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | | |
| Planning and Commitment |  | | | | | | | |  | | | | | |  | | | |
| Monitoring and Coaching | | | |  | | | | |  | | | | | | | | | |
| Review and Evaluation | | | | | | | | |  | | | | | |  | | | |
| Rewarding and Development Planning | | | | | | | | |  | | | | | |  | | | |

Legend:


Head of Office


Division Chief


Performance Management Team


Employees



If you follow Step 2, you should be able to identify the gaps and PMS areas for modification and enhancement.

Steps 3 to 8 are all subsumed under the first stage of the PMS cycle- Performance Planning and Commitment.

Performance Planning & Commitment

KNOW AND UNDERSTAND YOUR AGENCY'S MAJOR FINAL OUTPUTS

The SPMS links staff performance with organizational performance. As such, it is important to understand your organization's mandate and strategic priorities. During the period of performance planning and commitment, the first thing to do is to understand your agency's Major Final Outputs.

Major Final Outputs refer to the goods and services that your agency is mandated to deliver to external clients through the implementation of programs, projects, and activities (PAPs).

Where you can find the MFOs or strategic priorities of your agency:

- The **Agency Logical Framework/Organizational Performance Indicator Framework (OPIF) Book of Outputs** is the main source document for your organization's MFOs. This is published by the Department of Budget and Management.

If your agency does not have a written Logical Framework/OPIF Book of Outputs, the other possible sources of information are the following documents:

For National Government Agencies (NGAs), State Universities and Colleges (SUCs) and Government-owned and Controlled Corporations (GOCCs):

- Philippine Development Plan
- Agency Strategic Plan/Road Map
- Agency Charter
- Scorecard

For Local Government Units (LGUs):

- Philippine Development Plan
- Road Map
- Local Government Code
- Strategic Plan
- Local Development Plan
- Scorecard

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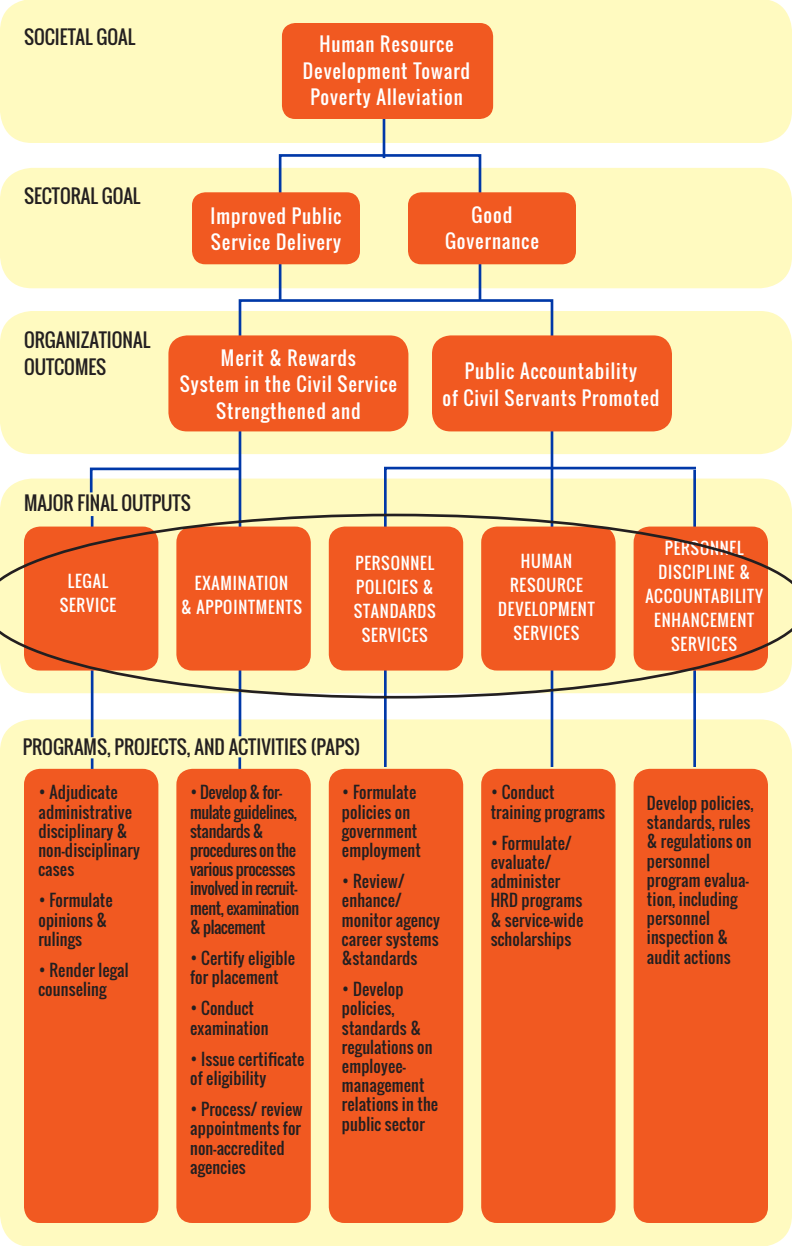
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EXAMPLES OF MFOs FOUND IN THE LOGICAL FRAMEWORK

Chart 2. CSC Logical Framework



Encircled in the logical framework matrix shown in Chart 2 are the CSC's five Major Final Outputs:

Table 3. Major Final Outputs of the CSC

| MAJOR FINAL OUTPUTS |
|---|
| MFO 1: Legal Services |
| MFO 2: Examinations and Appointments |
| MFO 3: Personnel Policies and Standards Services |
| MFO 4: Human Resource Development Services |
| MFO 5: Personnel Discipline and Accountability Enhancement Services |

MFOs are delivered by core business processes of operating offices/units. However, **offices/units 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 the MFOs but they contribute or enhance the delivery of goods and services. Examples include program monitoring and evaluation, public information programs, statistical services, and information systems development.

GAS refer to activities that deal with the provision of overall administrative management support to the entire agency operation. Examples are legislative liaison services, human resource development, and financial services.



If you follow Step 3, you should be able to answer the following questions:

- What is my agency's mandate—vision, mission, and goals?
- What are my agency's products and services or major final outputs?

IDENTIFY THE SUCCESS INDICATORS OF EACH MAJOR FINAL OUTPUT

After identifying the MFOs of your agency, list down the success indicators or performance measures and targets of each MFO.

Where you can find the performance indicators of your agency:

- **Agency logical framework/OPIF** is the main document that details the performance indicators and targets per MFO.
- Agency Strategic Plan/Road Map /Scorecard

Using these documents as basis, the agencies must agree on the performance standards on which they want to be measured.

You can determine the success indicators by referring to the following documents:

- Citizen's Charter
- RA 6713 (Code of Ethics and Ethical Standards)
- OPES Reference Table
- Accomplishment Reports (for historical data)
- Benchmarking Reports
- Stakeholders' Feedback Reports

There may be other documents aside from those listed above that an agency can derive its success indicators.

Success indicators must be SMART:

- ✓ **SPECIFIC**
- ✓ **MEASURABLE**
- ✓ **ATTAINABLE**
- ✓ **REALISTIC**
- ✓ **TIME-BOUND**

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EXAMPLES OF SUCCESS INDICATORS FOUND IN THE AGENCY SCORECARD

The Civil Service Commission derives its success indicators from its Logical Framework/ OPIF Book of Outputs as well as its Scorecard. Other agencies may determine their success indicators from other documents listed above (e.g., Citizen's Charter, OPES Reference Table, Benchmarking Reports).

Table 4. CSC Scorecard

| PERSPECTIVE | OBJECTIVE | MEASURE | BASE | 2011 | 2012 | 2013 | 2014 | 2015 | |
|--------------|-----------|---------|---|--|--|--|--|---|---|
| STAKEHOLDERS | A | 1 | N/A | T: ¹ | Good (80-89%) | Good (80-89%) | Excellent (90-100%) | Excellent (90-100%) | |
| | | | | | Good (87.3% in CSC ARTA-RCS & 99% satisfaction rating of selected govt agencies) | Good (89.14%) | Good (87.3% in CSC ARTA-RCS & 99% satisfaction rating of selected govt agencies) | | |
| | | | | A: | Good (87% in CSC ARTA-RCS and 98% satisfaction rating of selected govt agencies) | Good (89.14%) | Good (87.3% in CSC ARTA-RCS & 99% satisfaction rating of selected govt agencies) | | |
| | | 2 | Percentage of agencies accredited under the PRIME-HRM | T: | N/A | 10% (159 agencies re-validated out of 1,590 accredited agencies) | 25% (398 agencies Level II accredited out of 1,590 accredited agencies) | 40% (636 agencies Level II accredited out of 1,590 accredited agencies) | 50% (795 agencies Level II accredited out of 1,590 accredited agencies) |
| | | | | A: | N/A | 165% (262 agencies revalidated) | | | |
| | | | | Level II accredited - an agency which meets the basic requirements after having been subjected to CHARM and/or determined to have complied with the recommendations of the CSRO/FO concerned after CARE-HRM and has been granted by the Commission authority to take final action on appointments. | | | | | |

Step 4. Identify the Success Indicators of Each Major Final Output

| STAKEHOLDERS | OBJECTIVE | MEASURE | | BASE | | 2011 | 2012 | 2013 | 2014 | 2015 |
|--|---|--|---|--|---|--|------------------------------------|---|--|--|
| B | High performing, competent, and credible civil servants | 3 | WIG: Percentage of high density agencies and their service offices passing the ARTA-RCS | | 78% (39 passed out of 50 service offices surveyed) | T: 20% (469 service offices surveyed) | 40% (560 service offices surveyed) | 85% (830 pass out of 975 service offices or higher) | 95% (345 pass out of 363 service offices surveyed) | 98% (1,022 pass out of 1,042 service offices surveyed) |
| | | | | | A: 73% (361 passed out of 497 service offices surveyed) | 75% (449 passed out of 599 service offices surveyed) | | | | |
| | 4 | WIG: Number of agencies with approved SPMS | | 14 - CSC and DOLE and its 12 attached agencies | T: N/A | 20% (498 out of 2,490 agencies) | 30% (747 out of 2,490 agencies) | 70% (1,743 out of 2,490 agencies) | 80% (1,992 out of 2,490 agencies) | |
| | | | | | A: N/A | 73% (364 agencies with approved SPMS) | | | | |
| | | | | | | | | | | |
| | | | | 0 | T: 0 | | N/A | 80% (315 agencies out of 393 NGAs, GOCCs, and SUCs) | 20% (79 agencies out of 393 NGAs, GOCCs, and SUCs) | |
| | | | | | A: 1 | | | | | |
| Approved SPMS - includes all sectors: NGAs, GOCCs, SUCs, LWDs, and LGUs: SPMS is conditionally approved for initial implementation Functional SPMS - SPMS is approved and implemented | | | | | | | | | | |

*Target percentage may change depending on the results of the validation being conducted by OLA, CSLO and OCH."

The illustration below shows the link between CSC’s Logical Framework—where the MFOs and performance targets are found, and Scorecard—where the strategic objectives and measures are indicated:

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graph TD
    SG[Human Resource Development Toward Poverty Alleviation] --> S1[Improved Public Service Delivery]
    SG --> S2[Good Governance]
    S1 --> O1[Merit & Rewards System in the Civil Service Strengthened and]
    S1 --> O2[Public Accountability of Civil Servants Promoted]
    S2 --> O1
    S2 --> O2
    O1 --> MFO[LEGAL SERVICE]
    O1 --> MFO2[EXAMINATION & APPOINTMENTS]
    O1 --> MFO3[PERSONNEL POLICIES & STANDARDS SERVICES]
    O1 --> MFO4[HUMAN RESOURCE DEVELOPMENT SERVICES]
    O1 --> MFO5[PERSONNEL DISCIPLINE & ACCOUNTABILITY ENHANCEMENT SERVICES]
    O2 --> MFO
    O2 --> MFO2
    O2 --> MFO3
    O2 --> MFO4
    O2 --> MFO5
    MFO --> P1[• Adjudicate administrative disciplinary & non-disciplinary cases  
• Formulate opinions & rulings  
• Render legal counseling]
    MFO2 --> P2[• Develop & formulate guidelines, standards & procedures on the various processes involved in recruitment, examination & placement  
• Certify eligible for placement  
• Conduct examination  
• Issue certificate of eligibility  
• Process/ review appointments for non-accredited agencies]
    MFO3 --> P3[• Formulate policies on government employment  
• Review/ enhance/ monitor agency career systems & standards  
• Develop policies, standards & regulations on employee-management relations in the public sector]
    MFO4 --> P4[• Conduct training programs  
• Formulate/ evaluate/ administer HRD programs & service-wide scholarships]
    MFO5 --> P5[• Develop policies, standards, rules & regulations on personnel program evaluation, including personnel inspection & audit actions]
  
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SOCIETAL GOAL

Human Resource Development Toward Poverty Alleviation

SECTORAL GOAL

Improved Public Service Delivery

Good Governance

ORGANIZATIONAL OUTCOMES

Merit & Rewards System in the Civil Service Strengthened and

Public Accountability of Civil Servants Promoted

MAJOR FINAL OUTPUTS

LEGAL SERVICE

EXAMINATION & APPOINTMENTS

PERSONNEL POLICIES & STANDARDS SERVICES

HUMAN RESOURCE DEVELOPMENT SERVICES

PERSONNEL DISCIPLINE & ACCOUNTABILITY ENHANCEMENT SERVICES

PROGRAMS, PROJECTS, AND ACTIVITIES (PAPs)

- Adjudicate administrative disciplinary & non-disciplinary cases
- Formulate opinions & rulings
- Render legal counseling

- Develop & formulate guidelines, standards & procedures on the various processes involved in recruitment, examination & placement
- Certify eligible for placement
- Conduct examination
- Issue certificate of eligibility
- Process/ review appointments for non-accredited agencies

- Formulate policies on government employment
- Review/ enhance/ monitor agency career systems & standards
- Develop policies, standards & regulations on employee-management relations in the public sector

- Conduct training programs
- Formulate/ evaluate/ administer HRD programs & service-wide scholarships

- Develop policies, standards, rules & regulations on personnel program evaluation, including personnel inspection & audit actions

You will note that MFO 2 (Examinations and Appointments) is not included in the Scorecard but it is one of the core functions of the CSC.

In the Scorecard, you will find that general administrative and support functions are part of the strategic objectives: C. Provide excellent HR processes and F. Ensure efficient management of financial resources.

EXAMPLES OF SUCCESS INDICATORS

The highlighted column in the table below shows CSC’s success indicators that were derived from the MFOs (found in the Logical Framework) and strategic objectives and measures (found in the Scorecard).

Performance targets and standards are continuously reviewed and refined. As such, determine specific targets and success indicators for each year in your annual work plan.

Table 5. CSC MFOs, Strategic Objectives, Measures, and Success Indicators

| MAJOR FINAL OUTPUTS | STRATEGIC OBJECTIVE | MEASURES | SUCCESS INDICATORS |
|--------------------------------------|--|--|---|
| MFO 1: Legal Services | Ensure fairness and efficiency in performing quasi-judicial functions | Percentage of cases resolved within 40 days from the time they are ripe for resolution | <ul style="list-style-type: none">• Percentage of cases resolved within 40 days from the time they are ripe for resolution• No. of cases adjudicated and resolved within thirty (30) working days (disciplinary cases)• No. of cases adjudicated and resolved within ten (10) working days (non-disciplinary cases)• No. of appointments processed/ reviewed versus received in accordance with technical standards (for regulated agencies) |
| MFO 2: Examinations and Appointments | NOTE: MFO 2 is not included in the Scorecard but it is one of the core functions of the CSC. | | <ul style="list-style-type: none">• No. of CSC test applications processed and administered in accordance with standards• No. of eligibles granted under special laws• No. of eligibilities certified/placed• No. of appointments processed/ reviewed versus received in accordance with technical standards (for regulated agencies) |

| MAJOR FINAL OUTPUTS | STRATEGIC OBJECTIVE | MEASURES | SUCCESS INDICATORS |
|--|---------------------------------------|---|---|
| MFO 3: Personnel Policies and Standards Services | Recognized as a Center for Excellence | <ul style="list-style-type: none">• Percentage of agencies accredited under PRIME-HRM | <ul style="list-style-type: none">• No. of HR Climate Surveys conducted as per annual work plan• No. of HRMOs assessed as per annual work plan• No. of agencies subjected to CHARM/CARE-HRM/ SPEAR as per annual work plan• No. of agencies revalidated in accordance with guidelines• No. of agencies accredited under PRIME-HRM Level II Accreditation (issued with CSC Resolution) in accordance with guidelines and set standards• No. of agencies recommended for Deregulated Status in accordance with guidelines• No. of agencies conferred with Seal of Excellence Award under PRIME-HRM in accordance with Commission-approved standards• No. of Seal of Excellence awarded under PRIME-HRM in accordance with Commission-approved standards• No. of unions registered according to standards• No. of unions accredited according to standards• No. of union’s CNAs registered according to standards• No. of education/information campaign conducted as per annual work plan• No. of conciliation/mediation services rendered according to standards |

| MAJOR FINAL OUTPUTS | STRATEGIC OBJECTIVE | MEASURES | SUCCESS INDICATORS |
|---|---|---|---|
| MFO 4: Human Resource Development Services | Enhance the competency of our workforce | Percentage of CSC employees meeting their job competency standards | <ul style="list-style-type: none"> Percentage of CSC employees meeting their job competency standards per annual work plan No. of personnel trained No. of Distance Learning Program graduates according to standards No. of scholars enrolled according to standards |
| MFO 5: Personnel Discipline and Accountability Enhancement Services | High performing, competent, and credible civil servants | <ul style="list-style-type: none"> Percentage of high density agencies & their service offices passing the ARTA-RCS Number of agencies with functional SPMS | <ul style="list-style-type: none"> Good CSC Client Satisfaction Rating (CSC frontline services) for 2013 Percentage of high density agencies and their service offices passing the ARTA-Report Card Survey per annual work plan No. of complaints/feedbacks/requests processed/acted upon versus received Number of agencies with functional SPMS |



If you follow Step 4, you should be able to formulate indicators that are SMART.

IDENTIFY THE PERFORMANCE GOALS OF YOUR OFFICE

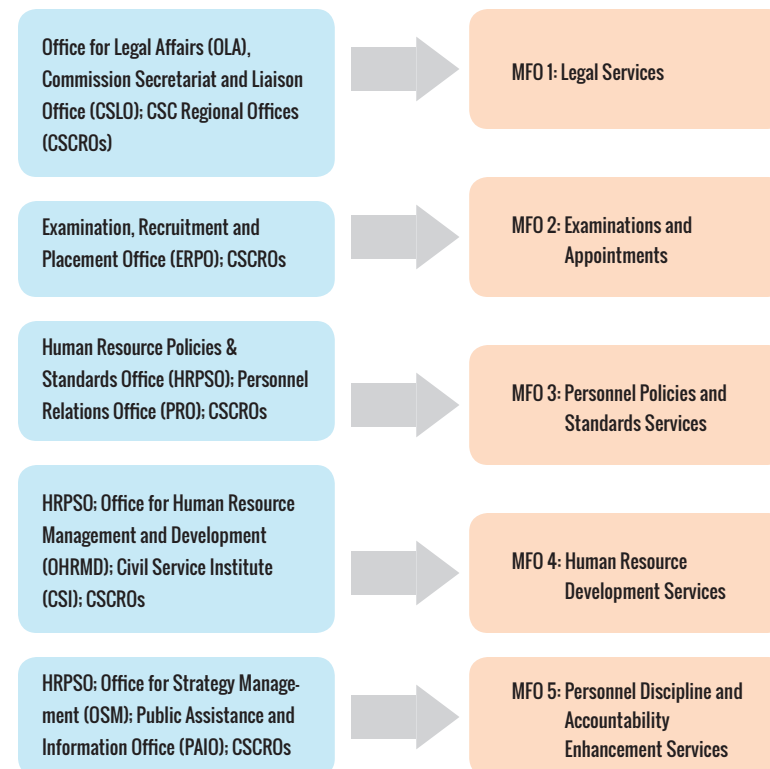
After identifying all the MFOs of your agency, focus on the performance goals of your office. Ask yourself:

Which MFO is my office contributing to?

In most cases, one or several offices will be contributing to one MFO. It is also possible that one office will be contributing to two MFOs.

EXAMPLES OF OFFICES CONTRIBUTING TO MFOs

In the Civil Service Commission, the following offices contribute to specific MFOs:



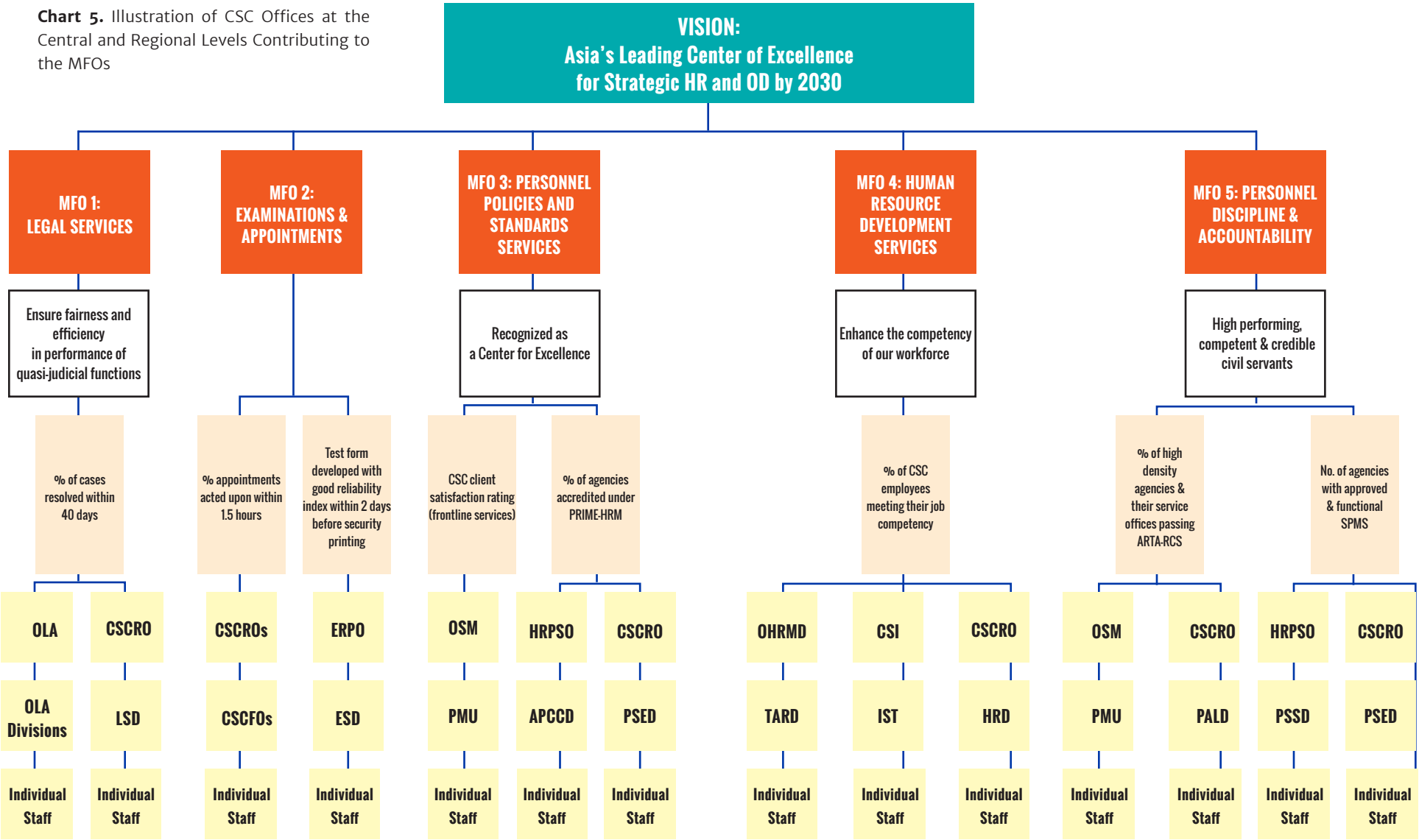
Based on the organizational priorities of the Civil Service Commission each year, each office determines its specific performance targets or success indicators in its annual work plan.

If your office/unit is not directly delivering goods and services to external clients, your office/unit is either implementing Support to Operations (STO) activities or General Administration and Support (GAS) activities. As such, you should have your own SMART performance targets or success indicators from the office/unit level down to the individual staff level.

The chart below shows how each CSC office, division, and individual staff in the central and regional levels work towards meeting the performance targets, strategic objectives, and MFOs and contribute to realize CSC’s vision of becoming Asia’s leading Center of Excellence for Strategic Human Resource and Organization Development by 2030.

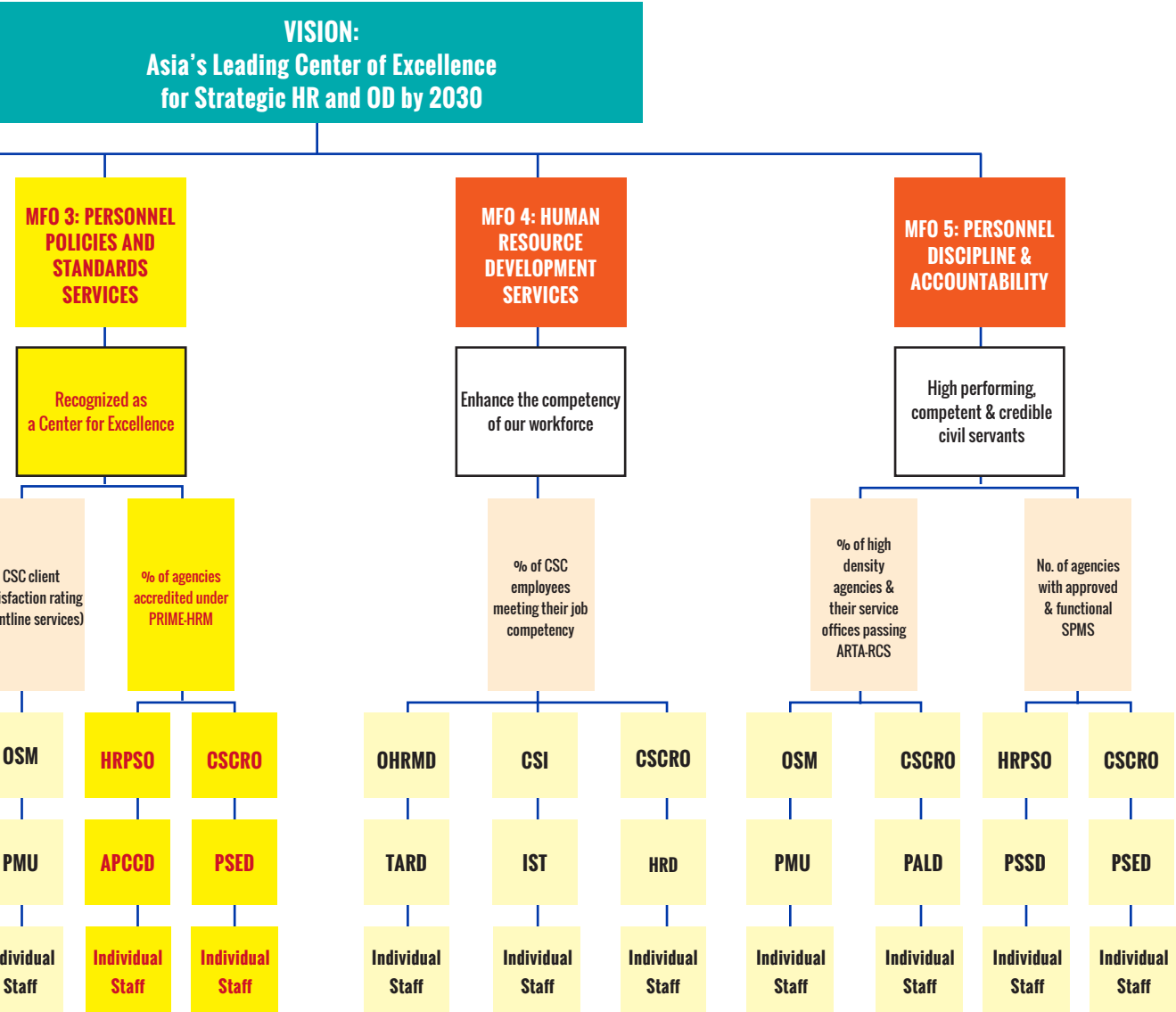
The chart, however, does not show all the units in the CSC but only those that are directly contributing to the MFOs.

Chart 5. Illustration of CSC Offices at the Central and Regional Levels Contributing to the MFOs



To illustrate how the performance goals of an office cascade down to the division and individual staff levels on the central and regional levels, this Guidebook will zero in on MFO 3 and one specific office in the Civil Service Commission that contributes to it: the Human Resource Policies and Standards Office (HRPSO), and one division under it, the Audit Position Classification and Compensation Division (APCCD) and its counterpart office and division on the regional level, the CSC Regional Office (CSCRO) and the Policies and Systems Evaluation Division (PSED). You will note that two offices in the central office actually contribute to MFO 3: HRPSO and OSM. However, the focus will only be on the HRPSO (central office) and the PSED (regional office). These units are highlighted in yellow below:

Chart 6. Illustration of One CSC Office and Division at Central and Regional Levels Contributing to MFO 3



**EXAMPLE OF THE PERFORMANCE GOALS
OF AN OFFICE AT THE CENTRAL OFFICE LEVEL**

The HRPSO contributes to MFO 3. Below are the performance goals or success indicators of the HRPSO that cascade down to the APPCD. Note that the success indicators are **SMART**—Specific, Measurable, Attainable, Realistic, and Time-bound. HRPSO’s other success indicators that cascade down to the other two divisions² under it are not included.

Table 6. Office Level (HRPSO) Success Indicators

| MAJOR FINAL OUTPUTS | STRATEGIC OBJECTIVE | MEASURES | OFFICE LEVEL (HRPSO) SUCCESS INDICATORS |
|---|---------------------------------------|---|--|
| MFO 3: Personnel Policies and Standards Services ³ | Recognized as a Center for Excellence | Percentage of agencies accredited under PRIME-HRM | 100% of recommendations for accreditation from the CSC Regional Offices acted upon within 15 days from receipt of the recommendation |
| | | | Resolutions for accreditation of agencies approved by the Commission within 15 days from receipt of recommendation from the CSCRO |
| | | | PRIME-HRM Certifying Board (CB) Standards for Center/Seal of Excellence approved by the Commission by end of the 1st Quarter |
| | | | Orientation on PRIME-HRM conducted by EO March 2013 |
| | | | MOA between the CSC and award giving bodies on the integration of CB standards to their criteria signed by end of September 2013 |
| | | | Replies to queries sent within 15 days upon receipt by the HRPSO |

² The other two divisions under the HRPSO are: Personnel Systems and Standards Division (PSSD) and Qualification and Selection Standards Division (QSSD).

³ The other offices of the Civil Service Commission contributing to MFO 3 are the Personnel Relations Office and the Regional Offices.

EXAMPLE OF THE PERFORMANCE GOALS OF A REGIONAL OFFICE

The Regional Offices likewise contribute to MFO 3. The highlighted column shows the performance targets on that level.

Table 7. Regional Office Level (CSCRO) Success Indicators

| MAJOR FINAL OUTPUTS | STRATEGIC OBJECTIVE | MEASURES | REGIONAL OFFICE (CSCRO) LEVEL SUCCESS INDICATORS |
|--|---------------------------------------|---|--|
| MFO 4: Personnel Policies and Standards Services | Recognized as a Center for Excellence | Percentage of agencies accredited under PRIME-HRM | Cumulative 25% of agencies accredited under CSC Agency Accreditation Program (CSCAAP) granted Level II-Accredited Status under PRIME-HRM |



If you follow Step 5, you should be able to identify the performance goals of your office that contribute to specific MFOs.

IDENTIFY THE PERFORMANCE GOALS OF THE DIVISIONS UNDER YOUR OFFICE

Units under an office must contribute towards achieving a specific MFO through a set of performance goals or success indicators. As such, the performance goals of the different units such as a branch, attached bureaus, or a division must be aligned with the performance goals of the office.

EXAMPLE OF DIVISION LEVEL PERFORMANCE GOALS AT THE CENTRAL OFFICE LEVEL

CSC’s Human Resource Policies and Standards Office has 3 divisions under it: Personnel Systems and Standards Division (PSSD), Audit and Position Classification and Compensation Division (APCCD), and Qualification and Selection Standards Division (QSSD).

Highlighted on the table below are the success indicators of the Audit and Position Classification and Compensation Division:

Table 8. Office Level (HRPSO) and Division Level (APCCD) Success Indicators

| MAJOR FINAL OUTPUTS | STRATEGIC OBJECTIVE | MEASURES | OFFICE LEVEL (HRPSO) SUCCESS INDICATORS | DIVISION LEVEL (APCCD) SUCCESS INDICATORS |
|--|---------------------------------------|---|--|--|
| MFO 3: Personnel Policies and Standards Services | Recognized as a Center for Excellence | Percentage of agencies accredited under PRIME-HRM | 100% of recommendations for accreditation from the CSC Regional Offices acted upon within 15 days from receipt of the recommendation | 100% of recommendations for accreditation from the CSC Regional Offices acted upon within 10 days from receipt of the recommendation |
| | | | Resolutions for accreditation of agencies approved by the Commission within 15 days from receipt of recommendation from the CSCRO | Resolutions for accreditation of agencies prepared within 10 days from receipt of the recommendation from the CSCRO |

| MAJOR FINAL OUTPUTS | STRATEGIC OBJECTIVE | MEASURES | OFFICE LEVEL (HRPSO) SUCCESS INDICATORS | DIVISION LEVEL (APCCD) SUCCESS INDICATORS |
|---------------------|---------------------|----------|--|--|
| | | | PRIME-HRM Certifying Board (CB) Standards for Center/Seal of Excellence approved by the Commission by end of the 1st Quarter | Proposed PRIME-HRM Certifying Board (CB) Standards for Center/Seal of Excellence approved by the Director by March 15 |
| | | | Orientation on PRIME-HRM conducted by EO March 2013 | Proposal on the PRIME-HRM Orientation approved by the Director by the end of February |
| | | | MOA between the CSC and award giving bodies on the integration of CB standards to their criteria signed by end of September 2013 | Draft MOA between the CSC and award giving bodies on the integration of CB standards to their criteria approved by the Director by August 15 |
| | | | Replies to queries sent within 15 days upon receipt by the HRPSO | Draft replies to queries submitted to the Director within 10 days upon receipt by the HRPSO |

Like the office level success indicators, division level success indicators should also be **SMART**—Specific, Measurable, Attainable, Realistic, and Time-bound.

EXAMPLE OF DIVISION LEVEL PERFORMANCE GOALS AT THE REGIONAL OFFICE LEVEL

Highlighted on the table below are the success indicators of the Policies and Systems Evaluation Division (PSED):

Table 9. Regional Office Level (CSCRO) and Division Level (PSED) Success Indicators

| MAJOR FINAL OUTPUTS | STRATEGIC OBJECTIVE | MEASURES | REGIONAL OFFICE (CSCRO) SUCCESS INDICATORS | POLICIES AND SYSTEMS EVALUATION DIVISION (PSED) SUCCESS INDICATORS |
|--|---------------------------------------|---|--|--|
| MFO 3: Personnel Policies and Standards Services | Recognized as a Center for Excellence | Cumulative 25% of agencies accredited under CSC Agency Accreditation Program (CS-CAAP) granted Level II Accredited Status under PRIME-HRM | Cumulative 25% of agencies accredited under CSC Agency Accreditation Program (CSCAAP) granted Level II Accredited Status under PRIME-HRM | Cumulative 25% of agencies accredited under CSC Agency Accreditation Program (CSCAAP) granted Level II Accredited Status under PRIME-HRM |



If you follow Step 6, you should be able to identify the performance goals of your division that are aligned with the performance goals of your office.

IDENTIFY THE PERFORMANCE GOALS OF THE INDIVIDUALS UNDER EACH DIVISION

Each division will be staffed by at least one individual employee. The performance goals of each individual employee must contribute and align with the performance goals of the division. The success indicators should be SMART.

EXAMPLE OF INDIVIDUAL LEVEL PERFORMANCE GOALS AT THE CENTRAL OFFICE LEVEL

Highlighted in Table 10 are the individual level success indicators of employees under the Audit and Position Classification and Compensation Division. The table also shows the alignment of individual success indicators with the division level (APCCD) and office level (HRPSO) success indicators.

Like the office level and division level success indicators, individual level success indicators should also be **SMART**—**Specific, Measurable, Attainable, Realistic, and Time-bound**.

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Table 10. Office Level (HRPSO), Division Level (APCCD), and Individual Level (Staff 1) Success Indicators

| MAJOR FINAL OUTPUTS | STRATEGIC OBJECTIVE | MEASURES | OFFICE LEVEL (HRPSO) SUCCESS INDICATORS | DIVISION LEVEL (APCCD) SUCCESS INDICATORS | INDIVIDUAL LEVEL (STAFF) SUCCESS INDICATORS |
|--|---|--|--|--|---|
| MFO 3: Personnel Policies and Standards Services | Recognized as a Center for Excellence | Percentage of agencies ac- credited under PRIME-HRM | 100% of recommendations for accreditation from the CSC Regional Offices acted upon within 15 days from receipt of the recommendation | 100% of recommendations for accreditation from the CSC Regional Offices acted upon within 10 days from receipt of the recommendation | 100% of recommendations for accreditation from the CSC Regional Offices Nos. 1, 2 and 3 acted upon within 7 days from receipt of the recommendation |
| | | | Resolutions for accreditation of agencies approved by the Commission within 15 days from receipt of recommendation from the CSCRO | Resolutions for accreditation of agencies prepared within 10 days from receipt by the HRPSO | Resolutions for accreditation of agencies prepared within 7 days from receipt by the HRPSO |
| | | | PRIME-HRM Certifying Board (CB) Standards for Center/Seal of Excellence approved by the Commission by end of the 1st Quarter | Proposed PRIME-HRM Certifying Board (CB) Standards for Center/Seal of Excellence approved by the Director by March 1 | Proposed PRIME-HRM Certifying Board (CB) Standards for Center/Seal of Excellence submitted to the Division Chief by February 15 |
| | | | Orientation on PRIME-HRM conducted by EO March 2013 | Proposal on the PRIME-HRM Orientation approved by the Director by the end of February | Proposal on the PRIME-HRM Orientation submitted to the Division Chief by end of January |

| MAJOR FINAL OUTPUTS | STRATEGIC OBJECTIVE | MEASURES | OFFICE LEVEL (HRPSO) SUCCESS INDICATORS | DIVISION LEVEL (APCCD) SUCCESS INDICATORS | INDIVIDUAL LEVEL (STAFF) SUCCESS INDICATORS |
|---------------------|---------------------|----------|--|--|--|
| | | | MOA between the CSC and award giving bodies on the integration of CB standards to their criteria signed by end of September 2013 | Draft MOA between the CSC and award giving bodies on the integration of CB standards to their criteria approved by the Director by August 15 | Draft MOA between the CSC and award giving bodies on the integration of CB standards to their criteria submitted to the Division Chief by 31 July 2013 |
| | | | Replies to queries sent within 15 days upon receipt by the HRPSO | Draft replies to queries approved by the Director within 10 days upon receipt by the HRPSO | Draft replies to queries approved by the Division Chief within 7 days upon receipt by the HRPSO |

EXAMPLE OF INDIVIDUAL LEVEL PERFORMANCE GOALS
AT THE REGIONAL OFFICE LEVEL

Highlighted on the table below are the individual level success indicators of employees under the Policies and Systems Evaluation Division (PSED) at the regional office level. The table also shows the alignment of individual success indicators with the division level (PSED) and the Regional Office success indicators.

Like the regional office level and division level success indicators, individual level success indicators should also be **SMART Specific, Measurable, Attainable, Realistic, and Time-bound.**

Table 11. Regional Office Level (CSCRO), Division Level (PSED), and Individual Level (Staff 2) Success Indicators

| MAJOR FINAL OUTPUTS | STRATEGIC OBJECTIVE | MEASURES | REGIONAL OFFICE LEVEL (CSCRO) SUCCESS INDICATORS | DIVISION LEVEL (PSED) SUCCESS INDICATORS | INDIVIDUAL LEVEL (STAFF) SUCCESS INDICATORS |
|--|---------------------------------------|---|--|--|--|
| MFO 3: Personnel Policies and Standards Services | Recognized as a Center for Excellence | Percentage of agencies accredited under PRIME-HRM | Cumulative 25% of agencies accredited under CSC Agency Accreditation Program (CSCAAP) granted Level-II Accredited Status under PRIME-HRM | Cumulative 25% of agencies accredited under CSC Agency Accreditation Program (CSCAAP) granted Level-II Accredited Status under PRIME-HRM | Cumulative 25% of agencies accredited under CSC Agency Accreditation Program (CSCAAP) granted Level-II Accredited Status under PRIME-HRM |
| | | | | | Cumulative 25% of agencies accredited under CSC Agency Accreditation Program (CSCAAP) recommended for Level-II Accredited Status under PRIME-HRM |



If you follow Step 7, you should be able to identify the activities and outputs of individual staff that contribute to the achievement of the performance goals of your division and office.

DEVELOP THE RATING SCALE

Developing the Rating Scale involves two sub-steps:

- Determining the **dimensions** on which performance or accomplishments are to be rated.
- Operationalizing the **numerical and adjectival ratings**.

THREE DIMENSIONS OF PERFORMANCE

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 or effective performance involves the following elements:

- | | |
|---------------------------------|---------------------------------------|
| • Acceptability | • Completeness or |
| • Meeting standards | • comprehensiveness of reports |
| • Client satisfaction | • Creativity or innovation |
| • with services rendered | • Personal initiative |
| • Accuracy | |

Efficiency is the extent to which targets are accomplished using the minimum amount of time or resources.

Efficient performance applies to continuing tasks or frontline services (e.g., issuance of licenses, permits, clearances, and certificates).

It involves the following elements:

- **Standard response time**
- **Number of requests/applications acted upon over number of requests/applications received**
- **Optimum use of resources (e.g., money, logistics, office supplies)**

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Timeliness measures if the targeted deliverable was done within the scheduled or expected timeframe. Timely performance involves:

- Meeting deadlines as set in the work plan

Not all performance accomplishments 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 involved listed above in each dimension and use them as guides to determine how performance will be rated.

DETERMINING THE DIMENSIONS TO RATE PERFORMANCE

Depending on how success indicators are stated, you can rate a performance along the dimensions of quality, efficiency, and/or timeliness using the listed elements above as guidelines. The rating needs to be discussed within the unit and between the supervisors 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.

Table 12. Examples of How to Determine the Dimensions to Rate Performance

| EXAMPLES OF PERFORMANCE TARGETS AND SUCCESS INDICATORS | RATING DIMENSIONS |
|--|--|
| Resolutions for accreditation of agencies approved by the Commission within 15 days from receipt of recommendation from the CSCRO | This performance target is rated on quality and efficiency because it involves:•Acceptability. The resolutions need to be approved by the Commission. •Standard response time of 15 days |
| Revised Omnibus Rules on Appointments approved by the Commission upon first presentation by April 30, 2013 | This performance target is rated on quality and timeliness because it involves:•Acceptability. The omnibus rules need to be approved by the Commission. •Meeting a deadline on April 30, 2013. |
| PRIME-HRM Certifying Board (CB) Standards for Center/Seal of Excellence approved by the Commission by end of the 1st Quarter | This performance target is rated on quality and timeliness because it involves:•Acceptability. The standards need to be approved by the Commission. •Meeting a deadline set at the end of the 1st Quarter. |
| Resolution on QS for newly-created unique positions approved by the Commission within 15 days upon receipt by the HRPSO of complete requirements | This performance target is rated on quality and efficiency because it involves:•Acceptability. The resolutions need to be approved by the Commission. •Standard response time of 15 days. |
| Draft replies to queries approved by the Director within 10 working days upon receipt by the HRPSO | This performance target is rated on quality and efficiency because it involves:•Acceptability. The letters need to be approved by the Director. •Standard response time of 10 working days. |

ESTABLISHING THE RATING SCALE

On each dimension of quality, efficiency, and timeliness, rate performance 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 13. Operationalization of the Rating Scale

| NUMERICAL RATING | ADJECTIVAL RATING | DESCRIPTION OR MEANING OF RATING |
|------------------|-------------------|---|
| 5 | Outstanding | Performance exceeded expectations by 30% and above of the planned targets. 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 target. |
| 4 | Very satisfactory | Performance exceeded expectations by 15% to 29% of the planned targets. |
| 3 | 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. |
| 2 | Unsatisfactory | Performance only met 51% to 89% of the planned targets and failed to deliver one or more critical aspects of the target. However, if it involves deadlines required by law, the range of performance should be 51% to 99% of the planned targets. |
| 1 | Poor | Performance failed to deliver most of the targets by 50% and below. |

⁴ 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).

For the rating to be objective, impartial, and verifiable, you need to indicate the operational definition or meaning of each numerical rating under each relevant dimension (i.e., quality, efficiency, or timeliness) per performance target or success indicator.

The following tables show examples of rating matrices on three levels—office, division, and individual staff at the central and regional levels.

EXAMPLES OF RATING MATRICES

Office Level Rating Matrix

- The second column on the table below shows all the performance targets or success indicators of the CSC’s Human Resource Policies and Standards Office. Columns 3 to 5 describe the meaning of each numerical rating along the dimensions of quality, efficiency, and timeliness.
You will note that some performance targets are only rated on quality and efficiency, some on quality and timeliness, and others only on efficiency.

Central Office Level

Table 14. HRPPO Rating Matrix

| MAJOR FINAL OUTPUTS | HRPSO SUCCESS INDICATORS | DESCRIPTION OF RATINGS FOR QUALITY | DESCRIPTION OF RATINGS FOR EFFICIENCY | DESCRIPTION OF RATINGS FOR TIMELINESS |
|---|--|---|--|---------------------------------------|
| MF03: Personnel Policies and Standards Services | 100% of recommendations for accreditation from the CSC Regional Offices acted upon within 15 days from receipt of the recommendation | | | |
| | | | | |
| | | | | |
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| | | | | |
| | Resolutions for accreditation of agencies approved by the Commission within 15 days from receipt of recommendation from the CSCRO | 5 - Approved upon 1st presentation of resolution to the Commission | 5 - Acted upon within 10 days from receipt of the recommendation | |
| | | 4 - Approved upon 2nd presentation of resolution to the Commission with minimal changes | 4 - Acted upon within 11 to 12 days from receipt of the recommendation | |
| | | 3 - Approved upon 2nd presentation of resolution to the Commission with major changes | 3 - Acted upon within 13 to 16 days from receipt of the recommendation | |
| | | 2 - Approved upon 3rd presentation of resolution to the Commission with minimal changes | 2 - Acted upon within 17 to 22 days from receipt of recommendation | |
| | | 1 - Approved upon 3rd presentation of resolution to the Commission with major changes | 1 - Acted upon beyond 22 days from receipt of recommendation | |
| PRIME-HRM Certifying Board (CB) Standards for Center/Seal of Excellence approved by the Commission by end of the 1st Quarter NOTE: Time frame for this activity is 3 months or 90 days | 5 - Approved upon 1st presentation of resolution to the Commission | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | 4 - Approved upon 2nd presentation of resolution to the Commission with minimal changes | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | 3 - Approved upon 2nd presentation of resolution to the Commission with major changes | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | 2 - Approved upon 3rd presentation of resolution to the Commission with minimal changes | | | |
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| | 1 - Approved upon 3rd presentation of resolution to the Commission with major changes | | | |
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| | 5 - Submitted within 75 days or less | | | |
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| | 4 - Submitted within 76 to 80 days | | | |
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| | 3 - Submitted by end of 1st quarter or within 81 to 103 days. | | | |
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| | 2 - Delayed by 14 to 45 days | | | |
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| | 1 - Delayed by more than 45 days | | | |
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| MAJOR FINAL OUTPUTS | HRPSO SUCCESS INDICATORS | DESCRIPTION OF RATINGS FOR QUALITY | DESCRIPTION OF RATINGS FOR EFFICIENCY | DESCRIPTION OF RATINGS FOR TIMELINESS |
|---------------------|--|--|--|---|
| | Orientation on PRIME-HRM conducted by EO March 2013 NOTE: Time frame for this activity is 3 months or 90 days | 5 - Average outstanding rating of participants 4 - Average very satisfactory rating of participants 3 - Average satisfactory rating of participants 2 - Average unsatisfactory rating of participants 1 - Average poor rating of participants | | 5 - Conducted within 75 days or less 4 - Conducted within 76 to 80 days 3 - Conducted by end of 1st quarter or within 81 to 103 days. 2 - Delayed by 14 to 45 days 1 - Delayed by more than 45 days |
| | MOA between the CSC and award giving bodies on the integration of CB standards to their criteria signed by end of September 2013 NOTE: Time frame for this activity is 6 months or 120 working days | 5 - MOA approved by the Commission upon 1st presentation 4 - MOA approved by the Commission upon 2nd presentation with minimal changes 3 - MOA approved by the Commission upon 2nd presentation with major changes 2 - MOA approved by the Commission upon 3rd presentation with minimal changes 1 - MOA approved by the Commission upon 3rd presentation with major changes | | 5 - MOA signed in less than 84 days 4 - MOA signed within 85 to 107 days 3 - MOA signed within 108 to 137 days 2 - MOA signed within 138 to 180 days 1 - MOA signed beyond 180 days |
| | Replies to queries sent within 15 days upon receipt by the HRPSO | | 5 - Replies sent within an average of 10 days 4 - Replies sent within an average of 11 to 14 days 3 - Replies sent within an average of 15 days 2 - Replies sent delayed by an average of 1 to 7.5 days 1 - Replies sent delayed by an average of 8 or more days | |

Regional Office Level

Table 15. CSCRO Rating Matrix

| MAJOR FINAL OUTPUTS | REGIONAL OFFICE SUCCESS INDICATORS | DESCRIPTION OF RATINGS FOR QUALITY | DESCRIPTION OF RATINGS FOR EFFICIENCY | DESCRIPTION OF RATINGS FOR TIMELINESS |
|--|--|------------------------------------|--|---------------------------------------|
| MFO 3: Personnel Policies and Standards Services | Cumulative 25% of agencies accredited under CSC Agency Accreditation Program (CSCAAP) granted Level II Accredited Status under PRIME-HRM | | 5 - Cumulative 33% or more of accredited agencies under CSCAAP granted Level 2-Accredited Status under PRIME-HRM | |
| | | | 4 - Cumulative 29% to 32% of accredited agencies under CSCAAP granted Level 2-Accredited Status under PRIME-HRM | |
| | | | 3 - Cumulative 22% to 28% of accredited agencies under CSCAAP granted Level 2-Accredited Status under PRIME-HRM | |
| | | | 2 - Cumulative 13%-21% of accredited agencies under CSCAAP granted Level 2-Accredited Status under PRIME-HRM | |
| | | | 1 - Cumulative 12% or less of accredited agencies under CSCAAP granted Level 2-Accredited Status under PRIME-HRM | |

Division Level Rating Matrix

• The second column on Table 16 shows all the performance targets or success indicators of the CSC’s Audit and Position Classification and Compensation Division. Columns 3 to 5 describe the meaning of each numerical rating along the dimensions of quality, efficiency, and timeliness. Like the office level rating scales, you will note that some performance targets are only rated on quality and efficiency, some on quality and timeliness, and others only on efficiency.

Central Office Level

Table 16. APCCD Rating Matrix

| MAJOR FINAL OUTPUTS | APCCD SUCCESS INDICATORS | DESCRIPTION OF RATINGS FOR QUALITY | DESCRIPTION OF RATINGS FOR EFFICIENCY | DESCRIPTION OF RATINGS FOR TIMELINESS |
|--|--|------------------------------------|--|---------------------------------------|
| MFO 3: Personnel Policies and Standards Services | 100% of recommendations for accreditation from the CSC Regional Offices acted upon within 10 days from receipt of the recommendation | | 5 - Acted upon in less than 8 days from receipt of the recommendation | |
| | | | 4 - Acted upon in 8 days from receipt of the recommendation | |
| | | | 3 - Acted upon within 9 to 11 days from receipt of the recommendation | |
| | | | 2 - Acted upon within 12 to 15 days from receipt of the recommendation | |
| | | | 1 - Acted upon more than 15 days from receipt of the recommendation | |
| | | | | |
| | Resolutions for accreditation of agencies prepared within 10 days from receipt by the HRPSO | | 5 - Draft resolution approved by the Director from 1 to 7 days from receipt by the HRPSO | |
| | | | 4 - Draft resolution approved by the Director in 8 days from receipt by the HRPSO | |
| | | | 3 - Draft resolution approved by the Director from 9 to 11 days from receipt by the HRPSO | |
| | | | 2 - Draft resolution approved by the Director from 12 to 15 days from receipt by the HRPSO | |
| | | | 1 - Draft resolution approved by the Director more than 15 days from receipt by the HRPSO | |

| APCCD SUCCESS INDICATORS | DESCRIPTION OF RATINGS FOR QUALITY | DESCRIPTION OF RATINGS FOR EFFICIENCY | DESCRIPTION OF RATINGS FOR TIMELINESS |
|--|---|---|---|
| Proposed PRIME-HRM Certifying Board (CB) Standards for Center/Seal of Excellence submitted to the Director by March 1 NOTE: Timeframe for this activity is January to March 1 | 5 - Approved by the Director upon 1st submission | | 5 - Proposed standards approved by the Director before February 23 |
| | 4 - Approved by the Director upon 2nd presentation with minimal changes | | 4 - Proposed standards approved by the Director from February 23 to March 4 |
| | 3 - Approved by the Director upon 2nd presentation with major changes | | 3 - Proposed standards approved by the Director from March 5 to March 22 |
| | 2 - Approved by the Director upon 3rd presentation with minimal changes | | 2 - Proposed standards approved by the Director from March 23 to April 22 |
| | 1 - Approved by the Director upon 3rd presentation with major changes | | 1 - Proposed standards approved by the Director beyond April 22 |
| Proposal on the PRIME-HRM Orientation approved by the Director by the end of February NOTE: Timeframe is 30 days | 5 - Approved by the Director upon 1st submission | | 5 - Approved by the Director before February 8 |
| | 4 - Approved by the Director upon 2nd presentation with minimal changes | | 4 - Approved by the Director from February 9 to 13 |
| | 3 - Approved by the Director upon 2nd presentation with major changes | | 3 - Approved by the Director from February 14 to March 5 |
| | 2 - Approved by the Director upon 3rd presentation with minimal changes | | 2 - Approved by the Director from March 6 to 17 |
| | 1 - Approved by the Director upon 3rd presentation with major changes | | 1 - Approved by the Director beyond March 17 |
| Draft MOA between the CSC and award-giving bodies on the integration of CB standards to their criteria approved by the Director by August 15 NOTE: Timeframe is 30 days | 5 - Draft MOA approved by the Director upon 1st submission | | 5 - Approved by the Director before July 26 |
| | 4 - Approved by the Director upon 2nd presentation with minimal changes | | 4 - Approved by the Director from July 26 to August 10 |
| | 3 - Approved by the Director upon 2nd presentation with major changes | | 3 - Approved by the Director from August 11 to August 18 |
| | 2 - Approved by the Director upon 3rd presentation with minimal changes | | 2 - Approved by the Director from August 19 to 31 |
| | 1 - Approved by the Director upon 3rd presentation with major changes | | 1 - Approved by the Director beyond August 31 |
| Draft replies to queries approved by the Director within 10 working days upon receipt by the HRPSO | 5 - Approved by the Director upon 1st submission | 5 - Replies sent within an average of less than 8 days | |
| | 4 - Approved by the Director upon 2nd submission with minimal changes | | |
| | 3 - Approved by the Director upon 2nd submission with major changes | 3 - Replies sent within an average of 10 days | |
| | 2 - Approved by the Director upon 3rd submission with minimal changes | 2 - Replies sent delayed by an average of 11 to 15 days | |
| | 1 - Approved by the Director upon 3rd submission with major changes | 1 - Replies sent delayed by an average of 16 or more days | |

Regional Office Level

Table 17. PSED Rating Matrix

| MAJOR FINAL OUTPUTS | PSED SUCCESS INDICATORS | DESCRIPTION OF RATINGS FOR QUALITY | DESCRIPTION OF RATINGS FOR EFFICIENCY | DESCRIPTION OF RATINGS FOR TIMELINESS |
|---|--|------------------------------------|---|---------------------------------------|
| MF03: Personnel Policies and Standards Services | Cumulative 25% of agencies accredited under CSC Agency Accreditation Program (CSCAAP) granted Level II Accredited Status under PRIME-HRM | | 5 - Cumulative 33% or more of accredited agencies under CSCAAP recommended for Level II-Accredited Status under PRIME-HRM | |
| | | | 4 - Cumulative 29% to 32% of accredited agencies under CSCAAP recommended for accreditation under PRIME-HRM | |
| | | | 3 - Cumulative 22% to 28% of accredited agencies under CSCAAP recommended for accreditation under PRIME-HRM | |
| | | | 2 - Cumulative 13%-21% of accredited agencies under CSCAAP recommended for accreditation under PRIME-HRM | |
| | | | 1 - Cumulative 12% or less of accredited agencies under CSCAAP recommended for accreditation under PRIME-HRM | |

Individual Level Rating Matrices The APCCD is staffed by three employees. The three succeeding tables for Employees A, B, and C below show the performance targets and rating scales of these employees.

Like the office level and division level rating matrices, you will note that some performance targets are only rated on quality and efficiency, some on quality and timeliness, and others only on efficiency.

Central Office Level: Employee A

Table 18. Employee A Rating Matrix

| MAJOR FINAL OUTPUTS | STAFF A SUCCESS INDICATORS | DESCRIPTION OF RATINGS FOR QUALITY | DESCRIPTION OF RATINGS FOR EFFICIENCY | DESCRIPTION OF RATINGS FOR TIMELINESS |
|---|---|------------------------------------|---|---------------------------------------|
| MF03: Personnel Policies and Standards Services | 100% of recommendations for accreditation from the CSC Regional Offices acted upon within 7 days from receipt of the recommendation | | 5 - Acted upon in less than 5 days from receipt of the recommendation | |
| | | | 4 - Acted upon in 5 days from receipt of the recommendation | |
| | | | 3 - Acted upon within 6 to 8 days from receipt of the recommendation | |
| | | | 2 - Acted upon within 9 to 11 days from receipt of the recommendation | |
| | | | 1 - Acted upon more than 11 days from receipt of the recommendation | |
| | Resolutions for accreditation of agencies prepared within 7 days from receipt by the HRPSO | | 5 - Draft resolution approved by the Director from 1 to 4 days from receipt by the HRPSO | |
| | | | 4 - Draft resolution approved by the Director in 5 days from receipt by the HRPSO | |
| | | | 3 - Draft resolution approved by the Director from 6 to 8 days from receipt by the HRPSO | |
| | | | 2 - Draft resolution approved by the Director from 9 to 11 days from receipt by the HRPSO | |
| | | | 1 - Draft resolution approved by the Director more than 11 days from receipt by the HRPSO | |

| MAJOR FINAL OUTPUTS | STAFF A SUCCESS INDICATORS | DESCRIPTION OF RATINGS FOR QUALITY | DESCRIPTION OF RATINGS FOR EFFICIENCY | DESCRIPTION OF RATINGS FOR TIMELINESS |
|---|---|---|--|---------------------------------------|
| MF03: Personnel Policies and Standards Services | Draft replies to queries approved by the Division Chief within 7 days upon receipt by the HRPSO | 5 - Approved by the Division Chief upon 1st submission | 5 - Replies sent within an average of 1 day | |
| | | 4 - Approved by the Division Chief upon 2nd submission with minimal changes | 4 - Replies sent within an average of 2 to 5 days | |
| | | 3 - Approved by the Division Chief upon 2nd submission with major changes | 3 - Replies sent within an average of 6 to 8 days | |
| | | 2 - Approved by the Division Chief upon 3rd submission with minimal changes | 2 - Replies sent delayed by an average of 2 to 3.5 days | |
| | | 1 - Approved by the Division Chief upon 3rd submission with major changes | 1 - Replies sent delayed by an average of 4 or more days | |

Central Office Level: Employee B

Table 19. Employee B Rating Matrix

| MAJOR FINAL OUTPUTS | STAFF B SUCCESS INDICATORS | DESCRIPTION OF RATINGS FOR QUALITY | DESCRIPTION OF RATINGS FOR EFFICIENCY | DESCRIPTION OF RATINGS FOR TIMELINESS |
|---|---|------------------------------------|---|--|
| MFO3: Personnel Policies and Standards Services | Resolutions for accreditation of agencies prepared within 7 days from receipt by the HRPSO | | 5 - Draft resolution approved by the Director from 1 to 4 days from receipt by the HRPSO | |
| | | | 4 - Draft resolution approved by the Director in 5 days from receipt by the HRPSO | |
| | | | 3 - Draft resolution approved by the Director from 6 to 8 days from receipt by the HRPSO | |
| | | | 2 - Draft resolution approved by the Director from 9 to 11 days from receipt by the HRPSO | |
| | | | 1 - Draft resolution approved by the Director more than 11 days from receipt by the HRPSO | |
| | | | | |
| | Proposed PRIME-HRM Certifying Board (CB) Standards for Center/Seal of Excellence approved by the Division Chief by February 15 NOTE: Timeframe for this activity is January to February 15 | | 5 - Approved by the Division Chief upon 1st submission | 5 - Proposed standards approved by the Division Chief before January 31 |
| | | | 4 - Approved by the Division Chief upon 2nd presentation with minimal changes | 4 - Proposed standards approved by the Division Chief from January 31 to February 7 |
| | | | 3 - Approved by the Division Chief upon 2nd presentation with major changes | 3 - Proposed standards approved by the Division Chief from February 8 to February 18 |
| | | | 2 - Approved by the Division Chief upon 3rd presentation with minimal changes | 2 - Proposed standards approved by the Division Chief from February 19 to March 9 |
| | | | 1 - Approved by the Division Chief upon 3rd presentation with major changes | 1 - Proposed standards approved by the Division Chief beyond March 9 |
| | | | | |

Central Office Level: Employee C

Table 20. Employee C Rating Matrix

| MAJOR FINAL OUTPUTS | STAFF C SUCCESS INDICATORS | DESCRIPTION OF RATINGS FOR QUALITY | DESCRIPTION OF RATINGS FOR EFFICIENCY | DESCRIPTION OF RATINGS FOR TIMELINESS |
|---|---|--|--|--|
| MFO3: Personnel Policies and Standards Services | Proposal on the PRIME-HRM Orientation approved by the Division Chief by the end of January NOTE: Timeframe is Jan. 1 to Feb. 15 | 5 - Approved by the Division Chief upon 1st submission | | 5 - Proposal approved by the Division Chief before January 31 |
| | | 4 - Approved by the Division Chief upon 2nd submission with minimal changes | | 4 - Proposal approved by the Division Chief from January 31 to February 7 |
| | | 3 - Approved by the Division Chief upon 2nd submission with major changes | | 3 - Proposal approved by the Division Chief from February 8 to February 18 |
| | | 2 - Approved by the Division Chief upon 3rd submission with minimal changes | | 2 - Proposal approved by the Division Chief from February 19 to March 9 |
| | | 1 - Approved by the Division Chief upon 3rd submission with major changes | | 1 - Proposal approved by the Division Chief beyond March 9 |
| | | | | |
| | Meeting with award giving bodies convened by end of May NOTE: The required output is a meeting report and the timeframe is 30 days | 5 - Meets all the content requirements with additional analyses and policy recommendations | | 5 - Report submitted within the day of the meeting |
| | | 4 - Meets all the content requirements with suggestions | | 4 - Report submitted within 1-2 days after the meeting |
| | | 3 - Meets all the content requirements of the report | | 3 - Report submitted within 3 days after the meeting |
| | | 2 - Incomplete report | | 2 - Report submitted within 4-5 days after the meeting |
| | | 1 - No meeting conducted / Meeting conducted but no report | | 1 - Report submitted beyond 6 days after the meeting |
| | | | | |
| | Draft replies to queries approved by the Division Chief within 7 days upon receipt by the HRPSO | 5 - Approved by the Division Chief upon 1st submission | 5 - Replies sent within an average of 1 day | |
| | | 4 - Approved by the Division Chief upon 2nd submission with minimal changes | 4 - Replies sent within an average of 2 to 5 days | |
| | | 3 - Approved by the Division Chief upon 2nd submission with major changes | 3 - Replies sent within an average of 6 to 8 days | |
| | | 2 - Approved by the Division Chief upon 3rd submission with minimal changes | 2 - Replies sent delayed by an average of 2 to 3.5 days | |
| | | 1 - Approved by the Division Chief upon 3rd submission with major changes | 1 - Replies sent delayed by an average of 4 or more days | |
| | | | | |

Regional Office Level: Employee D**Table 21.** Employee D Rating Matrix

| MAJOR FINAL OUTPUTS | STAFF D SUCCESS INDICATORS | DESCRIPTION OF RATINGS FOR QUALITY | DESCRIPTION OF RATINGS FOR EFFICIENCY | DESCRIPTION OF RATINGS FOR TIMELINESS |
|--|--|---|--|---|
| MFO 3: Personnel Policies and Standards Services | Agencies accredited under CSC Agency Accreditation Program (CSCAAP) assisted and assessed for Level II-Accredited Status Under PRIME-HRM | 5 - Assessment report indicates all the content requirements with additional analyses | | 5 - Report submitted to the Division Chief within 6 days after the conduct of the assessment |
| | | 4 - Assessment report indicates all the content requirements with suggestions | | 4 - Report submitted to the Division Chief within 7 to 8 days after the conduct of the assessment |
| | | 3 - Assessment report indicates all the content requirements of the report | | 3 - Report submitted to the Division Chief within 9 to 11 days after the conduct of the assessment |
| | | 2 - Incomplete report | | 2 - Report submitted to the Division Chief within 12 to 15 days after the conduct of the assessment |
| | | 1 - Assessment conducted but no report | | 1 - Report submitted to the Division Chief more than 15 days after the conduct of the assessment |
| | Recommendations for Level II-Accredited Status under PRIME-HRM of agencies accredited under CSCAAP consolidated within 10 days from receipt of all recommendations | | 5 - Recommendations consolidated within 6 or less days | |
| | | | 4 - Recommendations consolidated within 7 to 8 days | |
| | | | 3 - Recommendations consolidated within 9 -11 days | |
| | | | 2 - Recommendations consolidated within 12-15 days | |
| | | | 1 - Recommendations consolidated beyond 15 days | |

Steps 9 and 10 are subsumed under the second stage of PMS cycle-Performance Monitoring and Coaching

Performance Monitoring & Coaching

IDENTIFY THE PERFORMANCE GOALS OF INDIVIDUALS UNDER EACH DIVISION

During the monitoring and coaching period, it is important that you regularly monitor the performance of offices, divisions, and employees. You must put monitoring and evaluation mechanisms and tools in place so that timely and appropriate steps can be taken towards meeting performance targets and organizational goals. **This requires an information system that supports monitoring and evaluation.**

Below are suggested monitoring and coaching tools:

SAMPLES OF PERFORMANCE MONITORING AND COACHING TOOLS

| Major Final Output | Tasks | Assigned to | Duration | Task Status | | | | Re- marks |
|---|---|----------------|----------------------------------|-------------|--------|--------|--------|--------------|
| | | | | Week 1 | Week 2 | Week 3 | Week 4 | |
| Personnel Policies and Standards Services | Prepare Resolutions for accreditation of agencies | Staff A & B | 7 days from receipt by the HRPSO | | | | | |
| | Draft PRIME-HRM Certifying Board (CB) Standards for Center/Seal of Excellence | Staff B | January to February 15 | | | | | |
| | Draft replies to queries | Staff A, B & C | 7 days upon receipt the HRPSO | | | | | |
| | Organize meeting with award-giving bodies | Staff C | EO May | | | | | |

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| PERFORMANCE MONITORING FORM | | | | | | |
|--|--|----------------|--------|---|--|---------|
| TASK ID NO. | SUBJECT | ACTION OFFICER | OUTPUT | DATE ASSIGNED | DATE ACCOMPLISHED | REMARKS |
| Document No. or Task No. if Taken from WFP | Subject Area of the Task or the Signatory of the Document and Subject Area | | | Date the task was assigned to the drafter | Date the Output was approved by the supervisor | |

| Doc. No. | Signatory | Subject | Action Of- ficer | Date As- signed | Date Signed | Status | Remarks |
|----------|---------------------------|-----------------------------|------------------|-----------------|--------------|-------------------------|-------------------------|
| 2013-001 | Dir. Juan dela Cruz, DOLE | Step Increment | ABA | Jan. 2, 2013 | Jan. 4, 2013 | Mailed on Jan. 4, 2013 | |
| 2013-005 | Ms. Anna Santos | Leave of Barangay Officials | ZMO | Jan. 7, 2013 | Jan. 9, 2013 | Emailed on Jan. 9, 2013 | Emailed on Jan. 9, 2013 |

Supervisors and coaches play a critical role at this stage. They can provide an enabling environment, introduce interventions to improve team performance, and develop individual potentials.

To reiterate, it is important that you establish an information system as a vital management tool that will support data management to produce timely, accurate, and reliable information for program tracking and performance monitoring and reporting.

SAMPLE PERFORMANCE MONITORING AND COACHING JOURNAL

| | | |
|--|-----------------|---------------------------------|
| | 1 st | Q u a r t e r |
| | 2 nd | |
| | 3 rd | |
| | 4 th | |

Name of Division/Field Office _____

Division Chief / Director II _____

Number of Personnel in the Division / FO _____

| Activity | Mechanism/s | | | | Remarks |
|------------|-------------|-------|------|--------------------------|---------|
| | Meeting | | Memo | Others (Pls. Specify) | |
| | One-in-One | Group | | | |
| Monitoring | | | | | |
| Coaching | | | | | |

Please indicate the date in the appropriate box when the monitoring was conducted.

| | | | |
|--------------------|-------|----------------|-------|
| Conducted by: | Date: | Noted by: | Date: |
| Immediate Superior | | Head of Office | |

Form A
Coaching Report Form

| | |
|--|--|
| Date | |
| Name of Coach | |
| Name of Individual Coachee (signature) | |
| Attendance (if Team Coaching) | |

Coaching Agenda

| | |
|--|--|
| Coaching Goal | |
| Reality or the Problem Situation/Issue | |
| Options/Opportunities | |

| | |
|--|--|
| | |
| Committed Action | |
| Who will do? | |
| Resources Needed (time, approvals, authorities, funds, etc.) | |
| Date that Coachee/Team commits to | |

Note: Always start with sharing or follow-through of commitments from the previous coaching session. Please use extra forms if there are more than one agenda items discussed.

Agreed Next Meeting is on : _____

Key Points of What Was Shared:

| |
|--|
| |
|--|

Process Observations of the Coach (Observable Behaviors of the Coachee/Team/Group being coached, General Disposition, Changes in Attitude since the last Coaching, Level of Coping with the Demands of Work)

| |
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If you follow Step 9, you should be able to develop appropriate performance monitoring and coaching tools.

DEVELOP THE PERFORMANCE EVALUATION TOOLS

At the beginning of the performance monitoring period, develop the tools that will be used to establish commitment and evaluate accomplishments at the end of a given period.

Incorporate the following essential elements in your evaluation tool:

- Name, position, and signature of the Unit Head or individual staff being evaluated (ratee)
- Rating period
- Date when evaluation was completed
- Name, signature, and position of supervisors that approve the completed evaluation form and the date when they made the approval
- Major Final Outputs that your office and division are contributing to **(Step 5)**
- SMART performance targets or success indicators **(Steps 4, 5, 6, and 7)**
- Actual accomplishments vis-à-vis performance targets
- Ratings on quality, efficiency and/or timeliness on a scale of 1 to 5 **(Step 8)**
- Remarks of supervisor
- Name, position and signature of Head of the Performance Management Team
- Name, signature, and position of rater and date when evaluation was completed

To reflect the cascading approach of the SPMS towards achieving organizational goals, **three kinds of forms are suggested:**

- **Office Performance Commitment and Review (OPCR) Form** is accomplished by Agency Directors
- **Division Performance Commitment and Review (DPCR) Form** is accomplished by Division Chiefs
- **Individual Performance Commitment and Review (IPCR) Form** is accomplished by individual staff in all the units of the organization

Make sure that the performance targets listed in the OPCR, DPCR, and IPCR are linked and aligned towards achieving your organization's Major Final Outputs.

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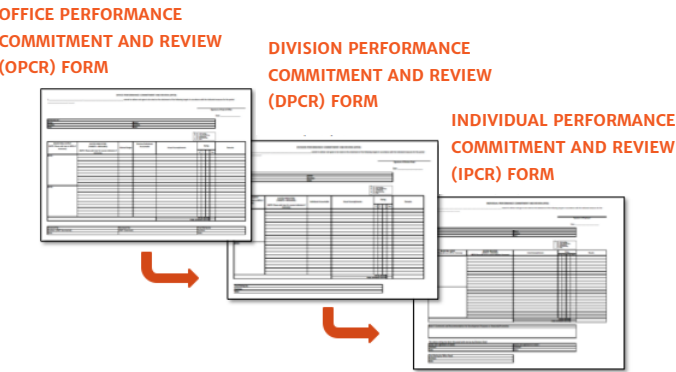
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Chart 7. Alignment of OPCR, DPCR, and IPCR



The upper part of the OPCR, DPCR, and IPCR identifies:

- The name of person making the performance commitment, his/her position in the organization, and signature
- The rating period
- The date when the performance commitment was made at the beginning of the rating period
- The name and position of the supervisors approving the performance commitment and the date when they made the approval at the beginning of the rating period.

| The OPCR and DPCR have 7 columns | The IPCR has 5 columns |
|---|---|
| • Column 1: Major Final Outputs | • Column 1: Major Final Outputs |
| • Column 2: Success Indicators | • Column 2: Success Indicators |
| • Column 3: Allotted Budget | • Column 3: Actual Accomplishments |
| • Column 4: Divisions Accountable (for OPCR) / Individuals Accountable (for DPCR) | • Column 4 (which is further divided into 4 sub-columns): Rating for Quality (Q), Efficiency (E) and Timeliness (T) and the Average (Ave) |
| • Column 5: Actual Accomplishments | • Column 5: Remarks |
| • Column 6 (which is further divided into 4 sub-columns): Rating for Quality (Q), Efficiency (E) and Timeliness (T) and the Average (Ave) | |
| • Column 7: Remarks | |

Below are the 7 columns in the OPCR and DPCR form:

| (1) | (2) | (3) | (4) | (5) | (6) | | | | (7) |
|----------------------------|---|-----------------|----------------------------------|------------------------|---|---|---|-----|---------|
| Major Final Outputs (MFOs) | Success Indicators (Targets + Measures) | Allotted Budget | Divisions or Persons Accountable | Actual Accomplishments | Rating for Quality (Q), Efficiency (E), Timeliness (T), and Average Score (Ave) | | | | Remarks |
| | | | | | Q | E | T | Ave | |

For offices/units that perform STO or GAS activities, indicate your core or support functions on the first column in lieu of MFOs.

Below are the 5 columns in the IPCR form:

| (1) | (2) | (3) | (4) | (5) |
|----------------------------|---|------------------------|---|---------|
| Major Final Outputs (MFOs) | Success Indicators (Targets + Measures) | Actual Accomplishments | Rating for Quality (Q), Efficiency (E), Timeliness (T), and Average Score (Ave) | Remarks |
| | | | Q E T Ave | |

The lower portion of the form is signed by the Supervisor and/or Rater at the beginning and end of the rating period.

The OPCR Form

OFFICE PERFORMANCE COMMITMENT AND REVIEW (OPCR)

Name and Position of Office Director (Ratee)

_____, _____, _____

Rating Period:
months and year _____

Signature of Office Director (Ratee)

Signature of Head of Office

Date: _____

APPROVED BY:

Name: _____

Position: _____

| MAJOR FINAL OUTPUT (Please add rows to MFOs if necessary) | SUCCESS INDICATORS (TARGETS + MEASURES) (NOTE: Please add rows for success indicators if necessary) | Allotted Budget | Divisions Accountable | Actual Accomplishments | Rating | | | | Remarks |
|--|---|-----------------|-----------------------|------------------------|----------------------|---|---|-----|---------|
| | | | | | Q | E | T | Ave | |
| MFO1: | | | | | | | | | |
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| MFO2: | | | | | | | | | |
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| | | | | | TOTAL RATING | | | | |
| | | | | | FINAL AVERAGE RATING | | | | |

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|------------------------------------|----------------------|---------------------------------|----------------------|-------------------------|
| Assessed by PMT Secretariat | | Reviewed by PMT Chairman | | Final Rating by: |
| Start of rating period | End of rating period | Start of rating period | End of rating period | |
| Position: | Position: | Position | Position: | Position: |
| Date | Date: | Date | Date: | Date: |

The DPCR Form

| DIVISION PERFORMANCE COMMITMENT AND REVIEW (DPCR) | | | | | | | | | |
|---|--|-----------------|-------------------------|-----------------------------|-------------------------------------|---|---|-----|---------|
| I, _____, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period _____. | | | | | | | | | |
| | | | | | Signature of Division Head _____ | | | | |
| | | | | | Date: _____ | | | | |
| APPROVED BY: _____ _____ _____ | | | | | | | | | |
| <div style="float: right; border: 1px solid black; padding: 5px; margin-top: -20px;"> 5 – Outstanding 4 – Very Satisfactory 3 – Satisfactory 2 – Unsatisfactory 1 – Poor </div> | | | | | | | | | |
| FINAL OUTPUT <small>(add rows to MFOs if necessary)</small> | SUCCESS INDICATORS (TARGETS + MEASURES) <small>(NOTE: Please add rows for success indicators if necessary)</small> | Allotted Budget | Individuals Accountable | Actual Accomplishments | Rating | | | | Remarks |
| | | | | | Q | E | T | Ave | |
| MFO1: | | | | | | | | | |
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| MFO2: | | | | | | | | | |
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| | | | | TOTAL RATING | | | | | |
| | | | | FINAL AVERAGE RATING | | | | | |

Final Rating by: _____
Position: _____
Date: _____

The IPCR Form

[illegible]

The SPMS suggests two evaluation periods: once every six months. However, an agency may follow a quarterly rating period (every three months), which is the minimum; or a yearly rating period (every 12 months), which is the maximum.

Step 11 falls under the third stage of the PMS cycle-- Performance Review and Evaluation

Performance Review & Evaluation



If you follow Step 10, you should be able to develop your OPCR, DPCR, and IPCR forms

USE THE PERFORMANCE EVALUATION TOOLS

At the end of the performance monitoring period, use the suggested forms—OPCR, DPCR, and IPCR—to review performance from the office and division levels down to the individual staff level.

For the OPCR and DPCR forms, you should have completed the first four columns of the table at the beginning of the performance monitoring period:

- Column 1 – Major Final Outputs that your office or division is contributing to. Add more rows if your office or division is contributing to more than two MFOs **(Steps 5 and 6)**.
- Column 2 – Success indicators or performance targets of your office or division per MFO for the monitoring period **(Steps 5 and 6)**.
- Column 3 – Allocated budget per performance target. For performance targets that have no budget allocation, write “none”.
- Column 4 – Divisions accountable for each performance target for the OPCR.
 - Persons Accountable for each performance target for the DPCR.

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| MAJOR FINAL OUTPUT (Note: Please add rows to MFOs if necessary) | SUCCESS INDICATORS (TARGETS - MEASURES) | Allotted Budget | Divisions Accountable | Actual Accomplishments | Rating | | | | Remarks |
|--|--|-----------------|-----------------------|------------------------|----------------------|---|---|-----|---------|
| | | | | | Q | E | T | Ave | |
| MFO1: | | | | | | | | | |
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| MFO2: | | | | | | | | | |
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| | | | | | TOTAL RATING | | | | |
| | | | | | FINAL AVERAGE RATING | | | | |

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- For the IPCR form, you should have completed the first two columns at the beginning of the performance monitoring period:
- Column 1 – Major Final Outputs that your division is contributing to (Steps 5, 6, and 7).
 - Column 2 – Success indicators or performance targets of each individual staff per MFO for the monitoring period (Steps 5, 6, and 7).
- During the actual evaluation, the rater describes the actual accomplishments of the ratee vis-à-vis the performance targets on the 5th column for the OPCR and DPCR forms or the 3rd column for the IPCR.

| MAJOR FINAL OUTPUT (NOTE: Please add rows to MFOs if necessary) | SUCCESS INDICATORS (TARGETS - MEASURES) (NOTE: Please add rows for success indicators if necessary) | Actual Accomplishments | Rating | | | | Remarks |
|--|---|------------------------|----------------------|---|---|-----|---------|
| | | | Q | E | T | Ave | |
| MFO1: | | | | | | | |
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| MFO2: | | | | | | | |
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| | | | TOTAL RATING | | | | |
| | | | FINAL AVERAGE RATING | | | | |

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COMPUTING THE NUMERICAL RATINGS

As explained in Step 8 (Develop the Rating Scale), you do not 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 performance target (e.g., activity report, draft resolution, draft policy) and determine under what dimension it will be rated. The table below shows an example of actual accomplishments and the ratings.

Table 22. Sample Ratings of Accomplishments

| SUCCESS INDICATORS (Targets + Measures) | ACTUAL ACCOMPLISHMENTS | Q | E | T | Ave |
|--|--|---|---|---|-------|
| Draft PRIME-HRM Certifying Board Standards for Center/Seal of Excellence approved by the Director by March 1 | Draft PRIME-HRM Certifying Board Standards for Center/Seal of Excellence approved by the Director upon second presentation and with minimal changes on March 3 | 4 | | 4 | 4 |
| Proposal on the PRIME-HRM Orientation approved by the Director by the end of February | Proposal on the PRIME-HRM Orientation approved by the Director upon first submission on March 10 | 5 | | 2 | 3.5 |
| Draft replies to queries submitted to the Director within 10 working days upon receipt by the HRPSO | Draft replies to 75 queries submitted to the Director within 9 working days upon receipt by the HRPSO | 5 | 5 | 4 | 4.67 |
| Position paper/ comments on legislative bills submitted within the time frame prescribed by the CSLO | Draft Position paper on HRMO Item in the LGUs submitted on the deadline set by the CSLO | 4 | | 3 | 3.5 |
| APCCD staff recommended for training/HR programs | 3 APCCD staff recommended for training/HR programs | | 5 | 5 | |
| TOTAL RATING | | | | | 20.67 |
| FINAL AVERAGE RATING | | | | | 4.13 |

Average is obtained by dividing the total by the number of dimensions:
 $4 + 4 = 8 \div 2 = 4$

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

Final Average Rating is obtained by adding all the average ratings vertically and dividing the sum (Total Rating) by the number of accomplishments:
 $4 + 3.5 + 4.67 + 3.5 + 5 = 20.67 \div 5 = 4.13$

In the table above, there are five rows of accomplishments. The first two accomplishments are rated on quality and timeliness. The third accomplishment is rated on quality, efficiency, and timeliness. The fourth accomplishment is rated on quality and efficiency. The last accomplishment is rated on efficiency.

You get the average rating for a particular accomplishment by adding the ratings and dividing it by the number of dimensions used. In the table above, the first accomplishment got a rating of 4 on quality and 4 on timeliness totaling 8. Divide this by the 2 dimensions and you get an average rating of 4. The third accomplishment got a rating of 5 on quality, 5 on timeliness, and 4 on efficiency totaling 14. Divide this by the 3 dimensions and you get an average rating of 4.67. The fifth accomplishment got a single rating of 5 on efficiency. So the average rating is also a 5.

To get the final average rating, add all the average ratings vertically and divide the sum by the number of accomplishments. In the example above, there are five accomplishments. Thus, you divide the total rating of 20.67 by 5 and get the final average rating of 4.13.

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 rating of the HRPSO:

Table 23. Ratings of Individual Staff under HRPSO

| Individual Staff under HRPSO | | |
|------------------------------|------|-------------------|
| HRPSO Secretary | 3.99 | Satisfactory |
| HRPSO Administrative Asst. | 4.1 | Very Satisfactory |
| APCCD Chief | 4 | Very Satisfactory |
| APCCD Employee A | 3.6 | Satisfactory |
| APCCD Employee B | 5 | Outstanding |
| APCCD Employee C | 4.03 | Very Satisfactory |
| PSSD Chief | 2.3 | Unsatisfactory |
| PSSD Employee A | 4 | Very Satisfactory |
| PSSD Employee B | 3.3 | Satisfactory |
| QSSD Chief | 5 | Outstanding |
| QSSD Employee A | 5 | Outstanding |
| Ave. Individual Rating | 4.03 | Very Satisfactory |

Average individual rating is obtained by dividing the total of individual ratings (44.32) by the number of individuals in the office (11):
 $3.99 + 4.1 + 4 + 3.6 + 5 + 4.03 + 2.3 + 4 + 3.3 + 5 + 5 = 44.32$
 $44.32 \div 11 = 4.03$

At the end of the rating period, the Heads of Office and supervisors must discuss the results of the assessment with the individual employees concerned. Step 12 below falls under the fourth stage of the PMS cycle—Performance Rewarding and Development Planning.

Performance Rewarding & Development Planning

USE THE RESULTS OF THE PERFORMANCE EVALUATION

The focus of discussion of evaluation 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.

SAMPLE PROFESSIONAL DEVELOPMENT PLAN

Below is a 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.

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INDIVIDUAL DEVELOPMENT PLAN (IDP)

| | | | |
|---------------------------|--|---------------------------------|-------------------------------------|
| 1. Name (Last, First, MI) | 6. Two-Year Period | | |
| 2. Current Position | 7. Division | | |
| 3. Salary Grade | 8. Office | | |
| 4. Years in the Position | 9. No further development is desired or required for this year/s (Please check the box here.) | | |
| | <input type="checkbox"/> Year 1 | <input type="checkbox"/> Year 2 | <input type="checkbox"/> Both years |
| 5. Years in the CSC | 10. Supervisor's Name (Last, First, MI) | | |

PART A: COMPETENCY ASSESSMENT AND DEVELOPMENT PRIORITIES

(Based on the competency assessment conducted and/or the review of performance review results, please identify the top gaps or weaknesses among the competencies assessed that the employee needs to focus on for development, improvement or enhancement. As a rule-of-thumb, it would be best to prioritize three (3) developmental areas over a two-year period.

| Development Target | Performance Goal this Supports | Objective |
|--|---|---|
| List competency(ies) which needs to be developed or improved | Link to specific operational objective(s) of division/Office Note: Which of the division/Office's objectives, needs and priorities need to be addressed? | State personal goals or learning objectives (how the KSA will be developed) |
| Example: Information Technology Management | Enhance the ICT proficiency of office technical staff | Enhance computer skills particularly use of MS Excel |
| | | |
| | | |



PART B: DEVELOPMENT PLAN

(This covers the employee's development actions which are learning and development activities and interventions for the year.)

| Development Activity | Support Needed/Involvement of Others | Tracking Method/Completion Date |
|--|--|--|
| | | Planned Mid-Year Accomplished Year End |
| One or more specific actions you can take to meet an objective. Consider a variety of developmental approaches Examples: On-the-Job-Training <ul style="list-style-type: none">Coaching on the job from <supervisor/senior colleague>Knowledge sharing and learning session on <topic> Formal Classroom Training <ul style="list-style-type: none">Internal training on <topic>External training on <topic> Self-Development <ul style="list-style-type: none">Self-study on <topic>Taking evening or weekend courses on <topic>Watching educational or training videotapes on <topic>Reading books and other publications or journals on <topic>Working on PC tutorials or computer assisted training programs on <topic> Developmental activities/interventions <ul style="list-style-type: none">Special work project on <topic>Added responsibilities on <technical competency or work assignment>Cross-Program, Rotational assignment or Temporary assignment to <function>Task Force or Committee assignment on <area>Shadowing under the stewardship of <person>Coaching lower level employees | Assistance you will need to accomplish each development activity (resources, feedback, permissions, tools, coaching, other assistance) | How will you track the completion of development activities (one or more observable results that will indicate success) |
| Attend an MS Excel Training Program | Access to a computer to practice MS Excel | <div>■ MS Excel Training by EO February 2013</div> <div>■ Can prepare a spreadsheet report acceptable to supervisor by 1 July 2013</div> <div>■ Training completed on <date></div> <div>■ Prepared MS Excel report on <topic> with minimal corrections by supervisor last <date></div> |
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|---|------|----------------------------|------|---|------|
| 11. Employee Signature | Date | 12. Supervisor's Signature | Date | 13. Head/Assistant Head of Office's Signature | Date |
| | | | | | |
| 14A. Updated (Initials) | Date | 14B. Updated (Initials) | Date | 14C. Updated (Initials) | Date |
| | | | | | |
| 15. Check applicable copy designation as shown: | | | | | |
| <input type="checkbox"/> Employee's Copy | | | | | |
| <input type="checkbox"/> Supervisor's Copy | | | | | |
| <input type="checkbox"/> OHRMD/HRD | | | | | |

Step 12. Use the Results of the Performance Evaluation

The results of the performance evaluation/assessment shall serve as **inputs** to the following:

- 1. **Heads of Offices** in identifying and providing the kinds of interventions needed based on identified professional development needs.
- 2. **Agency HRM Office** in consolidating and coordinating development interventions that will form part of the HR Plan and the basis for rewards and incentives.
- 3. **Performance Management Team** in identifying potential PRAISE Awards nominees for various awards categories.
- 4. **PRAISE Committee** in determining top performers of the agency who qualify* for awards and incentives.



If you follow Step 12, you should be able to link the SPMS with other HR systems.

* Program on Awards and Incentives for Service Excellence

Crafting Your Agency SPMS Guidelines

As you go through the process of setting up the SPMS in your organization, you may start crafting your Agency SPMS Guidelines using the checklist below. The checklist provides a summary of the contents of the SPMS Guidelines.

| FEATURES | CONTENTS |
|---|---|
| Key Players and Responsibilities (Step 1) | <ul style="list-style-type: none">• Key players include the following:<ul style="list-style-type: none">✧ SPMS Champion✧ PMT✧ Planning Office✧ HRM Office✧ Head of Office✧ Supervisor✧ Individual Employees• Functions are clearly spelled out• There is an Office Order/Executive Order issued by the Agency Head |
| Goal Aligned to Agency Mandate and Organizational Priorities and Outputs/Outcomes Based (Step 3) | <ul style="list-style-type: none">• Table of MFOs enumerating all products and services of the organization•MFOs 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• Success indicators are identified for each MFO• Success indicators are SMART |
| Team approach to performance management (Step 1) | <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 Office/ Division/ Unit Work Plan or Commitment and Rating Form• Agency Guidelines provide that the average rating of individual staff member should not go higher than the collective performance assessment of the office |

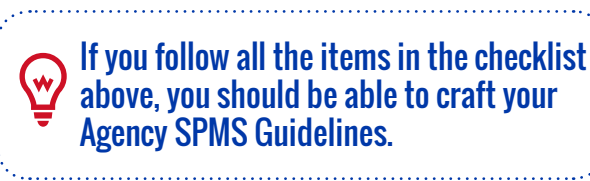
| | |
|---|---|
| <p>User-friendly Agency SPMS Forms</p> <p>(Step 10)</p> | <ul style="list-style-type: none"> • One Form for Commitments (target setting) and Rating (evaluation) for both organization and individuals • Commitment and Rating Forms for both the organization and individual performance are similar and easy to accomplish • SPMS Forms that operationalize the four-stage PMS <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 ✧ Professional Development Plan |
| Information System that Supports M&E | <ul style="list-style-type: none"> • M&E mechanisms and information system are established • There is a database/summary of targets and accomplishment which shall be the basis for verification of accomplishments |
| Communication Plan | <ul style="list-style-type: none"> • There is a program that orients agency officials and employees on the new and revised policies on the SPMS • The orientation schedules are indicated in the SPMS calendar |
| <p>SPMS Cycle</p> <p>(Step 2)</p> | <p>Four-stage PMS cycle are described in the Agency Guidelines/Manual:</p> <ul style="list-style-type: none"> • Performance Planning and Commitment • Performance Monitoring and Coaching • Performance Review and Evaluation • Performance Rewarding and Development Planning |

| | |
|--|---|
| | <p>1. Performance Planning and Commitment</p> <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 • SPMS calendar allots time for PMT review and recommendations of the performance commitments • SPMS calendar indicates period for Head of Agency/Heads of Offices' approval of the office performance commitment and individual performance commitments |
| | <p>2. Performance Monitoring and Coaching</p> <ul style="list-style-type: none"> • Feedback sessions 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 • There is a form or logbook to record critical incidents, schedule of coaching, and action plan |
| | <p>3. Performance Review and Evaluation</p> <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 • Annual Agency Performance Review Conference is conducted as found in the SPMS calendar • Individual employee performance is assessed based on the commitments made at the start of the rating period • Agency SPMS rating scale should fall within the range prescribed in MC 13, s. 1999 (Revised Policies on the PES) |

| | |
|--------------------------|---|
| | 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 • 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 • Recommendations for developmental interventions are indicated in the Performance Commitment and Rating Form • Provision in the guidelines on the linkage of SPMS with the Agency HR Development Plan • 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 • The results of the performance evaluation are used as inputs to the Agency HR Plan and rewards and incentives |
| Rating Period | The Agency SPMS guidelines specify the performance rating period <ul style="list-style-type: none"> • 3-month rating period? • 6-month rating period? • 1-year rating period? |
| Rating Scale (Step 8) | <ul style="list-style-type: none"> • The Agency SPMS Guidelines specifies the 5-point numerical rating scale with adjectival descriptions and ranges • 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 |

Although the SPMS is not totally new, it still requires a transition period and a significant shift in orientation regarding performance measurement. The SPMS necessitates a change in the organizational culture from the leadership down to the rank and file. As such, the change process needs to be managed carefully and communicated clearly to everyone in the organization.

You will need a comprehensive change management and communication plan to orient employees on the essential features of the SPMS so that in the process, you will be able to obtain their buy-in, support, and engagement.



CIVIL SERVICE COMMISSION
Tel. No. 931-8092 / 931-7939
<http://www.csc.gov.ph/>

Guidebook on the Strategic Performance Management System

What gets measured gets done. But how does one measure outputs? Who should determine which measure to adopt? What would be a less tedious way of objectively measuring performance?

Previous efforts in performance management in the public sector were anchored on a one-size, fits all model which failed to take into account the mandate, priorities even peculiarities of a particular government office. These systems also did not show how employee performance has contributed to or hindered organizational effectiveness. To address the gaps and weaknesses found in previous evaluation systems, the CSC recently introduced the Strategic Performance Management System (SPMS). One main feature of the SPMS is that it links individual performance with the agency's organizational vision, mission, and strategic goals. It also makes use of existing performance evaluation and management systems and links performance management with other human resource (HR) systems.

The SPMS Guidebook presents easy steps to enable the various government agencies to draw up a more objective performance management mechanism. These steps include:

- **Forming the performance management team,**
- **Identifying performance goals,**
- **Developing the rating scale,**
- **Developing performance monitoring and coaching tools, and**
- **Using the results of performance evaluation for rewarding and development planning.**

Now, be among the first to start.