

## MSU-TCTO

### PERCENTAGES OF FINAL RATING

The percentages of Individual Performance that make up the Final Ratings are presented below:

#### PERCENTAGE ALLOCATION FOR OFFICE PERFORMANCE COMMITMET AND REVIEW (OPCR)

<b>Unit Heads / Deans / Directors</b>	
Strategic Priority	30%
Core Functions	50%
Support Functions	20%
Total	100%

#### PERCENTAGE ALLOCATION FOR INDIVIDUAL PERFORMANCE COMMITMET AND REVIEW (IPCR)

<b>Faculty</b>				
	<b>Teaching (+ TER)</b>	<b>Research</b>	<b>Extension</b>	<b>Total</b>
Associate Prof to Prof. VI	50%	35%	15%	100%
Asst. Prof and Below	70%	15%	15%	100%

<b>Admin Staff</b>	
Core Functions	50%
Support Functions	30%
Critical Factors	20%
Total	100%

**MSU-TCTO STRATEGIC PERFORMANCE  
SPMS RATING SCALE**

Rating			Description
Numerical	Range	Adjectival	
5	4.51 - 5.00	Outstanding (O)	<p>Performance represents an extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity and initiative. Employees at this performance level should have demonstrated exceptional job mastery in all major areas of responsibility. Employee achievement and contributions to the organization are of marked excellence.</p> <p>Performance exceeding targets/standards by 151% above.</p>
4	3.51 – 4.50	Very Satisfactory (VS)	<p>Performance exceeded expectation. All goals, objectives and targets were achieved above the established standards.</p> <p>Performance exceeding targets/standards by 120% to 150%.</p>
3	2.51 – 3.50	Satisfactory (S)	<p>Performance met expectations in terms of quality of work, efficient and timeliness. The most critical annual goals were met.</p> <p>Performance of 100% to 119% of the targets/standards.</p>
2	1.51 – 2.50	Unsatisfactory (US)	<p>Performance failed to meet expectations, and/or one or more of the most critical goals were not met.</p> <p>Performance of 51% to 99% of the targets/standards.</p>
1	1.00 – 1.50	Poor (P)	<p>Performance was consistently below expectation, and/or reasonable progress toward critical goals was not made.</p> <p>Significant improvement is needed in one or more important areas.</p> <p>Performance failing to meet the targets/standards by 50% or below.</p>

# MSU-TCTO Strategic Performance Management System (SPMS) for the Administrative and Non-Teaching Staff

*In compliance with*

- **CSC Memorandum Circular No. 6 s.2012, “Guidelines in the Establishment and Implementation of Agency Strategic Performance Management System (SPMS)”**
- **CSC – DBM Joint Circular No. 1 s. 2012, “Rules and Regulations on the Grant of Step Increments Due to Meritorious Performance and Step Increment Due to Length of Service”**

## I. BACKGROUND

Civil Service Commission's *Memorandum Circular No. 6, s.2012* mandates the establishment and implementation of Agency Strategic Performance Management System (SPMS) in all constitutional bodies, departments, bureaus and agencies of the national government; local governments units; government-owned and/or controlled corporations (GOCCs) with original charter; and state universities and colleges.

The Strategic Performance Management System (SPMS) for the administrative staff is a work in progress. The College is committed to promote a working environment that is conducive to harmonious relationships between employees and their heads of office/ colleges, enhance employees' welfare and productivity, and contribute to effective and efficient public service. The first introduction of MSU-TCTO to Performance Management System was in February 2010 when it's officials attended the 2-day PMS-OPES seminar-workshop conducted by CSC Tawi-Tawi Provincial Field Office at Rachel's Place, Lamion, Bongao, Tawi-Tawi. Then in December 2013 the CSC Tawi-Tawi Provincial Field Office conducted SPMS conference for MSU-TCTO constituents.

In January 19, 2014 the Office of the Chancellor and the Management Information System Office conducted a seminar-workshop for all heads of offices in the College. The one-day activity focused on performance targets setting for IPCR and OPCR and mechanics of evaluation, coaching, mentoring and appraisal of individual employee performance. Drafts of SPMS and supporting annexes go through a cycle of edition.

The SPMS of MSU-TCTO is now in the initial stage for application in 2016.

## II. OBJECTIVES

The SPMS shall be annually prepared and administered to:

- a. Link the organizational performance of every personnel with the Philippine Development Plan, the Agency Strategic Plan, and the Organization Performance Indicator Framework;

- b. Ensure organizational effectiveness and improvement of individual employee efficiency by cascading institutional accountabilities to the various levels of the organization anchored on the establishment of rational and factual basis for performance targets and measures; and
- c. Link performance management with other HR systems within the University and ensure adherence to the principle of performance-based tenure and incentive system.

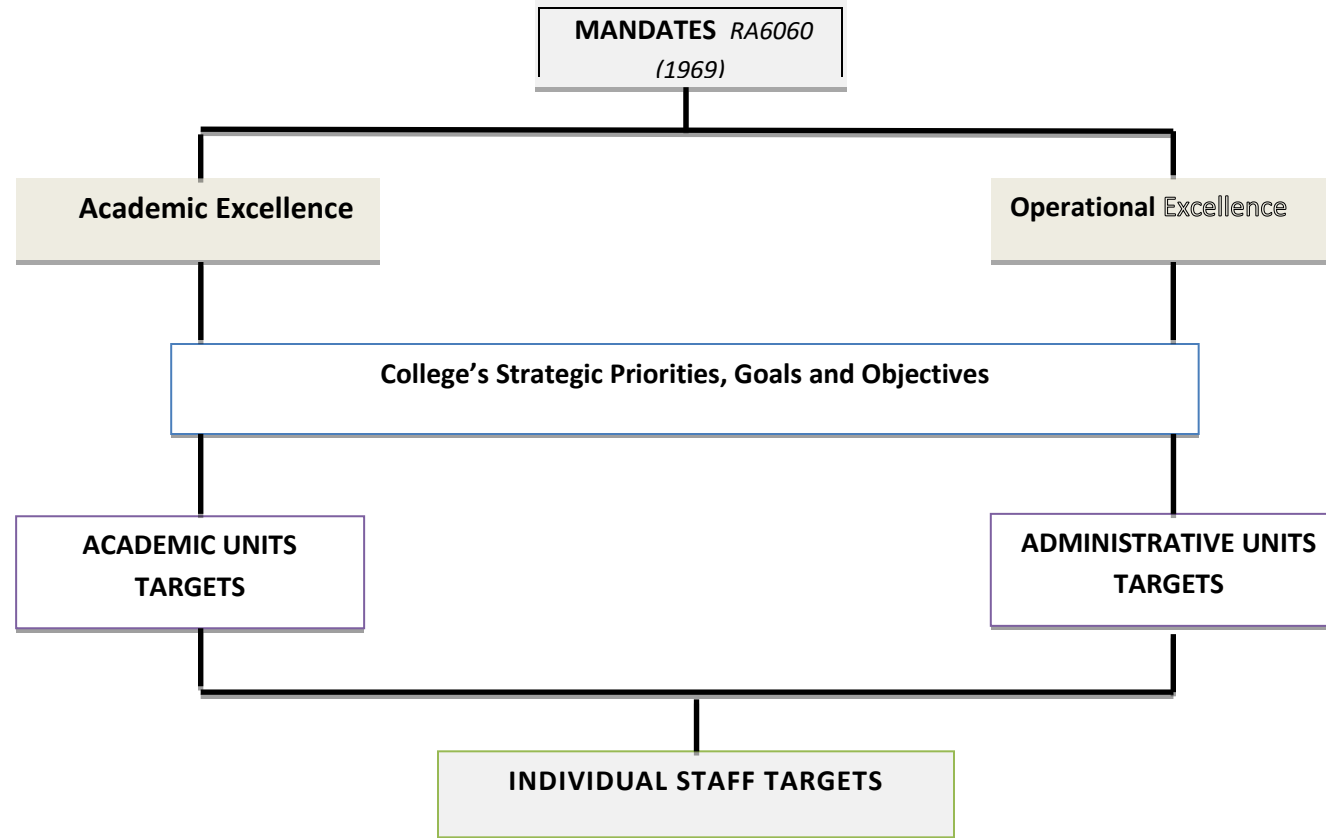
### **III. COVERAGE**

The SPMS shall apply to all administrative and non-teaching personnel, for implementation in all colleges, cost centers and department offices.

### **IV. FRAMEWORK OF THE STRATEGIC PERFORMANCE MANAGEMENT SYSTEM ( SPMS)**

Figure 1 shows the framework of the SPMS. It outlines how the individual staff target can contribute to the attainment of the office strategic priorities that will lead to the attainment of the Mandates as specified in RA 6060.

Figure 1. A Framework for the SPMS



## V. KEY PLAYERS AND RESPONSIBILITIES

### 1. SPMS Champion (Chancellor for )

- ✓ Primarily 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 Vice Chancellors.

### 2. Performance Management Team (PMT). The PMT shall be composed of the following personnel:

- ✓ Chairman for Academic Affairs/ Vice Chancellor for Academic Affairs
- ✓ Chairman for Administration and Finance/ Vice Chancellor for Administration and Finance
- ✓ Member / Vice Chancellor for Research and Development
- ✓ Member / MIS/Planning
- ✓ Member / Head, HRMO
- ✓ Member / President, Faculty Union

The PMT shall have the following functions and responsibilities:

- ✓ Sets consultation meeting of all Heads of Offices for the purpose of discussing the targets set in the office performance commitment and rating form.
- ✓ Ensures that Office performance targets and measures, as well as the budget are aligned with those of the agency and that work distribution of Offices/units is rationalized.
- ✓ Recommends approval of the office performance commitment and rating to the Office of the Chancellor.
- ✓ Recommends organizational re-structuring and mechanisms to ensure that performance targets are achieved.
- ✓ Acts as appeals body and final arbiter for performance management issues of the Institute.
- ✓ Identifies potential top performers and provide inputs to the PRAISE Committee for grant of awards and incentives.
- ✓ Adopts its own internal rules, procedures and strategies in carrying out the above responsibilities including schedule of meetings and deliberations, and delegation of authority to representatives in case of absence of its members.

The Office of the Vice Chancellor for Academic Affairs (OVCAA) shall serve as the PMT Secretariat for Academic Matters and the Office of the Vice Chancellor for Administration and Finance (OVCAF) shall serve as the PMT Secretariat for Administration and Finance Matters. The OVCAA and OVCAF shall be assisted by the Technical Committee which is empowered to consolidate the OPCR and IPCR submitted by various cost centers of the College for submission and approval by the Performance Management Team (PMT).

**c. Office of the Vice Chancellor for Academic Affairs (OVCAA) and Office of the Vice Chancellor for Administration and Finance (OVCAF)**

- ✓ Monitors submission of Office Performance Commitment and Review (OPCR) Form and schedule the review/evaluation of Office Commitments by the PMT before the start of a performance period.
- ✓ Consolidates, reviews, validates and evaluates the initial performance assessment of the Heads of Offices based on reported Office accomplishments against the success indicators, and the allotted budget against the actual expenses. The result of the assessment shall be the basis of PMT's recommendation to the Head of Agency who shall determine the final Office rating.
- ✓ Conducts an agency performance planning and review conference annually for the purpose of discussing the Office assessment for the preceding performance period and plans for the succeeding rating period with concerned Head of Officers. This shall include participation of the Budget Office as regards budget utilization.
- ✓ Provides each Office with the final Office Assessment to serve as basis of offices in the assessment of individual staff members.

**d. Human Resource Management Office**

- ✓ Monitors submission of Individual Performance Commitment and Review (IPCR) Form by heads of offices.
- ✓ Reviews the Summary List of Individual Performance Rating to ensure that the average performance rating of employees is equivalent to or not higher than the Officer Performance Rating as recommended by the PMT and approved by the Head of Agency.
- ✓ Provides analytical data on retention, skill/competency gaps, and talent development plans that align with strategic plans.
- ✓ Initiates, develops and conducts developmental interventions that will form part of the HR Plan.



**e. Vice Chancellors (VCs)**

- ✓ Assumes primary responsibility for performance management in his/her Cluster.
- ✓ Conducts strategic planning session with the heads of offices/deans and directors and staff and agree on the outputs that should be accomplished based on the goals/objectives of the organization and submits the Office Performance Commitment and Review Form to the OVCAA/OVCAF.
- ✓ Reviews and approves employee's Individual Performance Commitment and Review form for submission to the HRM Office before the start of the performance period.
- ✓ Submits a quarterly accomplishment report to the OVCAA/OVCAF based on the SPMS calendar.
- ✓ Does initial assessment of office's performance using the approved Office Performance Commitment and Review form.
- ✓ Determines final assessment of performance level of the individual employees in his/her office based on proof of performance.

**f. Deans/Directors and Heads of Office (Cost Center Heads)**

- ✓ Assumes joint responsibility with the Vice Chancellor in ensuring attainment of performance objectives and targets.
- ✓ Rationalizes distribution of targets/tasks.
- ✓ Monitors closely the status of the performance of their subordinates and provide support and assistance through the conduct of coaching for the attainment of targets set by the Division/Unit and individual employee.
- ✓ Assesses individual employee's performance.
- ✓ Informs employees of the final rating and identifies necessary interventions to employees based on the assessment of developmental needs.
- ✓ Recommends developmental intervention.
- ✓ Recommends and discuss a developmental plan with the subordinates who obtain Unsatisfactory Performance during the rating period not later than one (1) month after the end of the said period and prepares written notice/advice to subordinates that a succeeding Unsatisfactory Performance shall warrant their separation from the service.
- ✓ Provides preliminary rating to subordinates showing Poor Performance not earlier than the third (3rd) month of the rating period. A developmental plan shall be discussed with the concerned subordinate and issue a written notice that failure to improve their performance shall warrant their separation from the service.

### **g. Individual Employees**

- ✓ Act as partners of management and their co-employees in meeting organizational performance goals.

## **IV. SPMS IMPLEMENTATION**

The PMT and the different cost centers/units organized a series of orientation, dialogues and coaching/training sessions on the SPMS Guidelines, with the Chancellors, Vice Chancellors, Heads of Offices, supervisors, office designated PMTs, and employees.

### **A. SPMS Information Management**

Templates and information generated through the SPMS will be linked to the College official website in order to produce timely, accurate and reliable information for program tracking, performance monitoring/reporting and decision making processes.

### **B. The SPMS Cycle**

The SPMS shall follow the Four-Stage SPMS Cycle that underscores the importance of Performance Management:

1. Performance Planning and Commitment
2. Performance Monitoring and Coaching
3. Performance Review and Evaluation
4. Performance Rewards and Development Planning

Two (2) levels of performance are planned for, monitored and assessed in the SPMS, namely:

- Office Performance; and
- Individual Employee's Performance

Through the TCTO Web Portal, the College shall have a synchronized calendar of activities related to the SPMS cycle as follows:

**Table 1. Indicative SPMS calendar**

<b>Date</b>	<b>Activity</b>
First Week of December	PMT meets with Office Heads and agree on the outputs that shall be accomplished for the following year based on the goals/objectives and direction of
31 December or earlier	Submission of OPCR for the following year to the PMT
15 January or earlier	Submission of Office Performance Commitment and Review Forms (OPCR) for the following year by the PMT to the Office of the Chancellor
30 January or earlier	Approval of all OPCR by the Chancellor
15 January or earlier 15 July or earlier	Submission of accomplished Individual Performance Commitment and Rating (IPCR) form to HRMD
Quarterly meetings	Institute PMT meetings to synchronize PMT activities and SPMS cycles, for reporting to the Chancellor and the Executive Committee (EC)

## 1. Performance Planning and Commitment

### a. Performance Planning and Commitment

This is done on the first week of January of every year where the Institute PMT meets with Office Heads and agree on the outputs/targets that shall be accomplished for the following year based on the goals/objectives and direction of

*Outputs* can be classified as:

- **Strategic Output**-pertains to outputs that are linked to the priority deliverables of the University.
- **Core Output** - pertains to outputs linked to the main services or products of the University.

- **Support Output** - pertains to those that are linked to providing assistance to other offices/units.

During this stage, success indicators are determined. **Success indicators** are performance level yardsticks consisting of performance measures and performance targets. These shall be the basis for the Office and individual employee’s preparation of their respective performance commitment and rating form.

Performance measures through support to operations are linked to the Major Final Outputs (MFOs) of the colleges and units. The performance targets of administrative employees shall support the outcomes that the University aims to achieve, which are included in the office’s strategic performance targets. These performance measures are relevant to core functions and strategic priorities, and are subject to continuous refinement and review.

**b. Performance Measures**

In accomplishing the Office Performance Commitment and Review Form (OPCR) and Individual Performance Commitment and Review Form (IPCR), performance measures shall include **any one, or a combination** of the following:

Category	Definition
Effectiveness/ Quality	The extent to which actual performance compares with targeted performance (can be measured by quantity). The degrees to which objectives are achieved and the extent to which targeted problems are solved. In management, effectiveness relates to <i>getting the right things done</i> .
Efficiency	The extent to which time or resources is used for the intended task or purpose. Measures whether targets are accomplished with a minimum amount or quantity of waste, expense, or unnecessary effort including time management skills.
Timeliness	Measures whether the deliverable was done on time based on the requirements of the law and/or clients/stakeholders. Time related performance indicators evaluate such things as project completion deadlines, and other time-sensitive expectations.

### c. Target Setting

The Strategic Plan and initiatives shall be the basis for the target setting. Aside from the Office commitments explicitly identified under each Strategic Priority, *Major Final Output* that contribute to the attainment of the mission/vision which form part of the core functions' of the Office shall be indicated as performance targets.

In setting work targets, the Office shall likewise indicate the detailed budget requirement per expense account to help the Chancellor and the Vice Chancellor for Administration and Finance in ensuring a strategy driven budget allocation and in measuring cost efficiency. The college/office shall also identify specific division, unit, group, or individuals as primarily accountable for producing a particular target output per program, project, or activity.

The targets shall take into account any combination of, or all of the following:

- i. Historical Data. The data shall consider past performance.
- ii. Benchmarking. This involves identifying and comparing the best CUs or Colleges or units within the University with functions or processes. Benchmarking may also involve recognizing existing standards based on provisions or requirements of the law.
- iii. Client demand. This involves a bottom-up approach where the University sets targets based on the needs of its clients. The College and Office may consult with stakeholders and review the feedback on its services.
- iv. List of major final outputs (MFOs) which are support to operations (STOs) and GASS;
- v. Top Management Instruction. The Chancellor may set targets and give special assignments.
- vi. Future trend. Targets may be based from the results of the comparative analysis of the actual performance of the College and the Office with its potential performance.

Degree granting colleges and units shall include in the OPCR the specific targets for academic contributions, such as publications and paper presentations (both local and international), extension services and training programs to be conducted. Support services for the administrative staff shall be based on these office targets.

**d. Individual Performance Planning and Commitment**

In line with the SPMS objective of aligning individual performance targets to directions and values, the approved OPCR shall serve as basis for individual performance targets and measures to be prepared in the Individual Performance Commitment and Rating (IPCR) form. All IPCRs should be submitted to HRMD not later than 15 calendar days after the end of the rating period (January 15 and July 15 respectively) and should be concurred/signed by the College / Office head.

**2. Performance Monitoring and Coaching**

Performance monitoring and coaching pertain to the responsibility of the supervisor to periodically check the work performance of the subordinate all throughout the performance period. Monitoring can be done by observing how the employee performs the task, reading reports submitted by the employee, or getting feedback from other employees and clients.

The performance of the Office and every individual shall be regularly monitored at various levels: i.e., the Chancellor through the College PMT, OVCAA and OVCAF, PMT through HRMD, Dean, Director and Head of Office, Supervisor.

**a. Office Monitoring and Coaching System**

The Office Performance Monitoring Logbook / Diaries / Notes will be used to monitor the status of the achievement of targets and major final outputs of a particular Office. Colleges and office designated PMTs may develop their own monitoring and coaching documentation system to be submitted to the Institute PMT. The specific content of the feedback or discussion should be indicated under the mechanisms by which feedback or coaching was given. The Chancellor, through the Dean, Director, or Head of Office shall certify that monitoring has occurred and feedback given by signing the document or monitoring system on a quarterly basis.

**b. Modifications in targets and measures of the Office**

During the required monitoring, the Office and the PMT shall also review the targets and measures to determine if modifications are to be made to these targets and measures. Nevertheless, changes in the targets and measures shall still be subject to the approval of the Chancellor through the channels.

**c. Individual Performance Monitoring and Coaching**

The Individual Performance Monitoring and Coaching Form (IPMCF) will be used to monitor significant incidents pertaining to individual employees. *Significant incidents* happen when employees have done excellently or poorly in specific circumstances. Examples are:

- An employee may have received a commendation (or complaint) from clients.
- Upon monitoring of a task, the supervisor finds out that the employee has finished ahead (or behind) schedule, has performed well or poorly.

In any of these instances, the supervisor shall provide feedback to the employee. Action plans shall be discussed and agreed upon by the supervisor and employee to further reinforce or improve performance. The Head of Office shall signify that monitoring has occurred and feedback given by signing the form.

**d. Modifications in Targets and Measures for Individuals**

Following any modifications in the targets and measures of the Office, individual targets and measures may also need to be adjusted.

**3. Performance Review and Evaluation**

**a. Office Performance Review and Evaluation**

All Offices (Colleges/Units) shall undergo an office performance review and evaluation not later than 15 November. The PMT will discuss the Office assessment with concerned Heads of Units/Colleges. The evaluation will be based on the achievements of the

Office vis-à-vis the specified success indicators, including the actual expenses of the Office against the budget specified in the OPCR. As such, the review will also involve the Budget Office as regards to budget utilization.

**b. Individual Performance Review and Evaluation**

Similarly, employees will undergo assessment of their accomplishment vis-à-vis their individual targets, which are linked to the Office targets as specified in their IPCRs.

**c. Rating Period**

Performance evaluation shall be done semi-annually and must be submitted to HRMD every July 15 (for the first rating period) and January 15 (for the second rating period). However, if there is a need for a shorter or longer period, the minimum appraisal period is at least ninety (90) calendar days or three (3) months while the maximum period is not more than one (1) calendar year. The average rating of every individual will be considered as the Final Rating for the performance year. However, the average of all individual performance assessments shall not be higher than the relative performance assessment of the Office with respect to other offices.

The percentages of Individual Performance that make up the Final Ratings for the ADMINISTRATIVE STAFF are presented below:

**PART I -PERFORMANCE (80%)** - is the evaluation of actual accomplishment versus the planned level of performance in terms of Effectiveness/Quality, Efficiency and Timeliness against the agreed performance measures and budget, if applicable, broken down as follow:

Core Functions	-	50%
Support Functions	-	30%

**PART II -CRITICAL FACTORS (20%)** -are the behavioral dimensions that affect job performance of employee as rated by the supervisor (heads of office)

The following behavioral dimensions will be evaluated:

- **COURTESY** - Polite, kind and thoughtful behavior toward the public/clientele in manners of speech and actuations



- **HUMAN RELATIONS** - Integrates concern for people at work, office clientele, and supervisor-subordinate relationship into work situations
- **PUNCTUALITY AND ATTENDANCE** - Observed behavior of coming to office on time or to be present at work to complete assigned responsibilities
- **INITIATIVE** - Starts action, projects, and performs assigned tasks without being told and under minimal supervision
- **LEADERSHIP** - The manner of guiding-influencing, motivating and developing confidence to work as a team and accomplish assigned tasks, leading the office to achieve its goals and objectives enthusiastically.
- **STRESS TOLERANCE** - Stability of performance under pressure or opposition.

#### **INTERVENING TARGETS**

Intervening tasks with or without pay are those which are assigned in addition to the regular functions of the employee after the performance target shall have been set.

Said task is not within the regular functions of the employee or the work program/performance contract of their divisions or units;

The performance of intervening or additional tasks is duly considered only if this is done over and above the planned targets.

There is urgency in the completion of the intervening task which has an impact on the organizational unit concerned;

Non-compliance/performance of the intervening task will unduly prejudice the service; and

Employees' planned targets were all accomplished and rated at least satisfactory.

Employees' performance of intervening tasks may be given a maximum of 0.5 additional points for an aggregate of 176 hours.

The formula is:

$$\text{ITS} = \frac{0.5 \times \text{nhrs}}{176 \text{ hrs}}$$

where :

ITS is IT Score;

Nhrs is the number of hours rendered; and

176 hrs = 22 working days x 8 hours per day.

d. Rating Computation

**PART I -PERFORMANCE RATING SCALE**

Numerical Rating	Adjectival Rating	Description or meaning of rating
5	Outstanding (Exceeds expectations in all targets)	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 (Exceeds expectations in some targets)	Performance exceeded expectations by 15% to 29% of the planned targets.
3	Satisfactory (Meets expectations/Acceptable)	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 (Needs Mentoring/Coaching)	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 (Needs Improvement/ Close Monitoring)	Performance failed to deliver most of the targets by 50% and below.

*Note: 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.*

The average score for Quality, Effectiveness and Timeliness is multiplied by the percentage weight assigned per output. The Average Score (AS) for each output will then be added and multiplied by 80% to get the Final Average Rating for Part I.

$$\text{EPSI} = \sum \text{AS} \times .80$$

(Note:  $\Sigma$  is the symbol for summation).

## PART II -CRITICAL FACTORS

On the basis of performance indicators for critical factors, the ratee rates himself/herself in all applicable critical factors while the rater similarly rates also the rate using the following scale:

- 1 = Poor (Needs Close Monitoring)
- 2 = Unsatisfactory (Needs Mentoring/Coaching)

- 3 = Satisfactory (Acceptable)
- 4 = Very Satisfactory (Ideal)
- 5 = Outstanding (Exceptional)

The sum will be multiplied by 20% to get the equivalent point score in Part II

$$\text{EPS2} = .20(\text{C})$$

Using the summary of rating portion in Part II (Form IB), indicate the equivalent point scores obtained in Part I and Part II to get the Overall Point Score or Total Equivalent Point Score (TEPS)

$$\text{TEPS} = \text{EPSI} + \text{EPS2}$$

### **INTERVENING TASKS**

Add the rating for intervening task, if any, to obtain the Total Overall Point Score or Total Numerical Rating.

### **FINAL SCORE AND COMMENTS**

The supervisor shall indicate qualitative comments, observations and recommendations in the Individual employee's Performance Commitment and Review form (IPCR). This will serve as a guide in improving employee performance in subsequent evaluation periods and in other appropriate personnel actions.

Employee's assessment shall be discussed by the supervisor with the concerned employee prior to the submission of the IPCR to the Head of Office. The Head of Office shall determine the final assessment of performance level of the individual employees in his/her office based on proof of performance. The final assessment shall correspond to the adjectival description of Outstanding, Very Satisfactory, Satisfactory, Unsatisfactory or Poor.

*It should be noted however, that the average of all individual performance assessments shall not go higher than the collective performance assessment of the Office.* The Head of Office shall ensure that the employee is notified of his/her final performance assessment and the *Summary List of Individual Ratings* with the attached ICPRs are submitted to the HRDO within the period indicated in the SPMS cycle.

#### 4. Performance Rewards and Development Planning

After the assessment of the achievement of an employee against the targets, both the Supervisor and the Employee will sit down and discuss the employee's strengths and areas for improvement. Both supervisor and employee then identify training programs or other development interventions that can improve the employee's competencies and performance which will form the Staff Development Plan (SDP). The SDP must be indicated in the IPCR and submitted on January 15 and July 15. This exercise is especially helpful to those employees who have been given an Unsatisfactory or Poor Performance Rating. Other uses of the results of this phase are:

- For Heads of Office - identify and provide the kind of interventions needed, based on the developmental needs identified
- For HRMD - consolidate and coordinate developmental interventions that will form part of the HR Plan and the basis for rewards and incentives
- For the PMT - identify potential PRAISE Awards nominees for various awards categories, and
- For the PRAISE Committee - determine the top performers of the University who qualify for awards and incentives.

In the light of the development of the e Performance Management System, employees shall input the proposed Staff Development Plan online.

## VI. USES OF PERFORMANCE RATINGS

### A. Performance-Based Security of Tenure

Security of tenure of those holding permanent appointments is not absolute but is based on performance. Employees who obtained *unsatisfactory rating* for one rating period or exhibiting poor performance shall be provided appropriate developmental intervention by the Head of Office and Supervisor, in coordination with the HRMD, to address competency-related performance gaps.

If after advice and provision of developmental intervention, the employee still obtains a *poor rating* in the immediately succeeding rating period or another unsatisfactory rating, he/she may be dropped from the rolls. A written notice/advice from the Head of Office at least three months before the end of the rating period is required.

### B. Eligibility/Qualification for Performance-Based Awards and Incentives

Grant of incentives like the productivity incentive bonus or other performance based incentives and awards shall likewise be based on the final ratings of employees approved by the Head of Office and submitted to HRDO. The College/Unit PMT shall validate the Outstanding Performance ratings and may recommend concerned employees for performance-based awards.

### C. Personnel Action

Performance ratings shall be used as basis for promotion, competency building and scholarship grants and other personnel actions.

Officials and employees who shall be on official travel, approved leave of absence or training or scholarship programs and who have already met the required minimum rating period of 90 days shall submit the performance commitment and rating report before they leave the office for their official travel. For those with rating period below 90 days, the rating in the immediate preceding period shall apply.

For purposes of performance-based benefits, employees who are on official travel, scholarship or training within a rating period shall use the average of their performance ratings obtained in two rating periods immediately preceding.

Employees who are on detail or secondment to another office shall be rated in their present or actual office, copy furnished their mother office. The ratings of those who were detailed or seconded to another office during the rating period shall be consolidated in the office, either the original office (where the employee's plantilla item or PSIPOP is listed) or present office of deployment, where the employees have spent majority of their time during the rating period.

## **VII. SANCTIONS**

Unless justified and accepted by the PMT, non-submission of the Office Performance Commitment and Review (OPCR) form to the OVCPD or equivalent executive office responsible with plans and programs and the Individual Performance Commitment and Review (IPCR) forms to the HRDO within the specified dates shall be grounds for:

- a. Employees' disqualification for performance-based personnel actions which would require the rating for the given period such as promotion, training or scholarship grants and performance enhancement bonus, if the failure of the submission of the report form is the fault of the employees.
- b. An administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty for the supervisors or employees responsible for the delay or non-submission of the office and individual performance commitment and review report.
- c. Failure on the part of the Head of Office to comply with the required notices to their subordinates for their unsatisfactory or poor performance during a rating period shall be a ground for an administrative offense for neglect of duty.

## VIII. APPEALS

- a. Appeals may be filed within ten (10) working days upon receipt of the notice of their final performance rating from the head of the office. The PMTs shall decide the appeals within 10 working days upon receipt of a written appeal.

Officials or employees who are separated from the service on the basis of two consecutive Unsatisfactory performance or one Poor performance rating can appeal their separation to the CSC office within 15 days from receipt of the order or notice of separation.

Appeals lodged at PMT shall follow the standard procedure of the College. Decision of the PMT is appealable to the CSC Proper, only in exceptional cases.