

PHILIPPINE COCONUT AUTHORITY STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (PCA-SPMS)

Part 1: The PCA-SPMS

I. Background

The **PHILIPPINE COCONUT AUTHORITY (PCA)** is an government owned and controlled corporation (GOCC) attached to the Department of Agriculture (DA) responsible for developing the coconut and other palm oil industry to its full potential in line with the new vision of a united, globally competitive and efficient industry.

The Authority is currently using the prescribed Performance Evaluation System (PES) pursuant to the Corporate Order No. 04, Series of 1993 which is administered in accordance with rules and regulations and standards promulgated by the Civil Service Commission. The system, however, focuses only on individual appraisals which are pre-requisites for promotion and other personnel actions including separation and performance-based incentives.

To address the gaps and weaknesses found in the previous performance evaluation system, the Authority adopts the Philippine Coconut Authority - Strategic Performance Management System or the PCA-SPMS. The PCA-SPMS provides a systematic and verifiable basis in assessment and improvement of the performance of PCA employees and the effectiveness of the Authority's programs and projects.

II. The PCA-SPMS Concept

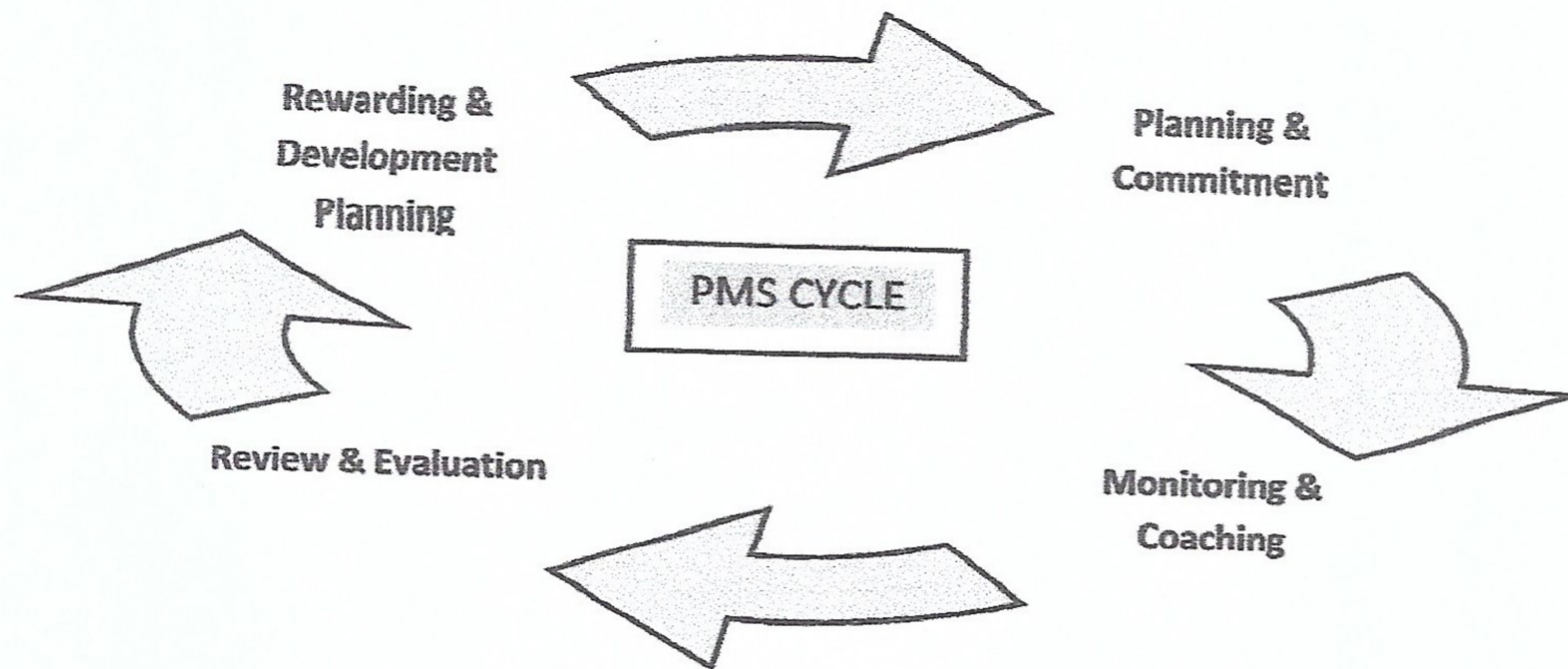
The PCA-SPMS is focused on linking individual performance vis-à-vis the Authority's organizational vision, mission and strategic priorities. It is envisioned as a technology composed of strategies, methods and tools for ensuring fulfilment of the functions of the Branches, Departments, Divisions, Offices, Regions and Centers and their personnel as well as for assessing their accomplishments¹.

It is a mechanism that ensures that each employee contributes to the attainment of or helps achieve the objectives set by the organization and, on the other hand, the organization, achieves the objectives that it has set itself to achieve in its strategic plan.

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

¹ *"The PMS-OPES: Re-inventing the performance management system of the bureaucracy". Annex A of CSC Resolution NO. 1100224*

The PCA-SPMS follows the four-stage PMS cycle: Performance Planning and Commitment, Performance Monitoring and Coaching, Performance Review and Evaluation, Performance Rewarding and Development Planning.



To complement and support the PCA-SPMS, the following enabling mechanisms is put in to place:

- A Recruitment System that identifies competencies and other attributes required for particular jobs or functional groups;
- Enriching of the existing Test bank;
- An adequate Rewards and Incentive System;
- Mentoring and Coaching Program;
- Human Resource Information System (HRIS) that supports project documentation, knowledge management, monitoring and evaluation;
- Change Management Program; and
- Policy Review and Formulation.

III. General Objectives

The PCA-SPMS is implemented to:

- a. Concretize the linkage of organizational performance with the Philippine Development Plan, the Authority's Mandate and Program Thrusts, and the Performance Scorecard and Strategy Map;
- 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 human resource systems and ensure adherence to the principle of performance-based tenure and incentive system.

IV. Basic Elements

The PCA-SPMS includes the following basic elements:

- a. **Alignment of Goal to Authority's Mandate and Organizational Priorities.** Performance goals and measurements are aligned to the national development plans, the Authority's mandate/vision/mission and strategic priorities, as well as the approved performance scorecard and strategy map. Standards are pre-determined to ensure efficient use and management of inputs and work processes. These standards are integrated into the success indicators as organizational objectives are cascaded down to operational level.
- b. **Outputs/Outcomes-based.** The system puts premium on major final outputs that contributes to the realization of organizational mandate, mission/vision, strategic priorities, outputs and outcomes.
- c. **Team-approach to performance management.** Accountabilities and individual roles in the achievement of organizational goals are clearly defined to give way to collective goal setting and performance rating. Individual's work plan or commitment and review form is linked to the division/unit/office work plan or commitment and review form to establish clear linkage between organizational performance and personnel performance.
- d. **User-friendly.** The forms used for both the organizational and individual performance are similar and easy to accomplish. The organizational and individual major final outputs and success indicators are aligned to facilitate cascading of organizational goals to the individual staff members and the harmonization of organizational and individual performance ratings.
- e. **Information System that supports Monitoring and Evaluation.** Monitoring and Evaluation (M&E) mechanisms and Human Resource Information System (HRIS) are vital components of the PCA-SPMS in order to facilitate linkage between organizational and employee performance. The M&E and HRIS will ensure generation of timely, accurate, and reliable information for both performance monitoring/tracking, accomplishment reporting, program improvement and policy decision making.
- f. **Communication Plan.** A program to orient the Authority's officials and employees on the new and revised policies on PCA-SPMS shall be implemented. This is to promote awareness and interest on the system, generate employees' appreciation for the PCA-SPMS as a management tool for performance planning, control and improvement, and guarantee employees' internalization of their role as partners of management and co-employees in meeting organizational performance goals.

V. Key Players and Responsibilities

a. PCA Administrator as PCA-SPMS Champion

- Primarily responsible and accountable for the establishment and implementation of the PCA-SPMS.
- Sets agency performance goals/objectives and performance measures.
- Determines Authority target setting period.

- Approves office performance commitment and rating.
- Assesses performance of units.

b. Performance Management Team (PMT)

The PMT (Annex A) is composed of the following:

1. Executive official designated by the Administrator as Chairman
2. Department Manager, Administrative & General Services Department
3. Division Chief III, Human Resources Division or the career service employee directly responsible for HR development
4. Department Manager I, Corporate Planning Service or the career service employee directly responsible for organizational planning
5. Department Manager II, Finance Department or the career service employee directly responsible for financial management
6. President of the PCA Employee Association or authorized alternate representative

The PMT has the following functions and responsibilities:

- Sets consultation meetings with all Heads of Units for the purpose of discussing the targets set in the Office Performance Commitment and Review (OPCR) Form.
- Ensures that office performance targets and measures, as well as the budget are aligned with those of the Authority and that work distribution of units is rationalized.
- Recommends approval of the Authority performance commitment and review to the PCA Administrator.
- Acts as appeals body and final arbiter for performance management issues of the Authority.
- Identifies potential top performers and provide inputs to 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 the Authority to representatives in case of absence of its members.

As per CSC Memorandum Circular No. 6, s. 2012, Regional PMTs are created composed of the following:

1. The Regional Head as Chairman
2. Highest ranking officer directly responsible for HR development
3. Highest ranking officer directly responsible for financial management
4. Highest ranking officer directly responsible for organizational planning
5. Representative of the rank and file employees

The Regional PMT has the following functions and responsibilities:

- Sets consultation meetings with all unit heads for the purpose of discussing the targets set in the OPCR, DPCR, and IPCR.
- Ensures that office performance targets and measures, as well as the budget are aligned with those of the Authority and that work distribution of units is rationalized.

- Does initial assessment of Authority's performance using the approved OPCR Form.
- Monitors closely the status of performance of their subordinates and provides support and assistance through the conduct of coaching for the attainment of targets set by the Units and individual employees.
- Determines final assessment of performance level of the individual employees in his/her unit based on proof of performance.
- Informs employees of the final rating and identifies and recommends necessary interventions to employees based on the assessment of developmental needs:
 - Recommends and discusses a development plan with the subordinates who obtain **Unsatisfactory** performance during the rating period not later than one (1) month after the end of the said period and prepares written notice/advice to subordinates that a succeeding Unsatisfactory performance shall warrant their separation from the service, approved and signed by the PCA Administrator.
 - Provides preliminary rating to subordinates showing Poor Performance not earlier than the third (3rd) month of the rating period. A development plan shall be discussed with the concerned subordinate and issues a written notice that failure to improve their performance shall warrant their separation from the service approved and signed by the PCA Administrator.

f. Division Chiefs / Unit Heads

- Assumes joint responsibility with the Managers in attaining performance targets.
- Submits their DPCRs to the Manager.
- Reviews the IPCRs for submission to the Manager.
- Rationalizes distribution of targets and tasks.
- Monitors closely the status of performance of subordinates.
- Assesses individual employee's performance.
- Recommends developmental interventions.

g. Individual Employees

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

Part 2: The PCA-SPMS Process

I. The PCA-SPMS Cycle

The PCA-SPMS shall follow the same four-stage **PMS** cycle that underscores the importance of performance management.

Stage 1: Performance Planning and Commitment

² The timetable for the preparation, review and approval of performance targets, standards, and ratings.

- Recommends approval of the performance commitment and rating to the PMT.
- Acts as the initial appeals body for performance management issues.
- Identifies potential top performers and provide inputs to 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 the Authority to representatives in case of absence of its members.

c. Corporate Planning Service

- Acts as PMT secretariat.
- Monitors submission of OPCR Form and schedule the review/evaluation of Authority's commitments by the PMT before the start of a performance period.
- Consolidates and reviews the submitted initial performance assessment of the Heads of Units based on reported Authority's accomplishments against the success indicators, and the allotted budget against actual expenses to ensure completion. The result of the assessment shall be the basis of PMT's recommendation to the PCA Administrator who shall determine the final Authority's rating.
- Conducts an agency performance planning and review conference at least annually for the purpose of discussing the Authority's assessment for the preceding performance period and plans for the succeeding rating period with concerned Heads of Units. This shall include participation of the Financial Unit as regards budget utilization.
- Provides each Unit with the final Authority's Assessment to serve as basis in the assessment of individual employees.

d. Human Resources Division

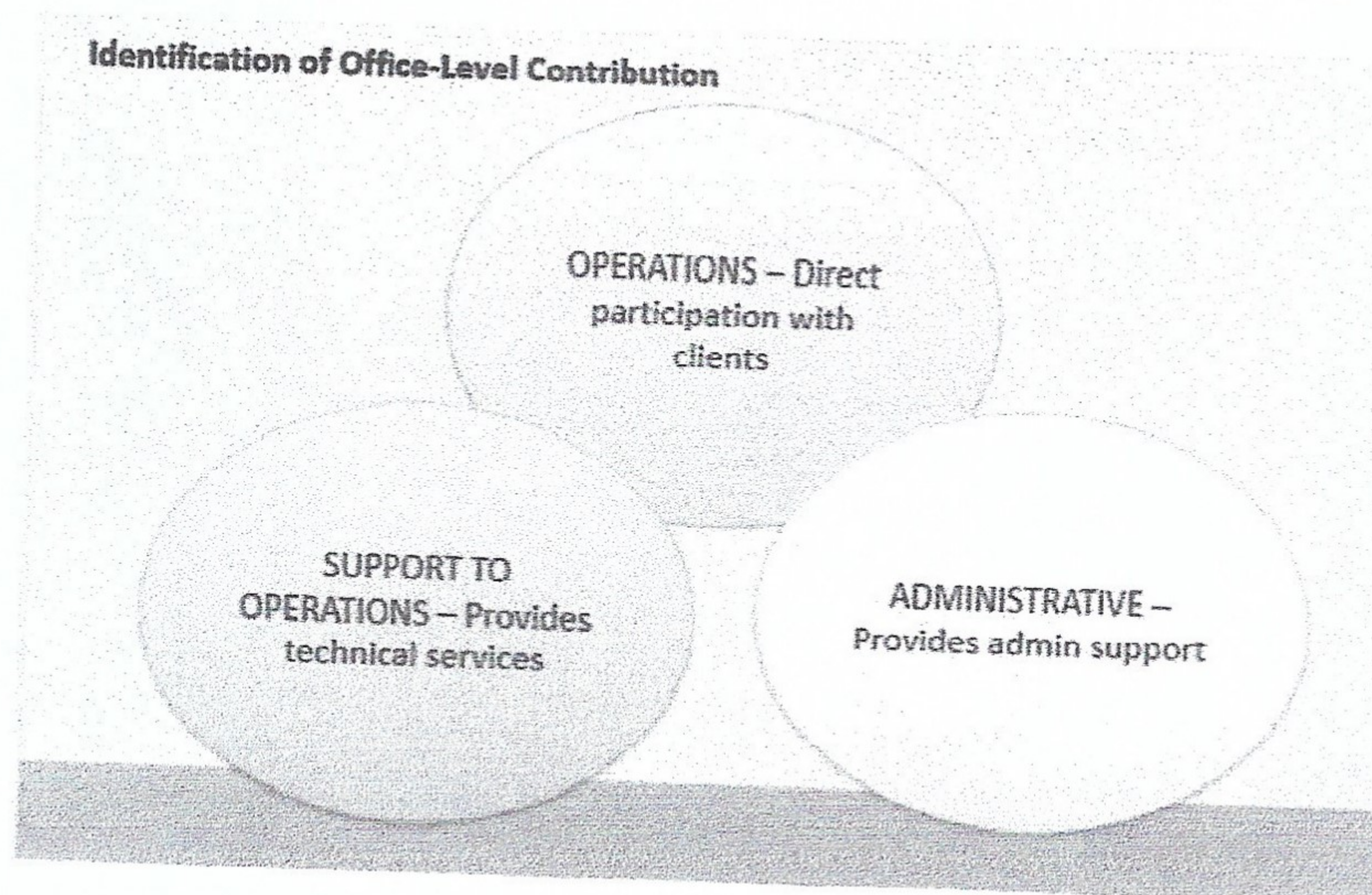
- Monitors submission of the Division Performance Commitment and Review (DPCR) forms and the Individual Performance Commitment and Review (IPCR) forms.
- Reviews the Summary List of Division and Individual Performance Ratings to ensure that the average performance rating of employees is equivalent to or not higher than the Authority's Performance Rating as recommended by the PMT and approved by the PCA Administrator.
- Provides analytical data on retention, skill/competency gaps, and talent development plans that align with strategic plans.
- Coordinate developmental interventions that will form part of the human resource (HR) Plan.

e. Deputy Administrators, Department/ Regional/ Center Managers

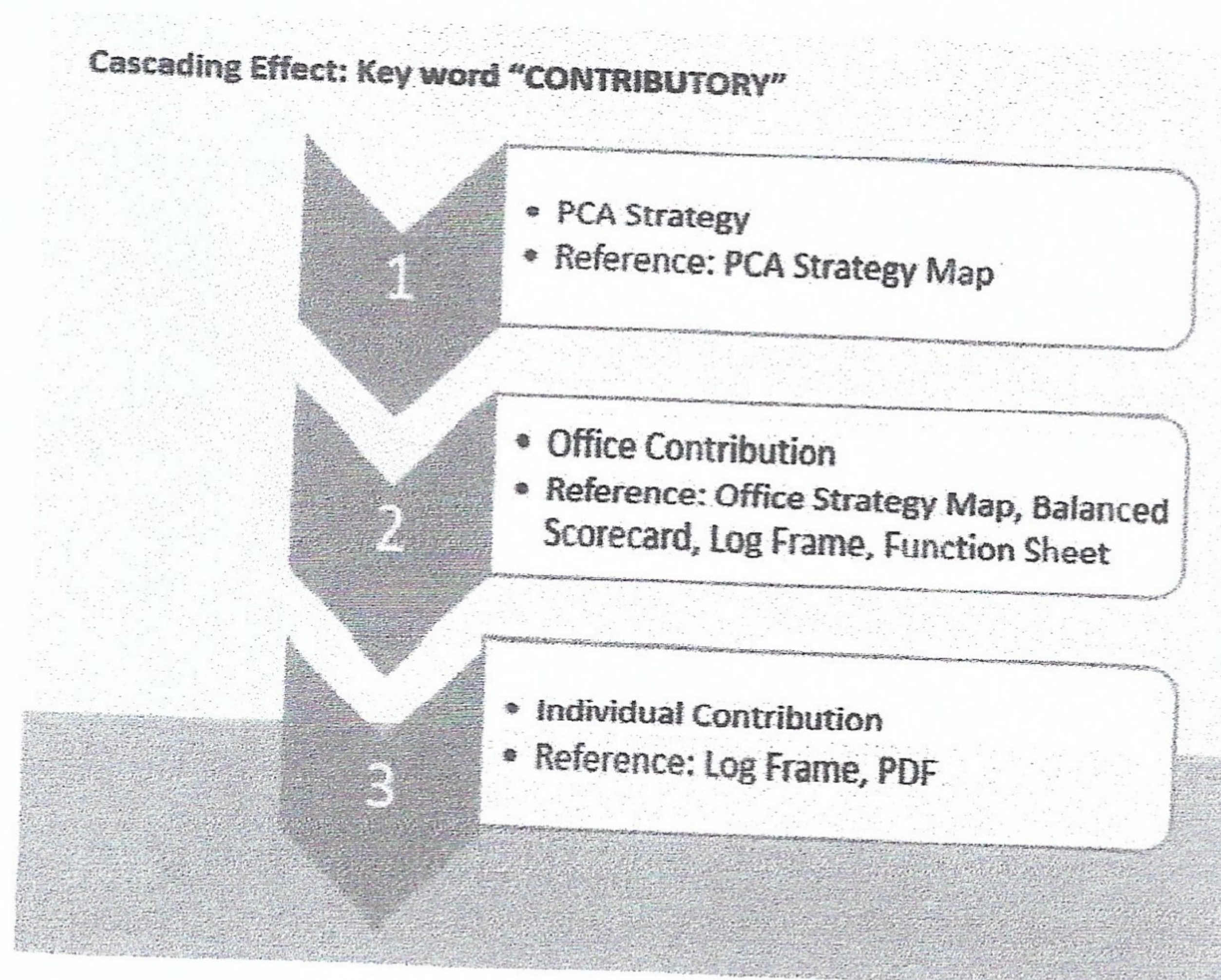
- Assumes primary responsibility for performance management in his/her Branch/Department/Office ensuring attainment of performance objectives and targets.
- Conducts strategic planning session with supervisors and staff and agrees on the outputs that should be accomplished based on the goals/objectives of the Authority and submits the OPCR Form to the Corporate Planning Service.
- Rationalizes distribution of targets/tasks.
- Reviews and approves DPCRs and IPCRs for submission to the HRD before the start of the performance period.
- Submits a quarterly accomplishment report to the Corporate Planning Service based on the PMS calendar² (Annex B).

This is done at the start of the performance period where the PCA Administrator meets with the Deputy Administrators, Department, Regional and Center Managers to agree on the outputs that should be accomplished based on the goals/objectives of the Authority. This document reference of which is the approved strategy map and performance scorecard (Annex C).

Not all Offices have a direct contribution to the performance scorecard. There are Units involved in the provision of admin support, as well as technical services. It is necessary that each Office identifies their specific role in the attainment of the targets.



Therefore, each Office is tasked to come up with a logical framework (Annex D) in connection with the Strategy Map and the Performance Scorecard. The logical framework shall be the guide in determining the individual contributions to the attainment of PCA's goals.



During this stage, **success indicators** (Annex E) are determined. Success indicators are performance level yardsticks consisting of **performance measures and performance targets**. Success indicators should be Specific, Measurable, Attainable, Realistic, and

Time-Bound (SMART). This shall serve as bases of the Office and individual employee's preparation of their performance commitment and review form. The employees should be able to understand the outputs/targets that need to be accomplished. In case of disagreement, consultation with the next higher Supervisor is advised until the differences are settled.

The OPCR, DPCR and IPCR are divided into three (3) categories, namely:

PART I: PCA Performance Scorecard - composed of outputs that have direct influence in reaching the targets under the approved PCA Performance Scorecard.

PART II: Core Functions - composed of outputs that do not fall under the Part I but are either part of the regular function of the office or those assignments that are semi-permanent in nature.

PART III: Support Functions - composed of activities that does not fall in Parts I and II but are outputs that provide support to them. Mandatorily included in this part is the compliance to good governance conditions set by the good governance requirements set by oversight agencies, such as but not limited to: submission of SALN, submission of OPCR, DPCR, IPCR, submission of reports for oversight agencies, etc.

Not all measures in the performance scorecard are applicable to every Office. Each Office should only pick the measures applicable to them and only those measures will make up their OPCR, DPCR and IPCR. No other measure can be included in the forms without the approval of the PMT.

Performance measures are those that contribute to or support the outcomes that the Authority aims to achieve. The performance measures must be continuously refined and reviewed.

Performance measures shall include any two, combination of, or all of the following general categories, whichever is applicable.

Category	Definition
Quality / Effectiveness	The degree to which deliverables measured in quantity have been accomplished. Measures the level of achievement in the desired results in terms of the features defined in the performance plan targets. Apart from simply being fully accomplished, the measure also looks at the features that can include the relevance of the output to overall group and PCA deliverable.
Efficiency	The extent to which minimum amount of budget is allocated in accomplishing the targets and outputs exerting lesser effort.
Timeliness	Measures if the output was accomplished earlier than required, on time or has been delayed based on the given time target.

The PCA Administrator shall cause the determination of the "Authority's target setting period",³ a period within which the Authority's and employees' targets are set and discussed by the raters and the ratees, reviewed and concurred by the Offices concerned and submitted to the Regional PMT, then the PMT.

The Authority's Mandate, Program Thrusts, Strategy Map and Performance Scorecard should be the basis of the targets of the Authority. Aside from the above, major final

³ Before the start of the performance period.

outputs⁴ that contribute to the attainment of organizational mission/vision which form part of the core functions⁵ of the Authority shall be indicated as performance targets.

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

- **Historical data.** The data shall consider past performance.
- **Benchmarking.** This involves identifying and comparing the best practices within the authority. Benchmarking may also involve recognizing existing standards based on provisions or requirements of the law.
- **Client demand.** This involves a bottom-up approach where the Authority sets targets based on the needs of its clients. The Authority may consult with stakeholders and review the feedback on its services.
- **Top Management instruction.** The PCA Administrator may set targets and give special assignments.
- **Future trend.** Targets may be based from the results of the comparative analysis of the actual performance of the Authority with its potential performance.

In setting work targets, the Offices should indicate the detailed budget requirements per expense account to help the PCA Administrator in ensuring a strategy driven budget allocation and in measuring cost efficiency. The Offices should also identify specific division/unit/group/individuals as primarily accountable for producing a particular target output per program/project/output. These targets, performance measures, budget and responsibility centers are summarized in the OPCR Form (Annex F).

The approved OPCR Form shall serve as basis for the division, as well as individual performance targets and measures as reflected in the DPCRs (Annex G) and IPCRs (Annex H).

Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees.

The OPCR and DPCR should be initially approved by the Regional PMT prior to submission to the PMT.

Individual employees' performance standards shall not be lower than the agency's standards in its approved OPCR.

Stage 2: Performance Monitoring and Coaching

During the performance monitoring and coaching phase, the performance of the Offices and every individual should be regularly monitored at various levels: i.e., the PCA Administrator, Corporate Planning Service, Head of Branch/Region/Center/Department/Office/Division and individual, on a regular basis.

⁴ MFOs are goods and services that a department/agency is mandated to deliver to external clients through the implementation of programs, activities and projects (per DBM published *Organization Indicators Framework (OPIF) Book of Outputs for 2011*).

⁵ Core functions are those performed by the Office, inherent in its mandates.

Monitoring and evaluation mechanisms should be in place to ensure that timely and appropriate steps are taken to keep a program on track and to ensure that its objectives or goals are met in the most effective manner (Annex I). Also a very vital tool of management at this stage is an information system that will support data management to produce timely, accurate and reliable information for program tracking and performance monitoring/reporting.

Supervisors and coaches play a critical role at this stage. Their focus is on the critical function of managers and supervisors as coaches and mentors in order to provide an enabling environment/intervention to improve team performance; and manage and develop individual potentials.

In case the employee has been performing unsatisfactorily, he/she should be monitored or notified to improve his/her performance in the next quarter.

Stage 3: Performance Review and Evaluation (Office, Division and Individual Employee's Performance)

This phase aims to assess both Office and individual employee's performance level based on performance targets and measures as approved in the OPCR, DPCR and IPCR. The results of assessment should be impartial owing to scientific and verifiable basis for target setting and evaluation. The Immediate Supervisor should assess the performance based on the commitments made at the beginning of the rating period. The Immediate Supervisor should maintain records at all time. In the absence of the said bases/proofs, a particular task should not be rated and should be disregarded.

The Standard Rating System:

For the purpose of objectivity and to balance any biases that may arise in the actual rating of accomplishments, the following standards should be observed:

1. A success indicator must be rated under at least two (2) performance measure.
2. In case of measures that are considered fixed in nature, where targets cannot be exceeded (e.g. quarterly, semestral, as need arise commitments (ANA), accomplishment of 100% of such measure, can be rated by 5. However, not meeting the target will automatically be rated between 2 or 1.
3. For each success indicator in the OPCR/DPCR/IPCR, at most only one (1) performance measure must be considered as fixed and such should be properly labeled "FIXED".
4. Office and individual employees should be rated accordingly for each performance measure (i.e. efficiency, effectiveness/quality, timeliness) which contribute to the accomplishment of the targets of the Office, regardless of whether the office or the employee met or not met the success indicator for the specific performance measure.
5. The following general rating scale should be adopted:

Rating		Description
Numeral	Adjectival	
5	Outstanding	Performance exceeding expectations by 30% and above of the planned targets. It represents an extraordinary level of achievement and commitment in terms of quality and time, technical skill and knowledge,

		<p>ingenuity, creativity and initiative. Employees at this performance level should have all major areas or responsibility. His achievement and contributions to the organization are of marked excellence which even his peers recognize through a forced comparison/distribution method established by the agency concerned.</p> <p>Those who met targets for performance measures that are fixed.</p>
4	Very Satisfactory	<p>Performance exceeding expectations by 15% to 29% of the planned targets. In addition, his competence and contribution are recognized by his peers also through a forced comparison/distribution for outstanding performers are included in this category.</p> <p>Only employees with Outstanding and Very Satisfactory performance rating are to be considered for promotion.</p>
3	Satisfactory	Performance of 100% to 114% of the planned targets.
2	Unsatisfactory	Performance of 51% to 99% of the planned targets and failed to deliver one or more critical aspects of the target. It is expected that in the next rating period, the employee, under close supervision, should improve his performance.
1	Poor	Performance failing to meet the planned targets by 50% or less and/or there is no evidence to prove the performance. A rating of Poor is a ground for separation from the service.

To determine the rating for Quality (Q), the rater should look at the effectiveness of the accomplishment of actual target. The following standards can be used:

- a. For quantity below or above the target:

<p><u>Actual Accomplishment</u> Target</p>
--

Accomplishment (X)	Rating
Exceeding targets by 30% and above	5
Exceeding targets by 15% to 29%	4
Meeting 100% to 114% of targets	3
Meeting 51% to 99% of targets	2
Failing to meet targets by 50% and below	1

- b. For Client Satisfaction:

Level of Satisfaction (X)	Rating
Outstanding	5
Very Satisfactory	4
Satisfactory	3
Unsatisfactory	2
Poor	1

c. For completeness or comprehensiveness of reports

Percentage of completeness (X)	Rating
Complete/comprehensive report and exceptionally exceeding expectations by 30% and above	5
Complete/comprehensive report and exceeding expectations by 15% to 29%	4
Complete/comprehensive report and/or exceeding expectations by 114% of targets	3
51% to 99% of report completed	2
Failing to complete the report by 50% and below	1

d. For accuracy:

Number of error or revision (X)	Rating
No error/revision and exceptionally exceeding expectations by 30% and above	5
No error/revision and exceeding expectations by 15% to 29%	4
No error/revision and/or exceeding expectations by 114%	3
With error/revision rate of 51% to 99%	2
With error/revision rate of 50% and below	1

To determine the rating for Efficiency (E), the rater should look at the cost efficiency or response time. The following standards can be used:

a. For cost efficiency:

$$ARBUR = \frac{\frac{\text{Actual Accomplishment}}{\text{Target}}}{\frac{\text{Budget Utilized}}{\text{Allocated Budget}}}$$

ARBUR (R)	Rating
$R \geq 1.30$	5
$1.29 > R \geq 1.15$	4
$1.14 > R \geq 0.90$	3
$0.89 > R \geq 0.51$	2
$0.50 > R$	1

Note: Budget allocation can be determined using the approved work and financial plan/PPMP. It should include PS and MOOE.

b. For response time on acting on requests (ARTA):

Average Response Time	Rating
3 days or more earlier than the prescribed period	5
2 days or 1 day earlier than the prescribed period	4
Exactly done on the prescribed period	3

2 days or 1 day delayed than the prescribed period	2
3 days or more delayed than the prescribed period	1

To determine the rating for Timeliness (T) the following standards can be used:

Average Time of Accomplishment	Rating
3 days or more earlier than the deadline	5
2 days or 1 day earlier than the deadline	4
Exactly done on the deadline	3
2 days or 1 day after the deadline	2
3 days or more after the deadline	1

The ranges of overall point scores in determining the final equivalent rating should be as follows:

ADJECTIVAL RATING	NUMERICAL RATING
Outstanding	5.00
Very Satisfactory	4.00-4.99
Satisfactory	3.00-3.99
Unsatisfactory	2.00-2.99
Poor	1.00-1.99

All Ratings should be supported by evidence and documents.

- **Office Performance Assessment**

The Regional PMT shall consolidate and perform initial review, validation, and evaluation of the accomplishment reported in the OPCR and DPCR, prior to endorsement to the CPS and the HRD.

The CPS shall consolidate, review, validate and evaluate the performance assessment of the OPCR based on reported Authority's accomplishments against the success indicators, and the allotted budget against the actual expenses. The result of the assessment shall be submitted to the PMT for calibration and recommendation to the PCA Administrator. The PCA Administrator shall determine the final rating of every Office.

An Authority performance review conference should be conducted at least annually by the Corporate Planning Service for the purpose of discussing the Authority assessment with concerned Deputy Administrators/Regional/Center/Department/Office Managers. This includes the participation of the Finance Department as regards to the budget utilization and allocation. To ensure complete and comprehensive performance review, all Offices should submit a monthly accomplishment report to the Corporate Planning Service based on the PCA-SPMS calendar⁶.

⁶ The timetable for the preparation, review and approval of performance targets, standards, and ratings.

Any issue/ appeal/protest on the assessment shall be articulated by the concerned Office and decided by the PCA Administrator during this conference; hence the final rating is no longer appealable/ contestable after the conference.

The Corporate Planning Service should provide the Offices with the final rating to serve as their basis in the assessment of division and individual performances.

- **Performance Assessment for Division and Individual Employees**

The Managers assess the performance of its divisions and units. The division chiefs and unit heads, as immediate supervisors assess individual employee performance based on the commitments made at the beginning of the rating period. The performance rating shall be based solely on records of accomplishment; hence, there is no need for self-rating. It is also expected that the immediate supervisor keeps supporting documents and evidence on the reported outputs of individual employees which will be used as bases for employee assessment and for determining employee's contributions to the over-all OPCR.

For the purpose of SPMS, the highest ranking officer of the finance, technical, and administrative support units of the Regions and the Research Centers, are considered unit heads.

The supervisors are required to indicate qualitative comments, observations and recommendations in the DPCRs and IPCRs to include competency assessment⁷ and critical incidents⁸ which will be used for human resource development purposes such as promotion and other interventions. Forms with blank portion will be returned.

Employee's assessment should be discussed by the supervisor with the concerned ratee prior to the submission of the DPCRs and IPCRs to the Central Office.

The Deputy Administrators and Managers should determine the final assessment of their Offices and should correspond to the adjectival description of Outstanding, Very Satisfactory, Satisfactory, Unsatisfactory or Poor.

The average of all individual performance assessments should not be higher than the collective performance assessment of the Authority.

The Deputy Administrators and Managers should ensure that their employees are notified of their final performance assessment and the Summary List of Division and Individual Ratings (Annex J) prior to submission to the HRD.

⁷ Competencies are observable, measurable and vital behavioural skills, knowledge and personal attributes that are translations or organizational capabilities deemed essential for success. Competencies shall be identified for a particular position or job family.

⁸ Record of events, happenings or actual information affecting the overall accomplishments of the employee during the particular rating period.

Stage 4: Performance Rewarding and Development Planning

Part of the individual employee's evaluation is the competency assessment vis-a-vis the competency requirements of the job. The result of the assessment is discussed by the supervisors with the individual employee at the end of each rating period. The discussion should focus on the strengths, competency- related performance gaps and the opportunities to address these gaps, career paths and alternatives.

The result of the competency assessment is treated independently of the performance rating of the employee.

Appropriate developmental interventions should be made available and submitted to the HRD and approved by the PCA Administrator.

A professional development plan (Annex K) to improve or correct performance of employees with Unsatisfactory and Poor performance ratings must be outlined, including timelines, and should be monitored to measure progress.

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

- a. Supervisors in identifying and providing the kind of interventions needed, based on the developmental needs identified;
- b. HRD in consolidating and coordinating developmental interventions that will form part of the HR Plan and the basis for rewards and incentives;
- c. PMT in identifying potential PRAISE Awards nominees for various awards categories; and,
- d. PRAISE Committee in determining top performers of the Authority who qualify for awards and incentives.

II. Rating Period

Performance evaluation shall be done semi-annually that is January to June and July to December. However, if there is a need for a shorter period, the minimum appraisal period is at least ninety (90) calendar days or three (3) months. Coaching and mentoring shall be done regularly at least once a month.

III. Uses of Performance Ratings

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

Employees who obtained Unsatisfactory rating for one rating period or exhibited poor performance should be provided appropriate developmental intervention by the supervisor approved by the PCA Administrator, in coordination with the HRD, to address competency- related performance gaps.

If after advice and provision of developmental intervention, the employee still obtains Unsatisfactory ratings in the immediately succeeding rating period or Poor rating for the immediately succeeding rating period, he/she may be dropped from the rolls. A written notice/advice from the supervisor signed by the PCA Administrator at least 3 months before the end of the rating period is, however, required.

Part 3: Miscellaneous Provisions

I. Sanctions

Unless justified and accepted by the PMT, non-submission of the OPCR form to the PMT and the DPCR and IPCR forms to the HRD within the specified dates shall be ground for:

- a. Employees' disqualification for performance-based personnel actions which would require the rating for the given period such as promotion, training or scholarship grants and performance enhancement bonus, if the failure of the submission of the report form is the fault of the employees. In like manner, the supervisor deals with the same penalty. Unless with justifiable reason, which should be evaluated by the PMT.
- 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 supervisor to comply with the required notices to their subordinates for their unsatisfactory or poor performance during a rating period is a ground for an administrative offense for neglect of duty.

II. Appeals

- a. Office performance assessment as discussed in the performance review conference is final and not appealable. Any issue/appeal on the initial performance assessment of the unit should be discussed and decided during the performance review conference.
- b. Individual employees who feel aggrieved or dissatisfied with their final performance ratings can file an appeal with the PMT through writing within ten (10) days from the date of receipt of notice of their final performance evaluation rating from the supervisor. A unit or individual employee, however, is not be allowed to protest the performance ratings of other unit or co- employees. Ratings obtained by other unit or employees can only be used as basis or reference for comparison in appealing one's unit or individual performance rating.
- c. The PMT decides on the appeals within one month from receipt of Appeals. The decision of the PMT may be appealed to the PCA Administrator.
- d. Officials or employees who are separated from the service on the basis of Unsatisfactory or Poor performance rating can appeal their separation to the CSC within 15 days from receipt of the order or notice of separation.

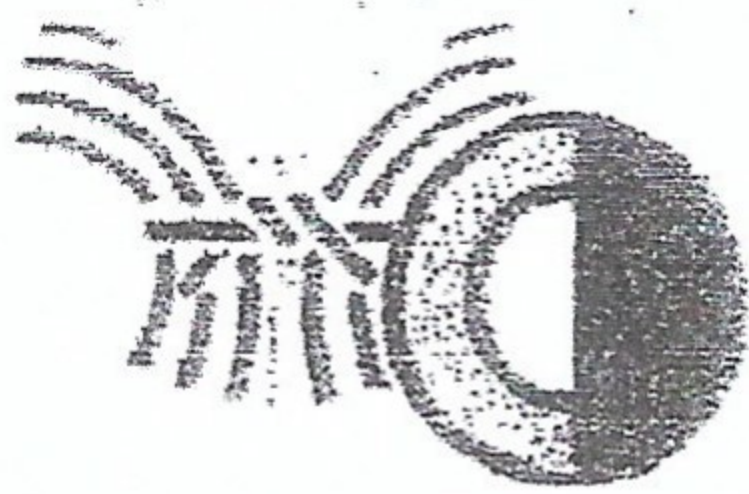
- b. The PMT should validate the Outstanding performance ratings and may recommend concerned employees for performance-based awards. Grant of performance-based incentives are based on the final ratings of employees as approved by the PCA Administrator
- c. Performance ratings are used as basis for promotion, training and scholarship grants, rewards and other personnel actions.

Employees with Outstanding and Very Satisfactory performance ratings should be considered for the above mentioned personnel actions and other related matters.

- d. Officials and employees who are on official travel, approved leave of absence or training or scholarship programs who have already met the required minimum rating period of 90 days should submit the performance commitment and review report before they leave the office.

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

- e. PCA employees who are on detail or secondment to another office are to be rated in their present or actual office; copy furnished this (PCA) office. The ratings of those who were detailed or seconded to another office during the rating period should be consolidated in the office, either in the mother (plantilla) office or present office, where the employees have spent majority of their time during the rating period.



PMT RESOLUTION NO. 2019 – 02

APPROVING THE REVISION IN THE COMPOSITION & FUNCTIONS OF THE PMT & REGIONAL PMTS AND PROVIDING SUPPORT THEREOF

WHEREAS, the Performance Management Team (PMT) approved the revisions in the PCA Strategic Performance Management System Manual in its PMT Resolution No. 2019 – 01;

WHEREAS, Special Order No. 49 s. 2015 and Special Order No. 163 s. 2016 defined the composition and functions of the PMT and Regional PMTs (RPMs);

WHEREAS, Section V.b of the Revised PCA SPMS Manual explicitly enumerates the key players, their responsibilities and roles in the SPMS implementation, as follows:

" The PMT is composed of the following:

1. Executive official designated by the Administrator as Chairman
2. Department Manager, Administrative & General Services Department
3. Division Chief III, Human Resources Division or the career service employee directly responsible for HR development
4. Department Manager I, Corporate Planning Service or the career service employee directly responsible for organizational planning
5. Department Manager II, Finance Department or the career service employee directly responsible for financial management
6. President of the PCA Employee Association or authorized alternate representative

The PMT has the following functions and responsibilities:

- Sets consultation meetings with all Heads of Units for the purpose of discussing the targets set in the Office Performance Commitment and Rating (OPCR) Form.
- Ensures that office performance targets and measures, as well as the budget are aligned with those of the Authority and that work distribution of units is rationalized.
- Recommends approval of the Authority performance commitment and rating to the PCA Administrator.
- Acts as appeals body and final arbiter for performance management issues of the Authority.
- Identifies potential top performers and provide inputs to 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 the Authority to representatives in case of absence of its members.

As per CSC Memorandum Circular No. 6, s. 2012, Regional PMTs are created composed of the following:

1. The Regional Head as Chairman
2. Highest ranking officer directly responsible for HR development

3. Highest ranking officer directly responsible for financial management
4. Highest ranking officer directly responsible for organizational planning
5. Representative of the rank and file employees

The Regional PMT has the following functions and responsibilities:


- Sets consultation meetings with all unit heads for the purpose of discussing the targets set in the OPCR, DPCR, and IPCR.
- Ensures that office performance targets and measures, as well as the budget are aligned with those of the Authority and that work distribution of units is rationalized.
- Recommends approval of the performance commitment and rating to the PMT.
- Acts as the initial appeals body for performance management issues.
- Identifies potential top performers and provide inputs to 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 to representatives in case of absence of its members."


WHEREAS, the implementation of the SPMS would incur operational expenses for PMT meetings, planning, cascading, review, and validation;

NOW, THEREFORE, BE IT RESOLVED THAT, in compliance to the Revised PCA SPMS Manual, the Corporate Planning Service is directed to prepare the Special Order that will supersede Special Order No. 49 s. 2015 and Special Order No. 163 s. 2016 as agreed, and include the provision for operational expenses.


Done this 20th day of February 2019 in Diliman, Quezon City.


ROEL M. ROSALES
Deputy Administrator, AFB
Chairman


EDSEL B. PABELLANO
OIC-Manager, AGSD
Member


LOUEDA N. DEONA
OIC-DC, HRD
Member


LEA ANNA D. CUARTO
PEO IV, CPS
Member


MADELEINE M. CORPUZ
OIC-Manager, Finance
Member


MARILOU B. MORA
EA Representative
Member

PMS Calendar

Activity	Submit to	Schedule											
		Jan	Feb	Mar	Apr	Ma y	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. Performance Planning and Commitment													
National Planning Conference for next year							PRIOR YEAR						
Office Planning Conference for next year													
OPCR Creation (draft)	CPS												
PMT review report													
Approval of the final OPCR	Administrator												
Submission of DPCR and IPCR	DAs/ Manager	CURRENT YEAR											
	Division Chief												
2. Performance Monitoring and Coaching													
Monitoring by													
• PCA Administrator		NEXT YEAR											
• CPS	Management/ PMT												
• HRD	Management /PMT												
• Division Chief	Manager												
• Individual Employee	Division Chief/ Unit Head												
Form													
3. Performance Review and Feedback													
OPCR	CPS												
CPS to review, evaluate and validate OPCR against target													
Annual Performance Review													
DPCR & IPCR													
HRD to review, evaluate DPCR/IPCR	HRD												
HRD to submit HR Plan	Management/ PMT												
4. Performance Rewarding and Development Planning													
PMT to submit Top Performer List	Management												
PRAISE Committee Performance Assessment	PCA PRAISE Comm												

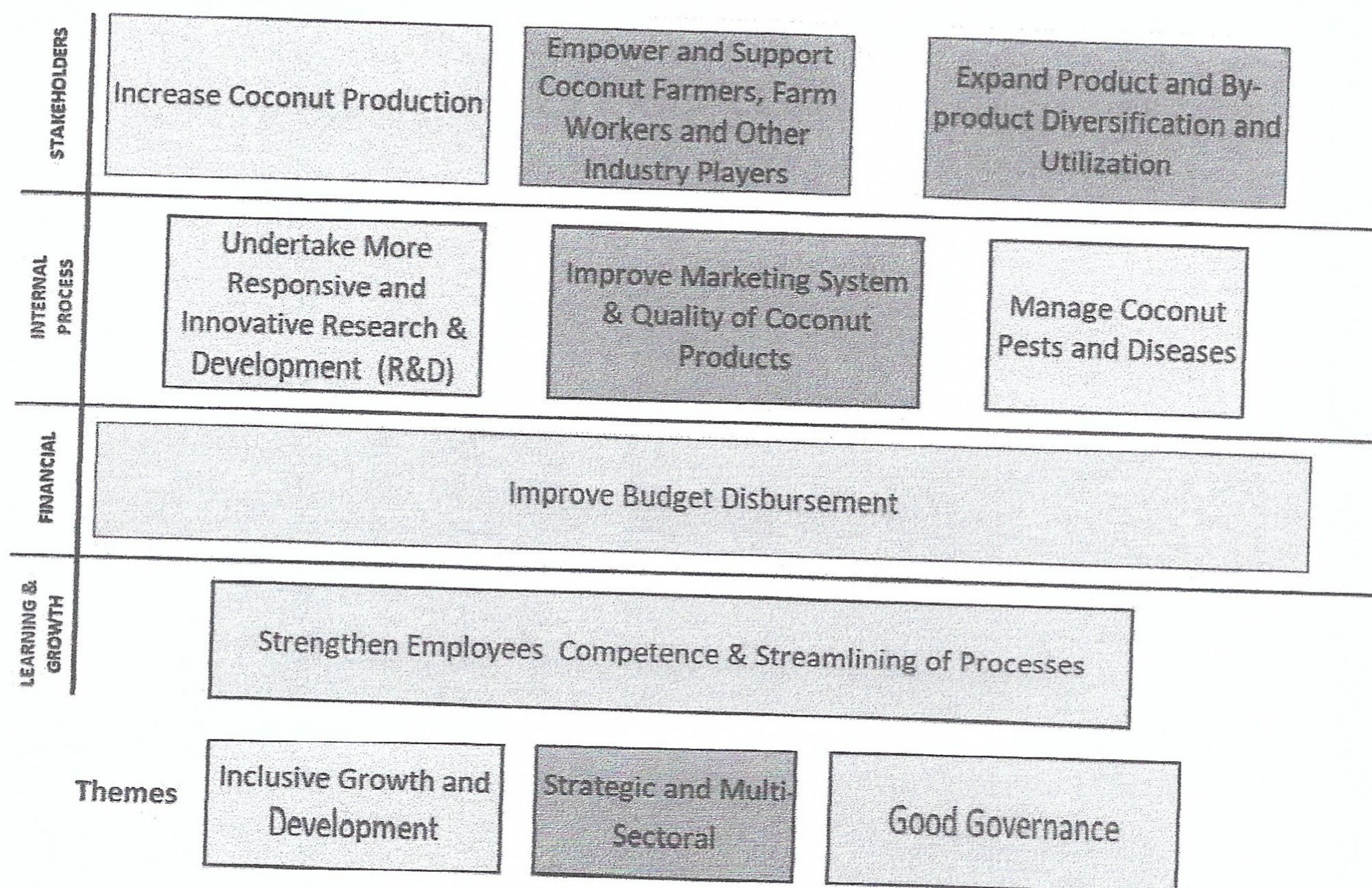
Note: In the event that the deadline falls on a non-working holiday, submission will be on the next working day.

STRATEGY MAP & PERFORMANCE SCORECARD

Mandate

"It is hereby directed to be the policy of the State to promote the rapid integrated development and growth of the coconut and other palm oil industry in all its aspects and to ensure that the coconut farmers become direct participants in, and beneficiaries of, such development and growth." – Article 1, Section 2, P.D. 1468 or the Revised Coconut Industry Code

2019 PROPOSED STRATEGY MAP







PHILIPPINE COCONUT AUTHORITY

PRIORITY COCONUT AUTHORITY							
Component							
	Strategic Objective (SO) / Strategic Measure (SM)	Wt.	Formula	Rating System	Unit Responsible (To provide target & baseline data)	2019 Target	
Internal Stakeholders / Social Impact	SO 1. Increase Coconut Production						
	SM 1.	Average percentage increase in yield (in copra terms) of trees fertilized during the first half of 2018 Note: Over 1 year before yield can be determined	8.0 %	(Actual / Target) * Weight	Actual Rating	Field Operations Division and Regional Offices	
	SM 2.	Survival rate of PCA-distributed coconut seedlings planted in the last three years (trees planted from 2016 - 2018)	8.0 %	(Actual / Target) * Weight	Actual Rating	Field Operations Division and Regional Offices	85% survival rate
	SM 3.	Number of seed farms with established nursery	7.0 %	(Actual / Target) * Weight	Actual Rating	Field Operations Division and Regional Offices	4
	SM 4.	Number of open pollinated variety (OPV) nuts distributed from PCA seed gardens	7.0 %	(Actual / Target) * Weight	Actual Rating	Regions and Centers operating PCA Seed Gardens	2.6 Million
	SM 5.	Number of hybrid nuts distributed from PCA seed gardens	7.0 %	(Actual / Target) * Weight	Actual Rating	Regions and Centers operating PCA Seed Gardens	450,000
	SO 2. Empower and Support Coconut Farmers, Farm Workers and Other Industry Players						
	SM 6.	Percentage of Customers Satisfied	6.0 %	(Actual / Target) * Weight	Actual Rating	Corporate Planning Service and Regional Offices	90%
	SM 7.	Number of KEDP sites generating their own income	6.0 %	(Actual / Target) * Weight	Actual Rating	Regional Offices	557 sites
	SM 8.	No. of market promotional activities organized and participated				Market Research & Promotions Division	
		a. Organized	3.0 %	(Actual / Target) * Weight	Actual Rating		3
		b. Participated	3.0 %	(Actual / Target) * Weight	Actual Rating		3
	SO 3. Undertake More Responsive and Innovative Research & Development (R&D)						

Finance	SM 9.	No. of hybrid demo farms with approved MOAs	6.0 %	(Actual / Target) * Weight	Actual Rating	Research & Development Branch and Regional Offices	12
	SM 10.	No. of coco-based products developed	6.0 %	(Actual / Target) * Weight	Actual Rating	Research and Development Branch	2
	SM 11.	Percentage of plantlets survived from laboratory (for transfer to screenhouse)	5.0 %	(Actual / Target) * Weight	Actual Rating	Research and Development Branch	20%
	SO 4. Improve Marketing System & Quality of Coconut Products						
	SM 12.	No. of hot air dryers constructed (limited to Regions XI and XII)	5.0 %	(Actual / Target) * Weight	Actual Rating	Farmers' Welfare Institutional Development Division and Regional Offices	20 hot air dryers
	SO 5. Manage Coconut Pests and Diseases						
	SM 13.	Percentage of pest-infested palms recovered after treatment	6.0 %	(Actual / Target) * Weight	Actual Rating	Research & Development Branch and Regional Offices	65%
	SO 6. Improve Budget Disbursement						
	SM 14.	Budget Disbursement Rate	6.0 %	(Actual / Target) * Weight	Actual Rating	Finance Department and Regional Offices	90% of current 90% of carry-over
	SO 7. Strengthen Employee Competence and Streamlining of Processes						
Learning & Growth	SM 15.	ISO 9001:2015 Certification	5.0 %	All or Nothing	Milestone	Central Office and Regions I-IVB	Certified
	SM 16.	Increase in percentage of employees with required competencies	6.0 %	(Actual / Target) * Weight	Actual Rating	Human Resource Division	15% increase

LOGICAL FRAMEWORK

A G E N C Y - P C A	MANDATE: <ul style="list-style-type: none"> To oversee the development of the coconut and other palm oil industry in all its aspects; and Ensure that the coconut farmers become direct participants in, and beneficiaries of, such development and growth. 		
	MISSION: To promote the development of a globally competitive coconut and other palm oil industry that would contribute to food security, improved income and enhanced participation of stakeholders VISION: To ensure the development and implementation of high value programs carried out in transparent, responsible and accountable manner and with utmost degree of professionalism and effectiveness.		
	Strategic Priority 1	Strategic Priority 2	
D E P A R T M E N T	 		
	<div style="border: 1px solid black; height: 30px; width: 100%;"></div> <div style="border: 1px solid black; height: 60px; width: 100%;"></div> <div style="border: 1px solid black; height: 30px; width: 100%;"></div> <div style="border: 1px solid black; height: 30px; width: 100%;"></div>		
	 		
E M P L O Y E E	Staff 1:	Staff 2:	Staff 3:
	Staff 1:	Staff 2:	Staff 3:
	Staff 1:	Staff 2:	Staff 3:
	Staff 1:	Staff 2:	Staff 3:

List of Sample Success Indicators (OPCR)

Measures	Success Indicators	Performance Standard
A. PCA PERFORMANCE SCORECARD		
Average percentage increase in yield (in nuts/tree/year) of trees fertilized during the first half of 2018	Accurately (Q) reported a 20% average increase (Q) in yield (in nuts/tree/year) by end of December 2019 (T) Note: indicate baseline: total number of trees fertilized during the first half of 2018	Quality/Effectiveness: Accuracy Timeliness: Deadline Documentary Requirement: Validated report
Survival rate of PCA-distributed coconut seedlings planted in the last three years (2016-2018)	Accurately (Q) reported an 85% survival rate (Q) by end of December 2019 (T) Note: indicate baseline: total number of trees that survived in 2016&2017 + planted in 2018)	Quality/Effectiveness: Accuracy Timeliness: Deadline Documentary Requirement: Validated report
No. of seed farms with established nursery	Started 1 seed farm development project with established nursery as per approved guidelines (Q), and WFP (E) by end of December 2019 (T)	Quality/Effectiveness: Accuracy Efficiency: Cost Efficiency Timeliness: Deadline Documentary Requirement: Validated report, Approved WFP
Number of OPV nuts distributed from PCA seed gardens	Distributed 1M good quality (Q) OPV nuts as per approved WFP (E) based on the agreed schedule (T) within the year Note: indicate agreed schedule	Quality/Effectiveness: Client Satisfaction Efficiency: Cost Efficiency Timeliness: Deadline Documentary Requirement: delivery reports, Approved WFP, Proof of client satisfaction
Number of hybrid nuts distributed from PCA seed gardens	Distributed 100,000 good quality (Q) hybrid nuts as per approved WFP (E) based on the agreed schedule (T) within the year Note: indicate agreed schedule	Quality/Effectiveness: Client Satisfaction Efficiency: Cost Efficiency Timeliness: Deadline Documentary Requirement: delivery reports, Approved WFP, Proof of client satisfaction
Percentage of customer satisfied	Rated very satisfactory by 90% (Q) of clients surveyed by end of February 2019 (T) Note: indicate total number of clients surveyed	Quality/Effectiveness: Accuracy Timeliness: Deadline Documentary Requirement: Validated report
No. of KEDP sites generating their own income	Facilitated the generation of income of 50 KEDP sites, as per approved WFP (E), by end of December 2019 (T) Note: indicate total number of KEDP sites	Efficiency: Cost Efficiency Timeliness: Deadline Documentary Requirement: validated report, approved WFP
No. of hybrid demo farm site with approved MOA	Facilitated the approval of 1 MOA for the hybrid demo farm site as per approved guidelines (Q) by end of December 2019 (T)	Quality/Effectiveness: Accuracy Timeliness: Deadline Documentary Requirement: Validated report
No. of coconut hot air dryers constructed	Facilitated the construction of 20 coconut hot air dryers based on the required specifications (Q) by end of December 2019 (T)	Quality/Effectiveness: Accuracy Timeliness: Deadline Documentary Requirement: Validated report
Percentage of pests-infested palms recovered after treatment	Accurately (Q) reported recovery of 65% pests-infested palms as per approved WFP (E) by end of December 2019 (T) Note: clear with the IPM Task Force the total number of pests-infested palms subject of treatment (baseline)	Quality/Effectiveness: Accuracy Efficiency: Cost Efficiency Timeliness: Deadline Documentary Requirement: Validated RGA, approved WFP
Budget Disbursement Rate	Disbursed 90% of carry-over and 90% of current allotted budget with 0 AOM (Q) by end of December 2019 (T) Note: indicate total number of carry-over and current allotted budget at the beginning of the year (baseline)	Quality/Effectiveness: Accuracy Timeliness: Deadline Documentary Requirement: SAOUB, Audit Report

Increase in percentage of employees with required competencies	<p>Accurately (Q) reported a 15% increase in the number of employees with required competencies by end December 2019 (T)</p> <p>Note: indicate total number employees, employees who have reached 100% competency as of end of December 2018 (baseline)</p>	<p>Quality/Effectiveness: Accuracy Timeliness: Deadline</p> <p>Documentary Requirement: Validated competency assessment report</p>
CORE FUNCTIONS		
No. of trees planted in 2019 -coconut -oil palm	Accurately (Q) reported ___ trees planted as per approved guidelines (Q) and WFP (E) by end of December 2019 (T)	<p>Quality/Effectiveness: Accuracy Efficiency: Cost Efficiency Timeliness: Deadline</p> <p>Documentary Requirement: Validated report, Approved WFP</p>
No. of trees fertilized in 2019 -coconut -oil palm	Accurately (Q) reported ___ trees fertilized as per approved guidelines (Q) and WFP (E) by end of December 2019 (T)	<p>Quality/Effectiveness: Accuracy Efficiency: Cost Efficiency Timeliness: Deadline</p> <p>Documentary Requirement: Validated report, Approved WFP</p>
No. of cocohubs operationalized in 2019	Accurately (Q) reported ___ cocohub operationalized as per approved guidelines (Q) and WFP (E) by end of December 2019 (T)	<p>Quality/Effectiveness: Accuracy Efficiency: Cost Efficiency Timeliness: Deadline</p> <p>Documentary Requirement: Validated report, Approved WFP</p>
No. of farmers' data validated in the NCFRS	Accurately (Q) reported ___ farmers' data validated as per approved guidelines (Q) and WFP (E) by end of December 2019 (T)	<p>Quality/Effectiveness: Accuracy Efficiency: Cost Efficiency Timeliness: Deadline</p> <p>Documentary Requirement: Validated report, Approved WFP</p>
Percentage of requests for permit acted upon under RA 8048	100% of request for permit, with complete requirements, acted upon as per guidelines (Q) within the prescribed period (E)	<p>Quality/Effectiveness: Accuracy / Client Satisfaction Efficiency: Response Time</p> <p>Documentary Requirement: validated report, proof of client satisfaction, summary report of routing slip indicating the response time of the transactions</p>
Percentage of requests for trade regulatory registration / certification acted upon	100% of request for registration/certification, with complete requirements, acted upon as per guidelines (Q) within the prescribed period (E)	<p>Quality/Effectiveness: Accuracy / Client Satisfaction Efficiency: Response Time</p> <p>Documentary Requirement: validated report, proof of client satisfaction, summary report of routing slip indicating the response time of the transactions</p>
Percentage of items for procurement procured	90% of items in the approved PPMP procured compliant to GPPB rules & regulations (Q), within the prescribed procurement period (T)	<p>Quality/Effectiveness: Accuracy Timeliness: Deadline</p> <p>Documentary Requirement: Validated GPPB compliance report, Approved PPMP and WFP</p>
SUPPORT FUNCTIONS		
Good Governance Requirements For the grant of the PBB	<p>Submitted all good governance requirements as per PBB guidelines (Q) within the prescribed period (T)</p> <p>Note: secure list of requirements</p>	<p>Quality/Effectiveness: Accuracy Timeliness: Deadline</p> <p>Documentary Requirement: Validated report of PBB compliance</p>
Mandatory Requirements for financial management, HR management, monitoring & evaluation, performance management	<p>Submitted all mandatory reports as per approved guidelines (Q) within the prescribed period (T)</p> <p>Note: secure list of required reports</p>	<p>Quality/Effectiveness: Accuracy Timeliness: Deadline</p> <p>Documentary Requirement: Validated report of compliance</p>

OFFICE PERFORMANCE COMMITMENT AND REVIEW FORM (OPCR)

ANNEX F

I, _____, Head of the _____, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period of _____ to _____ 20__.

Approved by:

Rating Scale:

Deputy Administrator / Manager
Date:

Administrator

Date:

- 5 - Outstanding
- 4 - Very Satisfactory
- 3 - Satisfactory
- 2 - Unsatisfactory
- 1 - Poor

Strategic Measure / Major Final Output	Success Indicators (Targets + Performance Measures)	Allocated Budget	Division / Individual Accountable	Actual Accomplishments (end of semester)	Rating				Remarks
					Q1	E1	T1	A1	
A. PERFORMANCE SCORECARD									
B. CORE FUNCTIONS									
C. SUPPORT FUNCTIONS									
TOTAL RATING									
FINAL AVERAGE RATING									
ADJECTIVAL RATING									
Assessed by:									
Remarks:									
Regional PMAT (if applicable)									
Corporate Planning Service									
Performance Management Team									
Administrator									

Legend: 1 - Quality 2 - Efficiency 3 - Timeliness 4 - Average

DIVISION PERFORMANCE COMMITMENT AND REVIEW FORM (DPCR)

I, _____, Head of the _____, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period of _____ to _____, 20__.

Approved by: _____

Rating Scale:

Division Chief / Unit Head
Date: _____

Deputy Administrator / Manager

Date: _____

5 - Outstanding
4 - Very Satisfactory
3 - Satisfactory
2 - Unsatisfactory
1 - Poor

Strategic Measure / Major Final Output	Success Indicators (Targets + Performance Measures)	Allotted Budget	Actual Accomplishments (end of semester)	Rating				Remarks
				Q ¹	E ²	T ³	A ⁴	
A. PCA PERFORMANCE SCORECARD								
B. CORE FUNCTIONS								
C. SUPPORT FUNCTIONS								
				TOTAL RATING				
				FINAL AVERAGE RATING				
				ADJECTIVAL RATING				
Comments & Recommendations:								
Discussed with:		Assessed by:		Final Rating by:				
Division Chief / Unit Head		Performance Management Team / Regional PMT		Deputy Administrator / Manager				
Date:		Date:		Date:				
Legend: 1 - Quality 2 - Efficiency 3 - Timeliness 4 - Average								

INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW FORM (IPCR)

I, of the _____, Division of _____, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period of _____ to _____ 20__.

Employee _____

Date: _____

Reviewed by: _____

Approved by: _____

Rating Scale:

- 5 - Outstanding
4 - Very Satisfactory
3 - Satisfactory
2 - Unsatisfactory
1 - Poor

Immediate Supervisor

Manager

Date: _____

Date: _____

Strategic Measure / Major
Final OutputSuccess Indicators
(Targets + Performance Measures)Actual Accomplishments
(end of semester)

Q1

E2

T3

A4

Remarks

A. PCA PERFORMANCE
SCORECARD

B. CORE FUNCTIONS

C. SUPPORT FUNCTIONS

TOTAL RATING

FINAL AVERAGE RATING

ADJECTIVAL RATING

Comments & Recommendations:

Discussed with: _____

Assessed by: _____

Final Rating by: _____

I certify that I discussed my assessment of the performance with the employee

Employee

Immediate Supervisor / Division Chief

Manager

Date: _____

Date: _____

Date: _____

Legend: 1 - Quality 2 - Efficiency 3 - Timeliness 4 - Average

Performance Monitoring and Coaching Journal Template

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

Name of Division _____
 Division Chief _____
 Number of Personnel in the Division _____

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

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

Conducted by:	Date:	Noted by:	Date:
Immediate Supervisor		Head of Office	

Tracking Tool for Monitoring Targets

Major Final Output	Tasks	Assigned to	Duration	Task Status				Remarks
				Week 1	Week 2	Week 3	Week 4	

Tracking Tool for Monitoring Assignments

Performance Monitoring Form						
Task ID No.	Subject	Action Officer	Output	Date Assigned	Date Accomplished	Remarks
<i>Document No. or Task No. if Taken from WFP</i>	<i>Subject Area of the Task or the Signatory of the Document and Subject Area</i>			<i>Date the task was assigned to the drafter</i>	<i>Date the Output was approved by the approver</i>	

Summary List of Divisions & Individual Performance Ratings

ANNEX J

Agency: _____

Performance Assessment: _____

Office	Rating	
Division	Numerical	Adjectival
Employee 1		
Employee 2		
Employee 3		
No. of Employees:		
Average ratings of staff:		

	Rating	
	Numerical	Adjectival
No. of Employees:		
Average ratings of staff:		

	Rating	
	Numerical	Adjectival
No. of Employees:		
Average ratings of staff:		

	Rating	
	Numerical	Adjectival

Professional Development Plan

ANNEX K

Date:

Target Date	
Review Date	
Achieved Date	

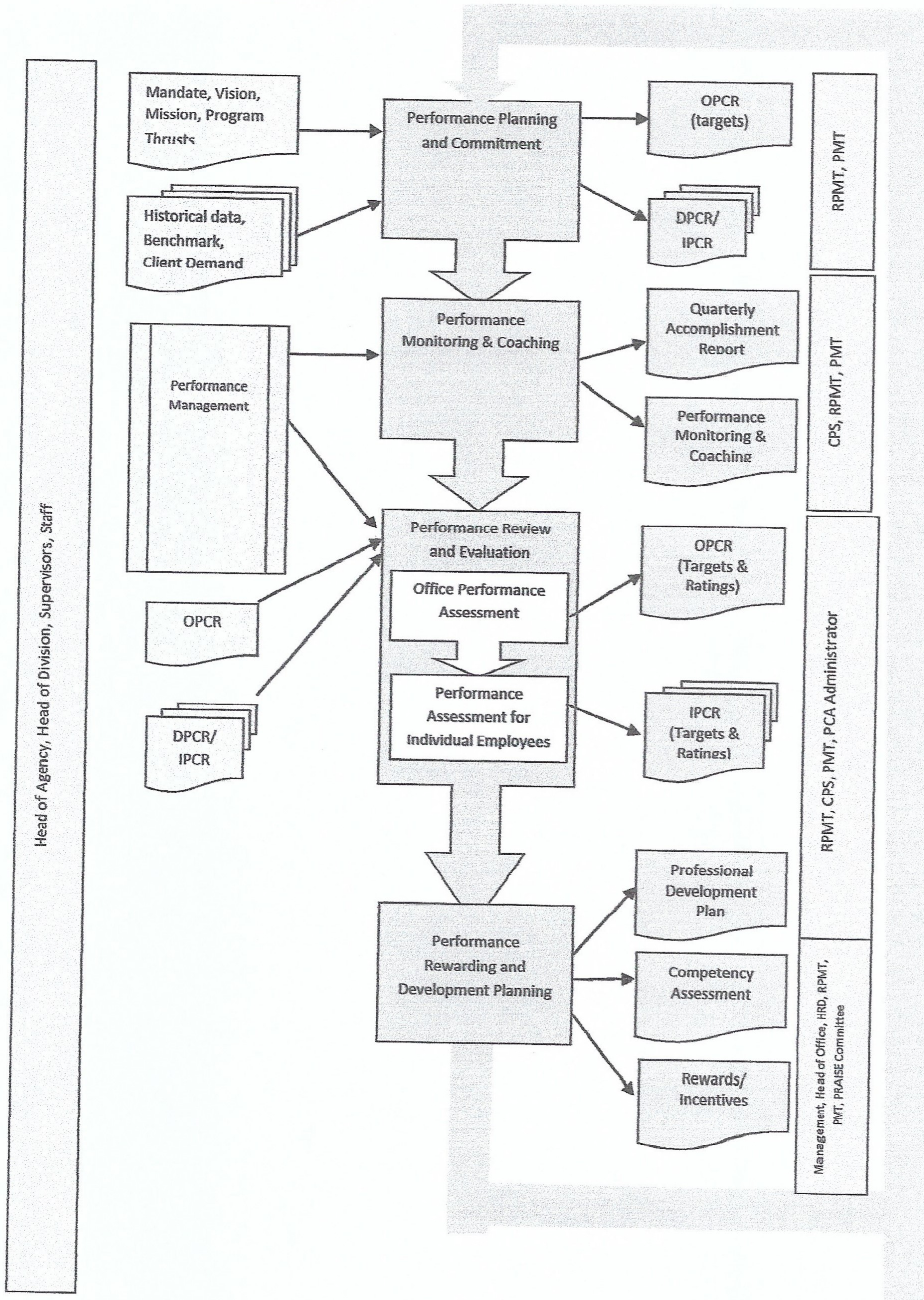
Aim	
Objective	

Task	Next Step
Comments	

Professional Development Plan Template

Date	
Aim	
Objective	
Target Date	
Review Date	
Achieved Date	
Comments	
Task	
Outcome	
Next Step	

PCA SPMS Process Flowchart




References:

Austin State University. Retrieved December 21, 2012, from <http://www.apsu.edu/files/coal/REVISED-EMPLOYEE-PERFORMANCE-REVIEW.pdf>.

Austin State University. Retrieved December 21, 2012, from <http://www.apsu.edu/sites/apsu.edu/files/faculty-senate/FacEvalChair.pdf>.

Civil Service Commission. Guidebook on the Strategic Performance Management System, December 2016 from <http://www.csc.gov.ph/>.

North Carolina. Retrieved December 21, 2012, from <http://www.doc.state.nc.us/docper/Training/TAP%20Dispute/Dispute-Res-Info-04-11.pdf>.



BENJAMIN R. MADRIGAL, JR.
Administrator



JUDITH A. DONGALLO-CHICANO
Director IV

JAN 18 2021