STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (SPMS)





PCSO STRATEGIC PERFORMANCE MANAGEMENT SYSTEM IMPLEMENTING GUIDELINES

Pursuant to Civil Service Commission (CSC) Resolution No. 1200481, Series of 2012, as implemented by CSC MC No. 6, Series of 2012, Executive Order No. 80, series 2012 and Governance Commission for GOCCs (GCG) Memorandum Circular No.2013-05, the PCSO Strategic Performance Evaluation System is hereby implemented.

I. OBJECTIVES

The PCSO SPMS aims to strengthen the organization's effectiveness and increase its Productivity level through the following:

- 1. Establishing and institutionalizing a concrete and verifiable basis in assessing organizational performance and the collective performance of individuals within the PCSO;
- 2. Concretizing the linkage of the agency's strategic plan including its Organizational Performance Indicator Framework with the performance of every department and of individual employees;
- 3. Linking of performance management with all Human Resource Management System components using one platform, specifically, incentives and awards, personnel movements, training and development, administrative and other personnel actions; and
- 4. Serving as basis for the grant of Performance Based Bonus for PCSO officers and employees under GCG Memorandum Circular No. 2013-05 and an integral part of the Compensation and Position Classification System (CPCS) mandated by Republic Act No. 10149 (GOCC Governance Act of 2011) to encourage performance-driven, productive and efficient GOCCs .

II. SCOPE

The system covers all employees occupying 1^{st} and 2^{nd} level positions in the PCSO to include Managers and Executives whether permanent and co-terminus. The SPMS shall exclude 3^{rd}

level positions pursuant to CSC Resolution No. 100623 dated March 29, 2010 (Scope of 3rd level) in relation to GCG Memorandum Circular 2013-05 and AO 25 Inter-Agency Task Force Memorandum Circular No. 2014-01(Implementation of EO 80, series 2012) dated April 21, 2014.

III. DEFINITION OF TERMS

| Agency | Refers to the Philippine Charity Sweepstakes Office (PCSO) |
|-----------------------------------|---|
| Core Functions | Those performed by the departments that are inherent to their mandate. |
| Critical Incident | Factual information about observable action of the ratee that has impact on the overall accomplishments of the department and/or division. |
| Major Final Outputs (MFOs) | Goods or services that an agency is mandated to deliver to clients directly contributing to organizational outcome through the implementation of programs, activities, projects and services. |
| Department/Office | Refers to the departments and executive offices in the PCSO |
| Office Performance Commitment | Outputs or outcomes that the department/office commits to achieve based on a set of success indicator. |
| Individual Performance Commitment | Outputs that the individual commits to achieve based on a set of success indicators anchored on the office performance commitment. |
| Performance Measures | Refers to standards against which the level of performance is assessed including but not limited to Effectiveness/Quality (EQ), Efficiency (E) and Timeliness (T). |
| Rater | The head of department/Office and the employee's immediate supervisors. |
| Ratee | The employee whose performance is to be rated based on agreed targets and standards. |
| Success Indicators | Yardsticks for which performance level is assessed indicating the combined performance measures and performance targets. |
| Immediate Supervisor | An officer who directly exercises authority over the ratee and who supervises his/her work performance and the one to whom the ratee reports on a regular basis. |
| Supervisor's Journal | May be a notebook or any form of documentation citing critical incidents. |

IV. KEY PLAYERS AND RESPONSIBILITIES

- A. SPMS Chairman –The Chairperson
- B. Performance Management Team
 - 1. Composition

Chairperson - The General Manager

Members

- AGM for Management Services Sector
- Human Resources Department Manager
- Corporate Planning Department Manager
- Chief, Personnel Relations & Services Division
- President, Sweepstakes Employees Union

Secretariat:

- Corporate Planning Department (For Departmental Performance-OPCR)
- Human Resource Department (Individual Performance-IPCR)
- 2. Responsibilities

The Head of Agency

- Primarily responsible and accountable for the establishment and implementation of SPMS;
- Sets agency performance goals/objectives and performance measures;
- Determines agency target setting period;
- Approves office performance commitment and rating;
- Assesses performance of departments and/or offices.

The PCSO Performance Management Team shall:

 Set consultation meeting of all department heads/heads of office for the purpose of discussing the targets set in the office performance commitment and rating form;

- Ensure that Office Performance Targets and measures, as well as the budget are aligned with those of the agency and that work distribution of the department/office is equitable and rationalized;
- Recommend approval of the office performance commitment and rating to the Head of the Agency;
- Act as appeals body and final arbiter for performance management issues of the Agency;
- Identify potential top performers and provide inputs to the PRAISE Committee for grant of awards and incentives;
- Adopt 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; and
- Authorized to recalibrate performance targets in the exigency of the service and for valid causes in compliance with instructions of supervising institutions such as the Office of the President, the Governance Commission for GOCCs, compliance with Congressional acts, and the like.

The Corporate Planning Department

- Monitors submission of Office Performance Commitment and Review Forms and schedules the review/evaluation of office commitments by the PMT before the start of a performance period;

- Consolidates, reviews, validates and evaluates the initial performance of Head assessment the of Offices/Department Managers 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;

The Human Resources Department

- Monitors submission of Individual Performance Commitment and Review Form by the Department Managers;
- Reviews the summary List of Individual Performance Rating to ensure that the average performance rating of employees is equivalent to and not higher than the Office Performance Rating as recommended by the PMT and approved by the Head of Agency;

- 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 department heads. This shall include participation of the Accounting and Budget Department as regard budget utilization;
- Provides each department with the final Office Assessment to serve as a basis of departments in the assessment of employees.

- Provides analytical data on retention, skills/competency gaps and talent development plans aligned with strategic plans;

- Coordinates developmental intervention that will form part of the HR Plan.

Department Manager

Assumes primary responsibility for performance management of his/her department;

- Conducts strategic planning session with the supervisors and staff and agrees 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 Corporate Planning Department;
- Reviews and approves individual employee's Performance Commitment and Review Form for submission to the HR Department before the start of the performance period;
- Submits a quarterly accomplishment report to the Corporate Planning Department based on the SPMS calendar (Annex D);

Division Chief/Immediate Supervisor

- Assumes joint responsibility with the Department Head in ensuring attainment of performance objectives and targets;
- Rationalizes distribution of targets/tasks;

- 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 division and individual employee;
- Recommends developmental intervention/s.

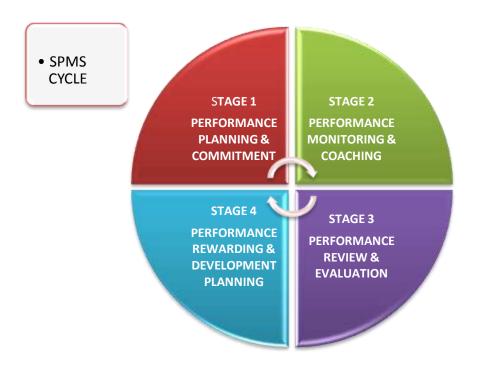
- Does initial assessment of department's performance using the approved Office Performance Commitment and Review Form;
- Determines final assessment of performance level of the individual employee in his/her department based on proof of performance;
- Informs employees of the final rating and identifies necessary interventions to employees based on 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 notices/advice to subordinates that a succeeding Unsatisfactory performance shall warrant separation from the service;
- Provides preliminary rating to subordinates showing **poor** performance not later than the third (3rd) month of the rating period. Discusses development plan with the concerned subordinates and issues a written notice that failure to improve their performance shall warrant their separation from the service.

Individual Employees

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

V. GUIDELINES

The SPMS follows the four-stage performance management cycle framework:



Stage 1 - Performance Planning and Commitment

This is done at the start of the performance period wherein the Board of Directors set the annual agency target through the conduct of the Strategic Planning Workshop/sessions preferably five months prior to the start of the rating period. Targets of the offices/departments shall be set and concurred in by the managers concerned and submitted to the PMT.

Head of Offices/Department Managers shall meet with their supervisors and staff, negotiate and agree on outputs that should be accomplished based on the goals/targets of the agency. During this stage, **success (performance) indicators** shall also be set consisting of performance measures and targets which shall serve as bases in the office/department and individual employee's preparation of their performance contract and rating form.

Performance measures shall include all, but shall not be limited to, the following general categories:

| Category | Definition | | |
|-----------------------|---|--|--|
| Effectiveness/Quality | Gives a sense of whether the Office is doing the right things right | | |
| | based on its mandates and expectations/requirements of the | | |
| | clients/stakeholders. | | |
| Efficiency | Provides a sense of whether the Office is doing the things right in | | |
| | terms of expected outputs/requirements; the extent to which time | | |
| | and resources are used for the intended tasks or purpose; measures | | |
| | whether targets are accomplished with a minimum amount or | | |
| | quantity of waste, expense or effort. | | |
| Timeliness | Measures whether the deliverables were done on time based on th | | |
| | requirements of the law and/or clients/stakeholders or as set by | | |
| | Management. | | |

The Performance Management Team (PMT) shall ensure that the office/department performance measures, as well as the budget are aligned with those of the Agency and that work distribution of offices/units is rationalized. It shall recommend approval of the office/department performance commitment and rating to the Head of Agency.

The Agency Road Map or Performance Agreement shall be the basis of the targets of offices/departments. Aside from the commitments explicitly identified under each Strategic Priority in the Road Map, major final outputs that contribute to the attainment of organizational mission/vision which form part of the core functions shall be indicated as performance targets of the offices/departments.

The targets shall take into account, but may not be limited to, any or all of the following:

- **Historical data**. The data shall consider past performance.
- Benchmarking. Involves identifying the best agency/department/office/division with similar functions or where similar process exists, and comparing their results and processes to learn how well they perform and, more importantly, how they do it. Aside from survey of measures and practices, benchmarking may also involve recognizing existing standards based on provisions or requirements of the law.
- **Client demand**. Involves a bottom-up approach where the PCSO forecasts its services based on the needs of its primary clients. The Office may undertake consultation with stakeholders, review the feedback on services and consider historical data.
- Management Instruction or Directive. The management may set targets and special assignments.
- Future trends. As part of the PCSO strategic planning, targets may be based on the results
 of the comparative analysis of the actual performance of the Office with its potential
 performance based on market forces and future political and legal environments.

In setting work targets, offices/departments shall indicate the detailed budget requirements per expense account to help the agency head in ensuring a strategy driven budget allocation

and in measuring cost efficiency. (Please note that this should coincide with the preparation of the office/departmental budget.) The offices/departments shall also identify the specific division/unit/group/individuals that shall primarily be accountable for producing a particular target output per program/project/activity. These targets, performance measures, budget and responsibility centers are summarized in the Office Commitment and Review Form (OPCR) (Annex A-1).

The approved OPCR shall serve as basis in the preparation of the Individual Performance Commitment and Review Form (IPCR) (Annex C-1). The IPCR shall be signed by the individual employee and shall be approved by the Head of Office/Department Manager. However, the approved IPCR shall not preclude the department manager/head of office from assigning additional and special assignments to individual employees.



Stage 2 - Monitoring and Coaching

This is the phase where the raters (Department Managers/Office Heads/Division Chiefs) shall regularly monitor the work activities of employees and progress of work output. The rater is expected to a) address factors that either help or hinder effective work performance and b) design tracking tools or monitoring strategies as may be needed.

At this stage, the supervisors shall exercise and practise full management development intervention in enhancing the potentials of every employee under them. They shall periodically check on the progress and quality work output of the Department/Office/Division/individual employee. They shall also act as the front runner in developmental planning with emphasis on the strategic role of being an enabler/coach/mentor rather than a mere evaluator.

- 1. **Monitoring.** The performance of departments and every individual shall be monitored on a regular basis:
 - a. The General Manager shall review the performance of each sector.
 - b. The AGM shall review the performance of every department under his/her sector.
 - c. The Corporate Planning Department shall summarize and analyze the performance of the departments every six (6) months or at the end of each performance period.
 - d. The Department Manager/Head of Office/Division Chief shall monitor on a regular basis the performance of the division and employees under him/her.
 - e. The Department Manager/Head of Office/Division Chief shall meet with them to discuss performance and the progress of work.
 - f. Each employee shall likewise monitor and assess his/her own individual performance regularly.

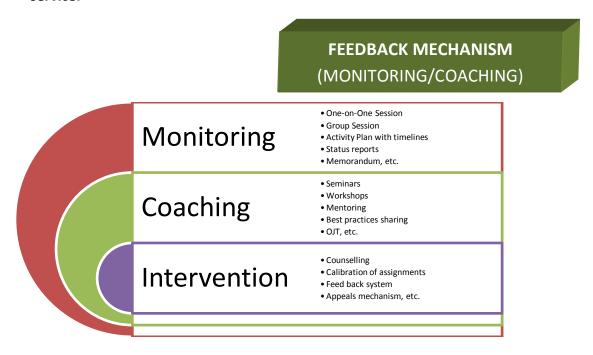
Individual monitoring may be done through meetings, one-on-one discussions, memorandum and review of pertinent documents such as reports and communications to ensure timely completion and quality execution of deliverables. The supervisors shall maintain a journal to record critical incidents noted, if any. Monitoring is also done to avert any untoward incident or address constraints and challenges.

2. Coaching. This is intended to empower and help individual employees direct and monitor their own work or assignments and to facilitate learning and development of the employees. This gives employees the opportunity and responsibility to make their own choices and allow their creativity and spirit to see through the completion of their work.

The supervisors shall maintain a journal to record the conduct of monitoring and coaching which shall contain the date and form of monitoring/coaching, brief statement of the purpose of the monitoring/coaching, name of persons monitored/coached as well as critical incidents noted, if any (Annex E, F, G).

Employees who obtained **Unsatisfactory** performance rating for one rating period shall be provided appropriate developmental intervention/s by the Department Manager/Head of Office not later than one (1) month after the end of the said rating period and **shall be given written notice/advice that a succeeding Unsatisfactory performance rating shall warrant his/her separation from the service.** If after advice and provision of developmental intervention, the employee still obtains unsatisfactory ratings in the immediately succeeding rating period, he/she shall be dropped from the rolls. A written advice from the head of office at least three months before the end of the rating period is required.

On the other hand, employees who exhibited **Poor** performance shall be notified in writing at least three (3) months before the end of the rating period and shall be provided appropriate developmental intervention/s by the office/department head and supervisor/division chief concerned, in coordination with the HR Department, to address competency-related gaps. A written notice/advice shall be issued to the concerned employee that failure to improve his/her performance shall warrant separation from the service.



Stage 3 – Performance Review and Evaluation

This phase aims to assess both the Office and individual employee's performance level/s based on performance targets and measures as approved in the office and individual performance commitment contracts.

The results of assessment of Office and individual performance shall be impartial owing to the scientific and verifiable basis for target setting and evaluation.

A. Departmental Performance Assessment

At the end of every rating period, and preferably not later than the 5th of the month immediately succeeding the end of the rating period, office/department heads shall accomplish and submit the OPCR Form 2 (Annex A-2) to the Corporate Planning Department (CPD) which shall consolidate, review, validate and evaluate the initial performance assessment of the heads of offices/departments. The assessment shall be based on the reported office/department 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 Head of Agency. The Head of Agency shall determine the final rating of every office/department. The approved department/office OPCR shall be the IPCR of the Head of Office/Department Manager.

An agency performance review conference shall be conducted annually by the CPD for the purpose of discussing the office/department assessment with concerned Heads of Offices/Department Managers. This shall include participation of the Accounting and Budget Department as regards budget utilization. To ensure complete and comprehensive performance review, all offices/departments shall submit a quarterly accomplishment report to the CPD using the prescribed format.

Any issue/appeal/protest on the Office assessment shall be articulated by the concerned Head of Office/Department Manager and decided by the Head of Agency during this conference, hence, the final rating shall no longer be appealable/contestable after the conference.

The CPD shall provide each Office/Department with the final Office/Department Assessment to serve as basis of offices/departments in the assessment of individual staff members.

B. Individual Performance Review and Assessment

Based on the approved final rating of the offices/departments, the IPCR Form 2 (Annex C-2) of the individual employees shall be prepared and submitted to the HR Department not later than August 6 for the first semester and February 6 for the second semester (see Annex C).

The division chief/immediate supervisor shall 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; thus, there is no need for self-rating.

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

The Head of the Office/Department Manager may adopt appropriate mechanisms to assist him/her distinguish performance level of individual employees, such as, but not limited to, peer ranking and client feedback.

The **average** of all individual performance assessment shall not go higher than the collective performance assessment of the Office/Department.

The Head of Office/Department Manager shall ensure that the employee is notified of his/her final performance assessment. The **Summary List of Individual Ratings** (Annex H) with the attached IPCRs shall be submitted to the HR Department within the prescribed period.

Stage 4 - Performance Rewarding and Development Planning

In this process, the Department Managers and supervisors shall discuss with the individual employee the strengths, competency-related performance gaps and the opportunities to address these gaps, career paths and alternatives.

Employees are ranked within cluster and categorized based on complexity of work and accountability. This also forms part of the discussion between the rater and the ratee where they assess competency-related performance gaps and the opportunities to address these gaps, career paths and alternatives. A professional development plan (Annex I) to improve or correct performance of employees who failed to meet the targets must be outlined, including timelines, and monitored to measure progress.

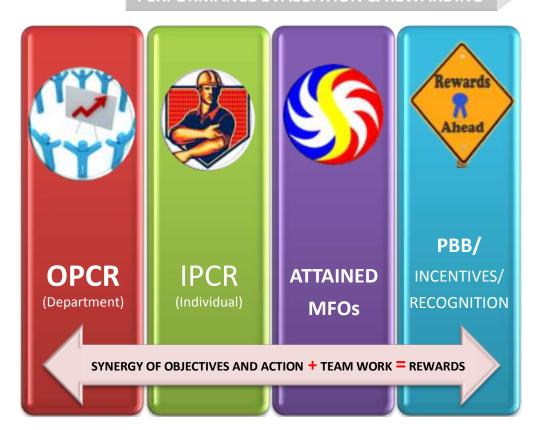
The result of the performance evaluations/assessment shall serve as inputs to the:

 Basis of the grant of Performance Based Bonus (PBB) provided that the officer/employee earns a rating of at least 90%¹ of his/her performance target or rated satisfactory;

¹ To be entitled to Performance Based Bonus (PBB), an officer/employee must earn a passing grade of at least 90% (SATISFACTORY) in compliance with AO 25 Inter-Agency Task Force Memorandum Circular No. 2014-01(Implementation of EO 80, series 2012) dated April 21, 2014 and GCG Memorandum Circular Nos. 2012-11 and 2013-05.

- Department Manager/Head of Office in identifying and providing the kind of interventions needed, based on the developmental needs identified;
- The HR Department in consolidating and coordinating developmental interventions that will form part of the Human Resource Plan and the basis for rewards and incentives;
- Basis for promotion, training, scholarship grants and other personnel action/s;
- The PMT shall validate outstanding performance ratings and may recommend concerned employees for performance-based awards, subject to the approval by the Head of Agency.

PERFORMANCE EVALUATION & REWARDING



VI. SPECIFIC ACTIVITIES AND PROCEDURES²

| ACTIVITIES | UNIT/PERSON RESPONSIBLE | TIMELINE |
|--|---|---|
| Conduct of the Corporate Strategic Planning Workshop. | BOD, GM, AGMs, DMs (to be facilitated and coordinated by Corporate Planning Department (CPD)) | April to May |
| Cascading of the Annual Corporate Strategic Planning Workshop. | All Departments/Offices (in coordination with the CPD) | June – July |
| Preparation of the Office Performance Commitment and Review (OPCR) Form 1 based on the committed deliverables. | Sector Heads/Department Managers | June – July |
| Submission of the OPCR Form 1 to the Corporate Planning Department (CPD) for validation, consolidation and evaluation. | Managers/Head of Office | not later than August 7 (for the first semester) / not later than February 7 (for the second semester) |
| 5. Submission of OPCR Form 1 to the Performance Management Team (PMT) | CPD | not later than August 31 / not later than February 28 |
| 6. Submission of OPCR to the General Manager for endorsement and subsequent approval by the Head of Agency (Chairperson). | PMT | not later than September 21 / not later than March 21 |
| 7. Preparation of Individual Performance Commitment and Review (IPCR) Form 1 based on the approved OPCR. | Individual employees/Supervisors/Division Chiefs | 1 st to 3 rd week of October (for the 1 st semester) / 1 st to 3 rd week of April (for the second semester) |
| 8. Submission of IPCR Form 1 to the Department Managers /Sectors Heads for approval and subsequent submission to HRD. | Supervisors/Division Chiefs/ Managers | not later than October 25 / not later than April 25 |
| Monitoring of performance and conduct of coaching with concerned employees. | AGMs, DMs, DCs | On regular basis or as the need arises within the rating period |
| 10. Submission of quarterly accomplishment `reports. | All Departments and Offices | Every 10 th of the month following the end of each quarter |
| 11. Submission of OPCR Form 2 to the Corporate Planning Department. | All Departments and Offices | not later than July 5 (for the 1 st semester) / not later January 5 (for the 2 nd semester) |
| 12. Validation, review and consolidation of submitted OPCR Form 2 and subsequent submission to the PMT. | CPD | not later than July 10 / not later than January 10 |
| 13. Review of submitted OPCR Form 2. PMT members shall put their initial prior to the signing of the PMT Chairman. | PMT | not later than July 15 / not later than January 15 |
| 14. Review/Approval of the OPCR Form 2. | Chairperson/Agency Head | not later than July 18 / not later than January 18 |
| 15. Submission of IPCR Form 2 to the Department Heads. | Supervisors/Division Chiefs | not later than July 31 / not later than January 31 |
| 16. Submission of Summary List of Individual Ratings with the attached approved IPCRs to the Human Resources Department. | All Departments and Offices | not later than August 6 / not later than February 6 |
| 17. Consolidation and review submitted Summary List of Individual Rating. | Human Resources Department | 2 nd week of August / 2 nd week of February |
| 18. Agency Review Performance Conference | Corporate Planning Department | 3 rd week of February |

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² The timeline may be adjusted by the PMT in the exigency of the service.

VII. RATING PERIOD

Performance evaluation shall be done semi-annually. 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 is not longer than one (1) calendar year.

Employees detailed, cross-posted and job-rotated to another office shall be rated in their present department/office, copy furnished their mother/originating department/ office. The ratings of these employees during the rating period shall be consolidated in the present office, where the employees have spent much of their time during the rating period.

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

For purposes of performance-based personnel actions, employees who are on scholarship grant, official travel, or approved sick leave of absence shall use their performance ratings obtained in the preceding rating period. This provision shall not, however, apply to those who are on approved vacation leave of absence for 3 months or more. The Department Head and immediate supervisors shall ensure that the performance assessment of the employees is submitted within the prescribed time and the same has been discussed with them.

VIII. RATING SCALE

Various Rating Scales shall be used for specific sets of measures. However, in general, there shall a five-point rating scale (1 to 5), 5 being the highest and 1, the lowest. The following are the dimensions on which performance or accomplishments are to be rated:

1. Rating Scale for Efficiency/Quantity

Refers to the extent to which targets are accomplished using the minimum amount of time and/or resources. Efficient performance applies to continuing tasks or frontline services and involves the following elements — Standard response time; Number of requests/applications acted upon over number of requests/applications received; Optimum use of resources (e.g., money, logistics, office supplies, etc.).

| | Rating | Description | |
|-----------|-------------------|--|--|
| Numerical | Adjectival | | |
| 5 | Outstanding | 115% and above of planned targets are attained | |
| 4 | Very Satisfactory | 100% to 114.99% of planned targets are attained | |
| 3 | Satisfactory | 90% to 99.99% of planned targets are acted upon ³⁴⁵ | |
| | | For accomplishment requiring 100% of the target such as those pertaining to money or accuracy or those which may no longer be exceeded, the usual rating of either 5 for those who met targets or 2 for those who failed or fell short of the targets shall be enforced. | |
| 2 | Unsatisfactory | 51% to 89.99% of planned targets are attained | |
| 1 | Poor | Below 50% of planned targets are attained | |

2. Rating Scale for Quality

Refers to the degree to which objectives are achieved as intended and the extent to which issues are addressed with a certain degree of excellence. Quality or effective performance involves the following elements - Acceptability; Meeting standards; Client satisfaction with the services rendered; Accuracy; Completeness or comprehensiveness of reports; Creativity or innovation; Personal initiative.

a. For Written Work

Operational Definition:

Minor Error – error in sentence structure such as subject-verb agreement, inappropriate use of pronoun, wrong spelling, wrong punctuation, simple grammar error and the like among others.

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³ As per GCG MC No. 2013-02 (Re-issued), a GOCC must attains 90% of the PAN (Agency Targets) to be eligible to the grant of Performance Based Bonus (PBB) for each employee and Performance Based Incentive (PBI) for its Appointive Director.

⁴ Under the GCG MC 2014-03 (Performance Evaluation for Directors), to be eligible for re-appointment, the individual performance of each GOCC Appointive Director shall have be at least 85%.

⁵ The 90% to 99.99% range for Satisfactory is in compliance with AO 25 Inter-Agency Task Force Memorandum Circular No. 2014-01(Implementation of EO 80, series 2012) dated April 21, 2014 and GCG Memorandum Circular Nos. 2012-11 and 2013-05 stating that to be entitled to Performance Based Bonus (PBB), an officer/employee must earn a passing grade of at least 90% (SATISFACTORY).

Major Error – means irrelevant citation of legal basis, inappropriate/wrong entry of names or amount, erroneous recommendation of programs/projects/opinion/resolution, inappropriate recommendation and the like among others.

i. Simple communication

| Rating | | Doccrintion | |
|---------------|--------------|-------------------|--|
| Numerical | Adjectival | Description | |
| 5 Outstanding | | No error. | |
| 3 | Satisfactory | With minor errors | |
| 1 | Poor | With major errors | |

ii. Complex Communications

| Rating Numerical Adjectival | | Description |
|-----------------------------|------|-------------------------------|
| | | |
| 4 Very Satisfactory | | With 1-3 minor errors |
| 3 Satisfactory | | With 4-6 minor errors |
| 2 Unsatisfactory | | With 1-2 major errors |
| 1 | Poor | With more than 2 major errors |

iii. Pro-forma

| Rating | | Description | |
|-----------|----------------|-----------------------|--|
| Numerical | Adjectival | Description | |
| 5 | Outstanding | No error. | |
| 2 | Unsatisfactory | With 1-2 major errors | |

b. For Non-written Work

| Rating | | Description | |
|-----------|-------------------|--|--|
| Numerical | Adjectival | Description | |
| 5 | Outstanding | Excellent result of work; Completeness of all aspects of work assignment; No mistake in performing the duty or 96-100% accuracy. | |
| 4 | Very Satisfactory | Very Good result of work; One or two minor errors in execution of work assignment; One or two mistakes in performing the duty or 91%-95% accuracy. | |
| 3 | Satisfactory | Acceptable result of work; More than two minor errors or deficiencies in the execution of work assignment; Three mistakes in performing the duty or 80% to 90% accuracy. | |
| 2 | Unsatisfactory | One major error or deficiency that can be overcome with help from supervisor; Four to five mistakes in performing the duty or 75% to 79% accuracy. | |
| 1 | Poor | Unacceptable result; Haphazard or careless execution of work assignment. | |

c. 100% Accuracy Rule

| Rating | | Description | |
|-----------|----------------|--|--|
| Numerical | Adjectival | Description | |
| 5 | Outstanding | Accomplishment requiring 100% accuracy such as those pertaining to money accountability (cashiering, disbursing, among others); 100% is the standard; no error is allowed. | |
| 2 | Unsatisfactory | If standard is not met (below 100% accuracy); there is error. | |

3. Rating Scale for Timeliness

Timeliness measures if the targeted deliverable was done within the scheduled or expected timeframe. Timely performance involves meeting deadlines as set in the work plan.

| Rating Numerical Adjectival | | Description |
|-----------------------------|-------------------|--------------------|
| | | |
| 4 | Very Satisfactory | 0.01 – 10% late |
| 3 | Satisfactory | 10.01 – 20% late |
| 2 | Unsatisfactory | 20.01 – 30% late |
| 1 | Poor | More than 30% late |

Note: Please refer to the attached Timeliness Chart for reference (Annex J).

Final Average Rating

In determining the final equivalent adjectival rating of the employee, the range of over-all point scores is converted as follows:

| R | ating | Description | Average |
|-----------|----------------------|---|--------------|
| Numerical | Adjectival | Description | Point Scores |
| 5 | Outstanding | Performance represents extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity, creativity and initiative. Employees rated at this performance level should have demonstrated exceptional job mastery in all major areas of responsibility. Employee achievement and contributions to the organization are marked excellence. | 4.50 – 5.00 |
| 4 | Very Satisfactory | Performance exceeded expectations. All goals, objectives and targets were achieved above the established standards. | 3.50 – 4.49 |
| 3 | Satisfactory | Performance met expectations in terms of quality of work, efficiency and timeliness. The most critical annual goals were met. | 2.50 – 3.49 |

| ſ | 2 | Unsatisfactory | Performance failed to meet expectations, and/or one more of | 1.50 - 2.49 |
|---|---|----------------|---|--------------|
| | | | the most critical goals were not met. | |
| = | 1 | Poor | Performance was consistently below expectations, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas. | 1.49 - below |

Note: Rounding is only allowed in the final average rating and is up to two-decimal point only.

IX. MISCELLANEOUS PROVISIONS

A. SANCTIONS

- 1. Unless justified and accepted by the PMT, non-submission of the Office Performance Commitment and Review Form and the Individual Performance Commitment and Review Form within the specified dates shall be ground for:
 - a. Employee's disqualification from the performance-based incentive which would require the rating for the given period, such as, but not limited to, promotion, training or scholarship grants and performance-based bonus, if the failure of the submission of the report form is the fault of the employee.
 - b. An administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty for the supervisor/s or employee/s responsible for the delay or non-submission of the office and individual performance commitment and review report.
- 2. Failure on the part of the Department Manager/Head of Office to issue the required notices to their subordinates for their unsatisfactory or poor performance during the rating period shall be a ground for administrative offense for neglect of duty.

B. APPEAL/S

- 1. Office performance assessment as discussed in the performance review conference shall be final and not appealable. Any issue/appeal on the initial performance assessment of the department/office shall be discussed and decided during the performance review conference.
- 2. Individual employees who feel aggrieved or dissatisfied with their final performance ratings can file an appeal with the PMT within ten (10) days from the date of receipt of notice of their final performance evaluation rating from the Department Manager. A department/office/unit or individual employee, however, shall not be allowed to protest the performance ratings of other department/office/unit or co-employees. Ratings obtained by other

department/office/unit or employees can only be used as basis of reference for comparison in appealing one's office or individual performance rating.

- 3. The PMT shall decide on the appeal/s within one (1) month from receipt thereof.
- 4. 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 or its regional office within 15 days from receipt of the order or notice of separation.

X. EFFECTIVITY

The PCSO SPMS Implementing Guidelines shall be approved by the PCSO Board and shall take effect after its confirmation by the Civil Service Commission.

March 10, 2015

FORM 1 (OPCR-Performance Plan)

Annex A-1

| Office Performa | ance Commitment and Review (OPCR) |
|--|--|
| | (Sector/ <u>Department</u>) |
| I, the AGM/ <u>Manager</u> of the following targets in accordance with the indicated meas | , commits to deliver and agree to be rated on the attainment of the sures for the period |
| | Manager Date: |

| Major Final Output/ Programs, Activities, Projects | SUCCESS INDICATORS (TARGETS + MEASURES) | Allotted Budget | Division/ Individuals Accountable |
|---|--|-----------------|--------------------------------------|
| l. | | | |
| II. | | | |
| III. | | | |
| | | | |
| | | | |

| Reviewed by: | Date | Approved by: | Date |
|---------------------------|------|------------------|------|
| | | | |
| | | | |
| | | | |
| Assistant General Manager | | | |
| Recommending Approval: | Date | PCSO CHAIRPERSON | |
| | | | |
| | | Remarks: | |
| | | | |
| PMT Chairman | | | |

FORM 2 (OPCR-Performance Evaluation)

Annex A-2

Office Performance Commitment and Review (OPCR)

| 10 1 ID 1 1 |
|------------------------------|
| (Sector/ <u>Department</u>) |
| (Coolon <u>Bopartmont</u>) |

| Major Final Output/ | SUCCESS INDICATORS | Division/ | | Actual | Rating* | | | | |
|-----------------------------------|----------------------|--------------------|----------------------------|------------------------|---------|----------------|----------------|----------------|---------|
| Programs, Activities, Projects | (TARGETS + MEASURES) | Allotted Budget | Individuals Accountable | Actual Accomplishments | Q¹ | E ² | T ³ | A ⁴ | Remarks |
| 1. | | | | | | | | | |
| II. | | | | | | | | | |
| III. | | | | | | | | | |

Average Rating

| | MFO/ PAP | Rating |
|-----------------------|----------|--------|
| I. | | |
| II. | | |
| Total Over-all Rating | | |
| Final Average Rating | | |
| Adjectival Rating | | |

| Submitted by: | |
|---------------|-----------------------|
| Denartment M | anager/Head of Office |

| Reviewed by: | Date | Validated by: | Date | Final Rating by: | Date |
|--------------|------|---------------|------|------------------|------|
| | | | | | |
| | | | | | |
| | | | | | |
| Sector Head | | PMT CHAIRMAN | | PCSO CHAIRPERSON | |

| Legend: | Q ¹ -Quality | E ² -Efficiency | T³-Timeliness | A⁴-Average |
|---------|-------------------------|----------------------------|---------------|------------|
| Ratina: | | | | |

5 – Outstanding 2 - Unsatisfactory

4 – Very Satisfactory 1 - Poor

3 – Satisfactory

FORM 1 (DPCR-Performance Plan)

Annex B-1

| Div | ision Perfo | ormance Co | mmitment | and Review (DF | PCK) | | |
|---|--------------|---------------|---------------|---------------------------|-------------------|--------------------|----------|
| | | (C | ivision) | | | | |
| I, Division Chief of thetargets in accordance with the indicated r | measures for | the period | commits to de | eliver and agree to b | pe rated on the a | ttainment of the f | ollowing |
| | | | | Date: | Division Chie | | |
| Major Final Output/ Programs, Activities, Projects | | CESS INDICATO | | Allotted Bud | lget I | ndividuals Accour | ntable |
| l. | | | | | | | |
| II. III. | | | | | | | |
| | | | | | | | |
| | | | | | I | | |
| Approved by: | | Date | Noted by: | | | Date | |
| | | | | | | | |

Sector Head

Head of Department/Office

Division Performance Commitment and Review (DPCR)

| (Division) |
|------------|

| Major Final Output/ | SUCCESS INDICATORS | Allotted | Individuals | Actual | | Rating* | | | |
|-----------------------------------|----------------------|----------|-------------|-----------------|-----------------------|----------------|----------------|----------------|---------|
| Programs, Activities, Projects | (TARGETS + MEASURES) | Budget | Accountable | Accomplishments | Q ¹ | E ² | T ³ | A ⁴ | Remarks |
| I. | | | | | | | | | |
| II. | | | | | | | | | |
| III. | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | Total Rating: | | | |
| | | | | | Final Average Rating: | | | | |
| | | | | | Ad | jectival | Rating: | | |

| | | | Submitted by: | |
|-----------------|------|-----------|--------------------|--|
| | | | Division Chief III | |
| inal Pating by: | Date | Noted by: | Date | |

| Final Rating by: | Date | Noted by: | Date |
|---------------------------|------|-------------|------|
| | | | |
| | | | |
| | | | |
| Head of Department/Office | | Sector Head | |

| Legend: Q ¹ -Quality | E ² -Efficiency | T³-Timeliness | A⁴-Average |
|---------------------------------|----------------------------|---------------|------------|
| Ratina: | | | |

5 – Outstanding 2 - Unsatisfactory

4 – Very Satisfactory 1 - Poor

3 – Satisfactory

FORM 1 (IPCR-Performance Plan)

Annex C-1

INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR)

| I, | l, | , of the | Division of | |
|---|---------------------|----------|---------------------------|------------------|
| Major Final Output/ Programs, Activities, Projects (Target + Measure) Date Approved by: Division Chief III Head of Department/Office | | | | res for the peri |
| Programs, Activities, Projects (Target + Measure) Date Approved by: Division Chief III Head of Department/Office | | | Ratee Date: | |
| Programs, Activities, Projects (Target + Measure) Date Approved by: Division Chief III Head of Department/Office | Maior Final Output/ | | Success Indicator | |
| Division Chief III Head of Department/Office | | ts | | |
| Division Chief III Head of Department/Office | | | | |
| Division Chief III Head of Department/Office | | | | |
| Division Chief III Head of Department/Office | | | | |
| Division Chief III Head of Department/Office | | | | |
| Division Chief III Head of Department/Office | viewed by: | Date | Approved by: | Date |
| , | | | pp.:::38 87. | |
| Noted by: | Division Chief III | | Head of Department/Office | |
| | | | Noted by: | |
| | | | | |

FORM 2 (IPCR-Performance Evaluation)

Annex C-2

INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR)

| Major | Success Ind | cator | Actual Accomplishments | S | | Rat | ing* | | R | emarks |
|-----------------------|--------------------|-------------|----------------------------|-----|-------------------|----------|----------------|----------------|---------|--------|
| Final Output/ | (Target + Me | asure) | | | $Q^1 	 E^2 	 T^3$ | | T ³ | A ⁴ | | |
| Programs, Activities, | | | | | | | | | | |
| Projects | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | Total | Rating: | | | |
| | | | | | Final A | verage | Rating: | | | |
| | | | | | Ad | jectival | Rating: | | | |
| Comments and Recomm | nendations for Dev | elopment Pu | rposes | | | | | | | |
| | | | | | | | | | | |
| Discussed with | Date | Assessed b | ру | Dat | <u></u> | Final R | ating by | , | | Date |
| | | I certify | that the performance | | | | | | | |
| | | assessmen | t was made in consultation | | | | | | | |
| | | with the co | oncerned employee. | | | | | | | |
| Employee | | | Supervisor | | | Head | of Depa | artment, | /Office | |
| | | | | | Not | ed by: | | | | |

| Noted by: | |
|-----------|-------------|
| | Sector Head |

Legend: Q^1 - Quality E^2 -Efficiency T^3 -Timeliness A^4 -Average

Rating: 5 – Outstanding 2 - Unsatisfactory 4 – Very Satisfactory 1 - Poor

3 – Satisfactory

Annex D

PCSO STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (SPMS) CALENDAR

| ACTIVITIES | UNIT/PERSON RESPONSIBLE | TIMEFRAME/SCHEDULE |
|--|---|--|
| 1. Conduct of the Corporate Strategic | BOD, GM, AGMs, DMs (to be | April to May |
| Planning Workshop. | facilitated and coordinated | |
| | by Corporate Planning | |
| | Department (CPD)) | |
| 2. Cascading of the Annual Corporate | All Departments/Offices (in | June – July |
| Strategic Planning Workshop. | coordination with the CPD) | |
| 3. Preparation of the Office Performance | Sector Heads/Department | June – July |
| Commitment and Review (OPCR) Form 1 | Managers | |
| based on the committed deliverables. | | |
| 4. Submission of the OPCR Form 1 to the | Managers/Head of Office | not later than August 7 (for the first |
| Corporate Planning Department (CPD) for | | semester) / not later than February 7 |
| validation, consolidation and evaluation | | (for the second semester |
| 5. Submission of OPCR Form 1 to the | CPD | not later than August 31 / not later |
| Performance Management Team (PMT) | | than February 28 |
| 6. Submission of OPCR to the General | PMT | not later than September 21 / not later |
| Manager for endorsement and subsequent | | than March 21 |
| approval by the Head of Agency | | |
| (Chairperson). | | |
| 7. Preparation of Individual Performance | Individual | 1 st to 3 rd week of October (for the 1 st |
| Commitment and Review (IPCR) Form 1 | employees/Supervisors/Divis | semester) / 1 st to 3 rd week of April (for the second semester) |
| based on the approved OPCR. | ion Chiefs | · |
| 8. Submission of IPCR Form 1 to the | Supervisors/Division Chiefs/ | not later than October 25 / not later |
| Department Managers /Sectors Heads for | Managers | than April 25 |
| approval and subsequent submission to | | |
| HRD. | | |
| 9. Monitoring of performance and conduct of | AGMs, DMs, DCs | On regular basis or as the need |
| coaching with concerned employees. | | arises within the rating period |
| 10. Submission of quarterly accomplishment | All Departments and Offices | Every 10 th of the month following |
| reports. | 411.5 · · · · · · · · · · · · · · · · · · · | the end of each quarter |
| 11. Submission of OPCR Form 2 to the | All Departments and Offices | not later than July 5 (for the 1 st |
| Corporate Planning Department. | | semester) / not later January 5 (for the 2 nd semester) |
| 42 Validation noview and associal time of | CDD | |
| 12. Validation, review and consolidation of | CPD | not later than July 10 / not later |
| submitted OPCR Form 2 and subsequent | | than January 10 |
| submission to the PMT. 13. Review of submitted OPCR Form 2. PMT | DNAT | not later than July 15 / not later |
| members shall put their initial prior to | PMT | not later than July 15 / not later |
| the signing of the PMT Chairman. | | than January 15 |
| 14. Review/Approval of the OPCR Form 2. | Chairperson/Agency Head | not later than July 18 / not later |
| 14. Review/Approval of the Orch Tollin 2. | Chair person, Agency riead | than January 18 |
| 15. Submission of IPCR Form 2 to the | Supervisors/Division Chiefs | not later than July 31 / not later |
| Department Heads. | - Caper 1.33.3, 2.113.311 Gille13 | than January 31 |
| 16. Submission of Summary List of Individual | All Departments and Offices | not later than August 6 / not later |
| Ratings with the attached approved IPCRs | 7.11. Separaments and Offices | than February 6 |
| to the Human Resources Department. | | |
| 17. Consolidation and review submitted | Human Resources | 2 nd week of August / 2 nd week of |
| Summary List of Individual Rating. | Department (HRD) | February |
| 18. Agency Review Performance Conference | CPD CPD | 3 rd week of February |
| 20. Abelies heriers i chominance comerence | <u> </u> | 3 HEER OFFEDITION |

Performance Monitoring and Coaching Journal

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

| Name of Division / Field Office | |
|-------------------------------------|-------|
| Division Chief | |
| Number of Personnel in the Division | - |

| | | Mecha | nism/s | | Remarks | |
|------------|------------|-------|--------|----------------|---------|--|
| Activity | Meet | ing | Memo | Others | | |
| | One-in-One | Group | | (Pls. Specify) | | |
| Monitoring | | | | | | |
| | | | | | | |
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| Coaching | | | | | | |
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Please indicate the date in the appropriate box when the monitoring was conducted.

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

(This form shall be used by the Division Chief to monitor and record the conduct of monitoring and coaching, and all feedback mechanism with his/her staff. It shall be accomplished and submitted on a quarterly basis.)

Annex F

Performance Monitoring and Coaching

| | | | | Task Status | | | | |
|------------------------|-------|-------------|----------|-------------|-----------|-----------|-----------|---------|
| Major Final Output Tas | Tasks | Assigned to | Duration | Week 1 | Week 2 | Week 3 | Week 4 | Remarks |
| | | | | | | | | |
| | | | | | | | | |
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(Use additional sheets if necessary)

(This form shall be used by the Managers/Division Chief to monitor status of tasks assigned to the respective divisions and/or staff based on the Departmental commitments.)

Performance Monitoring and Coaching

| Performance Monitoring Form | | | | | | |
|---|---|-------------------|--------|---|----------------------|---------|
| Task ID No. | Subject | Action Officer | Output | Data Assigned | Data Accomplished | Remarks |
| Document No. or Task No. if Taken from WFP | Subject Area of the Task or the Signatory of the Document and Subject Area | | | Date the task was assigned to the drafter | Date the output was | |
| | | | | | | |
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| _ | | | | | | |

(Use additional sheets if necessary)

(To be filled up by assigned Division Chief to monitor status of tasks that need to be accomplished by the respective staff.)

Summary List of Individual Performance Ratings

| Division A | | | Rating | | | |
|---------------------------|--------------------|----------------|------------------|-----------|------------|--|
| | | | Numerical | | Adjectival | |
| Division A Rati | ng | | | | | |
| Staff A | | | | | | |
| Staff B | | | | | | |
| Staff C | | | | | | |
| Staff D | | | | | | |
| Staff E | | | | | | |
| Staff F | | | | | | |
| No. of Staff (In | | | | | | |
| Average rating | gs of staff | | | | | |
| | | | | | | |
| | Division B | | Rating | | | |
| | DIVISION B | | Numerical | | Adjectival | |
| Division B Rati | ng | | | | | |
| Staff A | | | | | | |
| Staff B | | | | | | |
| Staff C | | | | | | |
| Staff D | | | | | | |
| | ees (Including DC) | <u> </u> | | | | |
| Average rating | | ,- | | | | |
| Average rating | 55 01 31411 | | | | | |
| | | | | | | |
| | Division C | | | Rating | | |
| | | | Numerical | | Adjectival | |
| Division C Rati | ng | | | | | |
| Email and a 1 | | | | | | |
| Employee 1 | | | | | | |
| Employee 2 | | | | | | |
| Employee 3 Employee 4 | | | | | | |
| | ees (Including DC) | _ | | | | |
| Average rating | |) - | | | | |
| Average rating | 35 OI Stall | | | | | |
| Summary: | Division A | | | | | |
| Summary. | Division B | | | | | |
| | Division C | | | | | |
| | Average | = | | | | |
| | | | | | | |
| Assessed by: | | Date: | Reviewed by: | | Date: | |
| | | | | | | |
| Head of Department/Office | | | Assistant Genera | l Manager | | |

Performance Rewarding and Development

Professional Development Plan

| Name of Employee: | |
|-------------------|-------------|
| Date: | |
| Target Date | |
| Review Date | |
| Achieved Date | |
| | |
| Aim | |
| Objective | |
| | |
| Task | Next Step |
| | |
| | |
| Comments | |
| | |
| | |
| | |

Professional Development Plan

| Date | | | |
|---------------|--|--|--|
| Aim | | | |
| | | | |
| | | | |
| Objective | | | |
| | | | |
| | | | |
| Target Date | | | |
| Review Date | | | |
| Achieved Date | | | |
| Comments | | | |
| | | | |
| | | | |
| Tasks | | | |
| | | | |
| | | | |
| Outcome | | | |
| | | | |
| | | | |
| Next Step | | | |
| | | | |
| | | | |

(This form shall be used by the Managers/Division Chief to outline appropriate developmental intervention/s that shall be given to employees who failed to meet the targets.)

Annex J

Timeliness Chart

| Performance Target | | | | |
|--------------------|--------------------|------------------------|------------------------|----------------------|
| 5 | 4 | (3) | (2) | (1) |
| (on time) | (0.01 – 10% late) | (10.01 – 20% late) | (20.01 – 30% late) | (more than 30% late) |
| 5 minutes | Up to 30 seconds | 31 sec. – 1 min. | 1.01 min. – 1.5 min. | more than 1.5 min. |
| 10 minutes | Up to 1 min. | 1.01 min. – 2 min. | 2.01 min. – 3 min. | more than 3 min. |
| 15 minutes | Up to 1.5 min. | 1.51 min. – 3 min. | 3.01 min. – 4.5 min. | more than 4.5 min. |
| 30 minutes | Up to 3 min. | 3.01 min. – 6 min. | 6.01 min. – 9 min. | more than 9 min. |
| 75 minutes | Up to 7.5 min | 7.51 min – 15 min. | 15.01 min. – 22.5 min. | more than 22.5 min. |
| 1 hour | Up to 6 min. | 6.01 min – 12 min. | 12.01 min. – 18 min. | more than 18 min. |
| 4 hours | Up to 24 min. | 24.01 min – 48 min. | 48.01 min. – 72 min. | more than 72 min. |
| | | | (1 hour & 12 min.) | |
| 8 hours | Up to 48 min. | 48.01 min 96 min. (1 | 96.01 min. – 144 min. | more than 144 min. |
| | | hour & 36 min.) | (2 hours & 44 min.) | |
| 2 days | 2 hours | 3 hours | 4 hours | more than 4 hours |
| 3 days | 2.5 hours | 2.51 to 5 hours | 5.01 to 7 hours | more than 7 hours |
| 5 days | Up to 4 hours (1/2 | 4.01 hours – 8 hours | 8.01 hours – 1.5 days | more than 1 ½ days |
| | day) | (1 day) | (12 hours) | |
| 7 days | 5.5 to 6 hours | 6.01 hours to 1.5 days | 1.5 to days | more than 2 days |
| 10 days | Up to one day | 1.01 days – 2 days | 2.01 days – 3 days | more than 3 days |
| 12 days | Up to 1 day and 2 | from 1 day % 2.01 | from 2 days & 3.001 | more than 3 days % 4 |
| | hours | hours to 2 days and 3 | hours to 3 days & 4 | hours |
| | | hours | hours | |
| 15 days | Up to 1.5 days | 1.51 days – 3 days | 3.01 days – 4.5 days | more than 4.5 days |
| Once a month/year | 1 day | 2 days | 3 days | more than 4 days |

Legend:

| 0.01 hr | Ш | 0.6 min. (36 sec.) |
|---------|----|--------------------|
| 0.1 hr | Ш | 6 min. |
| 0.2 hr | | 12 min. |
| 0.3 hr | 11 | 18 min. |
| 0.4 hr | = | 24 min. |
| 0.5 hr | Ш | 30 min. |
| 0.6 hr | Ш | 36 min. |
| 0.7 hr | = | 42 min. |
| 0.8 hr | = | 48 min. |
| 0.9 hr | = | 54 min. |
| 1 hr | = | 60 min. |

Annex K

Rating Matrix

| Major Final Outputs | Success Indicators | Description of Ratings for Quality | Description of Ratings for Efficiency | Description of Ratings for Timeliness | Remarks |
|------------------------|-----------------------|--|---|---|---------|
| | | | | | |
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(This form indicates the operational definition or description of each numerical rating under each relevant dimension (i.e., quality, efficiency, or timeliness) per performance target or success indicator.)

COMMUNICATION STRATEGY⁶

 Introduction/ Orientation Seminar on Strategic Performance Management System (SPMS) before submission of Guidelines to Civil Service Commission

Facilitator: CSC BSP Field Office Director

Target Participants:

• Batch 1: Managers and Executives

• Batch 2: Branch Managers and Division Chiefs (Nationwide)

- 2. Simulation Exercises:
 - A. Cascading of 2015 Strategic Corporate Planning and OPCR Agreements Target Participants:
 - Batch 1: Managers and Executives
 - Batch 2: Branch Managers and Division Chiefs (Nationwide)

(Note: Each Division Chief will coordinate with his/her subordinates in preparation for their Performance Agreement.)

- B. Cascading of CSC Approval of the PCSO SPMS Implementing Guidelines Target Participants:
 - Batch 1: Managers and Executives
 - Batch 2: Branch Managers and Division Chiefs (Nationwide)

•

C. 4th Quarter 2014 Agency wide simulation exercises

Target: Agency wide

- 3. Information Dissemination Campaign:
 - A. Uploading of CSC approved SPMS Implementing Guidelines in the PCSO website (www.pcso.gov.ph)
 - B. Uploading in the PCSO intranet including e-mail blast to all employees
 - C. Release of SPMS Implementing Guidelines to all Departments/ Offices

Target: At least one (1) hard copy per office

- D. SPMS Bulletin Board in conspicuous areas of the office
- E. Performance Monitoring Advisory from PCSO-Performance Management Team (PMT)

Target: 1st Quarter (due April)

2nd Quarter (due July)

3rd Quarter (due October)

- 4th Quarter (due January of next year)
- F. Setting up of complaint and suggestion box in conspicuous areas of the office

-

⁶ Subject to the approval of the PCSO Board after SPMS confirmation of CSC.

Annex M

INFORMATION SYSTEM – SPMS

| PRESENT SYSTEM ⁷ | UPON SPMS IMPLEMENTATION | | |
|---|--|--|--|
| (Performance Evaluation System) | (Effective January 2015) | | |
| BRANCH SECTOR | | | |
| To exceed the target sales of each and every department/branch. | Adopt and implement the PCSO Strategic Performance Management System (SPMS) Guidelines pursuant to the Civil Service Commission Memorandum Circular No. 6, series 2012; | | |
| 2. Embark on an aggressive terminal rollout program and opening of new branches. | a. OPCR per Sector/ Department/ Divisionb. IPCR for all officers / employees | | |
| 3. Support the programs/ activities of top management and other sectors (i.e. Charity Sector)f | Cascade the PCSO SPMS Guidelines to all personnel under our Sector/Department in that the individual performance of our staff must be aligned and geared towards the achievement of PCSO agency targets; | | |
| 4. Submit regularly the required reports/ feedbacks to top management and our internal customers. | Submit a certification to evidence the cascading process of the PCSO SPMS Guidelines to the Corporate Planning Department which must be supported by duly signed attendance sheet of | | |
| 5. Initiate reforms to meet new challenges that affect our operations. | all staff/officers who participated thereat; 4. Perform regular monitoring of all activities relating to the implementation/status Sectoral/ Departmental or Office Performance Commitment and Review (OPCR); 5. Do all things legal and necessary to effectively and efficiently implement the PCSO SPMS Guidelines including the accomplishment of PCSO Performance Agreement and Negotiation between the Governance Commission for GOCCs and the PCSO Board of Directors. | | |

⁷ Annex 1-6 Deed of Undertakings (Sectoral/ Departmental) signed during the 2014 PCSO Strategic Corporate Planning

| GAM | ING SECTOR | |
|------|--|-------------------|
| | aming Technology Department | |
| 1. | Provide immediate and appropriate training to employees of the GPDMS. | - Same as above - |
| 2. | Approval of sufficient manpower complement for the operations. | - Same as above - |
| 3. | Utilize current and future technological advancements for the improvement of Line Games. | |
| 4. | Help facilitate the procurement of PCSO's own On-Line Lottery System. | |
| 5. | Effective launch and experimental test-run for a period of one (1) year, of the recently approved KABAHAGI proposed Rainbow Games and Central System. | |
| 6. | Efficient monitoring and continuous implementation of the recently launched experimental test-run of the Bingo Milyonaryo and its evaluation after a period of one (1) year. | |
| 7. | Improve the On-line Lotto Express (KENO) specifically on the game format and allocation of prizes to remove the negative effect on the prize funds of said game (2014). | |
| B. P | roduct & Standard Development Department | |
| 1. | Develop and introduce new Off-line and On-Line games. | |
| 2. | Enhance existing games of the agency ⁸ | - Same as above - |
| 3. | Conduct Sweepstakes draws in partnership with government and non- | |

| | government organizations. | |
|-----|--|-------------------|
| 4. | Develop and provide marketing strategies, techniques and materials to the Branch Operations Sector to improve sales. | |
| 5. | Conduct sales conventions, rallies and promotional campaigns to reach out to far flung areas that will redound to increase in sales revenue. | |
| 6. | Conduct efficient and effective trainings for Off-line and On-line games to sales agents. | |
| C. | Security Printing & Production Department | |
| 1. | To train or cause the training of Security Printing and Production Department Personnel on the latest printing technology. | - Same as above - |
| 2. | a. 4-color offset machine | |
| | b. Computer to plate machinec. Collating machine | |
| | d. Gluing machine | |
| СНА | RITY SECTOR | |
| 1. | Judiciously utilize funds through equitable distribution amongst the different branches of the agency. | |
| 2. | Streamline processes to hasten the delivery of services. | - Same as above - |
| 3. | Improve and disseminate policies and guidelines making PCSO's programs accessible to the public. | |
| 4. | Enhance cross functional linkages. | |

| 5. Continuously improve competencies of its staff. | |
|--|-------------------|
| 5. Continuously improve competencies of its stari. | |
| ADMINISTRATIVE SECTOR | |
| A. Human Resource Department | |
| Implement, disseminate and monitor compliance with laws, rules and regulations, policies, and other issuances relating to government service | - Same as above - |
| Develop, prepare, recommend and implement approved policies on human resources to improve the overall welfare of the organization and personnel complement | |
| To submit timely and accurate reports required by the Board for decision making | |
| B. General Services Department | |
| Prepare, assess and monitor the soundness of PCSO offices and ensure a safe and work-conducive environment. | - Same as above - |
| Provide necessary support services (security janitorial, transportation, messengerial services, etc.) to all offices and sectors. | |
| To submit timely and accurate reports required by the Board for decision making. | |
| C. Assets and Supply Management Department | |
| Develop, manage, and administer PCSO's assets, supplies, materials and equipment. | - Same as above - |

| | Develop, manage, implement and monitor an efficient and effective distribution of ambulance units To submit timely and accurate reports required by the Board for decision making | |
|-------|---|-------------------|
| D. 1. | Treasury Department Manage and monitor effectively the liquid funds of the office to be able | |
| 1. | to provide appropriate and enough funds where needed, when needed, for the support of the business of PCSO subject to applicable laws, accounting and auditing rules and regulations. | - Same as above - |
| 2. | To satisfy to the best of our ability the expectations of our internal and external stakeholders. | |
| 3. | To submit timely and accurate reports required by the Board for decision making. | |
| 4. | To spread goodwill through our frontliners to enhance the image of PCSO, thus also helping in the realization of the target sales. | |
| MAN | IAGEMENT SERVICES SECTOR | |
| 1. | Strictly monitor the performance and accomplishment of the committed deliverables on schedule. | |
| 2. | Ensure coordination with other Sectors if required. | - Same as above - |
| 3. | Ensure timely submission of reports to the Board/Top Management and other concerned government institutions. | |

| 4. Ensure compliance of all orders and instructions from the Board/ Top | |
|---|-------------------|
| management and other concerned government institutions. | |
| A. Information Technology Services Department | |
| 1. Transfer and installation of new Data Center. | - Same as above - |
| 2. Interconnection of all extension offices and branch offices. | |
| 3. Full utilization of webmail by Directors, Managers and Division Heads. | |
| 4. Internal promotion of webmail, intranet and website. | |
| B. Accounting and Budget Department | |
| Monitor the prudent utilization of budget of each departments and offices. | - Same as above - |
| 2. Submit timely and accurate Financial Statements every 25 th of the following month. | |
| Corporate Planning Department | |
| Report on time daily. | |
| 2. Prepare and submit the PCSO 2013 Annual Report in April 2014. | - Same as above - |
| 3. Conduct for CPD staff communication skills development programs and assist in the implementation of other approved professional training workshops as scheduled. | |
| 4. Publish a monthly PCSO newsletter starting January 2014. | |
| 5. Assist in the conduct of Sectoral/ Departmental planning workshops as scheduled. | |

| EXECUTIVE OFFICES | |
|--|---|
| A. Legal Department | |
| Continue to render prompt and quality legal services to the Board of Directors, management, sectors, departments, branches and units in order to assist them in the performance of their committed undertakings. | - Same as above - |
| 2. Be of active support to the accomplishment of the vision and mission of the office. | |
| 3. Work collectively with the internal stakeholders in protecting the interest of the government; | |
| 4. Pursue to be adaptable, committed and engaging in all the official endeavors of the office | |
| 5. Observe the principles of integrity, innovativeness and initiative as well as competence and diligence in all of our official works and dealings. | |
| B. Internal Audit Services | |
| Assists the Chairman thru the Audit Committee to achieve efficient, effective, ethical and economical fiscal administration and performance of Agency affairs and functions in order to achieve its target. | - Same as above - |
| 2. Assists by instituting performs and continual improvement of internal control and determination of the degree of compliance by the different sectors, departments and units. | |
| 3. Advice the Chairman on all matters relating to management control and operations audit and recommend courses of actions to address inadequacy in Internal Control. | |
| NOTE: For CY2014 pending SPMS approval by CSC, PCSO adopted Sectoral/ Departmental undertakings in contract form | NOTE: PCSO to adopt Sectoral/ Departmental OPCR Form No. 1 in lieu of contract form (CY2014) upon CSC's approval on the PCSO's SPMS Guidelines |

Annex N

MONITORING AND EVALUATION SCHEDULE

| | MONTH COVERED | ASSESSMENT | RESPONSIBLE PCSO OFFICE/ TEAM | REMARKS |
|-------------------------|------------------------|--|---|---------|
| 1 ST QUARTER | January to March | 2 nd week of April – Submission 3 rd week of April – Evaluation 4 th week of April – Distribution | PMT Secretariat CPD (Sectoral/ Departmental) HRD (Individual) | |
| 2 nd QUARTER | April to June | 2 nd week of July – Submission 3 rd week of July – Evaluation 4 th week of July – Distribution | PMT Secretariat CPD (Sectoral/ Departmental) HRD (Individual) | |
| 3 rd QUARTER | July to September | 2 nd week of Oct – Submission 3 rd week of Oct – Evaluation 4 th week of Oct – Distribution | PMT Secretariat CPD (Sectoral/ Departmental) HRD (Individual) | |
| 4 th QUARTER | October to December | 2 nd week of Jan – Submission 3 rd week of Jan – Evaluation 4 th week of Jan – Distribution | PMT Secretariat CPD (Sectoral/ Departmental) HRD (Individual) | |

Annex O

COMMUNICATION PLAN - TIMELINE⁹

| PLAN | TARGET PARTICIPANT | TIMELINE | REMARKS |
|---|---|-------------------------------------|--|
| 1. Introduction / Orientation | Managers & Executives | July 10, 2014 | Completed |
| Seminar on Strategic Performance | Branch Managers & Division | July 11,2014 | Completed |
| Management System (SPMS) | Chiefs | | Completed |
| Simulation Exercises A. Formulation of 2015 Strategic | Managers & Executives | August 2014 | Completed |
| Corporate Objectives and/or OPCR Agreements | Branch Managers & Division Chiefs | August 2014 | Pending/ until after GCG approval of PCSO's 2015 Targets |
| B. Cascading of GCG Approved | Managers & Executives | September 2014 | |
| Targets/ Balance Scorecard (CY2015) | Branch Managers & Division Chiefs | September 2014 | |
| C. Cascading of CSC Approval of | Managers & Executives | September 2014 | |
| the PCSO SPMS Implementing | Branch Managers & Division | September 2014 | |
| Guidelines | Chiefs | | |
| D. 4 th Quarter 2014 Agency wide simulation exercises | Agencywide | October-December 2014 | |
| 3. Information Dissemination Campaign A. Uploading of CSC approved SPMS Implementing Guidelines in the PCSO website (www.pcso.gov.ph) | Agencywide in coordination with the ITSD | September 2014 | |
| B. Uploading in the PCSO intranet including e-mail blast to all employees | ITSD/ CPD | September 2014 | |
| C. Release of SPMS Implementing Guidelines to all Departments/ Offices | GSD/ RECORDS DIVISION | September 2014 | Condition: At least one (1) hard copy per office |
| D.SPMS Bulletin Board in conspicuous areas of the office | GSD/ PMT SECRETARIAT | October – December 2014 | |
| E. Performance Monitoring | PMT SECRETARIAT | 1 st Quarter (due April) | |

⁹ Subject to adjustment; dependent on receipt of CSC En Banc approval of PCSO SPMS Guidelines

| Advisory from PCSO- Performance Management Team (PMT) | CPD (Sectoral/ Departmental)HRD (Individual) | 2 nd Quarter (due July) 3 rd Quarter (due October) 4 th Quarter (due January of next year) | Effective CY2015 |
|--|---|--|------------------|
| F. Setting up of complaint and suggestion box in conspicuous areas of the office | GSD/ PMT SECRETARIAT | October – December 2014 | |

Sun Plaza Building, 1507 Shaw Boulevard, Mandaluyong Cary

SECRETARY'S CERTIFICATE

I, RAMON RODRIGO, of legal age, Filipino, married and with business and postal address at the Philippine Charity Sweepstakes Office, 4th Floor, Sun Plaza Building, Shaw Blvd., corner Princeton Street, Mandaluyong City after being duly sworn according to law, hereby certify:

- That I am the Board Secretary of the Philippine Charity Sweepstakes Office (hereinafter referred to as "PCSO"), an agency of the national government engaged in the operation of sweepstakes and lotto;
- That as such, I have custody of all records pertaining to the Board of Directors of the PCSO including all Board Resolutions;
- 3. Per the records of the Office of the Corporate Secretary of the PCSO, the Board of Directors thereof, during its 25th Regular Board Meeting held on July 23, 2014 at PCSO Board Room, 4th Floor, Sun Plaza Building, Shaw Blvd., corner Princeton St., Mandaluyong City passed the following Resolution:

RESOLUTION NO. 331 Series 2014

"WHEREAS, the Assistant General Manager of the Management Sector recommended the approval of the PCSO Strategic Performance Management System (SPMS) Implementing Guidelines;

"WHEREAS, the PCSO Strategic Performance Management System (SPMS) was adopted pursuant to the Civil Service Commission (CSC) Resolution No. 1200481, Series of 2012, as implemented by CSC MC No. 6, Series of 2012, Executive Order No. 80, series 2012 and Governance Commission for GOCCs (GCG) Memorandum Circular No.2013-05;

"WHEREAS, the objective of the PCSO SPMS is to strengthen the organization's effectiveness and increase its Productivity level through the following: (1) Establishing and institutionalizing a concrete and verifiable basis in assessing organizational performance and the collective performance of individuals within the PCSO; (2) Concretizing the linkage of the agency's strategic plan including its Organizational Performance Indicator Framework with the performance of every department and of individual employees; (3) Linking of performance management with all Human Resource Management System components using one platform, specifically, incentives and awards, personnel movements, training and development, administrative and other personnel actions; and (4) Serving as basis for the grant of Performance Based Bonus for PCSO officers and employees under GCG Memorandum Circular No. 2013-05 and an integral part of the Compensation and Position Classification System (CPCS) mandated by Republic Act No. 10149 (GOCC Governance Act of 2011) to encourage performance-driven, productive and efficient GOCCs;"

"WHEREFORE, per recommendation of the Assistant General Manager of the Management Sector, upon motion and duly seconded, the Board RESOLVED AS IT HEREBY RESOLVES to approve the PCSO SPMS Implementing Guidelines which shall take effect after its confirmation by the Civil Service Commission, subject to compliance with applicable laws, rules and regulations."

- Per the records of the Office of the Board Secretary, the foregoing Board Resolution bas not been replaced, amended or repealed.
- 5. This Secretary's Certificate is issued for whatever legal purpose it may serve.

IN WITNESS WHEREOF, I have affixed my signature on this ____ of July 2014, at Pasay City.

ATTY: RAMON E. RODRIGO Board Secretary

SUBSCRIBED AND SWORN to before me on this _____ day of July 2014, affiant exhibiting to me his SSS No. 03-27523102-4.

NOTARY PUBLIC

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| | Thru: HON. ROBERT S. MARTINEZ | CENTRU MEND 1 4:20 pm |
| | Commissioner BY: THE 5:01 | 1. 4:20 pm |
| | Dear Commissioner Martinez, | - AN |
| | | |
| | We refer to the November 14, 2014 letter of CSC-NCR Director IV | |
| | initial implementation our Strategic Performance Management Sy directs the modification of "the ranges of rating (in terms of | |
| | quantity/efficiency for Satisfactory, Very Satisfactory, and Outstan | [20] CONTROL OF CONTROL OF STREET CONTROL OF CONTROL O |
| | in accordance with CSC Memorandum Circular No. 13, s. 199 | |
| | standards for measuring effectiveness/quality for all levels of pe | rformance" |
| | It may be recalled that the PCSO SPMS Guidelines provided | for a range of ratings geared at |
| | harmonizing issuances on performance for the agency, its appo | |
| | employees. Specifically, the PCSO Board approved that an indiv | |
| | SPMS shall be satisfactory if he/she attains at least 90%-100% of | agreed targets. |
| | The rationale behind PCSO's unique range of ratings for indiv | vidual performance under the SPMS |
| | are as follows: | |
| | | |
| | The PCSO is a sui generis Government Owned and C | |
| | RA 1169, as amended. It is the only agency allowed und business of lotteries such that the conduct of its gaming | |
| | provision for health and social services (mandate) makes | |
| | cannot adopt the performance standards common to | other Government Offices, Bureaus |
| | and Instrumentalities; | |
| | 2. Executive Order No. 80, s. 2012 dated July 20, 2012 (EC | 80) directed the adoption of the |
| | Performance Based Incentive System (PBIS) for Government | |
| | service delivery of the Bureaucracy can be furthe | r enhanced by aligning individual |
| | performance to the attainment of the GOCC's targets | |
| | rewarding exemplary performance while fostering teams | vork and ment system; |
| | 3. To ensure the successful implementation of the PBIS, ti | he President passed Executive Order |
| | No. 25, creating an Inter-Agency Task Force to implement | |
| | Based Performance Management System (RBPMS); | RECEIVE |
| | RECEIVED | |
| | PCSO CORPLAN DEPT. | CAD. |
| | PLANNING DIVISION | RECLINEDING |
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- 4. Under RA 10149 (GOCC Act of 2011), the Governance Commission for GOCCs (GCG), is mandated as the over-sight body for GOCCs with power to prescribe agency performance standards and prescribe good governance conditions to its governing board and on an individual basis, its appointive directors including employees by adopting EO 80 and applicable issuances of AO 25 IATF; (please refer to the matrix below);
- On the other hand, the CSC, in support of the PBIS and RBPMS and with the laudable goal of aligning individual performance evaluation towards the attainment of agency targets, issued CSC MC No. 6, series of 2012 - Strategic Performance Management System (SPMS) - which provides for a higher rating scale for the performance evaluation of Government employees;
- The required performance ratings of the GCG and CSC (under SPMS) are enumerated below for easy reference and teach us that the varying performance standards from GOCC oversight bodies including this Honorable Commission must be harmonized, streamlined and unified, to wit:

| Rules On Performance | Subject | Saliunt Features | Required Performance Rating (Target Based) |
|--|--|---|--|
| GCG MC No. 2013-02 (Re-issued) | Performance Evaluation System (PES) for the GOCC Sector | If PCSD attains 90% of the PAN the following incentives shall be allowed, subject to availability of funds: Performance Based Bonus (P88) under Executive Order No. 80, 6. 2011 for its personnel; and Performance Based Incentive (PBI) under Executive Order No. 24, 6. 2014 for its Appointive Order No. 24, 6. | 90% rating (Agency Targets) |
| AO 25 (ATF Memorandum Circular No. 2014- 01 | Supplemental Guidelines on the Grant of Performance Based Bonus for FY 2014 under Executive Order No. 80 | (a) The adoption of targets based on the Congress-approved Performance Informed Budget (PIB) in the FY 2014 Government Appropriations Act (GAA) and OP Planning Tool; (b) The use of the Strategic Performance Management System (SPMS) as the preferable basis for the individual ranking of First and Second level employees for agencies whose SPMS has been approved by the CMI Service Commission (CSC); (c) Changes in percentage distribution in ranking; and (d) Simplified submission of requirements. | 90% rating for agency targets; and 100% good governance condition/s compilance |
| AO 25 IATF Memorandum Circular No. 2014- 02 | Clarification on the Coverage, Setting of Performance Targets and Good Governance Conditions on the Grant of FY 2014 P88 | Prescribing submission of additional good governance conditions on top of the attainment of agency targets for FY 2014 | 90% rating for agency targets; and100% good governance condition/s compliance |
| GCG MC No. 2014-03 | Performance Evaluation for Directors (PED) | To be eligible for re-appointment, the individual performance of each GDCC Appointive Director be rated as follows: 60% achievement of Agency targets in a given year; 20% peer evaluation; 20% actual attendance in flegular or Special Board Meetings and Committee Meeting: | 85% rating (Individual Performance of Appointive Director) |

| CSC MC No. 6, series 2011 | Prescribing Guidelines for the Strategic Performance Management System (SPMS) | Alignment of individual performance evaluation to the attainment of agency targets | Oustanding: 130% up targets attained Very Satisfactury; 115-129%targets attained Satisfactury; 90-114% targets attained Under Satisfactory; 51-89% targets attained Poor; 50% below targets attained |
|------------------------------|---|--|--|
|------------------------------|---|--|--|

That the afore-mentioned variations in prescribed performance standards force us to appeal and request that the performance standard set by the GCG (i.e., for the agency targets and individual appointive directors) be allowed by the CSC thru the Commission Proper as basis of the performance rating of PCSO employees occupying 1st and 2nd level positions, regardless of rank or status.

Kindly consider that PCSO adopts the "One team, One goal" approach in the attainment of its corporate objectives and mandate. We strongly believe that PCSO's success or failure is the shared or collective effort of all - the Board, Management and employees- in that one cannot achieve without the other and all our efforts are directed toward the attainment of our agency targets. As such, it will be absurd, if not, unfair to impose stricter standards for employees performance under CSC's SPMS Guidelines MC No. 6, s. 2012 and the GCG prescribing a seemingly more lenient gauge for the performance of its appointive directors and/or the agency, as an organization. Thus, we are also submitting to the Commission, PCSO's revised rating range for SPMS (Annex B); customized success indicators for our gaming, charity and general administrative support functions (Annex C); and the GCG approved Performance Agreement Negotiation (PAN) for CY 2015 (Annex D) for your consideration and approval.

Similarly, we humbly take this occasion to seek clarification on the following:

- May the PCSO Performance Management Team (PMT) declare membership in Committees such as the Bids and Awards Committee(BAC) and/or BAC Secretariat as core function and hence, meriting inclusion in the concerned employee's IPCR? May we use the following parameters for this purpose? To wit,
 - a. Time required (i.e., prescribed Committee attendance is almost on a daily basis from Mondays-to Fridays considering that the program or project is time bound; or would require "Jury duty");
 - Complexity of task/assignments (i.e., the activities would require technical knowledge and skill or continuous research or conduct of evaluation, etc.);
- Pending the Commission's action of the instant request for reconsideration and appeal, may we use the GCG performance rating range for CY 2015 OPCR/DPCR/IPCR performance evaluation?

Finally, we will appreciate your approval of our request for a meeting with your good office, at your most convenient time, to give us the chance to explain PCSO's Revised SPMS Guidelines (Annex E). We shall anticipate your usual prompt and preferential attention on matters relating to PCSO. Very truly yours, JOSE FERDINAND M. ROJAS II Acting Chairperson and General Manager Copy furnished: (By Personal Service) The Regional Director Civil Service Commission National Capital Region Kaliraya St. Banawe Quezon City Attention: Ms. Lydia Castillo Director IV CSC Field Office -BangkoSentral ng Pi BSP Complex Roxas Boulevard, Manila Attention: Ms. Ma.Luisa Lopez Acting Director II