



MC No. 25, s. 1999

MEMORANDUM CIRCULAR

TO : ALL HEADS OF DEPARTMENTS, BUREAUS
AND AGENCIES OF THE NATIONAL AND
LOCAL GOVERNMENTS, INCLUDING STATE
UNIVERSITIES AND COLLEGES AND
GOVERNMENT-OWNED AND CONTROLLED
CORPORATIONS

SUBJECT : *Model Agency Performance Evaluation System*

To help agencies in the preparation of their modified Agency Performance Evaluation System (AGENCY PES) as required in CSC Memorandum Circular No. 13, s. 1999, the Commission has designed the attached Performance Evaluation System Model for their guide in modifying their respective performance evaluation system.

Their using the Model Performance Evaluation System as guide insures faithful observance of the revised Performance Evaluation System policies and proper implementation of their AGENCY PES.

The agency should submit their AGENCY PES to the CSC Regional Offices for their review and approval not later than June 30, 2000.


CORAZON ALMA G. DE LEON
Chairman

02 December 1999

NLA/ PES: memo.doc
ascom-acebedo

Republic of the Philippines
CIVIL SERVICE COMMISSION



RESOLUTION NO. 992650

WHEREAS, the Commission has issued CSC Memorandum Circular No. 13, s. 1999 pursuant to CSC Resolution No. 991792 adopting the Revised Policies on Performance Evaluation System (PES);

WHEREAS, the above memorandum circular sets the timetable for submission, pilot testing and implementation of agency performance evaluation system by year 2000;

WHEREAS, there is a need to help agencies in the preparation of their modified PES to conform with the Revised Policies on Performance Evaluation System (PES) through the use of a Model Agency Performance Evaluation System;

NOW, THEREFORE, the Commission **RESOLVES** to prescribe the attached Model Agency Performance Evaluation System to serve as guide in the preparation thereof and to submit the Agency Performance Evaluation System (*AGENCY PES*) to the CSC Regional Offices for their review and approval not later than June 30, 2000.

Quezon City, **DEC 02 1999**


CORAZON ALMA G. DE LEON
Chairman


THELMA P. GAMINDE
Commissioner

DID NOT PARTICIPATE
JOSE F. ERESTAIN, JR.
Commissioner

Attested by:


ARIEL G. RONQUILLO
Director III

NLA/pesmodres/msword

AGE:
PERFORMANCE EVALUATION FORM
 For the rating period to

| EMPLOYEE : | | OFFICE / DIVISION : | | | | | | | | | | | | | | | |
|-------------------------------------------------------------------------------------------------------------------------|---------------|----------------------------|-----------------------------|--------|---------|--------|--------|--------|------------|----|----------|-----|----|----|---|-----|-----|
| POSITION : | | UNIT : | | | | | | | | | | | | | | | |
| PART I. PERFORMANCE | | | | | | | | | | | | | | | | | |
| Weight % | Work/Activity | Unit of Measure/ Indicator | TARGETS AND ACCOMPLISHMENTS | | | | | | RATINGS | | | | | | | | |
| | | | QUANTITY | | QUALITY | | TIME | | SUPERVISOR | | EMPLOYEE | | | | | | |
| | | | Accomp | Target | Accomp | Target | Accomp | Target | CN | QL | T | APS | CN | QL | T | APS | EPS |
| 100% | | | | | | | | | | | | | | | | | |
| Total Equivalent Point Score Multiply by Percentage Weight Allocation (70%) Weighted Average Score (WAS) | | | | | | | | | | | | | | | | | |
| WE DISCUSS AND AGREE ON THE ABOVE TARGETS: | | | | | | | | | | | | | | | | | |
| Legend: CN - Quantity QL - Quality T - Timeliness APS - Average Point Score EPS - Equivalent Point Score | | | | | | | | | | | | | | | | | |
| Rater _____ Raise _____ Date _____ PERC Action: _____ | | | | | | | | | | | | | | | | | |

| PART II. CRITICAL FACTORS | | RATING | | SUMMARY OF RATINGS | | | | | |
|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----------|------------------------------------|--------------------------------|-------------------------------------|----------------------|----------|-------------------------|
| | CRITICAL FACTORS | SUPERVISOR | EMPLOYEE | RATER | Weighted Ave. Scores Part I | Weighted Ave. Scores Part II | Overall Point Scores | Weight % | Overall Weighted Scores |
| 1. COURTESY | Polite, kind and thoughtful behaviors toward the public/clientele in manners of speech and actions. | | | | | | | | |
| 2. HUMAN RELATIONS | Integrates concern for people at work, office clientele, and supervisor-subordinate relationship into work station. | | | | | | | | |
| 3. PUNCTUALITY AND ATTENDANCE | Observed behavior of coming to the office on time or to be present at work to complete assigned responsibilities. | | | | | | | | |
| 4. INITIATIVE | Starts action, projects and performs assigned tasks without being told and under minimal supervision. | | | | | | | | |
| 5. LEADERSHIP (for supervisors only) | The manner of guiding, influencing, motivating and developing confidence of subordinate work as a team and accomplish tasks, leading the organizational unit to achieve its goals and objectives enthusiastically. | | | | | | | | |
| 6. JUDGEMENT/ DECISION MAKING (for supervisors only) | Ability to develop alternative solutions to problems, to evaluate fact or courses of actions, and reach sound decision and readiness to take action or commit oneself. | | | | | | | | |
| 7. STRESS TOLERANCE | Stability of performance under pressure or opposition. | | | | | | | | |
| 8. OTHERS (Specify) | | | | | | | | | |
| Total Point Scores | | | | | | | | | |
| Divide By # Entries | | | | | | | | | |
| Average Point Scores | | | | | | | | | |
| Multiply by Part II Weight (30%) | | | | | | | | | |
| Weighted Average Scores | | | | | | | | | |
| COMMENTS AND RECOMMENDATIONS | | | | | | | | | |
| | | | | | | | | | |
| Total Overall Score | | | | | | | | | |
| Add: Rating on Intervening Task (if any) | | | | | | | | | |
| | | | | FINAL NUMERICAL PERFORMANCE RATING | | | ↑ | | |
| | | | | EQUIVALENT ADJECTIVAL Rating | | | ↑ | | |
| WE DISCUSS AND AGREE ON THE ABOVE RATINGS: | | | | | | | | | |
| | | Rater | | Ratee | | Confirmed by Next Higher Supervisor | | Date | |
| PERC Action: | | | | | | | | | |

AGENCY

**AGENCY PERFORMANCE
EVALUATION SYSTEM
(AGENCY TYPES)**

COMMENTS AND RECOMMENDATIONS

**SUBORDINATE RATER
FORM
(SRF)**

NAME AND SIGNATURE OF RATEE

POSITION

OFFICE/DIVISION

RATING PERIOD

DATE

NAME OF SUPERVISOR TO BE RATED

POSITION

OFFICE

4 Occasionally assists the public; at times, demonstrates a lack of patience in dealing with the public.

2 Most of the time discourteous; often times complained about due to inconsiderate attitude.

4. Punctuality and Attendance

Please rate the observed behaviour of your supervisor in coming to office on time or be present at work to complete assigned responsibilities.

10 Not more than 3 times tardy/undertime and 4 days absent; stays in office even after office hours to complete assigned responsibilities; at hand when needed all the time.

8 4-6 times tardy/ undertime and 5-8 days absent; generally present when needed.

6 7-10 times tardy /undertime and 9-12 days absent; normally present when needed.

4 11-15 times tardy /undertime and 13-16 times absent; at times missing without informing staff about his/her whereabouts.

2 More than 15 times tardy and more than 16 days absent; leaving the workplace without notice and attending to unofficial matters most of the time.



INSTRUCTIONS

1. This form is used for evaluating the performance of your supervisor in this rating period. Please use pen or ballpen when accomplishing this form.
2. Please observe fairness and objectivity when rating your supervisor.
3. In rating your supervisor, check the box that most objectively represents his/her level of performance guided by the definitions of rating under each factor. Please use the rating scale below

| | | |
|------|----|-------------------|
| High | 10 | Outstanding |
| | 8 | Very Satisfactory |
| | 6 | Satisfactory |
| | 4 | Unsatisfactory |
| Low | 2 | Poor |
4. After accomplishing this form, please affix your signature and submit this to your next higher supervisor

FACTORS

PART I - PERFORMANCE

Accomplishment of Work

How would you assess the overall work accomplishment of your supervisor in relation to his/her performance targets?

10 Attains exceptional level of achievement; accomplishments exceed the targets by 30%

8 Attains level of achievement more than adequate but falls short of being exceptional; accomplishments exceed the targets by 15-29%

6 Attains adequate level of achievement, meets targets as planned and exceeds it up to 14%

4 Attains level of achievement less than adequate level but can be improved; meets only 51-99% of the targets

2 Poor; accomplishment is below 50% of the target

PART II - CRITICAL FACTORS

1. Management of Work

Please rate your supervisor's demonstrated ability to plan and prioritize activities, assign work properly, set appropriate work standards, establish monitoring systems, streamline office operations and make prompt and sound decisions.

10 Exceptional

8 More than adequate but falls short of being exceptional

6 Adequate

4 Less than adequate but can be improved

2 Poor

2. Management of People

Please rate your supervisor in his/her ability to promote employee development, observe fairness and impartiality, maintain discipline, motivate staff and give effective feedback on performance.

10 Exceptional

8 More than adequate but falls short of being exceptional

6 Adequate

4 Less than adequate but can be improved

2 Poor

3. Courtesy and Public Relations

In your observations, how would you rate your supervisor's behaviour, manner of speech and actions in dealing with the public/clientele

10 Always go all the way to make people comfortable and satisfied even under pressure and occupied with work

8 Frequently goes out of the way even when occupied with work in giving assistance to the public

6 Normally or usually goes out of the way to assist the public

AGENCY

**AGENCY PERFORMANCE
EVALUATION SYSTEM
(AGENCY TYPES)**

**PEER RATER FORM
(PRF)**

COMMENTS AND RECOMMENDATIONS

NAME AND SIGNATURE OF RATEE

POSITION

OFFICE/DIVISION

DATE

RATING PERIOD

NAME OF SUPERVISOR TO BE RATED

POSITION

OFFICE

2 Most of the time discourteous; often times complained about due to inconsiderate attitude

IV. Punctuality and Attendance

Please rate the observed behaviour of your peer in reporting for or being present at work to complete assigned responsibilities.

10 Not more than 3 times tardy/ overtime and 4 days absent; stays in office even after office hours to complete assigned responsibilities; at hand when needed all the time.

8 4-6 times tardy/ overtime and 5-8 days absent; generally present when needed

6 7-10 times tardy/ overtime and 9-12 days absent; normally present when needed

4 11-15 times tardy/ overtime and 13-16 times absent; at times missing without informing staff about his/her whereabouts

2 More than 15 times tardy/ overtime and more than 16 days absent; leaving the workplace without notice and attending to unofficial matters most of the time.



INSTRUCTIONS

1. This form is used in evaluating the performance of your peer in this rating period. Please use pen or ballpen when accomplishing this form.
2. Please observe fairness and objectivity when rating your peer.
3. In rating your peer, please check the box that most objectively represents his/her level of performance guided by the definitions of rating for each factor. Please use the rating scale below.

High 10 - Outstanding

8 - Very Satisfactory

6 - Satisfactory

4 - Unsatisfactory

Low 2 - Poor

4. After accomplishing this form, please affix your signature in the space provided for and submit it to your next higher supervisor.

FACTORS

PART I - PERFORMANCE

Accomplishment of Work

How would you assess the overall performance of your peer in achieving his/her targets?

10 Attains exceptional level of achievement; accomplishments exceed the targets by 30%

8 Attains level of achievement more than adequate but falls short of being exceptional; accomplishments exceed the targets by 15-29%

6 Attains adequate level of achievement; meet targets as planned and exceeds it up to 14%

4 Attains level of achievement less than adequate level but can be improved; only 51-99% of the targets accomplished

2 Poor; accomplishment is below 50% of the target

PART II. - CRITICAL FACTORS

Peer Relations

Please rate your peer in the manner by which he /she relates to you and co-employees.

10 Gets along easily; demonstrates concern for peers; initiates team effort work and harmonies and working relationship

8 Generally friendly and helpful cooperates well with peers

6 Normally cooperative and helpful in carrying out task; at times needs some support and advice from supervisor and peer groups

4 Oftentimes, works at his own; Seldom regards peer concerns

2 Has difficulty in dealing with peers draws negative impression; uncooperative; not a team player.

Courtesy and Public Relations

In your observations, how would you rate your, peers behaviour, manner of speech and actuations in dealing with the public/clientele

10 Always goes all the way to make people comfortable and satisfied even under pressure and occupied with work

8 Usually goes out of the way even when occupied with work in giving assistance to the public

6 Normally goes out of the way to assist the public

4 Occasionally assists the public; at times, discourteous; shows lack of patience in dealing with the public

AGENCY

**AGENCY PERFORMANCE
EVALUATION SYSTEM
(AGENCY TYPES)**

**CLIENT RATER FORM
(CRF)**

COMMENTS AND RECOMMENDATIONS

NAME AND SIGNATURE OF RATEE

CONTACT ADDRESS/OFFICE & TEL. NO.

DATE

DATE

NAME OF EMPLOYEE TO BE RATED

POSITION

OFFICE

**PLEASE READ THE INSTRUCTIONS
CAREFULLY BEFORE ACCOMPLISHING
THIS FORM**

FACTORS

PART I – PERFORMANCE

Accomplishment of Work

Is he/she knowledgeable in his/her assigned task; not giving you a runaround on your transaction; facilitative, systematic, assuring and decisive?

| | | |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| Low | | High |
| 2 | 4 6 8 10 | 10 |
| <input type="checkbox"/> | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <input type="checkbox"/> |

PART II – CRITICAL FACTORS

1. Courtesy

Is he/she polite, cordial and attentive? Does he/she smile, greet clients, make them comfortable and at ease?

| | | |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| Low | | High |
| 2 | 4 6 8 10 | 10 |
| <input type="checkbox"/> | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <input type="checkbox"/> |

2. Readiness for Service

Is he/she always at his station; punctual, not engaging in unofficial matters like chatting, eating, telephoning, etc. while the client is waiting or watching?

| | | |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| Low | | High |
| 2 | 4 6 8 10 | 10 |
| <input type="checkbox"/> | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <input type="checkbox"/> |

3. Cleanliness and Orderliness of Work Area

Is his/her work area cleared of unsightly items, clean, organized or orderly?

| | | |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| Low | | High |
| 2 | 4 6 8 10 | 10 |
| <input type="checkbox"/> | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <input type="checkbox"/> |

4. Grooming and Appearance

Does he/she present a neat and presentable appearance, wears proper uniform/lattire and ID?

| | | |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| Low | | High |
| 2 | 4 6 8 10 | 10 |
| <input type="checkbox"/> | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <input type="checkbox"/> |

INSTRUCTIONS

1. This form is used for evaluating the performance of the employee whom you are transacting business with. Your feedback on his/her service delivery will help us objectively evaluate the overall performance of the employee and eventually improve our service delivery system.

2. Please be fair and objective when rating the employee.

3. In rating the employee, please check the box that most objectively represents his/her level of performance using the rating scale below.

High 10 - Outstanding

8 - Very Satisfactory

6 - Satisfactory

4 - Unsatisfactory

Low 2 - Poor

4. After accomplishing this form, please affix your signature and return this form to the Public Assistance Counter/ Officer of the Day/ Supervisor of the employee whom you are transacting business with.

AGENCY

PERFORMANCE EVALUATION SYSTEM (A Model)

In line with the Revised Policies on Performance Evaluation System enunciated under CSC Resolution No. 991792 and CSC MC No. 13 s. 1999, the Agency adopts the herein Performance Evaluation System to be referred to as AGENCYPES.

1. Policies

1. The AGENCYPES adheres to the principle of performance-based security of tenure. It provides motivation and basis for incentives to performers and applies sanctions to non-performers.
2. The AGENCYPES operates on shared commitments and objective measures of performance results. Performance targets and standards or measures of results are planned and agreed upon by management, supervisors and employees;
3. The AGENCYPES enhances productivity by using performance targets and standards attuned to organizational goals and mandate;

4. The AGENCYPES recognizes the role of multi-stakeholders in the objective assessment and feedbacking on individual employee performance. It utilizes a cross-rating system between and among supervisors, subordinates, peers, clients and the employee-ratee; and
5. The AGENCYPES promotes transparency and provides mechanism for appeals and resolution of conflicts and/or disagreements.

II. Objectives

The AGENCYPES aims:

1. to continuously foster improvement of employee performance and efficiency;
2. to enhance organizational effectiveness and productivity; and
3. to provide an objective performance rating which serves as basis for personnel actions, incentives and rewards and administrative sanctions.

III. Scope and Coverage

The AGENCYPES applies to all first and second level employees in the career service. It may also apply to non-career service whenever appropriate.

IV. Rating Period

Performance evaluation is done every six (6) months ending on June 30 and December 30 of every year. However, if there is a need for a shorter or a 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.

V. Procedures

1. Creation and Operations of Performance Evaluation Review Committee (PERC)

A Performance Evaluation Review Committee (PERC) is hereby created with composition and responsibilities hereunder enumerated:

1.a Composition

The PERC is composed of the following:

Chairman - Head of Agency (or his authorized Representative)

Member - Assistant Secretary / VP for Personnel
Administration (or highest ranking official in-charge of
personnel management

Member - Director for Planning (or head of the Planning Unit
or its equivalent

Members –Two (2) Rank-and-File Representatives one for
first level and one for second level nominated by duly
accredited employee association in the Agency, or if there
is no accredited employee association, rank and file
representatives should be chosen through general
elections.

The head of office/department or division chiefs are automatic
members of the PERC during the review of their subordinates
performance targets and standards, and performance ratings.

1. b Responsibilities

1.b.1 Review of Employee's Performance Targets

The PERC initiates the review and comparative
assessment of employees' performance targets to ensure
rationalization of employee workload particularly of
those holding similar positions and working under same
work conditions and recommends necessary
modifications or corrective action, if necessary.

1.b.2 *Review of Performance Standards*

The PERC reviews performance standards adopted for each duty of a position in the different organizational units in the Agency. It also ensures the adoption of uniform standards of measurements in rating employees holding similar positions, performing similar functions and working under same conditions.

1.b.3 *Determination of Final Rating*

At the end of the rating period, the PERC reviews documents, evaluates work accomplishments and performance ratings, conducts hearings or dialogues, if necessary, provides opportunities for employee or supervisor to defend a particular rating and eventually determines the employees' final rating. The PERC completes the review and approval of employees' rating not later than 30 days after the Agency HRMO/Personnel Office has submitted the same to the former.

1.b.4 *Monitoring and Evaluation of AGENCYPES*

The PERC monitors and evaluates the effectiveness of the AGENCYPES every year and effects or implements improvements essential to ensure its continued suitability to the different positions and needs of the Agency.

1.b.5 *Setting of Internal Rules and Procedures*

The PERC adopts its own internal rules, procedures and strategies in carrying out the above responsibilities including the setting of schedule of meetings and deliberations, creation of Secretariat and delegation of authority to representatives in case of absence of its members.

2. *Setting of Performance Targets and Standards*

2.a *Organizational Targets*

Not later than the last quarter immediately preceding the rating period is devoted to preparation and setting of organizational targets.

Organizational targets refer to short-range (annual or semi-annual) expected accomplishments set to achieve objectives.

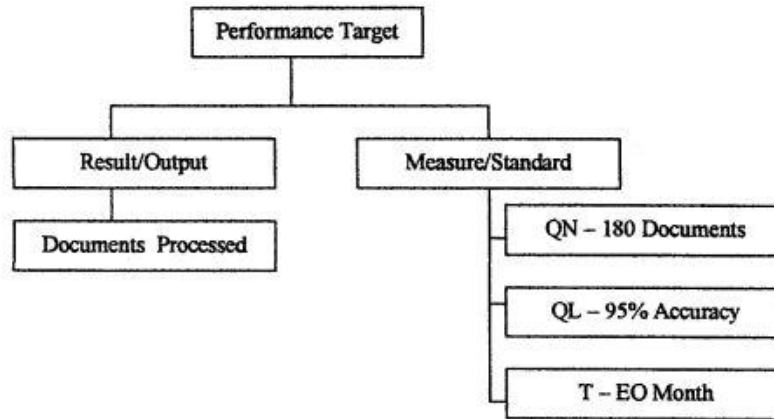
These organizational targets are attuned to the vision and mission of the Agency. Agency values may also be considered.

2.b Employee Targets

Each employee then prepares performance targets using the prescribed Performance Evaluation Form (PEF-1) based on the organizational targets set by the Agency and the work program of the division or organizational unit where he belongs. All targets relate to job duties and organizational needs.

Employee Performance Target refers to the duties or work assignments given by competent authority (rater) to the employee (ratee), with the work output of each duty clearly stated by the rater and understood by the ratee and measured with a standard at least in quantity, quality, and time set either by the agency or by mutual agreement of the rater and the ratee.

An illustrative example is shown below:



Simply stated, the above illustration means that the performance target of an employee whose job description is document processing is to process 180 documents in one month with 95% accuracy.

His performance is rated on how far he exceeded or fell short of this target based on the revised range of adjectival or numerical rating under page 13 hereof.

It is a must that the supervisor and the employee agree on the targets set. They should affix their signatures in the space provided for in PEF-1.

2.c *Setting of Performance Standards*

Each employee also sets his performance standards together with his targets.

Performance standard is a measure or yardstick against which performance level is assessed. It is the product of mutual agreement among members of the organization or between the supervisor (at least Division Chief) and the employee. This includes measures of quality, quantity and timeliness, whichever is applicable.

Individual employee's performance standards should not be lower than the agency's standards as reflected in its Performance Contract.

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

For this purpose, the general standards under Annex A hereof are hereby set.

2.d Confirmation

Employees' performance targets are confirmed by the PERC before the rating period but not later than the 15th day of the start of the rating period. Performance targets become final or valid in case the PERC failed to act on it within fifteen (15) working days upon submission.

The PERC stamps certification of review and confirmation to individual performance targets should it find them acceptable. It also ensures that no alterations in the confirmed performance targets and standards are made during the evaluation process.

In instances of obvious disparity in the distribution of assignment and workload among employees, the PERC through the concerned division chiefs or unit heads shall cause the necessary corrective action in consultation with the concerned employees.

2.e Modifications

Employees' performance targets for a given rating period which are duly confirmed by the PERC may still be modified based on changes brought about by new mandates and programs of the agency in general and the organizational unit in

particular. Modifications of the originally planned targets may also be allowed in cases where an employee is given special assignments that would significantly affect the accomplishment of the original targets. It is understood, however, that such special assignments will no longer be treated as intervening task.

The employee or the supervisor shall immediately notify the PERC of such modifications to serve as guide in the review of ratings of affected employees.

3. Progress Review

The supervisor and the ratee meet at least once a month to review progress of work accomplishments. They focus their review or discussion on problems and difficulties encountered and find ways to resolve the same.

They also discuss and agree on certain checkpoints in terms of schedule and output status in order to ensure accomplishment of the tasks.

4. *Appraisal Discussion and Rating Proper*

At the end of the evaluation period, the supervisor and the employee meet to discuss the latter's accomplishments against established targets and standards. They both give their ratings in the prescribed form and settle/discuss differences, if there are any.

The supervisor gathers, tabulates, summarizes and presents to the *Employee-Ratee* the subordinate, peer and client ratings (if any).

Together, they compute the overall performance rating of the employee using the prescribed weight allocation and computation under this System.

Comments and recommendations are required in the space provided for in PEF-1 to serve as guide in improving employee performance in subsequent evaluation periods and in other appropriate personnel actions.

VI. MECHANICS OF RATING

1. Levels of Performance

Each employee is rated on the basis of the levels of performance set below:

| <u>Numerical Description</u> | <u>Adjectival Rating</u> | <u>Rating</u> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------|
| Performance exceeding targets by 30% and above of the planned targets | Outstanding (O) | 10 |
| Performance exceeding targets by 15% to 29% of the planned targets | Very Satisfactory (VS) | 8 |
| Performance of 100% to 114% of the planned targets; For accomplishments requiring 100% of the targets such as those pertaining to money or accuracy or those which may no longer be exceeded, the usual rating of 10 for those who met targets or 4 for those who failed or fell short of the targets applies. | Satisfactory (S) | 6 |
| Performance of 51% to 99% of the planned targets | Unsatisfactory (US) | 4 |

| | | |
|-----------------------------------------------------------------|----------|---|
| Performance failing to meet the planned targets of 50% or below | Poor (P) | 2 |
|-----------------------------------------------------------------|----------|---|

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

| | |
|-------------|------------------------|
| 9.50 - 10.0 | Outstanding (O) |
| 7.51 - 9.49 | Very Satisfactory (VS) |
| 4.01 - 7.50 | Satisfactory (S) |
| 2.01 - 4.00 | Unsatisfactory (US) |
| 2.00 Below | Poor (P) |

2. Components of Rating

The overall rating of employees for a given rating period consists of two (2) parts: Part I – Performance and Part II – Critical Factors.

2.a Part I – Performance

Part I – Performance is given a weight of 70% of the overall rating of the employees.

Rating on Part I – Performance is the evaluation of actual accomplishment versus the planned level of performance in terms of quantity, quality and timeliness of work based on pre-set standards by management or in the absence of such, the performance standards agreed upon by both the supervisor and the ratee duly confirmed by the PERC.

The Agency adopts a system to classify a job or work target or output and assigns a corresponding percentage or weight on such targets based on the nature, complexity, difficulty level and processes involved.

Example: For work or assignment involving technical, non-routine, complex functions and those requiring research and without precedent case 70%

For work or assignment involving clerical, routine and simple functions.... 30%

Total 100%

Each of the above weight allocation may further be broken down to smaller or bigger weights depending on the number, nature, complexity, processes involved and difficulty of work targets/assignments given to the employee provided that the total aggregate weight does not exceed 100%. The resulting equivalent point score is then multiplied by 70% which accounts for the overall weight of Part I.

2.b Part II – Critical Factors

Part II - Critical Factors is given a weight of 30% of the overall rating of the employees.

Rating on Part II – Critical Factors reflects the behavioral dimensions that affect the job performance of the employee. For this purpose, factors like human relations, courtesy, initiative, leadership, stress tolerance, dedication to duty, punctuality and attendance, judgment/decision making and the like may be used depending on the behavioral requirements of the job.

Each employee is rated on at least three (3) critical factors that affect his job performance if applicable. Factors like courtesy, human relations and communications skills may be used for those rendering frontline services. Factors like leadership, initiative, stress tolerance, judgment/decision making and other management skills may be used for those performing supervisory and technical positions.

Punctuality and attendance is rated not separately but as combined factors treated as one item of Part II. Fifty percent (50%) of the rating of this factor is based on records such as DTR, Bundy cards, pass slips and leave applications, etc. and the other 50% is based on actual attendance or presence in the place of work as may be observed.

The first half is rated as follows:

Punctuality

| | | |
|----|---|----------------------------------------------------------------|
| 10 | - | not more than 3 times tardy/undertime during the last 6 months |
| 8 | - | 4 – 6 times tardy/undertime |
| 6 | - | 7 – 10 times tardy/undertime |
| 4 | - | 11 – 15 times tardy/undertime |
| 2 | - | more than 15 times tardy/undertime |

Attendance

| | | |
|----|---|-----------------------------|
| 10 | - | not more than 4 days absent |
| 8 | - | 5 – 8 days absent |
| 6 | - | 9 – 12 days absent |
| 4 | - | 13 – 16 days absent |
| 2 | - | more than 16 days absent |

For this purpose, authorized sick leave, scheduled leave, maternity leave, paternity leave and privilege leave of absences are not included in the counting of the number of days absent.

All ratings under Part II are computed based on averages of all factors and number of raters involved per category.

2.c Performance of Intervening Tasks

The performance of intervening or additional tasks is duly considered only if these were done simultaneously with the planned targets.

Intervening tasks are those which are neither inherent nor directly related to employee's plantilla or designated positions and may include memberships in ad-hoc committees, research work and other similar assignments which require a considerable amount of effort and time of the employees and are duly covered by an office order.

Employee's performance of intervening tasks may be given a maximum of one (1) additional point to their overall rating provided the following criteria are met:

- a. Said task is difficult, technical in nature or requiring special skills;
- b. Said task is not within the regular functions of the employees or the work program/ performance contract of their divisions or units;
- c. There is urgency in the completion of the intervening task which has an impact on the organizational unit concerned;
- d. Non-compliance/performance of the intervening task will unduly prejudice the service;
- e. Employees' planned targets were all accomplished and rated at least satisfactorily; and
- f. Performance or completion of said intervening task will require an aggregate period of one week to two months.

Special or additional assignments are no longer considered intervening task if it will significantly affect the performance of the employee's regular targets. In such a case, the same is treated as an allowable modifications of regular target under page 10 hereof.

3. Cross Rating

The AGENCYPES uses a cross rating scheme which involves multiple raters other than the supervisor. Under this scheme, each rater is allocated percentage weight as follows:

| <u>Rater</u> | <u>Overall Weights</u> |
|----------------------|------------------------|
| Supervisor Rater | 50% |
| Self Rater | 20% |
| Subordinate Rater(s) | 10% |
| Peer Rater(s) | 10% |
| Client Rater(s) | <u>10%</u> |
| | <u>100%</u> |

In no instance that self rater shall be assigned a percentage weight higher than that of the supervisor rater.

For purposes of cross rating, the above raters are described as follows:

Supervisor Rater refers to the immediate and direct superior of the *Employee-Ratee* who by the nature of his position or authority given by a competent authority assigns work to the employee, monitors and evaluates the same on the basis of agreed targets and standards. The *Supervisor Rater* rates the *Employee-Ratee* in both Part I - Performance and Part II - Critical Factors using the prescribed Performance Evaluation Form (PEF-1).

Self Rater refers to the employee whose performance is to be rated based on agreed targets and standards. The *Self Rater* rates himself in both Part I - Performance and Part II - Critical Factors using the prescribed Performance Evaluation Form (PEF-1).

Subordinate Rater refers to the employee under the immediate or direct supervision of a superior whose performance is to be rated on the basis of verifiable and observable work accomplishments and behavior of the latter. The *Subordinate Rater* rates his supervisor using the prescribed *Subordinate Rater Form* (PEF-2) consisting of set of questionnaires depicting the ratee's performance and demonstrated behavior for the rating period.

Peer Rater refers to the co-employee with the same position title or functionally-related positions of comparable level within the same organizational unit who may have either direct or indirect working relationships with a peer whose performance is to be rated. A peer is considered to have a direct working relationship with another peer if their work are dependent upon each other for support or in producing an output or achieving each other's target. [Example: Before *Peer 1* (Account Officer) can prepare a trial balance, *Peer 2* (Account Officer) should have finished the bank reconciliation statement first.]

Indirect working relationship means that the *Peer Rater* and *Peer Ratee* perform similar work wherein each other's output is not necessarily dependent on each one but can be noticed or observed by either of the two. [Example: *Peer1* (Processor A) who can process 100 accounts in one day observes that *Peer2* (Processor B) can only finish not more than 50 documents in one day for one reason or another.]

The *Supervisor Ratee* and the *Employee Ratee* identify and agree on who the *Peer Raters* would be before the start of the rating period.

The *Peer Rater* rates the *Peer Ratee* using the prescribed "Peer Rater Form" (PEF-3). Only the averages of all peer ratings for both Part I and Part II are reflected in the final Performance Evaluation Form

(PEF-1). The supervisor may assign one peer to consolidate, tabulate and summarize all peer ratings and upon his final review reflects the average rating in the PEF-1 during the appraisal discussion with the ratee.

Client Rater refers to any person or individual transacting official business or directly served by the *Employee-Ratee*. The *Client Rater(s)* may be external or internal clients. There could also be as many *Client Raters* involved in one employee ratee.

In cases where it is impractical to get all client feedback on account of volume and time, the *Supervisor Rater* and the *Employee Ratee* may agree on a random selection or sampling of client raters distributed evenly during the rating period.

For this purpose, the clients are initially informed either through the Public Assistance Counter (PAC) of the Agency or Officer-of -the- Day-designate in a particular office that they are encouraged to give a written feedback on the way they were treated or served by the employees they are transacting business with using the prescribed "*Client Rater Form*" (PEF-4). The feedback report may be confidential (sealed) or not.

The *Supervisor Ratee* collects, tabulates, summarizes all client ratings and presents to the *Employee-Ratee* during the appraisal discussion. Only the averages of all client ratings for both Part I and Part II are reflected in the final Performance Evaluation Form (PEF-1).

The *Supervisor* or the *Employee-Ratee* sees to it that safeguards are instituted to objectively gather or collect performance feedback from clients.

4. How to Compute the Rating

4.a *Supervisor and Employee Ratings on Part I – Performance*

1. During the appraisal discussion at the end of the rating period, the *Supervisor Rater* and the *Self-Rater* fill-up the accomplishment portion of the targets and accomplishments column of the PEF-1.

Afterwards , they rate each accomplishment by comparing the targets against actual job accomplishments. The QL, QN and T standards earlier set are used in giving each accomplishment a numerical rating.

2. Add all the scores under QN, QL, and T for each work/activity for each rater and divide by the number of entries to get their respective *Average Point Scores (APSs)*.
3. Multiply each *Average Point Score* by the assigned percentage weight for each work or activity to get the *Equivalent Point Scores (EPSs)*.
4. Add all Equivalent Point Score (EPS) of both the *Supervisor Rater* and *Self Rater* separately to get their respective *Total Equivalent Point Scores* for Part I.
5. Multiply separately the *Total Equivalent Point Score* of both *Supervisor Rater* and *Self Rater* by 70% to get their respective *Weighted Average Scores (WASs)*.

4.b *Supervisor and Employee Ratings on Part II*

1. Using PEF-1, the *Supervisor Rater* and *Self Rater* rate each factor. There should be at least three factors to be used for each ratee.

2. Add all *Supervisor Rater* scores together and all *Self Raters* scores together, then divide by the total number of entries to get their respective *Average Point Scores* (APSs) for Part II.
3. Multiply each *Average Point Score* (APS) by 30% to get the *Weighted Average Score* (WAS) for each rater in Part II.

4.c *Subordinate(s), Peer(s) and Clients(s) Ratings*

1. Compute the average ratings of each category of raters for Part I and Part II separately.
2. Multiply the resulting average ratings to 70% for Part I and 30% for Part II to get the *Weighted Average Scores*.

4.d *Overall Rating*

1. Using the *Summary of Rating* portion of PEF-1, indicate the *Raters Weighted Average Scores* for both Part I and Part II.

2. Add the Weighted Average Scores for Part I and Part II of each rater to get the Overall Point Scores and multiply by the Rater's Percentage Weight Allocation to get their respective Overall Weighted Scores.
3. Add all Overall Weighted Scores to get the Total Overall Score or Final Numerical Performance Rating.
4. Add the rating for Intervening Task, if any.
5. Convert the Total Overall Score or Final Performance Numerical Rating to Adjectival Rating using the conversion table under page 13 hereof.

VII. Performance Evaluation Forms (PEFs)

The Agency HRMO sees to it that all officials and employees are properly oriented on how to accomplish the following performance evaluation forms:

PEF-1 - *Performance Evaluation Form* contains the work targets, accomplishments, ratings of *Supervisor* and *Employee-Ratee* on Part I and Part II and the Summary of Ratings showing the final performance numerical and adjectival ratings of the employee.

It also contains the signed agreement of the supervisor and the employee, PERC action and the comments and recommendations.

PEF-1 is the form used in all stages of the performance evaluation process.

PEF-2 - *Subordinate Rater Form* (SRF) consists of a set of questionnaires depicting the ratee's job accomplishment and demonstrated behavioral affecting the employee's performance for the rating period as can be observed and verified by the subordinate rater.

PEF-3 - *Peer Rater Form* (PRF) consists of questionnaires depicting the ratee's job accomplishment and demonstrated behavioral as observed by the *Peer Rater* affecting the *Peer Ratee's* performance for the rating period.

PEF-4 - *Client Rater Form* (CRF) consists of questionnaires depicting the ratee's job accomplishment and demonstrated behavioral as observed by the rater affecting the ratee's performance for the rating period.

VIII. Submission of Performance Targets, Standards and Ratings

Performance targets of employees are submitted to the PERC not later than fifteen (15) days before the start of the rating period. The PERC shall have confirmed these targets not later than the 15th day of the start of each rating period. Failure on the part of the PERC to act on these targets on the above period means that they are automatically confirmed.

Performance standards are submitted in the same period together with the performance targets.

Accomplished Performance Evaluation Forms (PEFs) with the final ratings are submitted to the Agency HRMO/ Personnel Office/Department not later than the 15th day after the end of the rating period. The HRMO/Personnel Office/Department shall consolidate all the employee ratings and prepare a report to the PERC containing the statistics on PEF submission, distribution of ratings and list of protested or appealed ratings, if any, including all documents relative thereto. It shall submit all the above documents to the PERC within 30 days after the end of each rating period.

Officials and employees who shall be on official travel, approved leave of absence, training or scholarship programs and who have already met the required minimum rating period of 90 days are required to submit their performance targets and accomplished Performance Evaluation Forms (PEFs) before they leave the office.

For purposes of performance-based personnel actions, employees who are not given ratings for a particular period shall use their performance ratings obtained in the preceding rating period. This provision, shall not, however, apply to those who are on vacation leave, even with an application approved by their supervisors.

The Agency shall submit to the Civil Service Commission Field Office a list of employees with their corresponding performance ratings not later than three (3) months after every rating period.

The timetable for the preparation, review and confirmation of performance targets, standards, and ratings including submittal of documents to the Civil Service Commission is hereby prescribed under Annex B hereof.

IX Sanctions

Non-submission to the PERC of the performance targets within 15 days before the start of the rating period and the Performance Evaluation Forms (PEFs) within 30 days after the end of each rating period, unless justification for such has been accepted by the PERC, is a ground for:

- a.) Employees' disqualification for performance-based personnel actions which would require the rating for the given period such as promotion, training or scholarship grants, and productivity incentive bonus if the failure of the submission of the report form is the fault of the

- b.) employees. Employees who fail to rate themselves will not be given final ratings; and
- c.) 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 said performance targets and PEFs or both.

Administrative action is filed against an employee using the AGENCYPES to give undue advantage or disadvantage to the employees they rate.

Procedure of filing complaints and imposing administrative sanctions shall be in accordance with the Uniform Rules in the Conduct of Administrative Investigation.

X. Uses of Performance Ratings

1. Performance-based Security of Tenure

Security of tenure of those holding permanent appointments is not absolute but is based on performance. Employees who obtained Unsatisfactory ratings for two rating periods and Poor rating for one evaluating period may be dropped from the rolls.

2. Eligibility/ Qualification for Performance-based Awards and Incentives

Grant of incentives like the productivity incentive bonus or other performance based incentives and awards shall likewise be based on the final ratings of employees as approved by the PERC. The PERC shall validate the Outstanding Performance ratings and may recommend concerned employees for performance-based awards.

3. Basis for Personnel Actions

Performance ratings shall be used as basis for promotion, training and scholarship grants and other personnel actions. Only employees with Outstanding and Very Satisfactory Performance ratings shall be considered for the above mentioned personnel actions and other related matters.

XI. Transparency on Performance Ratings

General information on the final rating of the employees or the number of the employees who got a particular rating (O, VS, S, US and Poor) per organizational unit shall be made known to both management and the rank and file employees, subject to the procedures set by the agency PERC.

XII. Appeals

Employees who feel aggrieved or dissatisfied with their final performance ratings can file an appeal with the PERC within ten (10) days from the date of receipt of their PEF or after the appraisal discussion with his supervisor.

Employees, however, are not allowed to protest the performance ratings of their co-employees. Ratings obtained by other employees can only be used as basis or reference for comparison in appealing one's performance ratings.

The PERC shall decide on the appeals within one month from receipt. Appeals lodged with the PERC shall follow the hierarchical jurisdiction of various PERCs in the Agency. Decision of the provincial PERC is appealable to the Regional PERC then to the Central Office PERC. Decision of the Central Office PERC is appealable to the CSC Proper, only in exceptional cases.

XIII. Effectivity

The AGENCYPES takes effect on 30 June 2000. It shall, however, be pilot-tested starting 01 January 2000.

GENERAL STANDARDS

A. Timeliness

10 - Task completed within the first 30% or more of the time before the deadline or scheduled time of completion;

Task completed ahead of the planned time by 30% for non-routine duty

8 - Task completed in 15-29% of the time before the deadline or scheduled time of completion;

Task completed ahead of the planned time by 15% to 29% for non-routine duty

6 - Task completed on the deadline or up to 14% of the time before the deadline or scheduled time of completion;

Task completed on deadline planned time or earlier but not more than 14% of the planned time for non-routine duty

3 reminders issued by rater for repetitive/routine duty

- 2 - Less than 50% of quota or target accomplished;
only 50% or less of planned quantity accomplished

E. Critical Factors

- E.1 Courtesy - polite, kind and thoughtful behavior toward the public/
clientele in manner of speech and actuation
- 10 - Always go all the way to make people comfortable and
satisfied even under pressure and occupied with work
- 8 - Frequently goes out of the way even when occupied
with work in giving assistance to the public
- 6 - Usually goes out of the way to assist the public
- 4 - Occasionally assist the public. At times discourteous.
Shows lack of patience in dealing with the people
- 2 - Most of the time discourteous. Regularly complained about
due to inconsiderate attitude

4 - Task completed 51-99% of the time after the deadline or scheduled date of completion;

Task completed after the deadline or planned time by 51% to 99%

4 or 5 reminders issued by rater for repetitive/routine duty

2 - Task not accomplished at all or completed 50% or more of the time after the deadline or scheduled date of completion;

Task not completed after the deadline or planned time by 50% or more for non-routine duty;

6 or more reminders by rater for repetitive/routine duty.

B. Quality of Written Work

10 - No mistakes or deficiency; every aspect of work assignment well covered; clearly presented; well organized;

No lapse in grammar or error in content

8 - One or two minor errors or deficiencies; work in accordance with instructions; clearly presented; well organized;

1 or 2 errors in grammar or errors in content

6 - More than two minor errors or deficiencies; partial minor revision needed;

3 lapses in grammar or error in content

4 - One or two major errors or deficiencies; major revision needed;

4 or 5 lapses in grammar or errors in content

- 2 - Work not acceptable; needs total revision;
6 or more lapses in grammar or errors in content

C. Quality of Non-Written Work

- 10 - Excellent results; all aspects of work assignment thoroughly covered;
No mistake in performing the duty
- 8 - One or two minor errors in the execution of work assignment; results still very good;
1 or 2 mistakes in performing the duty
- 6 - More than two minor errors or deficiencies in the execution of work assignment; results are acceptable;
3 mistakes in performing the duty
- 4 - One major error or deficiency that can be overcome with help from supervisor;
4 or 5 mistakes in performing the duty

2 - Haphazard or careless execution of work assignment;
unacceptable results;

6 or more mistakes in performing the duty

D. Quantity of Work

10 - Target or quota exceeded by 30% or more;

planned quantity in 6 months exceeded by 30% or more

8 - Target or quota exceeded by 15 - 29%;

planned quantity exceeded by 15% to 29%

6 - Target or quota accomplished as expected or up to 14%
in excess of the target or quota;

planned quantity just met or exceeded but by not more than
14%

4 - Only 51 - 94% of target or quota accomplished;

only 51% to 94% of planned quantity accomplished

E.2 Human Relations- Integrates concern for people at work, office clientele, and supervisor-subordinate relationship into work situations.

10 - Very effective in dealing with public. Gets along easily with other members of the work force. Has cordially relationship with supervisors, peers and subordinates.

8 - Can be relied upon to deal with the public and is generally courteous and accomodating.

6 - Has the ability to deal with the public and peers, although needs some advice at times.

4 - Has some difficulty in dealing with the public, occasionally discourteous except when attending to important or influential persons.

2 - Has considerable difficulty in dealing with the public. Draws negative reactions. Often discourteous and irritable.

E.3 Initiative- Starts action, projects, and performs assigned tasks without being told and under minimal supervision.

10 - introduces ideas and projects with originality without supervision

8 - Starts actions and undertakes projects under minimal supervision

- 6 - Starts actions meet goals with regular supervision and assistance
- 4 - Lacks personal drive to start any project or complete assigned tasks
- 2 - Refuses to perform assigned tasks despite assistance and close supervision

E.4 Leadership- (for supervisors only) - the manner of guiding, influencing, motivating and developing confidence of subordinates to work as a team and accomplish assigned task, leading the organizational unit to achieve its goals and objectives enthusiastically.

- 10 - Leads staff exceptionally well. Easily achieves high productivity through teamwork. Maintains a good balance of tasks and people concern.
- 8 - Leads staff effectively. Often gets job done through teamwork Staff are productive.
- 6 - Leads staff adequately well. Usually gets job done.
- 4 - Seldom exercises leadership over staff. Seldom gets job done on time.
- 2 - Cannot lead staff. No teamwork. Productivity is slow. No balance of tasks and people concern.

E.5 Stress Tolerance - Stability of performance under pressure or opposition

- 10 - always calm and shows pleasant disposition. Consistently confident and positive even during stressful conditions at work. Never loses patience and never allows tension and anxiety to affect workplace (performance in workplace)
- 8 - Most of the time calm, confident and positive. Occasionally loses emotional control during stressful conditions
- 6 - Normally calm, confident and positive. Occasionally loses emotional control during stressful conditions
- 4 - Often loses emotional control in dealing with stressful work situations. Often complains about people and situations at work
- 2 - Cannot handle stress. Highly emotional and into violent arguments with others.

E.6 Punctuality and Attendance- Observed behavior of coming to office on time or to be present at work to complete assigned responsibilities.

Punctuality

- 10 - not more than 3 times tardy/undertime during the last 6 months
- 8 - 4 – 6 times tardy/undertime

- 6 - 7 – 10 times tardy/undertime
- 4 - 11 – 15 times tardy/undertime
- 2 - more than 15 times tardy/undertime

Attendance

- 10 - not more than 4 days absent; absences applied for in accordance with regulations
- 8 - 5 – 8 days absent
- 6 - 9 – 12 days absent
- 4 - 13 – 16 days absent
- 2 - more than 16 days absent

For this purpose, authorized sick leave, scheduled leave and privilege leave, maternity leave and paternity leave of absences are not included in the counting of days absent under this factor.

TIMETABLE OF PES ACTIVITIES

| Period/Time | Activity | Person/s Responsible |
|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| Within 90 days before start of rating period | Organizational planning and target standards setting | Top and Middle Management/Supervisors |
| Within 30 days before the start of rating period | Individual employee's targets and standards setting Accomplishing the PEFs Submission of PEFs to HRMO or Personnel Dept./Unit | Individual employees in consultation with their supervisors Supervisors |
| Within 15 days before start of rating period | Submission of performance targets and standards | HRMO |
| Within 15 days before and 15 days after start of rating period | Review and confirmation of performance targets and standards | PERC |
| During the rating period | Recording of accomplishment and critical incidents; Accumulation of Client Ratings Monitoring and progress review | Supervisors/ Employees OD/BAP/ Supervisors Supervisors/ Employees |

| | | |
|-------------------------------------------------------------------|------------------------------------------------------------------------------|---------------------------------------------------|
| Within 15 days after rating period | Consolidation of recorded work accomplishments and critical incidents | Supervisor/ Employees |
| | Comparison of targets and Results | |
| | Appraisal discussion | |
| | Preparation of ratings | Supervisors/ Employees/Peers/ Subordinates |
| | Submission of PEFs with final ratings to HRMO | |
| Within 30 days after rating period | Submission of PEFs with ratings to the PERC | HRMO |
| Within 15 days from Receipt of individual PEF with ratings | Review and confirmation of ratings of individual employees | PERC |