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I. INTRODUCTION

1. Through the years, the John Hay Management Corporation (JHMC) has been implementing various performance rating systems that were administered following rules and regulations promulgated by the Civil Service Commission (CSC), Labor Code of the Philippines, and human resource policies approved by its Board of Directors.
2. In 2012, **Republic Act (R.A.) No. 10149** was approved which created the Governance Commission for Government-Owned or Controlled Corporation (GCG). One of the mandates of the GCG is to establish a performance management system for Government-Owned and/or Controlled Corporations (GOCCs).
3. The GCG, according to its mandate, issued **Memorandum Circular No. 2013-02 dated April 29, 2013**, institutionalizing a Performance Evaluation System (PES) for the GOCC Sector with subsequent amendments thereafter. The PES intended to help the GCG ascertain whether a GOCC should be reorganized, merged, streamlined, abolished, or privatized through institutionalizing a yearly performance scorecard between the GOCC and the GCG.
4. The performance agreement contains a set of organizational targets that need to be accomplished within a given year that determines the organizational performance.
5. Under the PES prescribed by the GCG, the organizational targets of JHMC are contained in its performance scorecard. These targets are then cascaded to the offices through the performance commitment and to individual officers and employees.
6. Individual performance is determined through the JHMC Policy on Performance Appraisal which is being accomplished on a semi-annual basis as a prerequisite to the promotion and other personnel actions such as performance assessment, step-increment, and entitlement to the Performance-Based Bonus (PBB).
7. Under the current system of JHMC, the performance evaluation criteria for individual performance targets may not be aligned with office performance commitment. Further, the system emphasized performance evaluation or performance appraisal which is just one part of a larger approach in managing performance.

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8. In 2018, the JHMC Board of Directors approved the recommendation to address the gaps and weaknesses found in the performance evaluation systems and ensure that the performance scorecard is aligned with the office commitment and individual scorecards of employees.
9. To address the gaps and weaknesses found in the performance evaluation systems, JHMC opted to integrate the guidelines prescribed under CSC Memorandum Circular No. 6, s. 2012, directing government agencies to establish and implement a Strategic Performance Management System (SPMS).
10. Integrating both systems, the PES establishes the JHMC's organizational performance through the performance scorecard to help the GCG determine whether JHMC should be reorganized, merged, streamlined, abolished, or privatized while the SPMS establishes a mechanism to cascade the performance scorecard down to the level of individual employees.
11. On 28 January 2021, the GCG issued its M.C. No. 2021-01¹ which included as criteria on a GOCC Level the establishment and implementation of an SPMS of the CSC or its equivalent as a condition precedent for a GOCC Appointive Directors' entitlement to Performance-Based Incentive (PBI).
12. The SPMS shall be linked to the JHMC Quality Management System (QMS) in translating its goals into actionable strategies and commitments leading to the realization of breakthrough results.

II. OBJECTIVES

Generally, this SPMS will set the operationalization of strategic performance management that is anchored on the organizational mandate and thrust of the JHMC. Specifically, it aims to:

- Concretize the linkage of organizational performance with the Philippine Development Plan, the Performance Scorecard with the GGC, and the Performance Agreement with the Bases Conversion and Development Authority (BCDA).
- Ensure organizational effectiveness and improvement of individual efficiency by cascading institutional accountabilities to the various levels

¹ Interim Performance-Based Incentive (PBI) System for the Appointive Directors of GOCCs Covered by GCG for CY 2020 and for the Years Thereafter.

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of JHMC anchored on the establishment of an objective and rational basis for performance targets and measures²;

- Align individual performance targets with JHMC's Vision and Mission, Performance Scorecard with the GCG, Performance Agreement with the BCDA, BOD-approved Annual Work Plan, and the corresponding approved Office (Department/Office/Unit) Performance Commitment and Review (OPCR) Form;
- Link performance management with other Human Resource (HR) systems and ensure adherence to the principle of performance-based tenure and incentive system³;
- Encourage collective efforts of management and employees in the attainment of JHMC's Strategic Objectives;
- Improve Office and individual performances in a systematic approach of establishing strategic performance objectives, measuring performance, and collecting, analyzing, reviewing, and reporting performance data; and,
- Treat the OPCR and Individual Performance Commitment and Review (IPCR) forms, including the corresponding Office Performance Evaluation Report (OPER) and Individual Performance Evaluation Report (IPER) Forms, as controlled documents under the QMS. These documents shall be subjected to quality audits and performance and management reviews, hence, proof and evidence of reported accomplishments must be ensured.

III. SCOPE AND COVERAGE

All employees, regardless of employment status, shall be covered in the implementation of the JHMC SPMS.

IV. LEGAL BASIS/OTHER RELATED-REFERENCES

The following are the laws and issuances related to the establishment of the SPMS:

² CSC Memorandum Circular No. 06, Series of 2016, 2.

³ Ibid.

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- a. Section 33, Chapter 5, Book V of Executive Order No. 292;
- b. Items 1 (d), 4 and 17 (c) of the Senate and House of Representatives Joint Resolution No. 4 (Governing Principles of the Modified Compensation and Position Classification System and Base Pay Schedule of the Government);
- c. Section 5 of Administrative Order No. 241 dated October 2, 2008;
- d. Administrative Order No. 25 dated December 21, 2011;
- e. CSC-Department of Budget and Management (DBM) Joint Circular No. 1, s. 2012;
- f. CSC Memorandum Circular No. 6, s. 2012;
- g. Executive Order No. 8 dated 20 July 2012 issued by the Office of the President; and,
- h. GCG MC No. 2021-01 dated 28 January 2021.

V. TERMS AND DEFINITIONS. The following terms and definitions shall be used in this System:

1. **Activity.** A work process that contributes to a program or program sub-component or project.
2. **Baseline Data.** Historical data based on past performance on which growth-oriented targets for the current year can be reasonably based. This usually covers the performance for the past three (3) years.
3. **Performance Scorecard.** A plan that proposes strategies to be implemented over a certain period that is designed to improve JHMC's contribution to societal and/or sector outcomes by either improving performance in respect of existing major outputs or changing the mix of major outputs.
4. **Corporate Planning.** Refers to the process undertaken by JHMC to develop the Performance Scorecard and Performance Commitment for improving organizational performance and JHMC's ability to deliver its strategic goals and objectives.

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5. **Work and Financial Plan (WFP).** Details prepared by an Office concerning initiatives/ projects/ programs/ activities that were identified to achieve its targets, performance commitment, functional objectives, agency accountabilities, and statutory obligations.
6. **Performance Commitment.** This is programmed for the Offices of JHMC (e.g. Departments/Units/Offices). It contains the activities and tasks of the Offices duly aligned towards the attainment of organizational targets of JHMC, which are implemented through the tasks allocated to the individuals in the Offices. Organizational targets are based on, but not limited, to the following: the performance scorecard with the GCG and BCDA, agency accountabilities from various oversight bodies (e.g. GCG, AO25 IATF, ARTA, GPPB, COA, DBM) and various statutory obligations affecting JHMC operations to which the functional description of each office are aligned.
7. **General Administrative and Support Services (GASS).** Activities about the provision of overall management support to the entire JHMC operations (e.g. general management and supervision, human resource services, and financial and administrative services). Funds provided for GASS are management overhead expenses and are therefore indirect costs of delivering the services.
8. **Human Resource Management and Development.** Organizational functions designed to maximize employee performance in the accomplishment of JHMC's Strategic Objectives, focusing on systems such as promotion, bonuses, rewards and incentives, human resource planning and interventions, discipline, other personnel actions, and determination of training and other development needs of employees.
9. **Individual Scorecard.** Summary of activities or tasks allocated to individuals (reporting to their respective managers) to implement strategies in the Performance Scorecard and/or Performance Commitment. Organizational strategies are broken down into concrete tasks, individual action plans identified, and employee responsibilities allocated.
10. **Strategic Initiative Profile (SIPs)⁴/Projects.** A special undertaking carried out within a definite time frame and intended to result in some predetermined measure of goods and services. These are time-bound programs that have a significant impact on the Scorecard and do not form part of the day-to-day operations of the organization.

⁴ GCG Performance Evaluation System (PES), 2014

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11. **Operations.** Activities directed toward fulfilling the JHMC's mandate, (e.g. regulatory services, project management, land assets development).
12. **Office.** Refers to the Department/Unit/Office of JHMC.
13. **Office Head.** Refers to the Department Manager or the Unit Head.
14. **Performance Measure.** A characteristic of performance that will be measured and will illustrate the standard of performance by which a department/unit/office or individual has delivered. Performance measures shall include any one, combination of, or all of the following general categories, whichever is applicable:

Category	Definition
Effectiveness / Quality	a. The extent to which actual performance compares with targeted performance⁵. b. The degree to which objectives are achieved and the extent to which targeted problems are solved⁶. c. In management, effectiveness relates to getting the right things done⁷. This may involve any of the following: acceptability, meeting standards, client satisfaction, accuracy, completeness, comprehensiveness, creativity, innovation.
Efficiency	The extent to which time or resources is used for the intended task or purpose. It measures whether targets are accomplished with a minimum amount or quantity of waste, expense, or unnecessary efforts⁸. This may include the number of outputs, requests acted upon over the total number of requests, standard response time, optimum use of resources, personal initiative, etc.

⁵ CSC Memorandum Circular No. 06, Series of 2016, 6.

⁶ Ibid.

⁷ Ibid.

⁸ Ibid.

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Category	Definition
Timeliness	The category measures whether the deliverable was done on time based on the requirements of the law and/or relevant interested parties. Time-time related performance indicators evaluate such things as project completion deadlines, time management skills, and other time-sensitive expectations⁹. Indicators for each dimension should be SMART: specific, measurable, attainable, realistic, time-bound.

15. **Performance Target.** A predetermined level of effectiveness/ quality, efficiency, and timeliness of output.
16. **Result.** The output, outcome, or impact (intended or unintended, positive and/or negative) of an intervention.
17. **Strategic Objectives.** Strategic priorities that the GOCC must undertake within the key facets of operations to achieve the Vision.¹⁰
18. **Scorecard.** A governance and management tool forming part of the performance management system which consists of a set of measures, targets, and initiatives that facilitate the achievement of results and performance through the effective and efficient monitoring and coordination of the strategic objectives of the agency¹¹.
19. **Success Indicators.** Performance level yardsticks consisting of performance measures/standards and performance targets.
20. **Support to Operations (STO).** Activities that provide technical and substantive support to the operations and projects of JHMC, (e.g. planning and policy formulation, program monitoring and evaluation, public information programs, research and development, statistical services, and information systems development). The types of services included under STOs are common across agencies and are considered the indirect cost of delivering services.

⁹Ibid.

¹⁰ GCG PES Guidebook, 9.

¹¹ Section 3 (u) of R.A. 10149

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VI. ELEMENTS OF THE JHMC SPMS. - The JHMC SPMS has the following elements¹²:

- Goals Aligned to National Development Plans, JHMC Mandate, and Strategic Objectives and Priorities.** Performance goals and measures are aligned to the national development plans, JHMC's mandate, vision, mission, and strategic priorities. The standards and measures are pre-determined to ensure efficient use and management of inputs and work processes and these are integrated into success indicators as JHMC objectives are cascaded down to operational level.¹³
- Output or outcome-based.** The system puts a premium on major final outputs that contribute to the realization of the JHMC mandate, vision mission, strategic priorities, outputs, and outcomes.¹⁴
- A team approach to performance management.** The system places accountabilities and individual roles in the achievement of BCDA goals are clearly defined to give way to collective goal-setting and performance rating. The individual's scorecard and rating form is linked to the Office performance commitment and rating form to establish a clear linkage between organizational performance, office performance, and individual performance¹⁵.
- User-friendly.** The forms used for both organizational and individual performance are similar and easy to accomplish. The JHMC and Department/Office major final outputs and success indicators are aligned to facilitate cascading of organizational goals to the individual staff members and the harmonization of organizational and individual performance rating¹⁶.
- Information System that supports Monitoring and Evaluation.** Monitoring and Evaluation System and information systems are vital components of the SPMS to facilitate linkage between organizational and employee performance. The Monitoring and Evaluation and Information System will ensure the generation of timely, accurate, and reliable

¹² Ibid.

¹³ Ibid.

¹⁴ Ibid.

¹⁵ Ibid.

¹⁶ Ibid.

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information for both performance monitoring/ tracking, accomplishment reporting, program improvement, and policy decision-making.¹⁷

6. **Communication Plan.** The system involves a program to orient the JHMC Management and employees on the new and revised policies on SPMS shall be implemented. This is to promote awareness and interest in the system, generate JHMC employees' appreciation for the system as a management tool for performance planning, control, and improvement, and guarantee employee's internalization of their role as partners of Management and co-employees in meeting the organizational goals.¹⁸
7. **It is developmental.** While it is concerned primarily with performance improvement and personal development, it also emphasizes organizational development.

VII. KEY PLAYERS AND RESPONSIBILITIES

1. SPMS Champion/President and Chief Executive Officer (PCEO)

- a. Primarily responsible and accountable for the establishment and implementation of the JHMC SPMS¹⁹.
- b. Sets agency performance goals/ objectives and performance measures²⁰.
- c. Determines agency target-setting periods²¹.
- d. Approves performance commitments and ratings²².
- e. Leads in implementing JHMC performance goals or objectives and strategic performance measures approved by the Board of Directors.
- f. Assesses the performance of the departments, offices, or units.
- g. Assesses the performance and determines the ranking of the Middle and Senior Management.
- h. Reconstitute the PMT composition as may be necessary.

¹⁷ Ibid.

¹⁸ Ibid.

¹⁹ Ibid.

²⁰ Ibid.

²¹ Ibid.

²² Ibid.

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2. **Performance Management Team (PMT).** The Vice President and Chief Operations Officer (VPCOO), All Department Managers, Corporate Planning Manager, HR Manager, HR Officer, and Rank and File Representative to:

- a. Set consultation meetings with Departments/ Units/ Office Heads to discuss the office performance commitment and rating form.
- b. Ensure that the performance commitments and measures, as well as the budget, are aligned with those of the agency and that work distribution is rationalized.
- c. Review, validate and recommend the approval of the performance commitments and ratings to the PCEO.
- d. Act as an appeal body and final arbiter for performance management issues.²³
- e. Identify potential top performers and provide inputs to the HRD or the rewards and recognition (PRAISE) committee, for the grant of awards and incentives.
- f. Adopt its own internal rules, procedures, and strategies in carrying out the above responsibilities including the schedule of meetings and deliberations, and delegation of authority to representatives in case of absence of its members.²⁴
- g. Perform other related functions as may be necessary.

The OPCEO-Corporate Planning Unit (CPU) shall serve as the PMT Secretariat.

3. **OPCEO - CPU**

- a. Facilitates the conduct of JHMC Board of Directors and Management strategic planning, operations and departmental planning, performance planning, and performance reviews to discuss performance assessment for the period and plans for the succeeding rating period with the concerned Office Head.

²³ Ibid., 4.

²⁴ Ibid.

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- b. Monitors the submission of OPCR and schedules the review or evaluation of Office Performance Commitments by the PMT before the start of a performance period.
- c. Consolidates, reviews, validates, and evaluates the initial performance assessment of the Office Heads against the identified 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 PCEO, who shall determine the final Office rating.
- d. Provides each Office with the final assessment to serve as basis in the assessment of individual employees.
- e. Reviews and recommends the success indicators of each IPCR for alignment of individual performance commitment to office and organizational performance commitment.
- f. Performs other related functions as may be necessary.

4. Human Resource Division (HRD)

- a. Monitors the submission of Individual Scorecards and Individual Performance Rating Forms by Office Heads.
- b. Reviews the Summary List of Individual Performance Rating to ensure that the average performance rating of the employees is equivalent to or not higher than the approved performance ratings as recommended by the PMT and approved by the PCEO.
- c. Provides analytical data on training, retention, skills/ competency gaps, and talent development plans that are aligned with strategic plans.²⁵
- d. Coordinates developmental interventions that will form part of the HRD Plan.²⁶
- e. Prepares the consolidated IPCR indicating alignment of the collective individual performance rating with the organizational performance rating.

²⁵ Ibid., 5.

²⁶ Ibid.

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- f. Performs other related functions as may be necessary.

5. Office Head

- a. Assumes primary responsibility in the performance management of their respective Office.
- b. Works closely with the PMT to discuss and establish their Office performance measures that are relevant to the core functions and strategic priorities of JHMC.
- c. Conducts planning sessions with the Division Managers and/or employees of the Office and agree on the outputs that should be accomplished based on the goals and objectives of the JHMC and submits the OPCR to the OPCEO-CPU.
- d. Reviews and approves the employee's IPCR form for submission to the HRD, upon the review and endorsement of the PCEO-CPU on or before the start of the performance period (before July and January of the ensuing year).
- e. Monitors the status of the performance of their subordinates and provides support and assistance through the conduct of performance monitoring and coaching to ensure attainment of targets set by the Office and individual employees.
- f. Conducts initial performance assessment of Office using the approved Office Performance Evaluation Report (OPER) Form.
- g. Determines final assessment of performance level of the individual employees in their respective Office based on proof of performance.²⁷
- h. Informs employees of the final performance rating and identifies necessary interventions to employees based on the assessment of developmental needs.²⁸
 - Recommends and discusses a development plan with the subordinates who obtained “**Unsatisfactory**” performance

²⁷ Ibid.

²⁸ Ibid.

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during the rating period not later than one (1) month after the end of the said period and prepares written notice/ advice to subordinates that succeeding Unsatisfactory performance shall warrant their separation from the service²⁹.

- Provides preliminary rating to subordinates showing Poor performance not earlier than the third (3rd) month of the rating period. A development plan shall be discussed with the concerned subordinate and issue a written notice that failure to improve their performance shall warrant their separation from service.³⁰

i. Performs other related functions as may be necessary.

6. Division Manager

- Assumes joint responsibility with the Department Manager in ensuring attainment of performance objectives and targets.³¹
- Rationalizes distribution of targets or tasks.³²
- Monitors closely the status of the performance of their subordinates and provide support and assistance through the conduct of coaching for the attainment of targets set by the division and individual employee.³³
- Assesses individual performance.³⁴
- Recommends developmental interventions.³⁵
- Performs other related functions as may be necessary.

²⁹ Ibid.

³⁰ Ibid.

³¹ Ibid.

³² Ibid.

³³ Ibid.

³⁴ Ibid.

³⁵ Ibid.

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7. Employee

- a. Act as partners of management and co-employees in attaining the organizational goals³⁶.
- b. Submits the IPCR and IPER on time.

VIII. PROCEDURES

The JHMC SPMS shall follow the four-stage Performance Management System (PMS) cycle that underscores the importance of performance management.

STAGE 1: PERFORMANCE PLANNING AND COMMITMENT.

a. Setting the Organizational Performance Scorecard

- i. During the annual BOD and Management Planning, strategic priorities/focus areas, strategic initiatives, and/or projects aligned with the mandate are identified by the JHMC Board of Directors and Management.
- ii. **Success indicators** are determined. Success indicators pertain to the performance level yardsticks consisting of **performance measures and performance targets**. This shall serve as the basis of the office and individual employees' preparation of their performance target and rating form considering the aspects of Effectiveness/Quality, Efficiency and Timeliness measure in the delivery of objectives.
- iii. Performance measures shall include any, combination of, or all the following:

Effectiveness / Quality	Getting the right things done. It refers to the degree to which objectives are achieved as intended and the extent to which issues are addressed with a certain degree of excellence. The quality or effective performance involves the following elements:
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³⁶ **CSC Memorandum Circular No. 06, Series of 2006.** Guidelines in the Implementation of Agency Strategic Performance Management System, Page 10 (g).

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	1. Acceptability 2. Meeting standards 3. Client satisfaction with services rendered 4. Accuracy 5. Completeness or comprehensiveness of reports 6. Creativity or innovation 7. Personal initiative
Efficiency	The extent to which targets are accomplished using the minimum amount of time or resources. Efficient performance applies to continuing tasks or frontline services (e.g., issuance of licenses, permits, clearances, and certificates). It involves the following elements: • Standard response time • Number of requests/applications acted upon over the number of requests/applications received • Optimum use of resources (e.g. money, logistics, office supplies)
Timeliness	Indicates a measure of whether the deliverable was done within the scheduled or expected timeframe, or on time based on the requirements of the law and/or clients/stakeholders. Time-related performance indicators evaluate such things as project completion deadlines, time management skills, and other time-sensitive expectations.

- iv. While performance targets are delivered by core business processes of the operating Offices, the Offices that do not directly deliver goods and services to the external clients may contribute to JHMC's performance targets through STO or GASS activities.

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b. Setting the Office Scorecard

- i. From the JHMC Performance Scorecard, as approved by the GCG, Performance Agreement with the BCDA, agency accountabilities and/or various performance criteria (e.g. good governance and other conditions and requirements) set by the GCG and/or other oversight and governing bodies, applicable statutory obligations, and office's functional descriptions, Office Heads meet with the supervisors and staff before the start of the rating period to conduct Office planning to determine and agree on the performance measures and targets that shall be accomplished. **The process shall commence at the start of the last quarter of the preceding year.**
- ii. These performance commitments and performance measures and targets, when approved by the Office Head, shall be reflected in the OPCR Form.
- iii. Performance measures shall include, as may be appropriate, Quality/Effectiveness, Efficiency, and Timeliness.
- iv. The targets shall consider any or all the following:
 - **Baseline Data.** The data shall consider past performance.³⁷
 - **Benchmarking.** This involves identifying and comparing the best agencies or institutions or units within BCDA with similar functions or processes. Benchmarking may also involve recognizing existing standards based on provisions or requirements of the law.³⁸
 - **Customer requirements.** This involves a bottom-up approach where the Office sets targets based on the needs of its clients. The Office may consult with stakeholders and review the feedback on its services.³⁹
 - **Board of Directors or PCEO instructions.** The BOD/ PCEO may set targets and give special assignments.⁴⁰

³⁷ CSC Memorandum Circular No. 06, Series of 2016, 7.

³⁸ Ibid.

³⁹ Ibid.

⁴⁰ Ibid.

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For purposes of setting the scorecard of the office, instructions to be carried for the year being evaluated shall be limited to orders issued prior to the approval of the scorecards.

- **Future trend.** Targets may be based on the results of the comparative analysis of the actual performance of the Office with its potential performance.⁴¹

- v. Department performance measures shall be assigned weights based on the degree of importance. These weights shall be identified by the concerned supervisor and approved by the Vice President and COO or the President and CEO, as the case may be, the sum of all weights spread across Strategic Objectives/ Performance Criteria/ Statutory Obligations/ Agency Accountabilities and performance indicators should amount to 100%.
- vi. The OPCR Form should be completed and submitted to the OPCEO-CPU by the end of October of the preceding year. The OPCEO-CPU shall schedule the review of the scorecards by the PMT in November of the preceding year.
- vii. The PMT shall review the OPCR and recommend it to the PCEO for approval by the end of the November of the preceding year. It shall ensure that the performance measures and targets and the budget are aligned with those of JHMC's and that the work distribution of Offices is rationalized. During the review by the PMT, the Office Head shall act as resource person.
- viii. Amendments to the OPCR may be allowed at any time but before the end of September of each performance year to accommodate intervening tasks, subject to the review of the PMT and prior approval of the PCEO.

c. Setting the Individual Scorecards

- i. The approved OPCR Form shall be the basis of the IPCR Form to be prepared by employees before the end of the preceding year.

⁴¹ Ibid

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- ii. The IPCR Form shall contain the individual performance measures and targets which shall be reviewed and approved by the Office Head for submission to the HRD, subject to the review and endorsement of the OPCEO-CPU for purposes of the alignment of targets of the individual scorecards with that of the organizational scorecards and targets.
- iii. Percentage weight allocation must be assigned for each performance measure/ target based on importance, complexity, frequency, and difficulty provided that the total aggregate weight does not exceed 100%, except in cases where there are intervening tasks and additional value-adding work not covered within the regular duties and responsibilities whose weight should not exceed 20% during performance review and evaluation.
- iv. Assigned weight should be discussed and agreed upon between the supervisor and the individual employee.
- v. Individual employees' performance standards shall not be lower than the Office standards as approved in its OPCR.

STAGE 2: PERFORMANCE MONITORING AND COACHING.

Managers and supervisors shall serve as coaches and mentors to:

- Provide an enabling environment and intervention to improve Office and individual performances; and
- Manage and develop team and individual potentials.

The Office Head shall check on the progress and quality of work output of the Office and individual employees.

- a. **Monitoring.** - The performance of Offices and every employee shall be regularly monitored at various levels (e.g. PCEO, OPCEO-CPU, Office Heads, Division Managers and individual employee, on a regular basis, but shall not be limited to the following schedule:
 - i. The PCEO shall review the performance of each Office at least once a year.

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- ii. The OPCEO-CPU shall summarize and analyze the performance of the Offices every semester to determine the progress of the Offices in delivering the outputs committed in the OPCR's.
 - iii. The Office Head shall monitor the performance of the Divisions and employees under them regularly. They shall meet with their staff to discuss performance and the progress of work. Individual employees shall likewise monitor and assess his/her performance regularly.
 - iv. Monitoring may be conducted through meetings, one-on-one discussion, internal memorandum, and review of pertinent documents such as reports, communications, and tracking forms to ensure timely completion and quality execution of deliverables. Monitoring is also done to avert any untoward incident or address constraints and challenges if any.
 - v. The Office Head shall maintain a record of the conduct of monitoring. The **Performance Monitoring and Coaching Report Form** (JHMC- SPMS Form 03) shall contain the date and form of monitoring, a brief statement of the purpose of the monitoring, names of persons monitored as well as critical incidents noted if any.
- b. Coaching.** This is a critical function of the Office Head aimed at empowering and helping individual employees in their work assignments. The **Performance Monitoring and Coaching Report Form** (JHMC-SPMS Form 03) shall also contain information on the conduct of coaching.
- i. Office Heads shall adopt team coaching in the management of work within the Office to help the office become focused on a shared goal to accomplish a task or complete a deliverable.
 - ii. Office Heads and coaches play a critical role at this stage. The focus is the critical function of Office Heads as coaches and mentors to provide an enabling environment or intervention to improve the team and individual performance and manage and develop team and individual potentials.

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STAGE 3: PERFORMANCE REVIEW AND EVALUATION.

This phase aims to assess both Office and individual employee's performance levels based on set performance targets and measures as approved in the Office and Individual Scorecards.

1. Office Performance Assessment

- a. The Office Head shall conduct the initial assessment of the Office's performance by using the approved OPER within fifteen (15) calendar days after the end of the rating period (e.g. rating period for June 30, 2019, should be reviewed by July 15, 2019). Once accomplished, the OPER Form shall be submitted by the Office Heads to the OPCEO-CPU.
- b. The OPCEO-CPU shall consolidate, review, validate and evaluate the initial performance assessment of the Office Heads based on reported accomplishments against the success indicators and the allocated budget against the actual expenses.
- c. The result of the assessment shall be submitted by the OPCEO-CPU to the PMT for calibration and recommendation to the PCEO.
- d. The PCEO shall determine the final rating of Offices.
- e. The OPCEO-CPU shall return the OPER Forms with the final rating to the concerned Office Heads as the basis for the assessment of individual employees.
- f. A Performance Review Conference with the concerned Office Heads shall be conducted annually, preferably within January for the preceding year. The Conference shall be chaired by the PCEO and facilitated by the OPCEO-CPU wherein the assessment of Offices will be discussed. Any issue, protest, or appeal on the Office assessment shall be presented by the concerned Office Head and decided by the PCEO during the Conference. The final rating shall no longer be appealable/contestable after the Conference.

2. Performance Assessment and Evaluation for Individual Employees

- a. The Office Heads shall assess individual employee performance based on the commitments made at the beginning of the rating period and

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contained in the IPCRs. The performance rating shall be based solely on records of accomplishment; hence, there is no need for self-rating.

- b. The SPMS puts a premium on strategic priorities/objectives, performance scorecard with the GCG, performance agreement with the BCDA, agency accountabilities, and various performance criteria towards the realization of organizational mission, vision, and mandate. Hence, rating for planned and/or intervening tasks shall always be supported by reports, documents, or any outputs as proof of actual performance. In the absence of said bases or proofs, a particular task shall not be rated and shall be disregarded.
- c. The Office Heads shall indicate qualitative comments, observations, and recommendations in the IPER to include competency assessment⁴² and critical incidents⁴³ for human resource development purposes such as promotion, training, scholarship and other developmental interventions. The assessment shall be discussed with the concerned employee before the submission of the IPER to the HRD and OPCEO-CPU.
- d. Inputs from the accomplished Performance Monitoring and Coaching Report Form (JHMC- SPMS Form No. 03) during the year can also be used as the basis for evaluation.
- e. The Office Head shall make the final assessment of the performance level of the individual employees in his/her Office based on the **PROOF** of performance. The final assessment shall correspond to the adjectival description of Outstanding, Very Satisfactory, Satisfactory, Unsatisfactory, or Poor.
- f. The Office Head may adopt appropriate mechanisms to assist him/her to assess the performance level of individuals, such as but not limited to peer ranking and client feedback.
- g. The average of all individual performance assessments shall not be higher than the aggregated performance assessment of the Office.

⁴² Competencies are observable, measurable and vital behavioral skills, knowledge and personal attributes that are translations or organizational capabilities deemed essential for success. competencies shall be identified for a particular position or job.

⁴³ Record of events, happenings or actual information affecting the overall accomplishments for the employee during the particular rating period.

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- h. The Office Head shall ensure that the employee is duly notified of his/her final rating.
- i. The performance assessments of the employees in an Office shall be prepared by the Office Head through the Summary List of Individual Ratings (**JHMC SPMS Form 04**) which shall be submitted to the HRD **by the end of the first (1st) quarter of the year** (e.g. List of Individuals) or based on the schedule set in the SPMS Calendar.
- j. The PMT shall serve as the appeals body and final arbiter on performance concerns. An employee who does not agree with the performance assessment received may file an appeal with the PMT through the HRD within ten (10) days from receipt of the final approved IPER from the Office Head. The PMT shall decide the appeal within one (1) month from receipt of such appeal.
- k. Non-submission or unjustifiable delay in the submission of the OPCR, IPCR, OPER or IPER shall disqualify the Office and/or the staff for awards and incentives.
- l. 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 ninety (90) days shall submit the IPER before they leave the office.
- m. Employees who are in detail or secondment to another office shall be rated in their present or actual office, copy furnished their mother office. The ratings of those who were detailed or seconded to another office during the rating period shall be consolidated in the office, either the mother (plantilla) office or present office, where the employees have spent the majority of their time during the rating period.

STAGE 4: PERFORMANCE REWARDING AND DEVELOPMENTAL PLANNING

1. The Performance Rewarding and Developmental Planning phase involves competency assessment of the individual employee vis-à-vis competency requirements of the job. The results of the performance evaluation/assessment shall serve as inputs to the:

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- Office Heads in identifying and providing the kinds of interventions needed, based on the developmental needs identified;
- HRD in consolidating and coordinating developmental interventions that will form part of the Human Resource (HR) Plan and the basis for rewards and incentives;
- PRAISE Committee in identifying potential PRAISE Awards nominees for various awards categories;
- PMT in identifying top performers of JHMC who will qualify for awards and incentives; and,
- Entitlement to the grant of the following incentives:

Length of Service

- One (1) step increment due to length of service for employees who obtain at least a performance rating of Satisfactory in the same position for three (3) consecutive years/rating periods. This is an existing policy being implemented by JHMC.

Meritorious Performance

- Two (2) step increments for two (2) ratings of Outstanding during two (2) consecutive rating periods of one (1) calendar year each.
- One (1) step increment for one (1) rating of Outstanding and one (1) rating of Very Satisfactory, or two (2) ratings of Very Satisfactory during two (2) consecutive rating periods of one (1) calendar year each.

The maximum step increment that an employee may reach under these reward systems shall be eight (8) steps for each position.

Illustration:

(1) Grant of Step Increment due to length of service

If the actual salary of the employee is at JG 10, Step 2, this shall be adjusted to JG 10, Step 3.

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(2) Grant of 2 Step Increment due to meritorious performance

If the actual salary of the employee is at JG 10, Step 2, this shall be adjusted to JG 10, Step 4.

(3) Grant of 1 Step Increment due to meritorious performance

If the actual salary of the employee is at JG 10, Step 7, this shall be adjusted to JG 10, Step 8.

If the actual salary of the employee is already at Step 8, he/she is no longer entitled to further step increment.

Also, if an employee, if qualified, he/she may be simultaneously granted Step Increment/s due to meritorious performance and step increment due to length of service.

2. The Office Heads shall discuss with the individual employee at the end of each rating period to assess the strengths, competency-related performance gaps, and the opportunities to address these gaps, career paths, and alternatives.
3. Appropriate developmental interventions shall be made available by the Office Heads in coordination with the HRD, particularly for employees with Unsatisfactory and Poor performance ratings to improve or correct their performance.

9.0 RATING PERIOD

1. Performance evaluation for Offices shall be done annually using the OPER Form.
2. Performance evaluation for individual employees shall be done semi-annually using the IPER Form. Should there be a need for a shorter period, the minimum appraisal period is at least ninety (90) calendar days or three (3) months.

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10.0 RATING SCALE⁴⁴, COMPUTATION OF RATINGS AND SYSTEM OF RANKING

10.1 In determining the final equivalent adjectival rating of both the Office and individual employees, the following five-point rating scale (1 to 5) shall be used, 5 being the highest and 1, the lowest:

Range	Rating		Description
	Numerical	Adjective	
5.00	5	Outstanding (O)	Performance represents an extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity, creativity, and initiative. Employees at this performance level should have demonstrated exceptional job mastery in all major areas of responsibility. Employee achievement and contributions to the organization are of marked excellence which even peers recognized through forced comparison/distribution method.
4.00 - 4.99	4	Very Satisfactory (VS)	Performance exceeded expectations. All goals, objectives, and targets were achieved above the established standards. Competence and contribution recognized by peers through forced comparison/distribution. Those screened out in the forced comparison/distribution method for Outstanding performers shall be included in this category.
3.00 – 3.99	3	Satisfactory (S)	Performance met expectations in terms of quality of work, efficiency, and timeliness. The most critical annual goals were met. Those screened out in the forced comparison distribution method for Very Satisfactory performers shall be included in this category.

⁴⁴ Adopted from the CSC Memorandum Circular No. 6, s. 2012

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Range	Rating		Description
	Numerical	Adjective	
2.00 – 2.99	2	Unsatisfactory (US)	Performance failed to meet expectations and/or one or more of the most critical goals were not met. It is expected that in the next rating period, the employee, under close supervision, will either improve his/her performance for which he/she shall be given at least a Satisfactory rating or if not, he/she shall get another Unsatisfactory rating. Two (2) successive Unsatisfactory ratings shall be a ground for separation from the service.
0-1.99	1	Poor (P)	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. There is no evidence to show that he/she can improve his/her performance.

10.2 Specific rating per output shall be based on the following, rating scales per dimension, where applicable, depending on how success indicators were stated and agreed upon before the start of the rating period:

10.2.1 Effectiveness/Quality (Written Work)

Point Score	Description
5	No mistakes or deficiency: every aspect of the work assignment is well covered; presented; well organized and no lapse in grammar or error in the content.
4	One or two minor errors or deficiencies: work under instructions; clearly presented; well organized; one (1) or two (2) errors in grammar or errors in content.

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3	More than two minor errors or deficiencies: partial minor revision needed; three (3) lapses in grammar or errors in content.
2	One or two major errors or deficiencies major revision needed: four (4) or five (5) lapses in grammar or errors in content.
1	Work not acceptable: needs total revision; six (6) or more lapses in grammar or errors in content.

10.2.2 Effectiveness/Quality (Non-written Work)

Point Score	Description
5	Excellent results: all aspects of work assignment completed/thoroughly covered; no mistake in performing the duty or 96%-100% accuracy.
4	Very good result of work: one or two minor errors in the execution of work assignment; one (1) or two (2) mistakes in performing the duty or 91%-95% accuracy.
3	Result of work acceptable: more than two (2) minor errors or deficiencies in the execution of work assignments: three (3) mistakes in performing the duty or 80%-90% accuracy.
2	One (1) major error or deficiency that can be overcome with help from the supervisor: four (4) or five (5) mistakes in performing the duty or 75%-79% accuracy.
1	Haphazard or careless execution of work assignment; unacceptable result.

10.2.3 Effectiveness/Quality (Feedback)

Point Score	Description
5	Excellent Feedback
4	Very Satisfactory Feedback
3	Satisfactory Feedback (No feedback/ No valid complaint)
2	Unsatisfactory feedback (with a minor complaint)

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1	Poor Feedback (with a major complaint)
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10.2.4 Effectiveness/Quality (100% Accuracy Rule)

Point Score	Description
5	Accomplishment requiring: 100% accuracy such as those about money accountability (cashiering, disbursing, among others); 100% is the standard; no error is allowed.
2	If the standard is not met (below 100% Accuracy): there is an error.

10.2.5 Efficiency

Point Score	Description
5	Performance exceeding expectations by 30% and above the planned targets. Those who met targets for accomplishment requiring 100% of the targets such as those about money and accuracy. Those who met targets for accomplishments that may no longer exceed (fixed targets).
4	Performance exceeding expectations by 15% to 29% of the planned targets.
3	Performance meeting 90% to 114% of the planned targets.
2	Performance meeting only 51% to 89% of the planned targets. Those who fell short of the targets for accomplishments requiring 100% of the targets such as those about money and accuracy. Those who fell short of the targets for accomplishments which may no longer exceed (fixed target).
1	Performance failing to meet the planned targets by 50% or below.

10.2.5 Timeliness

Point Score	Description
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5	Task completed within ½ of the time required to finish it; critical targets met before or on the deadline: targets met if involving deadlines required by law.
4	Task completed within 2/3 of the time required to finish it.
3	Task completed just before or on the deadline.
2	Task partially completed at the deadline; critical targets not met before or on the deadline; targets not met if involving deadlines required by law.
1	Task not yet begun at the expected date of completion.

10.3 Bonus points shall be given for value-adding accomplishments and additional work which are not covered within the regular duties and responsibilities, the total weight for which should not exceed 20%, **each of which shall be rated by the designated supervisor based on accomplishment/s.**

10.4 Computing for Performance Ratings

10.4.1 At the end of the rating period, the Office Head shall accomplish the OPER for his/her Office by filling up all the necessary columns. For the individual employee, the Office Head and the employee shall accomplish the IPER.

10.4.2 Accomplishment of the Office and the individual employee is determined based on the target for each performance measure or output as indicated in the respective Scorecards.

10.4.3 Each accomplishment is rated by comparing the target against the accomplishment.

10.4.4 The percentage of accomplishment is computed for each quantitative target using the following formula:

Percentage of accomplishment = Accomplishment/Target x 100
(Example: $4/3 \times 100 = 133\%$)

10.4.5 Bonus points shall be given for value-adding accomplishments which are not covered within the regular duties and responsibilities, the total weight for which should not exceed 20% to be rated by the designated supervisor based on accomplishment/s.

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10.4.6 The Point Score (PS) is determined by adding the ratings for all the Performance Measures including bonus points and dividing it by the number of factors.

10.4.7 Compute for the Weighted Point Score (WPS) using the following formula:

$$\text{WPS} = \text{Point Score} \times \% \text{ of Weight Allocation}$$

10.4.8 All the entries from the Weighted Point Score column are summed up and the result will be the Total Weighted Point Score (TWPS).

10.4.9 The Final Numerical Performance Rating and the corresponding Adjectival Rating is determined using the Rating Scale.

10.5 The system of ranking shall be as follows:

10.5.1 In each level provided for in Section 10.3 above, the ratings of officers and employees under the SPMS shall be quantified to allow for ranking.

10.5.2 All employees shall be ranked within their respective levels as follows:

10.5.2.1 Senior Management (JG 13 and above): composed of the PCEO and VPCOO who are primarily involved in the development, evolution, and approval of long-term vision of JHMC, and who lead the development of function strategy, implement and maintain policies of the organization for their respective area of responsibility.

10.5.2.2 Middle Management (JG 12): Includes Office heads whose work is primarily achieved through others, with direct accountability for setting direction and deploying resources; responsible for people management, including performance evaluation and pay reviews and typically hire/fire decisions.

10.5.2.3 Professional and Supervisory (JG 11): Comprises second-level personnel whose work is primarily achieved by an individual or through project teams:

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requires the application of expertise in the professional or technical area(s) to achieve results: Typically has a university degree or equivalent work experience that provides knowledge and exposure to fundamental theories, principles, and concepts; includes supervisors and junior management that may not have full management authority.

10.5.2.4 Clerical/General Staff (JG 1-10): Includes all clerical, administrative, secretarial, and general support staff in the first level with little or no supervisory responsibility but who contribute independently to the organization.

10.5.3 Each Office Head, together with Division Managers under him/her, shall meet, when necessary, to calibrate ratings and determine the ranking of employees at each level within their respective Office.

10.5.4 All Office Heads shall meet, when necessary, to calibrate and determine the ranking of the Employees under them, as well as validate the ranking of employees across all organizational units. The ranking for Middle Management, Professional and Supervisory, and Clerical/General Staff shall be submitted to the PMT.

10.5.5 The PCEO shall rate and subsequently determine the ranking of Senior and Middle Management.

10.5.6 The PMT shall review and consolidate the rankings and submit them to the PCEO for approval.

11.0 USE OF PERFORMANCE RATINGS

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

11.2 Employees who obtained an Unsatisfactory rating for one (1) rating period or exhibited poor performance shall be provided appropriate developmental intervention by the Office Head, in coordination with the HRD to address competency-related performance gaps.

11.3 If after advice and provision of developmental intervention, the employee still obtains an Unsatisfactory rating in the immediately succeeding rating period or a Poor rating for the immediately succeeding rating period, the

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employee may be separated from service. A written notice or advice from the Office Head at least three (3) months before the end of the rating period is indispensable.

- 11.4 The PMT shall validate the Outstanding and Very Satisfactory performance ratings and may recommend concerned employees for performance-based awards. Grant of PBB shall be based on the final ratings of employees as approved by the PCEO.
- 11.5 Performance ratings shall be used as basis for promotion, career and succession planning, learning and development interventions, compensation and rewards, and other personnel actions.
- 11.6 Employees with at least a Satisfactory performance rating in a particular position for three (3) consecutive years/ rating periods shall be considered for the grant of a one (1) step increment due to length of service.
- 11.7 Employees with Outstanding and Very Satisfactory performance ratings shall be considered for the grant of step increment due to meritorious performance, as follows:
 - 11.7.1 Two (2) step increments for two (2) ratings of Outstanding during two (2) consecutive rating periods of one (1) calendar year each.
 - 11.7.2 One (1) step increment for one (1) rating of Outstanding and one (1) rating of Very Satisfactory, or two (2) ratings of Very Satisfactory during two (2) consecutive rating periods of one (1) calendar year each.
- 11.8 The maximum number of employees that may be granted step increment due to meritorious performance in any given year shall not exceed five percent (5%) of the total number of incumbent officials and employees based on the rankings done per Section 10.5 above, distributed in the following manner:
 - 11.8.1 Senior Management
 - 11.8.2 Middle Management
 - 11.8.3 Professional and Supervisory
 - 11.8.4 Clerical/General Staff

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12.0 SANCTIONS, APPEALS, AND MOTION FOR RECONSIDERATION

12.1 **Unless justified and accepted by the PMT, non-submission of the OPCR's and the corresponding OPERs to the OPCEO-CPU, the employee's IPCRs to the HRD, the corresponding IPERs to the OPCEO-CPU and HRD, and the Summary List of Individual Performance Ratings (JHMC-SPMS Form 04) to the HRD, within the specified dates shall be ground for:**

12.1.1 Employees' disqualification from performance-based related actions that require ratings for the given period such as promotion, training or scholarship grants and performance-based bonus, if the failure of the submission of the documents is the fault of the employee,

12.1.2 Administrative sanction for violation of reasonable office rules and regulations; and simple neglect of duty for the Office Head or employee responsible for the delay or non-submission of the required documents.

12.2 Failure on the part of the Office Head to comply with the required notices to their subordinates for their unsatisfactory or poor performance during a rating period shall be a ground for an administrative offense for neglect of duty.

12.3 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 an Office shall be discussed and decided during the Performance Review Conference.

12.4 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 Office Head.

12.5 Individual employees shall not be allowed to protest the performance ratings of other co-employees. Ratings obtained by other employees can only be used as a basis or reference for comparison in appealing one's performance rating.

12.5 The PMT shall decide on the appeals within one (1) month from receipt.

12.6 Officials or employees who are separated from the service based on Two (2) Unsatisfactory or One (1) Poor performance rating can appeal their

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separation based on existing JHMC policy, laws, rules, and regulations within fifteen (15) days from receipt of the order or notice of separation.

13.0 SPMS FORMS AND SUBMISSION

13.1 FORMS

13.1.1 Office Performance Commitment and Review (OPCR) Form (JHMC-SPMS Form 01)

This contains the success indicators (targets + measures) and the allotted budget per initiative/ indicator to be rated for the rating period, Division/ Office/ Personnel Accountable, the rating guide, and the corresponding weight allocation.

13.1.2 Individual Performance Commitment and Review (IPCR) Form (JHMC-SPMS Form 02)

This contains the success indicators (targets + measures) that are aligned to the OPCR success indicators and/or the organizational scorecard or agency accountabilities or statutory obligations or duties and responsibilities with the allotted budget per indicator to be rated for the specific personnel for the rating period, the rating guide, and the corresponding weight allocation.

13.1.3 Performance Monitoring and Coaching Report (PMCR) Journal (JHMC-SPMS Form 03)

This is a record that contains the background or issue on the performance being addressed, objective, expected result, methodology used, and progress report of the Office Head.

The PMCR Journal also contains the following:

- a brief statement of results or strength;
- weaknesses/ gaps of the individual employee or team being monitored.
- recommendations on the employee's areas for improvement; and,
- proposed interventions needed to improve employee performance.

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Information on the conduct of coaching on a team or individual employees and the method of coaching methodology employed will also be indicated in the Performance Monitoring and Coaching Report. This will be submitted to the HRD for documentation and tracking purposes.

13.1.4 Summary List of Individual Performance Ratings (JHMC-SPMS Form 04)

This is the summary list of individual performance ratings of each member of the Office that is being submitted by the Office Heads to the HRD. The average of the numerical rating and corresponding adjectival rating of each employee shall not exceed the corresponding numerical rating and adjectival rating of the Office

13.1.5 Office Performance Evaluation Report (OPER) Form (JHMC-SPMS Form 05)

This contains actual accomplishments and performance rating of the Office for a specific rating period. It also contains actual expenditures, if any, versus the allotted budget per initiative which is used in measuring the cost-efficiency of the department. Once accomplished, this will be submitted to the OPCEO-CPU for assessment and then to the PMT for review and validation. It shall then be submitted to the PCEO for final approval.

13.1.6 Individual Performance Evaluation Report (IPER) Form (JHMC-SPMS Form 06)

This is a form that contains the performance output/ accomplishments of the employee that was rated for a specific rating period. It also contains comments and recommendation/s of the supervisor for development intervention purposes. Once accomplished, this will be submitted to the Office Head for approval and then submitted to the HRD and OPCEO-CPU for consolidation and summary.

13.2 SUBMISSION OF PERFORMANCE TARGET AND RATING

13.2.1 OPCR shall be submitted by the end of October of the preceding year or on the specified date set by the OPCEO-CPU.

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13.2.2 IPCRs shall be submitted semi-annually before the rating period to the HRD, subject to the review and endorsement of the OPCEO-CPU.

13.2.3 Accomplished OPER Form and the corresponding proof of attainment and rating shall be submitted to the PMT Secretariat within 15 calendar days after the close of each semester or based on the issued SPMS calendar.

13.2.4 Accomplished IPER Form shall be submitted within thirty (30) days after the close of each semester or based on the issued SPMS calendar.

13.2.5 The Summary List of Employees' Performance Rating shall be submitted to the Documents and Records Control Committee (DRCC) within four (4) months after the end of the rating period. These shall be retained by the DRCC for five (5) years. In situations where there is an existing case, the DRCC may only dispose of the same, two (2) years after the decision of finality of the case.

14.0 COMMUNICATION PLAN AND INFORMATION SYSTEM

Monitoring and evaluation mechanisms and information systems shall be developed, being vital components of the SPMS to facilitate linkage between organizational and employee performance. The Monitoring and Evaluation and Information System will ensure the generation of timely, accurate, and reliable information for both performance monitoring/tracking, accomplishment reporting, program improvement, and policy decision making.

A program to orient officials and employees on the SPMS shall be implemented to promote awareness and interest in the system, generate employees' appreciation - for the SPMS as a management tool for performance planning, control, and improvement, and guarantee the internalization of employees of their role as partners of management and co-employees in meeting organizational performance goals.

15.0 BUDGET SOURCES FOR STEP INCREMENT

The budget for the grant of the Step Increment due to length of service is foreseen and shall be incorporated in the yearly corporate operating budget proposal under the Personal Services (PS).

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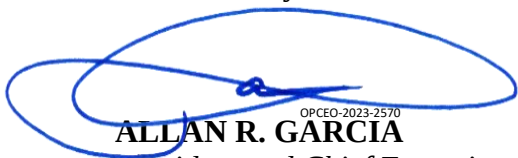
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Budget for the grant of two (2) Step Increments or one (1) Step Increment due to meritorious performance shall be requested through a supplemental budget as the same cannot be foreseen.

16.0 PROVISION FOR AMENDMENT

The JHMC SPMS Manual and Forms may be amended as necessary following the Quality Procedures of the QMS, provided that amendments follow the CSC Memorandum Circular No. 6, s. 2012 or related GCG issuances.

Submitted by:



OPCEO-2023-2570
ALLAN R. GARCIA

President and Chief Executive Officer

JOHN HAY MANAGEMENT CORPORATION

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