

Republic of the Philippines
Department of Health
OFFICE OF THE SECRETARY

JUL 19 2013

DEPARTMENT ORDER

No. 2013 - 0099

SUBJECT: Implementing Guidelines on the Strategic Performance Management System (SPMS) in the Department of Health and its Attached Agencies

I. BACKGROUND

Section 1, Rule IX of the Omnibus Rules Implementing Book V of Executive Order (EO) No. 292 provides, that there shall be established performance evaluation system in every national government, local government which shall follow the guidelines enumerated in Section 3 of the same EO.

Item 1(d) of the Joint Resolution No. 4 (Governing Principles of the Modified Compensation and Position classification system and Base Pay Schedule of the Government) of the Congress of the Philippines states that "*a performance-based incentive scheme which integrated personnel and organizational performance shall be established to reward exemplary civil servants and well performing institutions.*"

Administrative Order no. 25 dated December 21, 2011 from the Office of the President was issued with the end in view of developing a collaborative mechanism to "establish a unified and integrated Results-Based Performance Management system (RBPMS) across all departments and agencies within the Executive Branch of Government incorporating a common set performance scorecard, and creating an accurate accessible and up-to-date government-wide, sectoral and organizational performance information system"

Executive Order No. 80 direct the adoption of a performance-based incentive system for government employees that will strengthen performance monitoring and appraisal system based on existing system like the Organizational Performance Indicator Framework (OPIF).

The Civil Service Commission issued Memorandum Circular No. 6 s. 2012, regarding guidelines in the Establishment and Implementation of Agency Strategic Performance Management System (SPMS) through Resolution No. 1200481 promulgated on March 16, 2012 directing agencies to establish and implement SPMS.

The Department of Health with its mandate of providing quality health services especially to the poor have to manage performance to yield optimal result. As such, there is a need to establish an effective system that accurately evaluate performance of the employees for the purpose of determining tenure, transfer or promotion and appropriate incentives with absolute urgency.

Accordingly, the SPMS as embodied under MC No. 6 s. 2012 is focused on linking individual performance vis-à-vis the Department's organizational vision, mission and strategic goals. It is a mechanism that ensures that the employees

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achieve the objectives set by the organization and the organization, on the other hand, achieves the objectives that it has set itself in its strategic plan. The SPMS is envisioned as a technology composed of strategies, methods and tools for ensuring fulfillment of the functions of the offices and its personnel as well as for assessing the accomplishment. It strengthened the culture of performance and accountability in the organization since the individual performance is linked to the organization vision, mission and strategic goal.

To complement and support the SPMS, the following enabling mechanisms must be present, operational and maintained:

- A Recruitment System that identifies competencies and other attributes required for particular jobs or functional groups;
- An adequate Rewards and Incentives System;
- Mentoring and coaching program;
- An Information Communication Technology (ICT) that supports project documentation, knowledge management, monitoring and evaluation;
- Change management program; and
- Policy review and formulation.

Therefore, there is a need to establish SPMS in the Department in order to ensure its implementation.

II. GENERAL OBJECTIVES

To provide guidelines in the operationalization of a strategic performance management that is performance based anchored in the organizational mandates and thrust in the Department of Health system.

Specifically, it aims to:

- a. Concretize the linkage of organizational performance with the Philippine Development Plan, the Agency Strategic Plan, and the Organizational Performance Indicator Framework;
- b. Ensure organizational effectiveness and improvement of individual employee efficiency by cascading institutional accountabilities to the various levels of the organization anchored on the establishment of rational and factual basis for performance targets and measures; and
- c. Link performance management with other HR systems and ensure adherence to the principle of performance-based tenure and incentive system.

III. DEFINITION OF TERMS

1. Department - refers to Department of Health

2. Major Final Output (MFO) - a good or service that a department is mandated to deliver to external clients through the implementation of programs, activities and projects. It may be a single output or group of outputs that are similar in nature, targeted at the same organizational outcome and capable of being summarized by a common performance indicator.
3. Performance Indicator - a characteristic of performance (quantity, quality, timeliness or cost) that is to be measured and will illustrate the standard by which a department is expected to deliver its MFO.
4. Performance Target (PT) - a predetermined numerical target level or performance (quantity, quality, timeliness and cost of an output) against which actual performance can be compared and for which a mean, deviation and trend line can be calculated over time.
5. Supervisor - refers to the immediate superior of the employee/staff being rated, who by nature of his/her position or authority assigns work to the employee, monitors and evaluates the same on the basis of agreed targets and standards.
6. Behavioral Dimensions - refers to the different behavioral factors that affect the job performance of the employee.
7. First Level Positions - shall include clerical, trades and crafts, and custodial service which involve sub-professional work in a non-supervisory or supervisory capacity.
8. Second Level Positions - involve professional, technical and scientific work in a non-supervisory or supervisory capacity to include Chief of Hospital, Medical Center

Chief and other positions in the department who are not presidential appointee

9. Intervening Task
 - are those which are neither inherent nor directly related to employee's plantilla or designated positions and may include membership 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 on office order.
10. Head of Office
 - refers to Director IV/III, II and I, Medical Center Chief II and I, Chiefs of Hospital III, II and I, and Chief of Sanitarium II and I, who manages health facility in the DOH.
11. Head of Agency
 - refers to the Cluster Heads
12. Core functions
 - are those performed by the Office which are inherent in its mandates.
13. Success Indicators
 - are performance level yardsticks consisting of performance measures and performance targets.

IV. COVERAGE

This Order shall apply to officials and employees belonging to the first and second level positions in the DOH – Central Office, Bureau of Quarantine, Food and Drugs Administration, Centers for Health Development (CHD), DOH Retained/Special/Specialty Hospitals/Sanitaria and Rehabilitation Centers. Attached agencies may also adopt these guidelines in measuring performance of their staff.

V. GENERAL GUIDELINES

A. The SPMS shall include the following basic elements:

1. **Goal Aligned to DOH Mandate and Organizational Priorities.**

Performance goals and measurement shall be aligned to the national development plans, DOH mandate/vision/mission and strategic priorities and/or organizational performance indicator framework. Standards shall be pre-determined to ensure efficient

use and management of inputs and work processes. These standards shall be integrated into the success indicators as organizational objectives are cascaded down to operational level.

2. **Outputs/Outcomes-based.** The system shall put premium on major final outputs that contributes to the realization of department's mandate, mission/vision, strategic priorities, outputs and outcomes.
3. **Team-approach to performance management.** Accountabilities and individual roles in the achievement of department's goals shall be clearly defined to give way to collective goal setting and performance rating. Individual's work plan or commitment and rating form shall be linked to the division/unit/office work plan or commitment and rating form to establish clear linkage between organizational performance and personnel performance.
4. **User-friendly Form.** The forms used for both the organizational and individual performance shall be similar and easy to accomplish. A separate Department Order shall be issued for the forms. The organizational and individual major final outputs and success indicators shall be aligned to facilitate cascading of organizational goals to the individual staff members and the harmonization of organizational and individual performance ratings.
5. **Information System that supports Monitoring and Evaluation.** Monitoring and Evaluation mechanisms and Information System are vital component of the SPMS in order to facilitate linkage between organizational and employee performance. The M&E and Information System shall ensure generation of timely, accurate, and reliable information for both performance monitoring/tracking, accomplishment reporting, program improvement and policy decision-making.
6. **Communication Plan.** A program to orient officials and employees in the department on the new and revised policies on SPMS shall be implemented. This is to promote awareness and interest on the system, generate employees' appreciation for the agency SPMS as a management tool for performance planning, control and improvement, and guarantee employees' internalization of their role as partners of management and co-employees in meeting organizational performance goals.

B. Key Players and Responsibilities

1. **SPMS Champion- The Secretary of Health shall:**

- Primarily be responsible and accountable for the establishment and implementation of the SPMS.
- Set agency performance goals/objectives and performance Measures through Performance Governance System Strategic Map and DOH Scorecard
- Determine agency target setting period.
- Approve office performance commitment and rating.
- Assess performance of Offices.

2. **Performance Management Team (PMT).** A PMT shall be established in DOH and its attached agencies preferably with the following compositions:

Central Office

- Chairperson Undersecretary, Administration Technical Cluster
- Vice-Chairperson Assistant Secretary

Members:

- Director IV Health Human Resource Development Bureau (HHRDB)
- Director IV Health Policy Development and Planning Bureau (HPDPB)
- Director III Finance Service
- Division Chief Learning and Development Division, HHRDB
- Division Chief Personnel Administration Division, HHRDB
- President NADEA

Centers for Health Development (CHD)

- Chairperson Director III
- Vice-Chairperson Chief Administrative Officer

Members:

- Highest Planning Officer
- Head, Finance Section/Unit
- Training Officer
- Head, Personnel Section
- Union President

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Hospitals/Medical Center

- Chairperson Chief Medical Professional Staff
- Vice-Chairperson Chief Administrative Officer or equivalent

Members:

Highest Planning Officer
Head, Finance Section/Unit
Training Officer
Head, Personnel Section
Union President

Attached Agencies

- Chairperson Deputy Director
- Vice-Chairperson Director or equivalent

Members:

Highest Human Resource Management Officer
Highest Human Resource Development Officer
Highest Planning Officer
Highest Finance Officer
President of the accredited employee association

Secretariat:


Central Office and Attached Agencies – Planning Division
and Personnel Administration Division or equivalent

Centers for Health Development and Hospitals – Planning
Unit and Personnel Section/Department or
equivalent

The Planning Division/Unit shall take charge of the Office Commitment and Accomplishment while the Personnel Administration Division/Section shall be responsible for the individual commitment and accomplishment.

The PMT shall have the following functions and responsibilities:

- Sets consultation meeting of all Heads of Offices for the purpose of discussing the targets set in the office performance commitment and rating form.

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- Ensures that Office performance targets and measures, as well as the budget are aligned with those of the agency and that work distribution of Offices/units is rationalized.
- Recommends approval of the office performance commitment and rating to the Head of Agency.
- Acts as appeals body and final arbiter for performance management issues of the agency.
- Identifies potential top performers and provide inputs to the PRAISE Committee for grant of awards and incentives.
- Adopts its own internal rules, procedures and strategies in carrying out the above responsibilities including schedule of meetings and deliberations, and delegation of authority to representatives in case of absence of its members.

3. Health Policy Development and Planning Bureau, Health Planning Division shall be responsible for the following:

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

4. Health Human Resource Development Bureau, Personnel Administration Division/Department/Section/Unit shall be responsible for the following:

- Monitors submission of individual Performance Commitment and Review Form by heads of offices.
- Reviews the Summary List of Individual Performance Rating to ensure that the average performance rating of employees is equivalent to or not higher than the Office Performance Rating as recommended by the PMT and approved by the Head of Agency.
- Provides analytical data on retention, skill/competency gaps, and talent development plans that align with strategic plans.
- Coordinates developmental interventions that shall form part of the Human Resource Plan.

5. **The Head of Office shall be responsible for the following:**

- Assumes primary responsibility for performance management in his/her Office.
- Conducts strategic planning session with the supervisors and staff and agree on the outputs that should be accompanied based on the goals/objectives of the organization and submits the Office Performance Commitment and Review Form to the HPDPB/Planning Office/Section/Unit.
- Reviews and approves individual employee's Performance Commitment and Review form for submission to the HHRDB, PAD/Department/Section before the start of the performance period.
- Submits quarterly accomplishment report to the HPDPB, Planning Division/Section/Unit based on the SPMS calendar.
- Does initial assessment of office's performance using the approved Office Performance Commitment and Review Form.
- Determines final assessment of performance level of the individual employees' in his/her office based on proof of performance.
- Informs employees of the final rating and identifies necessary interventions based on the assessment of developmental needs:
 - Recommends and discuss a development plan with the subordinates who obtain **Unsatisfactory** performance during the rating period not later than one (1) month after the end of the said period and prepares written notice/advice to subordinates that a succeeding Unsatisfactory performance shall warrant their separation from their service.
 - 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 the service.

6. **Division Chief or equivalent shall be responsible for the following:**

- Assumes joint responsibility with the Head of Office in ensuring attainment of performance objectives and targets.
- Rationalizes distribution of targets/tasks.
- Monitors closely the status of the performance of their subordinates and provides support and assistance through the conduct of coaching for the attainment of targets set by the Division/Unit and individual employee.
- Assesses individual employee's performance
- Recommends developmental intervention

7. **Individual Employees shall:**

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

C. THE SPMS CYCLE

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

Stage 1: Performance Planning and Commitment

This is done at the start of the performance period where Heads of Offices meet with the Division Chiefs/Section Chiefs together with their staff and agree on the outputs that are based on the goals/objectives of the organization. The Performance Contract of the division for the period shall be based on the approved Office Performance Commitment. The Office Performance Commitment shall comprise the targets of every division. The individual target is aligned to the target of the division.

During this stage, **success indicators** are determined. Success indicators are performance level yardsticks consisting of **performance measures and performance targets**. This shall serve as bases in the office and individual employee's preparation of their performance contract and rating form.

Performance measures need not be many. Only those that contribute to or support the outcomes that the Department aims to achieve shall be included in the office performance contract, i.e., measures that are relevant to DOH core functions and strategic priorities. The performance measures shall be continuously refined and reviewed. The PGS Measures and Scorecard shall be used for the Office commitment.

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

| Category | Definition |
|-----------------|---|
| Quality | The extent to which actual performance compares with targeted performance. The degree to which objectives are achieved and the extent to which targeted problems are solved. In management, effectiveness relates to <i>getting the right things done</i> . |
| Quantity | The extent to which time or resources is used for the intended task or purpose. Measures whether targets are accomplished with a minimum amount or quantity of waste, expense, or unnecessary effort. |
| Timeliness | Measures whether the deliverable was done on time based on the requirements of the law and/or clients/stakeholders. |

| | |
|--|---|
| | Time-related performance indicators evaluate such things as project completion deadlines, time management skills and other time-sensitive expectations. |
|--|---|

Heads of Office shall prepare and submit the Office's target before the start of the rating period. The office and employees' targets are set and discussed by the raters and the ratees, reviewed and concurred by the Head of Office and submitted to the PMT.

The Department's Road Map, Strategic Plan, Annual Investment Plan, etc. shall be the basis of the targets of Offices. Aside from the Office commitments explicitly identified under each Strategic Priority in the Road Map, **major final outputs** that contribute to the attainment of organizational mission/vision which form part of the **core functions** of the Office shall be indicated as performance targets.

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

- **Historical data.** The data shall consider past performance.
- **Benchmarking.** This involves identifying and comparing the best agencies or institutions or units within the agency with similar functions or processes. Benchmarking may also involve recognizing existing standards based on provisions or requirements of the law.
- **Client demand.** This involves a bottom-up approach where the Office sets targets based on the needs of its clients. The Office may consult with stakeholders and review the feedback on its services.
- **OPES Reference Table** – list of major final outputs with definition and corresponding OPES points.
- **Top Management Instruction.** The Head of Agency may set targets and give special assignments.
- **Future Trend.** Targets may be based from the results of the comparative analysis of the actual performance of the Office with its potential performance.

In setting work targets, the Office shall likewise indicate the detailed budget requirements per expense account to help the agency head in ensuring a strategy driven budget allocation and in measuring cost efficiency. The Office shall also identify specific division/unit/group/individuals as primarily accountable for producing a particular target output per program/project/activity. These targets, performance measures, budget and responsibility centers are summarized in the Office Performance Commitment and Review Form (OPCR).

The approved Office Performance Commitment and Review Form shall serve as basis for division and individual performance targets and measures to be prepared in the Division Performance Commitment and Review Form (DPCR) and Individual Performance Commitment and Review Form (IPCR).

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

Individual employees' performance standards shall not be lower than the agency's standards in its approved Office Performance Commitment and Review form.

Stage 2: Performance Monitoring and Coaching

During the performance monitoring and coaching phase, the performance of the Office and every individual shall be regularly monitored at various levels: i.e., the Head of Agency, Planning Office, Head of Office, Division Chief and individual, on a regular basis.

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

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

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

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

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

- **Office Performance Assessment**

The HPDPB, Planning Division at the Central Office and the Planning Section/Unit of the CHD/Hospital shall consolidate, review, validate and

evaluate the initial performance assessment of the Heads of Offices based on reported Office accomplishments against the success indicators, and the allotted budget against the actual expenses. The result of the assessment shall be submitted to the PMT for calibration and recommendation to the Head of Agency. The Head of Agency shall determine the final rating of offices/units.

An agency performance review conference shall be conducted annually by the HPDPB/Planning Section/Unit for the purpose of discussing the Office assessment with concerned Heads of Offices. This shall include participation of the Finance Service/division/section/unit with regards to budget utilization. To ensure complete and comprehensive performance review, all Offices shall submit a quarterly accomplishment report to the HPDPB/Planning Section/Unit based on the SPMS calendar.

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

The HPDPB/Planning Section/Unit shall provide each Office with the final Office Assessment to serve as basis of officers in the assessment of division and individual staff members.

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

The immediate supervisor shall assess division/individual employee performance based on the commitments made at the beginning of the rating period. The performance rating shall be based solely on records of accomplishment; hence, there is no need for self rating.

The SPMS puts premium on **major final outputs** towards realization of organizational mission/vision. Hence, rating for planned and/or intervening tasks shall always be supported by reports, documents or any outputs as proofs of actual performance. In the absence of said bases or proofs, a particular task shall not be rated and shall be disregarded.

The supervisor shall indicate qualitative comments, observations and recommendations in the individual employee's performance commitment and review form to include competency assessment and critical incidents which shall be used for human resource development purposes such as promotion and other interventions.

Employee's assessment shall be discussed by the supervisor with the concerned ratee prior to the submission of the individual employee's performance commitment and review form to the Head of Office.

The Head of Office shall determine the final assessment of performance level of the individual employees in his/her Office bases on proof of

performance. The final assessment shall correspond to the adjectival description of Outstanding, Very Satisfactory, Satisfactory, Unsatisfactory or Poor.

The Head of Office may adopt appropriate mechanism to assist him/her distinguish performance level of individuals, such as but not limited to peer ranking and client feedback.

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

The Head of Office shall ensure that the employee is notified of his/her final performance assessment and the Summary List of Individual Ratings with the attached IPCRs are submitted to the HHRDB, Personnel Department/Section/Unit within the prescribed period.

Stage 4: Performance Rewarding and Development Planning

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

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

Appropriate developmental interventions shall be made available by the Head of Office and supervisors in coordination with the HHRDB Personnel Department/Section/Unit.

A professional development plan to improve or correct performance of employees with Unsatisfactory and Poor performance ratings shall be outlined, including timelines, and monitored to measure progress.

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

- a. Heads of Offices in identifying and providing the kinds of interventions needed based on the developmental needs identified;
- b. Personnel Administration Division/Section/Department in consolidating and coordinating developmental interventions that shall form part of the HR Plan and the basis for rewards and incentives;

- c. PMT in identifying potential PRAISE Awards nominees for various awards categories; and,
- d. PRAISE Committee in determining top performance of the Agency who qualify for awards and incentives.

D. COMPONENTS OF RATING

- D.1. PART I - Office/Division/Individual Performance and Review

The accomplishments, as targeted in the performance contracts, shall be rated by the concerned superiors and comprises 70% of the overall rating.

- D.2. PART II - Behavioral Competency (BC)

The Behavioral Competency, the second component of the SPMS, is the behavioral dimensions that affect the job performance of an employee.

These dimensions shall accordingly be rated per rating scale.

VI. RATING PERIOD

The period of evaluation shall be done semi-annually. However, if there is a need for a shorter or longer period, the minimum appraisal period is at least ninety (90) calendar days or three (3) months while the maximum is not longer than one (1) calendar year.

VII. MECHANICS OF RATING

The overall rating of employees for a given rating period consists of two (2) parts:

Part I - Performance and Part II – Behavioral Dimensions

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

Rating of Part I – Performance is the evaluation of actual accomplishment versus the planned level of performance in terms of quality and effectiveness, efficiency and timeliness of work based on pre-set standards by management or the supervisor and the ratee. The Individual Performance Commitment and Review Form (IPCRF) Division/Section Performance Commitment and Review Form (DPCRf) shall be used for this purpose.

b. Part II – Behavioral Dimensions

PART II - Behavioral Competency (BC) are given a weight of 30% of the overall rating of the employees. The BC, the second component of the SPMS, is the behavioral dimensions that affect the job performance of the staff.

Each employee as a ratee shall be rated on the following dimensions of BC as follows:

- Organizational Commitment
- Integrity
- Teamwork
- Quality Service Focus
- Stewardship of Resources
- Attention to Communication
- Self-Development
- Punctuality and Attendance
- Compliance to Office Rules and Regulations

Likewise the Division Chief/Section Chief shall be rated on these three (3) dimensions:

- Management of Work
- Management of Resources
- Management of People

Attendance factor shall be classified into two (2)

1. Tardiness/Undertime

Tardiness means reporting for work later than the official starting time of work of the employee. Undertime means leaving the office earlier than the required time of work of the employee.

- | | | |
|---|---|-----------------------------|
| 5 | - | 0-2 times undertime/ tardy |
| 4 | - | 3-6 times undertime/ tardy |
| 3 | - | 7-10 times undertime/ tardy |
| 2 | - | 11-15 times undertime/tardy |
| 1 | - | 16 or more undertime/tardy |

2. Absence – not reporting for work the whole day

- | | | |
|---|---|-----------------|
| 5 | - | 0-2 days absent |
|---|---|-----------------|

- 4 - 3-4 days absent
- 3 - 5-6 days absent
- 2 - 7-8 days absent
- 1 - 9 days or more absent

c. Performance of Intervening Task

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 shall 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:

- Said task is difficult , technical in nature or requiring special skills;
- Said task is not within the regular functions of the employees or the work program/performance contract of their divisions or units;
- There is urgency in the completion of the intervening task which has an impact on the organizational unit concerned.
- Non-compliance/performance of the intervening task will unduly prejudice the service.
- Employees planned targets were all accomplished and rated at least satisfactorily; and
- 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 tasks if it will significantly affect the performance of the employee regular targets. In such a case, it is treated as an allowable modification's of regular targets as previously indicated.

There shall be five-point-rating scale (1 to 5), with 5 being the highest and 1, the lowest.

SPMS RATING SCALE

| Rating | | Description |
|-----------|--------------------|---|
| Numerical | Adjectival | |
| 5 | Outstanding (O) | Performance exceeding targets by 50% and above of the planned targets. Performance represents |

| Rating | | Description |
|-----------|------------------------|--|
| Numerical | Adjectival | |
| | | and 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. |
| 4 | Very Satisfactory (VS) | Performance exceeded 25% to 49% of planned targets/expectations. All goals, objectives and targets were achieved above the established standards. |
| 3 | Satisfactory (S) | Performance met 100% to 124% expectations in terms of quality of work, efficiency and timeliness. The most critical annual goals were met. For accomplishments requiring 100% of the target such as those pertaining to money or accuracy or those which may no longer be exceeded, the usual rating of 10 for those who met targets or 4 for those who failed or fell short of the target applies. |
| 2 | Unsatisfactory (U) | Performance of 51% to 99% of the planned targets. Performance failed to meet expectations, and/or one or more of the most critical goals were not met. |
| 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. Failing to meet the planned targets of 50% or below. |

How to compute the Rating

The Supervisor and staff Rating on Part I

1. At the end of the semester, the supervisor rate the performance of the staff by filling up the accomplishment portion based on the three standards (quality, quantity and timeliness).
2. Add all the scores per functions/activities and get the average. Total the average and multiply by the number of entries to get the total average for Part I.
3. Multiply the total average by 70% to get the Total Overall Rating of Part I.

Supervisor Rating on Part II

1. Using the Behavioral Competency Forms (see Annexes SPMS Forms) the Supervisor rate the staff for every dimensions.

2. Add all the scores per dimension and get the average.
3. Multiply the average by 30% to get the Total Overall Rating for Part II.

Overall Rating

1. Using the Division/Individual Performance Commitment and Review Form, add the total overall rating of Part I and Part II to get the Total Numerical Rating.
2. Add the rating of the intervening task if any, to get the final numerical rating.
3. In determining the **Final Adjectival Rating** of the employee, the range of the final numerical rating is converted as follows:

| | | | |
|------|-----------|------|-------------------|
| 4.50 | - | 5.00 | Outstanding (O) |
| 3.25 | - | 4.49 | Very Satisfactory |
| 3.00 | - | 3.24 | Satisfactory |
| 2.00 | - | 2.99 | Unsatisfactory |
| 2.98 | and below | | Poor |

4. The Head of Office shall rate the performance of the division and the division chief. He/she shall rank the division (Best, Better and Good) based on the final numerical rating the division obtained. In no case, the average rating of the staff in a division be more than the rating of the division.
5. The Head of Office shall submit the OPCR Rating to the HPDPB/Planning Section/Unit. The rating of the Office shall be the rating of the Head of Office.
6. Likewise, he/she shall submit the summary of the ranking of employees to the Personnel Division/Department/Section for review and consolidation.
7. The Personnel Division/Department/Section in turn, shall submit the ranking of the employees to the Planning Division/Section for consolidation and submission to the Department of Budget and Management.

VII. SUBMISSION OF PERFORMANCE TARGETS, STANDARDS AND RATINGS

VIII

Performance targets of employees and supervisor shall be submitted to Performance Management Team not later than fifteen (15) days before the start of the rating period. The PMT confirmed these targets not later than 15th day of the start of the rating period.

Performance standards shall also be submitted in the same period together with the performance targets.

VIII. USES OF PERFORMANCE RATINGS

IX

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

Employees who obtained **Unsatisfactory** rating for one rating period or exhibited poor performance shall be provided appropriate developmental intervention by the Head of Office and supervisor (Division/Unit Head), in coordination with the HRM Office/Personnel Office, to address competency-related performance gaps.

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

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

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

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

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

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

~~IX.~~ **SANCTIONS**

X_o

Unless justified and accepted by the PMT, non-submission of the Office Performance Commitment and Review form to the PMT, and the Individual employee's Performance Commitment and Review forms to the HRM Office/Personnel Office within the specified dates shall be 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 performance enhancement bonus, if the failure of the submission of the report form is the fault of the employees.
- b. An administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty for the supervisors or employees responsible for the delay or non-submission of the office and individual performance commitment and review form.
- c. Failure on the part of the Head of Office to comply with the required notices to their subordinates for their unsatisfactory or poor performance during a rating period shall be a ground for an administrative offense for neglect of duty.
- d. Non-submission of agency SPMS to the Civil Service Commission for review/approval shall be a ground for disapproval of promotional appointments issued by concerned agency heads.

X. APPEALS

XI_o

- a. 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.
- b. 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 Head of Office. An office/unit or individual employee, however, shall not be allowed to protest the performance ratings of other office/unit or co-employees. Ratings obtained by other office/unit or employees can only be used as basis or reference for comparison in appealing one's office or individual performance rating.

- c. The PMT shall decide on the appeals within one month from receipt.

Appeals lodged at any PMT shall follow the hierarchical jurisdiction of various PMTs in an agency. For example, the decision of the Hospital PMT is appealable to the CHD PMT which decision is in turn appealable to the National/Central Office PMT.

The decision of the PMT in the central office or departments may be appealed to the head of office.

- d. Officials or employees who are separated from the service on the basis of Unsatisfactory or Poor Performance rating can appeal their separation to the CSC or its regional office within 15 days from receipt of the order or notice of separation.

X. BUDGET

XII, a

The HHRDB/Personnel Department/Section shall submit to the PRAISE Committee, office or individual with high performance for proper evaluation and for possible recognition and provision of incentives either in monetary or non-monetary. Incentives shall be charged against any available savings under the Department.

XI. REPEALING CLAUSE

XIII, a

All other issuances inconsistent herewith are hereby repealed/rescinded.

XII. EFFECTIVITY

XIV, a

This Order shall take effect fifteen days after publication in the DOH Website.



ENRIQUE T. ONA, MD
Secretary of Health