

# **NATIONAL PRINTING OFFICE STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (NPO-SPMS)**

## **Part 1: The NPO-SPMS**

### **I. Background**

The National Printing Office (NPO), formerly Bureau of Printing and later renamed Government Printing Office sometime in 1972, was created as the Bureau of Public Printing on November 7, 1901 by the Philippine Commission Act No. 296. Placed under the Department of Public Instruction, its main function was to undertake and execute all printing requirements of the government. In 1987 pursuant to Executive Order 285, the National Printing Office (NPO) was formed out of the merger of the Government Printing Office and the relevant printing units of the Philippine Information Agency with the following functions:

- a. Printing, binding and distribution of all standard and accountable forms of national, provincial, city and municipal governments, including government corporations.
- b. Printing of Official Ballots.
- c. Printing of public documents such as the Official Gazette, General Appropriations Act, Philippine Reports and development information materials of the Philippine Information Agency.

The office may also accept other government printing jobs, including government publications, aside from those enumerated above, but not in an exclusive capacity. At present, the NPO is attached to the Presidential Communications Operations Office (PCOO).

As with other offices, NPO is currently using the mandatory human resource systems under the Revised Administrative Code of 1987, which is the Performance Evaluation System (PES) administered in accordance with rules and regulations and standards promulgated by the Civil Service Commission. The system, however, focuses only on individual appraisals which are pre-requisites for promotion and other personnel actions including separation and performance-based incentives.

To address the gaps and weaknesses found in previous performance evaluation system, the agency will use the National Printing Office - Strategic Performance Management System or the NPO-SPMS. The NPO-SPMS will provide a scientific and verifiable basis in assessing and improving the performance of NPO employees and the effectiveness of its programs and projects. It will strengthen its culture of performance and accountability.

### **II. The NPO-SPMS Concept**

The NPO-SPMS is focused on linking individual performance vis-à-vis the agency's organizational vision, mission and strategic priorities. It is envisioned as a technology composed of strategies, methods and tools for ensuring fulfilment of the functions of the Divisions and its personnel as well as for assessing the accomplishments<sup>1</sup>.

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

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

<sup>1</sup> *“The PMS-OPES: Re-inventing the performance management system of the bureaucracy”*. Annex A of CSC Resolution NO. 1100224

The NPO-SPMS follows the four-stage PMS cycle: **performance planning and commitment, performance monitoring and coaching, performance review and evaluation, performance rewarding and development planning** (Annex F).

To complement and support the NPO-SPMS, the following enabling mechanisms will be put in place, and maintained:

- A Recruitment System that identifies competencies and other attributes required for particular jobs or functional groups;
- An adequate Rewards and Incentive 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.

### III. General Objectives

The NPO-SPMS shall be prepared and administered to:

- a. Concretize the linkage of organizational performance with the Philippine Development Plan, the Agency Mandate and Program Thrusts, 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 human resource systems and ensure adherence to the principle of performance-based tenure and incentive system.

### IV. Basic Elements

The NPO-SPMS shall include the following basic elements:

- a. **Alignment of Goals to Agency Mandate and Organizational Priorities.** Performance goals and measurement are aligned to the national development plans, agency mandate/vision/mission and strategic priorities and/or organizational performance indicator

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

## V. **Key Players and Responsibilities (Annex M)**

### a. **NPO Director as NPO-SPMS Champion**

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

### b. **Performance Management Team (PMT)**

1. Assistant Director as Chairperson
2. Chief, Administrative Division
3. Chief, Production Planning and Control Division
4. Assistant Chief, Composing Division

5. Assistant Chief, Financial and Management Division
6. Chief, HRM

The PMT shall have the following functions and responsibilities:

- Sets consultation meeting with all Heads of Divisions for the purpose of discussing the targets set in the Office Performance Commitment and Rating (OPCR) Form.
- Ensures that office performance targets and measures, as well as the budget are aligned with those of the Agency and that work distribution of Divisions is rationalized.
- Recommends approval of the office performance commitment and rating to the Director.
- Acts as appeals body and final arbiter for performance management issues of the agency.
- Identifies potential top performers and provide inputs to PRAISE Committee for grant of awards and incentives.
- Adopts its own internal rules, procedures and strategies in carrying out the above responsibilities including schedule of meetings and deliberations, and delegation of authority to representatives in case of absence of its members.

#### **The Office of the Assistant Director**

- Monitors submission of OPCR 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 Divisions based on reported Office accomplishments against the success indicators, and the allotted budget against actual expenses. The result of the assessment shall be the basis of PMT's recommendation to the NPO Director who shall determine the final Office rating.
- Conducts an agency performance planning and review conference annually for the purpose of discussing the Office assessment for the preceding performance period and plans for the succeeding rating period with concerned Heads of Divisions. This shall include participation of the Financial Unit as regards budget utilization.
- Provides each Division with the final Office Assessment to serve as basis in the assessment of individual employees.

#### **c. Human Resource Management Office**

- Monitors submission of Individual Performance Commitment and Review (IPCR) Form by Heads of Divisions.
- 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 NPO Director.
- Provides analytical data on retention, skill/competency gaps, and talent development plans that align with strategic plans.
- Coordinate developmental interventions that will form part of the human resource (HR) Plan

#### **d. Head of Division**

- Assumes primary responsibility for performance management in his/her Division ensuring attainment of performance objectives and targets
- Conducts strategic planning session with supervisors and staff and agree on the outputs that should be accomplished based on the goals/objectives of the organization and submits the OPCR Form to the Planning Office
- Rationalizes distribution of targets/tasks
- Reviews and approves IPCR Form for submission to the HRM Unit/Personnel Office before the start of the performance period.
- Submits a quarterly accomplishment report to the Planning Office based on the PMS calendar<sup>2</sup> (Annex D)
- Does initial assessment of office's performance using the approved OPCR Form
- Monitors closely the status of performance of their subordinates and provide support and assistance through the conduct of coaching for the attainment of targets set by the Divisions and individual employees
- 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 and recommends necessary interventions to employees based on the assessment of developmental needs
  - Recommends and discusses a development plan with the subordinates who obtain **Unsatisfactory** performance during the rating period not later than one (1) month after the end of the said period and prepares written notice/advice to subordinates that a succeeding Unsatisfactory performance shall warrant their separation from the service approved and signed by the NPO Director.
  - Provides preliminary rating to subordinates showing Poor Performance not earlier than the third (3<sup>rd</sup>) month of the rating period. A development plan shall be discussed with the concerned subordinate and issues a written notice that failure to improve their performance shall warrant their separation from the service approved and signed by the NPO Director.

#### **e. Individual Employees**

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

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

## Part 2: The NPO-SPMS Process

### I. The NPO-SPMS Cycle

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

#### **Stage 1: Performance Planning and Commitment** (Annex G)

This is done at the start of the performance period where the NPO Director meet with the Division Chiefs, supervisors and staff and agree on the outputs that should be accomplished based on the goals/objectives of the agency.

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** (Annex C) are those that contribute to or support the outcomes that the Agency aims to achieve. The performance measures must be continuously refined and reviewed.

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

<b>Category</b>	<b>Definition</b>
Effectiveness/ 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> .
Efficiency	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.

The NPO Director shall cause the determination of the "agency target setting period",<sup>3</sup> a period within which the office and employees' targets are set and discussed by the raters and the ratees, reviewed and concurred by the head of the Division and submitted to the PMT.

<sup>3</sup> Before the start of the performance period.

The Agency Mandate, Program Thrusts and Major Final Outputs shall be the basis of the targets of the Office. Aside from the Office commitments explicitly identified under each Strategic Priority and major final outputs<sup>4</sup> that contribute to the attainment of organizational mission/vision which form part of the core functions<sup>5</sup> 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 practices within the agency. 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 Division may consult with stakeholders and review the feedback on its services.
- **Top Management instruction.** The NPO Director 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 NPO Director 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 OPCR Form (Annex A).

The approved OPCR Form shall serve as basis for individual performance targets and measures to be prepared in the IPCR (Annex B).

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 OPCR 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 NPO Director, Planning Office, Division Head and individual, on a regular basis.

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

<sup>5</sup> Core functions are those performed by the Office, inherent in its mandates.

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

Supervisors and coaches play a critical role at this stage. Their focus is on the critical function of managers and supervisors as coaches and mentors in order to provide an enabling

environment/intervention to improve team performance; and manage and develop individual potentials.

### **Stage 3: Performance Review and Evaluation (Office Performance and Individual Employee's Performance)**

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

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

- **Office Performance Assessment**

The Office of the Assistant Director shall consolidate, review, validate and evaluate the initial performance assessment of the Heads of Divisions 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 NPO Director. The NPO Director shall determine the final rating of Divisions.

An agency performance review conference shall be conducted annually by the Office of the Assistant Director (OAD) for the purpose of discussing the Office assessment with concerned Heads of Divisions. This shall include participation of the Financial Office as regards budget utilization. To ensure complete and comprehensive performance review, all Divisions shall submit a quarterly accomplishment report to the OAD based on the NPO-SPMS calendar<sup>6</sup> (Annex D).

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

The OAD shall provide each Division with the final Office Assessment to serve as basis of offices in the assessment of individual staff members.

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

- **Performance Assessment for Individual Employees**

The immediate supervisor shall assess individual employee performance based on the commitments made at the beginning of the rating period. The performance rating shall be based solely on records of accomplishment; hence, there is no need for self rating. It is also expected that the immediate supervisor keeps documenting evidence on the kind of outputs of individual employees which will be used as bases for employee assessment and for determining employee's contributions to major final output.

The NPO-SPMS puts premium on major final outputs towards realization of organizational mandate and 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<sup>7</sup> and critical incidents<sup>8</sup> 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 Division.

The Head of Division shall determine the final assessment of performance level of the individual employees in his/her Division based on proof of performance. The final assessment shall correspond to the adjectival description of Outstanding, Very Satisfactory, Satisfactory, Unsatisfactory or Poor.

The Head of Division 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 Division shall ensure that the employee is notified of his/her final performance assessment and the Summary List of Individual Ratings (Annex E) with the attached IPCRs are submitted to the HRM Office/Personnel Office within the prescribed period.

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

<sup>8</sup> Record of events, undertakings or actual information affecting the overall accomplishments of the employee during the particular rating period.

#### **Stage 4: Performance Rewarding and Development Planning**

Part of the individual employee's evaluation is the competency assessment vis-a-vis the competency requirements of the job. The result of the assessment shall be discussed by the Heads of Divisions 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 Division and supervisors in coordination with the HRM Office/Personnel Office and approved by the NPO Director.

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

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

- a. Heads of Divisions in identifying and providing the kinds of interventions needed, based on the developmental needs identified;
- b. HRM Office/Personnel Office in consolidating and coordinating developmental interventions that will form part of the HR Plan and the basis for rewards and incentives;
- c. PMT in identifying potential PRAISE Awards nominees for various awards categories; and,
- d. PRAISE Committee in determining top performers of the Agency who qualify for awards and incentives.

**II. Rating Period**

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

Various rating scales may be used for specific sets of measures. However, in general, there shall be an NPO-SPMS rating scheme, 10 being the highest and 2, the lowest, as shown below.

**NPO-SPMS RATING SCALE**

Rating		Description
Numeral	Adjectival	
5	Outstanding	Performance exceeded expectations by 30% and above of the planned targets. Performance demonstrated was exceptional in terms of quality, technical skills, creativity, and initiative, showing mastery of the task. Accomplishments were made in more than expected but related aspects of the target.
4	Very Satisfactory	Performance exceeded expectations by 15% to 29% of the planned targets.
3	Satisfactory	Performance met 90% to 114% of the planned targets. However, it involves deadlines required by law, it should be 100% of the planned targets.
2	Unsatisfactory	Performance only met 51% to 89% of the planned targets and failed to deliver one or more critical aspects of the target. However, if it involves deadlines required by law, the range of performance should be 51% to 99% of the planned targets.
1	Poor	Performance failed to deliver most of the targets by 50% and below.

### III. Uses of Performance Ratings

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

Employees who obtained **Unsatisfactory** rating for one rating period or exhibited poor performance shall be provided appropriate developmental intervention by the Head of Division and supervisor approved by the NPO Director, in coordination with the HRM 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 Division signed by the NPO Director at least 3 months before the end of the rating period is, however, required.

- b. The PMT shall validate the Outstanding performance ratings and may recommend concerned employees for performance-based awards. Grant of performance-based incentives shall be based on the final ratings of employees as approved by the Head of Division and NPO Director.
- 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. NPO employees who are on detail or secondment to another office shall be rated in their present or actual office, copy furnished this (NPO) office. The ratings of those who were detailed or seconded to another office during the rating period shall be consolidated in the office, either in the mother (plantilla) office or present office, where the employees have spent majority of their time during the rating period.

## **Part 3: Miscellaneous Provisions**

### **I. Sanctions**

Unless justified and accepted by the PMT, non-submission of the OPCR form to the PMT, and the IPCR form to the HRM Office/Personnel Office within the specified dates shall be ground for:

- a. Employees' disqualification for performance-based personnel actions which would require the rating for the given period such as promotion, training or scholarship grants and performance enhancement bonus, if the failure of the submission of the report form is the fault of the employees.
- b. An administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty for the supervisors or employees responsible for the delay or non-submission of the office and individual performance commitment and review report.
- c. Failure on the part of the Head of Division 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.

### **II. Appeals**

- 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 (Annex L) with the PMT within ten (10) days from the date of receipt of notice of their final performance evaluation rating from the Head of Division. A division/unit or individual employee, however, shall not be allowed to protest the performance ratings of other division/unit or co- employees. Ratings obtained by other division/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 of Appeals. The decision of the PMT may be appealed to the NPO Director.
- d. Officials or employees who are separated from the service on the basis of Unsatisfactory or Poor performance rating can appeal their separation to the CSC within 15 days from receipt of the order or notice of separation.

## Part 4: Annexes

### A. Office Performance Commitment and Review Form

OFFICE PERFORMANCE COMMITMENT AND REVIEW (OPCR)										
I, _____, Head of the _____, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period _____ to _____, 20 ____.										
Director IV										
Date: _____										
<b>Approved by</b>								<b>Date</b>		
<EMMANUEL C. ANDAYA> Head of Agency										
								5 - Outstanding 4 - Very Satisfactory 3 - Satisfactory 2 - Unsatisfactory 1 - Poor		
FO/PAP	M	SUCCESS INDICATORS (TARGETS + MEASURES)	Allotted Budget	Division/ Individuals Accountable	Actual Accomplishments	Rating				Remarks
						Q <sup>1</sup>	E <sup>2</sup>	T <sup>3</sup>	A <sup>4</sup>	
STRATEGIC PRIORITY										
SUPPORT FUNCTIONS										
<b>Average Rating</b>										
Category		MFO			Rating					
Strategic Priority										
Core Functions										
Support Functions										
Total Overall Rating										
Final Average Rating										
Adjectival Rating										
<b>Assessed by:</b>					<b>Final Rating by:</b>				<b>Date</b>	
		<b>Date</b>			<b>Date</b>					
Office of the Assistant Director			PMT			Head of Agency				
Legend: 1 – Quality    2 – Efficiency    3 – Timeliness    4 – Average										

## B. Individual Performance Commitment and Review Form

INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR)							
<p>I, _____ of the _____, Division of _____ commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period to _____, 20__.</p>							
<p>_____ Ratee</p>							
<p>Date: _____</p>							
Reviewed by		Date	Approved by		Date		
Immediate Supervisor			Head of Office				
Output	Success Indicator (Target + Measure)	Actual Accomplishments	Rating				Remarks
			Q <sup>1</sup>	E <sup>2</sup>	T <sup>3</sup>	A <sup>4</sup>	
<b>Strategic Priority No:</b>							
Output 1							
Output 2							
<b>Core Function:</b>							
Output 1							
Output 2							
<b>Final Average Rating</b>							
<b>Comments and Recommendations for Development Purposes</b>							
Discussed with	Date	Assessed by	Date	Final Ranking by	Date		
		I certify that I discussed my assessment of the performance with the employee.					
Employee		Head of Division		Head of Agency			
<p>Legend: 1- Quality    2- Efficiency    3 - Timeliness    4 - Average</p>							

### C. Success Indicators

<b>Major Final Output</b>	<b>Program/Activities/Projects (PAPs)</b>	<b>Success Indicators</b>	<b>Division Accountable</b>
Publication of Official Gazette  Printing of GAA  Printing of Accountable and Standard Forms	Publication of 52 issues of O.G in a year  Computerization of Typesetting and Lay outing.	<ul style="list-style-type: none"> <li>• 100% rate of timely and quality publication and delivery of printed materials</li> <li>• 75% improvement of typesetting and lay outing</li> </ul>	Composing Division  Press Division  Sales and Distribution Division
Printing of Official Ballots	Training and innovations in printing technology	<ul style="list-style-type: none"> <li>• 100% rate of timely and quality of delivered materials</li> </ul>	All Division
Publication of OG  Printing of GAA, SF, AF and other government forms	General Administration and Support Services	<ul style="list-style-type: none"> <li>• 90% effective/ efficient economical support services in personnel action, records, supplies and materials, equipment, security and custodial</li> <li>• 90% reasonable budgetary estimates and requirements</li> <li>• 90% efficient collection/ disbursement</li> </ul>	Administrative Division  Financial Management Division

## D. NPO-SPMS Calendar

Activity	Submit to	Schedule											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>1. Performance Planning and Commitment</b>													
OPCR Creation/Finalization											10 <sup>th</sup>		
NPO Officials and employees orientation on NPO-SPMS			10 <sup>th</sup>							10 <sup>th</sup>			
PMT review report	NPO											10 <sup>th</sup>	
NPO Approval of OPCR													10 <sup>th</sup>
IPCR	Division Chief	10 <sup>th</sup>								10 <sup>th</sup>			
	HRM Office	15 <sup>th</sup>								15 <sup>th</sup>			
<b>2. Performance Monitoring and Coaching</b>													
Monitoring by													
• NPO Director		Once a year											
• Planning Office		Per semester											
• HRM Office		Per semester											
• Division Chief		Regular basis											
• Individual Employee		Regular basis											
Form		After EO quarter											
<b>3. Performance Review and Feedback</b>													
OPCR	Planning Office	15 <sup>th</sup>								15 <sup>th</sup>			
Planning Office to review, evaluate and validate OPCR against target													
Planning Office and HRM Office to submit Office performance assessment and facilitate performance review by NPO	NPO		25 <sup>th</sup>							25 <sup>th</sup>			
Annual Performance Review	NPO												15 <sup>th</sup>
Preparation of IPCR	Head of Division		25 <sup>th</sup>							25 <sup>th</sup>			
Heads of Division submit IPCR	HRM Office		EO mo							EO mo			
<b>4. Performance Rewarding and Development Planning</b>													
PMT to submit Top Performer List	NPO			15 <sup>th</sup>									
PRAISE Committee Performance Assessment	NPO PRAISE Comm			15 <sup>th</sup>									

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



**E. Summary List of Individual Performance Ratings Template**

Agency: \_\_\_\_\_ Performance Assessment: \_\_\_\_\_

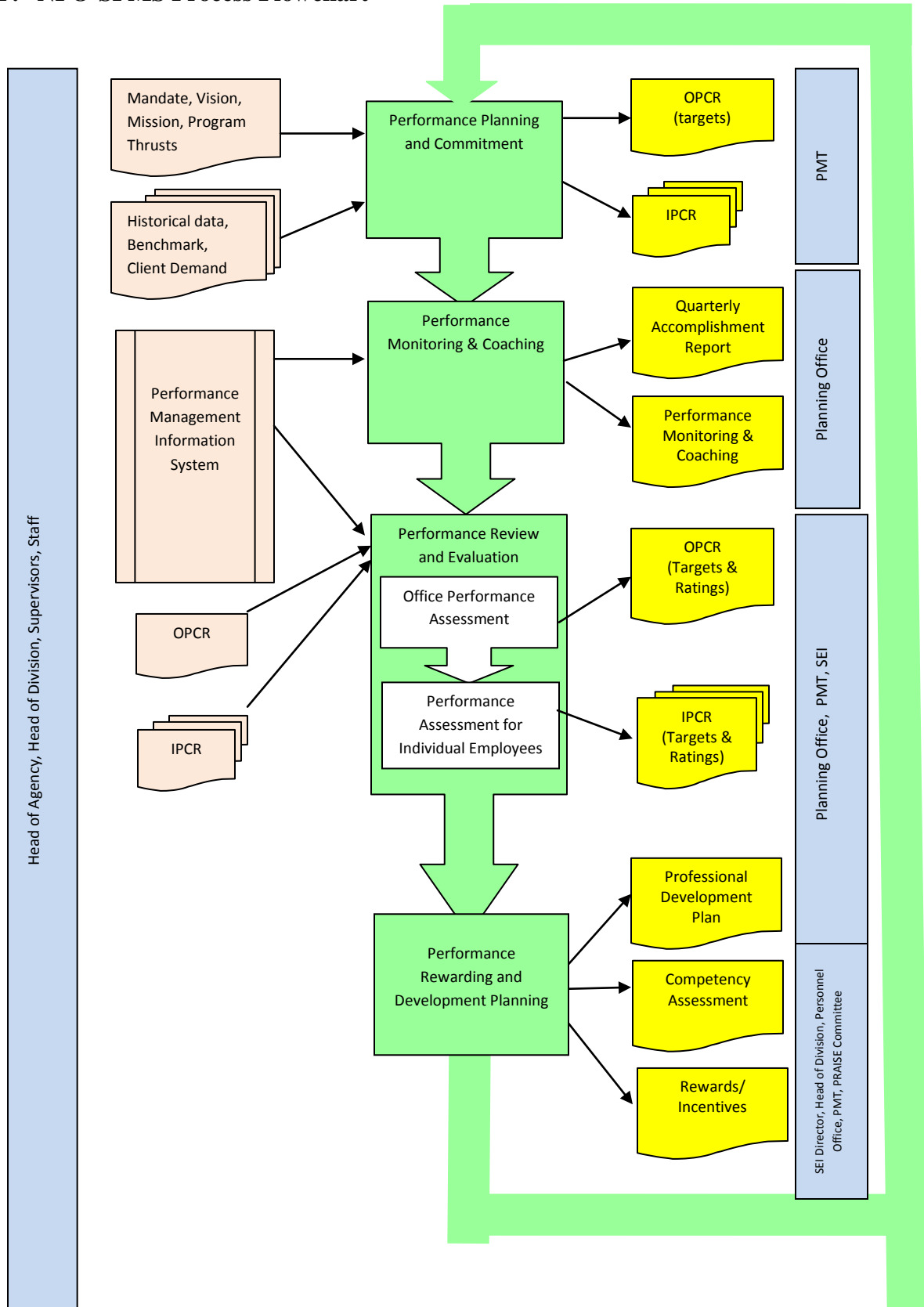
Administrative Division (Admin)	Rating	
	Numerical	Adjectival
<b>No. of Employees:</b> <b>Average ratings of staff:</b>		

Financial Management Division (FMD)	Rating	
	Numerical	Adjectival
<b>No. of Employees:</b> <b>Average ratings of staff:</b>		

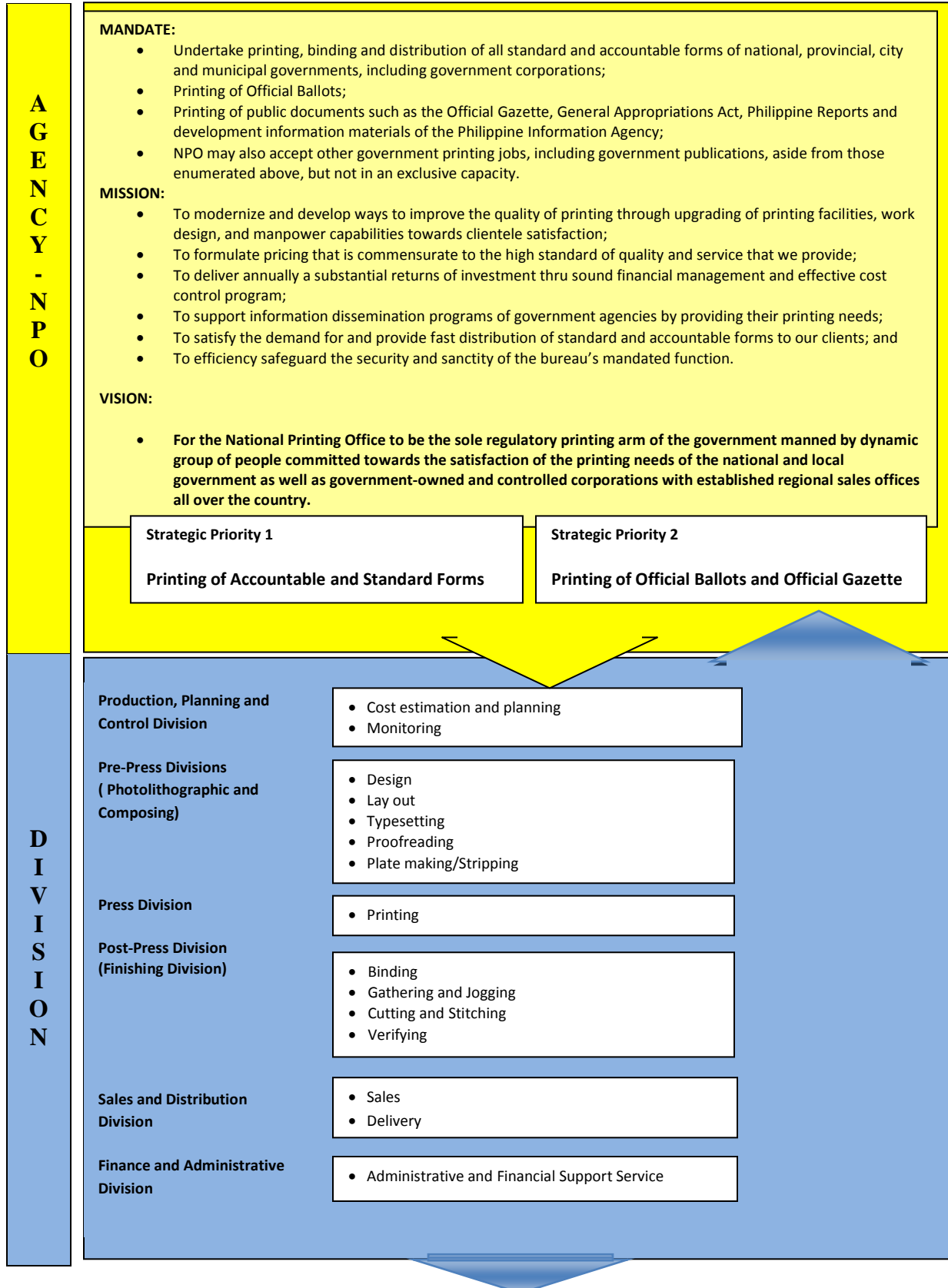
Production, Planning and Control Division (PPCD)	Rating	
	Numerical	Adjectival
<b>No. of Employees:</b> <b>Average ratings of staff:</b>		

Press Division (Press)	Rating	
	Numerical	Adjectival
<b>No. of Employees:</b> <b>Average ratings of staff:</b>		

## F. NPO-SPMS Process Flowchart



## G. Sample Performance Planning and Commitment



<b>E M P L O Y E</b>	<b>Production, Planning and Control Division</b>	Staff 1: Cost estimation	Staff 2: Monitoring	Staff 3: Reporting feedback
	<b>Pre-Press Divisions</b>	Staff 1: Design, layout	Staff 2: Typesetting, Proofreading	Staff 3: Platemaking/Stripping
	<b>Press Division</b>	Staff 1: Printing	Staff 2: Printing	Staff 3: Printing
	<b>Post-Press Division (Finishing Division)</b>	Staff 1: Gathering and Jogging	Staff 2: Stitching	Staff 3: Verifying
	<b>Sales and Distribution Division</b>	Staff 1: Sales	Staff 2: Verifies Order	Staff 3: Delivery
	<b>Finance and Administrative Division</b>	Staff 1: Collection/Disbursement	Staff 2: Budgetary Estimates/Requirements	Staff 3: Personnel Actions

## H. Performance Monitoring and Coaching Journal Template

	1 <sup>st</sup>	<b>Q u a r t e r</b>
	2 <sup>nd</sup>	
	3 <sup>rd</sup>	
	4 <sup>th</sup>	

Name of Division \_\_\_\_\_

Division Chief \_\_\_\_\_

Number of Personnel in the Division \_\_\_\_\_

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

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

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

**I. Performance Rewarding and Development  
(Tracking Tool for Monitoring Targets Template)**

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

**J. Performance Rewarding and Development**  
**(Tracking Tool for Monitoring Assignments Template)**

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

**K. Performance Rewarding and Development  
(Professional Development Plan Template)**

**Professional Development Plan**

Date:

Target Date	
Review Date	
Achieved Date	

Aim	
Objective	

Task	Next Step
Comments	



**Professional Development Plan Template**

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

**L. Appeal Form**

**FORM 1**

An employee may appeal the performance feedback appraisal where it is believed that the overall rating or individual performance factor ratings do not represent a true evaluation of the employee’s work performance during the appraisal period.

Within 10 days of receipt of a signed copy of the appraisal, the employee should meet with the evaluating Immediate Supervisor /Division Chief in an attempt to resolve the disagreement before filing a formal appeal.

Though not required at this step, the appealing employee is encouraged to complete and utilize this Performance Feedback Appeal Form as the basis of the initial discussion with the Immediate Supervisor/Division Chief. If not resolved in this informal discussion, the employee may formally appeal the evaluation by completing and submitting this Performance Feedback Appeal Form to the evaluating Immediate Supervisor /Division Chief within 10 days after receiving the signed copy of the performance feedback rating.

If the appeal is not resolved by the Immediate Supervisor/Division Chief, it is the appellant’s responsibility to move the appeal through the subsequent steps in a timely manner (see Performance Feedback Appeal Procedure).

EMPLOYEE NAME:	DATE :
EMPLOYEE POSITION TITLE:	NAME OF DIVISION CHIEF:
NAME OF DIVISION:	NAME OF IMMEDIATE SUPERVISOR:
APPRAISAL PERIOD:	DATE COPY RECEIVED:

**NOTE:** A copy of the Performance Evaluation Rating Form which is the subject of the appeal (signed by the evaluating Division Chief) must be submitted with this appeal. (Note: NPO will develop a tool that will include assessment of other characteristics indicating performance, but which are not included in the existing PES. However, pending the development of that tool, the existing PES will be used for this purpose.

1. IDENTIFY THE SPECIFIC PERFORMANCE FACTOR RATING(S) YOU ARE CONTESTING, e.g., quality of work, multi-tasking, productivity, etc.:

Performance Factor	Reasons for Appealing

2. IDENTIFY:

- a.) THE IMMEDIATE SUPERVISOR’S RATING FOR EACH FACTOR YOU ARE APPEALING; and
- b.) THE RATINGS YOU PROPOSE FOR EACH FACTOR YOU ARE APPEALING.

Performance Factor	Immediate Supervisor’s Rating	Employee’s Proposed Rating

3. DESCRIBE THE SPECIFIC FACTS TO SUPPORT YOUR APPEAL OF EACH PERFORMANCE FACTOR RATING. Attach additional sheets if necessary. (Attach applicable evidence)

Performance Factor	Description and Evidence

\_\_\_\_\_  
Signature of Appellant

\_\_\_\_\_  
Date Submitted to Immediate Supervisor

**DIVISION CHIEF**

\_\_\_\_\_  
Signature of Immediate Supervisor  
(reflects receipt only)

\_\_\_\_\_  
Date of receipt of this completed appeal form

*See Form 2 for Immediate Supervisor decision box and signature boxes for Division Chief and Director.*

EMPLOYEE NAME: \_\_\_\_\_

**IMMEDIATE SUPERVISOR**

The following solution was reached and the revised performance feedback appraisal form is attached:

Performance Factor	Solution/s

We have not resolved this appeal; the employee may forward appeal to the Division Chief.

Appellant Signature \_\_\_\_\_ Date: \_\_\_\_\_

Immediate Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**DIVISION CHIEF**

Date appeal was received: \_\_\_\_\_

The following solution was reached and the revised performance feedback appraisal form is attached:

Performance Factor	Solution/s

We have not resolved this appeal; the employee may forward appeal to the Director.

Appellant Signature \_\_\_\_\_ Date: \_\_\_\_\_

Division Chief Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**DIRECTOR**

Date appeal was received: \_\_\_\_\_

The following solution was reached and the revised performance feedback appraisal form is attached:

Performance Factor	Solution/s

We have not resolved this appeal; the employee may forward appeal to the Civil Service Commission.

Appellant Signature \_\_\_\_\_ Date: \_\_\_\_\_


Director Signature: \_\_\_\_\_ Date: \_\_\_\_\_

ATTACH ADDITIONAL SHEETS IF NECESSARY.

## **M. Key Players and Responsibilities**

This Strategic Performance Management System (SPMS) shall take effect upon approval by the Civil Service Commission (CSC).

Approved by:

  
**EMMANUEL C. ANDAYA, CEO VI**  
*Acting Director*