



SUBIC BAY METROPOLITAN AUTHORITY
OFFICE OF THE BOARD SECRETARIAT

Bldg. 229, Waterfront Rd, Subic Bay Freeport Zone, Philippines 2222
Tel 047.252.4172 /4173/ 4174 Fax 047.252-4170



Certificate Number: AJA13/16628

**Certification No. 14-196
Series of 2014**

MEMORANDUM

Subject : **AMENDMENT TO THE GUIDELINES ON RANKING OF DELIVERY UNITS AND INDIVIDUALS AS BASIS FOR GRANTING THE PERFORMANCE-BASED BONUS (PBB)**

This certifies that:

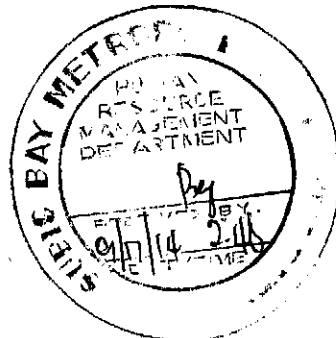
The records of the Office of the Board Secretariat show that during the Two Hundred Sixty-Eight(268th) Meeting of the Board of Directors of the Subic Bay Metropolitan Authority held last 25 July 2014 wherein there was a quorum to validly transact business, the following resolution was approved:

Resolution No. 14-07-5141

"Resolve, as it is hereby resolved, that upon recommendation of Management and without prejudice to COA Regulations and pertinent laws on the matter, the Board hereby approves the amendment to the Guidelines on Ranking of Delivery Units and Individuals as Basis for Granting the Performance-Based Bonus (PBB), a copy of which is incorporated herein by way of reference."

Issued this 8th day of August 2014.

Jennifer T. Guiang
JENNIFER T. GUIANG
Secretary for the Meeting
10-596





SUBIC BAY METROPOLITAN AUTHORITY

Building 229 Waterfront Road, Subic Bay Freeport Zone, Philippines 2222
(63-047) 252-4895*4893*4382 Facsimile (63-47)252-3014



Certificate Number: AIA13/16628

Board Resolution No :

GUIDELINES ON RANKING OF DELIVERY UNITS AND INDIVIDUALS AS BASIS FOR GRANTING THE PERFORMANCE-BASED BONUS (PBB) AMENDED JULY 1, 2014

1.0 BACKGROUND

Pursuant to Executive Order (EO) No. 80, s.2012 (Directing the Adoption of a Performance-Based Incentive System for Government Employees) and Memorandum Circular (MC) 2012-01 (Guidelines on the Cascading of Department Performance Targets in line with EO. No. 80) issued by the Administrative Order (AO) 25 Inter-Agency Task Force (IATF), a Performance Based Incentive System (PBIS) consisting of the Productivity Enhancement Incentive (PEI) and the Performance-Based Bonus (PBB) shall be adopted in the National Government beginning Fiscal Year (FY) 2012.

The PBB shall be characterized by a system of ranking Delivery Units and personnel within a Department/Agency according to their contribution to their respective Department/Agency performance. Such performance shall be measured by verifiable and sustainable indicators based on their Major Final Outputs (MFOs), commitments to the President supportive of the priorities under EO 43, s. 2011; and good governance conditions specified in MC 2012-02, MC 2012-02-A and MC 2013-01 issued by the AO 25 IATF on October 16, 2012, October 31, 2012, August 2, 2013, and April 21, 2014, respectively.

PBB DISTRIBUTION MATRIX			
Delivery Unit Category	Individual Category / Proportion of Employees		
	Best Performer	Better Performer	Good Performer
Best Delivery Unit	Php 35,000 (Top 20% of eligible employees)	Php 20,000 (Next 35% of eligible employees)	Php 10,000 (Next 45% of eligible employees)
Better Delivery Unit	Php 25,000 (Top 15% of eligible employees)	Php 13,500 (Next 30% of eligible employees)	Php 7,000 (Next 55% of eligible employees)
Good Delivery Unit	Php 15,000 (Top 10% of eligible employees)	Php 10,000 (Next 25% of eligible employees)	Php 5,000 (Next 65% of eligible employees)



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Per IATF MC 2013-01, to qualify for PBB, the Agency needs to meet all the following criteria and conditions:

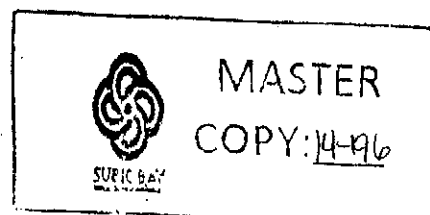
- 1.1 Achieved at least 90% of each one of its Major Final Outputs (MFO), Operations (OPS), Support to Operations (STO) and General Administrative Support Services (GASS) targets for the Fiscal Year;
- 1.2 Achieved at least 90% of each one of its priority program/project targets agreed with the President under the five (5) Key Result Areas (KRAs) of EO No. 43; and,
- 1.3 Satisfied 100% of four (4) good governance conditions under Section 6.0 of IATF MEMORANDUM CIRCULAR NO. 2013-01 based on the performance drivers of the RBPMS, namely (i) financial stewardship; (ii) process efficiency; and (iii) leadership, learning and growth.
 - a. Maintain/Update the Agency Transparency Seal as mandated in Section 93 of the General Appropriations Act of 2013 (or RA 10352)
 - b. Maintain/Update the posting of all Invitations to Bid and awarded contracts in the Philippine Government Electronic Procurement System (PhilGEPS) per RA 9184.
 - c. Update the department's/agency's Citizen's Charter or its equivalent, Service Charter, to reflect at least 3 improvements in service delivery as mandated by RA 9485 and post the Citizen's Charter or its equivalent in the department/agency website.
 - d. Compliance with submission and review of the Statement of Assets, Liabilities and Net Worth (SALN) of officials and employees per RA 6713.
- 1.4 Ranked performance of Delivery Units and the personnel within these units.

Failure to meet any one of these conditions shall render the Agency ineligible for the PBB.

2.0 PURPOSE

These Guidelines aims to provide the mechanics for:

- 2.1 Ranking the Delivery Units of SBMA based on performance targets;
- 2.2 Rating and ranking the performance of individuals in each Delivery Unit of SBMA for the grant of the PBB each Fiscal Year; and,
- 2.3 Distributing the PBB to qualified Delivery Units, and personnel of the Agency.



3.0 COVERAGE

- 3.1. All departments, offices and units of SBMA.
- 3.2. SBMA officials and employees holding regular positions, government contractual, co-terminus, and casual positions having an employer-employee relationship with the SBMA. However, they should have rendered at least nine (9) months of service within the PBB Fiscal Year.

4.0 DELIVERY UNITS TO BE RANKED FOR PBB

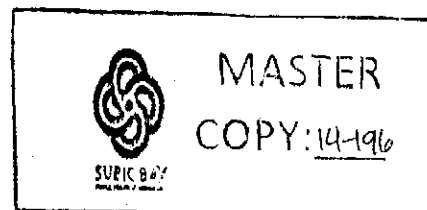
The Delivery Units that will be ranked for the PBB under Operations (OPS), Support to Operations (STO) and General Administrative and Support Services (GASS) are the following:

1. Business and Investment Group (OPS)
2. Aviation and Maritime Group (OPS)
3. Regulatory Group (OPS)
4. Tourism Group (OPS)
5. Chairman and Administrator Group (STO)
6. Public Works Group (STO)
7. Municipal Group (STO)
8. Legal Affairs Group (STO)
9. Administration Group (GASS)
10. Finance Group (GASS)

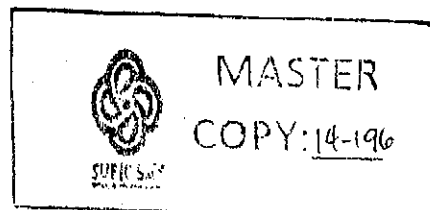
Below is the list of Departments/Offices/Units under each Delivery Units:

A. OPERATIONS (OPS)

1. **Business and Investment Group**
 - a. Office of the Senior Deputy Administrator for Business & Investment
 - b. General Business and Investment Department
 - c. Business and Investment Department for Manufacturing and Maritime
 - d. Business and Investment Department for Leisure
 - e. Business and Investment Department for ICT
 - f. Business and Investment Department for Logistics (Promo and Marketing Dept.)
 - g. Land Asset Management Department
2. **Aviation and Maritime Operations Group (Port Operations Group)**
 - a. Office of the Senior Deputy Administrator for Aviation and Maritime Operations
 - b. Airport Department
 - c. Seaport Department



- d. Trade Facilitation and Compliance Department (TFCD)
 - 3. **Regulatory Group**
 - a. Office of the Senior Deputy Administrator for Regulatory Group
 - Registry Office
 - Visa and Accreditation Office
 - b. Building Permit and Safety Department
 - c. Ecology Center
 - d. Transportation and Communications Department
 - 4. **Tourism Group**
 - a. Office of the Deputy Administrator for Tourism
 - b. Tourism Department
- B. SUPPORT TO OPERATIONS (STO)**
- 1. **Chairman and Administrator Group**
 - a. Office of the Chairman and Administrator
 - b. Office of the Deputy Administrator for Corporate Communications
 - c. Board Secretariat
 - d. Intelligence Office
 - e. Internal Audit Service
 - f. Planning and Development Office
 - g. Public Relations Department
 - h. Media Production Department
 - 2. **Public Works Group**
 - a. Office of the Deputy Administrator for Public Works and Technical Services
 - b. Engineering Services Department
 - c. Construction and Maintenance Department
 - 3. **Legal Affairs Group**
 - a. Office of the Deputy Administrator for Legal Affairs
 - b. Legal Department
 - c. Labor Department
 - 4. **Municipal Group**
 - a. Office of the Senior Deputy Administrator for Support Services
 - b. Fire Department
 - c. Law Enforcement Department
 - d. Public Health & Safety Department



C. GENERAL ADMINISTRATIVE AND SUPPORT SERVICES (GASS)

1. **Administration Group**
 - a. Office of the Deputy Administrator for Administration
- Total Quality Management Office
 - b. Human Resource Management Department
 - c. Procurement and Property Management Department
 - d. Office Services Department
 - e. Information Technology Department (MIS)
2. **Finance Group**
 - a. Office of the Deputy Administrator for Finance
 - b. Accounting Department
 - c. Financial Control and Analysis Department
 - d. Treasury Department

5.0 The Performance Management Group (PMG)

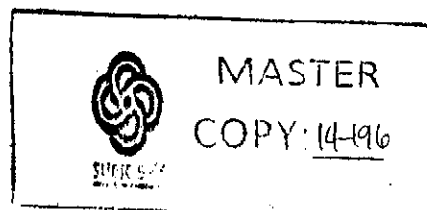
The PMG created under SBMA Board Resolution No. 13-04-4748 last April 19, 2013, shall directly oversee the performance of the Delivery Units. It shall assist the Head of the Agency in:

- a) Assessing the performance of the different Delivery Units and assisting in ranking them according to performance criteria;
- b) Adopting and undertaking a communications strategy on matters pertaining to the PBB;
- c) Publishing the performance targets and its progress in the SBMA website for the employees to access;
- d) Setting up of a Help Desk to respond to queries and comments on the SBMA targets and accomplishments;
- e) Setting up an appeals mechanism which can respond to and redress PBB issues and concerns brought forward by a SBMA official or employee;
- f) Ensuring adherence to the criteria and guidelines of the PBB; and,
- g) Conducting of spot checking or audit on the Delivery Unit's accomplishment reports and submittals.

5.1 The PMG shall supervise the Individual Ranking Committee per Delivery Unit. (Please refer to item 8.9)

5.2 The PMG shall be composed of the following:

- | | | |
|---------------|---|---|
| Chairman | : | Senior Deputy Administrator for Support Services |
| Vice Chairman | : | Deputy Administrator for Administration |
| Members | : | Manager, Financial Control and Analysis Department
Manager, Planning and Development Office
Manager, Human Resource Management Department |



6.0 DETERMINING ELIGIBILITY OF DELIVERY UNITS FOR PBB

6.1 To be eligible to the PBB, as stated in Section 7.2 of IATF MC 2013-01 Delivery Units must have achieved by November 30 of the Fiscal Year at least 90% of each of their performance targets for the fiscal year laid in the PDO-DUPCR 03 form (Attached herewith as Annex 3) as a template for reporting. The said form also includes additional criteria set forth by the PMG for forced ranking (refer to item 7.2). These forms must be submitted to PDO on or before December 23 of each Fiscal Year, and shall serve as the primary basis for measuring performance. All Delivery Units must also comply with the applicable good governance conditions (please refer to item 1.3) as an eligibility requirement for the PBB. A mandatory 5% increase in Performance Indicator Target from previous year if Performance Measure is quantity based shall be applied.

6.2 Delivery Units that do not meet the criteria and conditions set forth above shall not be eligible for the PBB.

6.3 Delivery Units eligible for the PBB in each cluster shall be subjected to **forced ranking** according to the extent/degree of their contribution in the achievement of the performance targets of SBMA and the Additional Criteria set forth by the PMG. The qualified Delivery Units shall be ranked accordingly:

<u>Ranking</u>	<u>Performance Category</u>
Top 10%	Best Delivery Unit
Next 25%	Better Delivery Unit
Next 65%	Good Delivery Unit

7.0 RATING AND RANKING OF PERFORMANCE OF DELIVERY UNITS

7.1 The performance indicators determined for PBB and the additional criteria developed to supplement them shall be the main parameters to be used by the PMG in ranking the different Delivery Units.

7.2 The PMG shall adopt a point system for PBB, and additional criteria and will be as follows:

PBB FORCED RANKING POINT SYSTEM FOR SBMA DELIVERY UNITS	
PERFORMANCE INDICATOR (DELIVERY UNIT'S TOTAL PI)	86 points
ATTENDANCE AT WORK (5) & FLAG RAISING CEREMONY (5) (DELIVERY UNIT'S TOTAL PERSONNEL)	10 points
DELIVERY UNIT'S AWARDS, RECOGNITION & OTHER ACCOMPLISHMENTS	4 points
TOTAL	100 points



7.3 The SBMA PMG shall recommend to the Head of the Agency, for his/her final decision, which Delivery Units will be the Good, Better, or Best according to the additional criteria pursuant to the following guidelines:

a. Performance Indicator

Those who achieved their Performance Indicators' (PIs) targets shall receive the corresponding points depending on the percentage of achievement:

DELIVERY UNIT PBB FORCED RANKING POINT SYSTEM					
% of DU Performance Indicators (PIs) targets		Equivalent Points	% of DU Performance Indicators (PIs) targets		Equivalent Points
90%	=	56 Points	106%	=	72 points
91%	=	57 Points	107%	=	73 points
92%	=	58 Points	108%	=	74 points
93%	=	59 Points	109%	=	75 points
94%	=	60 Points	110 - 111%	=	76 points
95%	=	61 Points	112 - 113%	=	77 points
96%	=	62 Points	114 - 115%	=	78 points
97%	=	63 Points	116 - 117%	=	79 points
98%	=	64 points	118 - 119%	=	80 points
99%	=	65 points	120 - 121%	=	81 points
100%	=	66 Points	122 - 123%	=	82 points
101%	=	67 Points	124 - 125%	=	83 points
102%	=	68 Points	126 - 127%	=	84 points
103%	=	69 Points	128 - 129%	=	85 points
104%	=	70 Points	Over 130%	=	86 points
105%	=	71 Points			

Note: Percentage points of Delivery Unit's PIs shall be derived from the Delivery Unit's total percentage points of accomplished PIs over target of the current year.

- b. Attendance at Work (5pts) and Flag Raising Ceremony (5pts) - Total number of employee's cumulative attendance records shall earn a corresponding maximum of ten (10) equivalent points.
- Work Attendance: Work attendance shall be computed by the actual total number of working days of all employees (Contract of Service Employees are not included) of the Delivery Unit divided by the total number of man-days in a year, or total man-days for each rating period. Official leave of absence shall not be deducted from the attendance record.



DELIVERY UNIT SAMPLE WORK ATTENDANCE COMPUTATION:

GIVEN: 22 DAYS X 12 MONTHS
 10 EMPLOYEES
 1 OF EMPLOYEES INCURRED 2 DAYS AWOP

$$\frac{\text{Actual working days of all employees - AWOL or AWOP}}{\text{Total Number of Man-days in a year}} = \frac{\text{ATTENDANCE \%}}{\text{22 DAYS X 12 MONTHS X 10 EMP - 2 DAYS AWOP}} = \frac{2638}{2640} = 99.9242\%$$

- Attendance at Flag Raising Ceremony (FRC): Attendance in FRC shall be computed by total expected number of FRC in a year multiply by the total number of employees under the DU less total absences in FRC of all employees under the DU divided by "Total expected number of FRC in a year X No. of Employees" (Contract of Service Employees are not included). Official leave of absence that falls on the day with FRC shall be deducted from the FRC attendance record. Human Resource Mgmt. Dept. shall provide a certified FRC record to each department for verification.

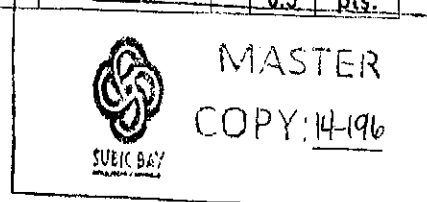
DELIVERY UNIT SAMPLE FLAG RAISING CEREMONY (FRC) COMPUTATION:

GIVEN: 52 Weeks (Total expected no. of FRC in a year)
 10 Employees
 DU Employees incurred 70 absences in FRC

$$\frac{\text{Total No. of Employees) - Total Absences in FRC of all employees under the DU}}{\text{Total expected number of FRC in a year x DUs No. of Employees}} = \frac{\text{FRC (52X 10) - 70}}{\text{CE \% 52 x 10}} = \frac{450}{520} = 86.5385\% \text{ equivalent to 5 PBB pts}$$

Delivery Unit shall receive the corresponding point based on the percentage of their attended FRC.

FRC ATTENDANCE TABLE POINTS SYSTEM FOR DELIVERY UNIT											
% OF FRC ATTENDED		Equivalent Points		% OF FRC ATTENDED		Equivalent Points		% OF FRC ATTENDED		Equivalent Points	
85-100%	=	5	pts.	57-58%	=	3.6	pts.	29-30%	=	2.2	pts.
83-84%	=	4.9	pts.	55-56%	=	3.5	pts.	27-28%	=	2.1	pts.
81-82%	=	4.8	pts.	53-54%	=	3.4	pts.	25-26%	=	2	pts.
79-80%	=	4.7	pts.	51-52%	=	3.3	pts.	23-24%	=	1.9	pts.
77-88%	=	4.6	pts.	49-50%	=	3.2	pts.	21-22%	=	1.8	pts.
75-76%	=	4.5	pts.	47-48%	=	3.1	pts.	19-20%	=	1.7	pts.
73-74%	=	4.4	pts.	45-46%	=	3	pts.	17-18%	=	1.6	pts.
71-72%	=	4.3	pts.	43-44%	=	2.9	pts.	15-16%	=	1.5	pts.
69-70%	=	4.2	pts.	41-42%	=	2.8	pts.	13-14%	=	1.4	pts.
67-68%	=	4.1	pts.	39-40%	=	2.7	pts.	11-12%	=	1.3	pts.
65-66%	=	4	pts.	37-38%	=	2.6	pts.	9-10%	=	1.2	pts.
63-64%	=	3.9	pts.	35-36%	=	2.5	pts.	7-8%	=	1.1	pts.
61-62%	=	3.8	pts.	33-34%	=	2.4	pts.	5-6%	=	1	pts.
59-60%	=	3.7	pts.	31-32%	=	2.3	pts.	1-4%	=	0.5	pts.



SUMMARY OF DELIVERY UNIT COMPUTATION OF ATTENDANCE AT WORK & FLAG RAISING CEREMONY(FRC) ATTENDANCE PBB POINTS CONVERSION				
WORK:	99.9242%	X 5 POINTS =	4.9962	POINTS
FRC :	86.5385%		5.0000	POINTS
			<u>9.9962</u>	POINTS

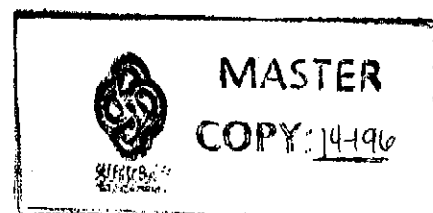
- c. Delivery Unit's Awards, Recognitions and Other Accomplishments corresponds to a total of four (4) points.

Awards or recognitions received by a Delivery Unit or the Department/ Office under the Delivery Unit shall earn corresponding points under the "Delivery Units Recognitions and Other Accomplishments PBB POINTS". However, only a maximum of 4 points can be earned.

Delivery Units Recognitions and Other Accomplishments PBB Points		
1	Certificates of Recognition, Appreciation, Participation, and Commendation outside the department's or delivery unit's core function/mandate for assistance or services given	1 point
2	SBF Chamber of Commerce Award and others alike	1 point
3	Regional Awards	2 points
4	National Awards	3 points
*Note:		
a. Regional & National award of the same category will be considered as one (1) award. Points will be based on the highest award received.		
b. An award/recognition must be in the form of certificate, trophies, plaques or medals.		

7.4 The PMG shall assess the performance of the different Delivery Units using the Delivery Unit Performance Commitment Review (See Annex 3 - PDO-DUPCR 3) and prepare an endorsement of its rating to the Head of Agency for final approval. The Head of Agency shall therein affix his/her signature in the summary page to serve as basis for processing the Performance-Based Bonus (PBB) to be distributed to eligible departments/offices and units.

7.5 Rounding of ranking the Delivery Units shall be to the highest whole number (0.5 up should be rounded to 1).



7.6 The PMG has developed an objective tie-breaking criteria (please refer to item 10.0) for Delivery Units and individuals. In case of tie unresolved among Delivery Units, the PMG shall elevate it to the Chairman and Administrator whose decision shall be enforced as final.

8.0 RATING AND RANKING PERFORMANCE OF INDIVIDUALS

8.1 To be eligible to the PBB, Individuals must have achieved by November 30 at least 90% of each of their performance targets for the fiscal year laid in the PDO-IPCR-01 (attached herewith as Annex 1) as a template for reporting. The said form also includes additional criteria set forth by the PMG for forced ranking (refer to item 8.15). A mandatory 5% increase in Performance Indicator Target from previous year if Performance Measure is quantity based shall be applied.

8.2 Employees belonging to the First and Second Levels and officials not covered by the Career Executive Service Performance Evaluation System (CESPES) should receive at least a "Satisfactory" rating under the CSC-approved Strategic Performance Management System (SPMS) to qualify for the PBB.

8.3 Government contractual and casual personnel who may be entitled to the PBB shall be those whose compensations are charged to the lump sum appropriation under Personnel Services; or those occupying positions in the DBM-approved contractual staffing pattern of SBMA. They shall be included in the ranking along with the regular personnel.

8.4 The personnel should have rendered at least nine (9) months of service for the fiscal year.

8.5 Personnel on detail to another government agency for six (6) months or more as of November 30 for every fiscal year shall be included in the ranking of employees in the recipient agency that rated his/her performance.

8.6 Personnel on detail or transferred by virtue of an office order or promotion to another Delivery Unit for six (6) months or more as of November 30 for every fiscal year shall be included in the ranking of employees in the recipient Delivery Unit that rated his/her performance.

8.7 Personnel on scholarship may be included in the ranking and shall be entitled to PBB based on the performance evaluation rating during the period covered.

8.8 The PBB of employees on part-time basis shall be pro-rated corresponding to the services rendered.



8.9 Personnel found guilty of administrative and/or criminal cases filed against them and meted a penalty during the fiscal year shall not be entitled to the PBB. If the penalty meted out is only a reprimand, such penalty shall not cause disqualification for the PBB.

8.10 Each Delivery Unit shall have an Individual Ranking Committee to oversee the performance of the individuals in the Delivery Unit.

The Individual Ranking Committee shall directly oversee the performance of the departments, offices and units under a Delivery Unit. The following are its functions:

- a) Assess the performance of the individuals in the Delivery Unit and assist in ranking them according to performance criteria;
- b) Adopt and undertake a communications strategy for their Delivery Unit;
- c) Publish the performance targets and its progress in the SBMA website for the employees to access;
- d) Set up a Help Desk to respond to queries and comments on the SBMA targets and accomplishments;
- e) Ensure adherence to the criteria and guidelines of the PBB.

8.11 The Delivery Unit's Individual Ranking Committee shall be composed of the following:

Chairman	:	Senior Deputy Administrator/ Deputy Administrator
Members	:	All Department Heads under each Delivery Unit
Secretariat	:	PBIS point of contact

8.12 The Individual Ranking Committee of the Delivery Units shall consolidate the first and second semester Performance Appraisal Reports and accomplish the Department Consolidated Individual Rating Sheet and Delivery Units Consolidated Individual Rating Summary Sheet (See Annex 04 PDO-DCIRSS 04 & Annex 05 PDO-DUCIRSS 05), for submission to the PBB Secretariat.

8.13 The Individual Ranking Committee of the Delivery Units shall assess the performance of the personnel using the Delivery Unit's Consolidated Individual Rating Summary Sheet. The results of the evaluation shall be endorsed by the Head of the Delivery Unit through the PMG Secretariat, to the Head of the Agency for final approval. The Head of the Agency shall therein affix his/her signature in the summary page to serve as basis for processing the Performance-Based Bonus (PBB) to be distributed to eligible individuals.

8.14 Officials and employees of Delivery Units that qualified for the PBB, shall be subjected to forced ranking by the Individual Ranking Committee as follows:



For the Best Delivery Units:

Ranking Individual Performance
Category

- Top 20% Best Performer
- Next 35% Better Performer
- Next 45% Good Performer

For the Better Delivery Units:

Ranking Individual Performance
Category

- Top 15% Best Performer
- Next 30% Better Performer
- Next 55% Good Performer

For the Good Delivery Units:

Ranking Individual Performance
Category

- Top 10% Best Performer
- Next 25% Better Performer
- Next 65% Good Performer

(Note: Ranking Individual Performance Category Source, Section 6.4 of IATF MEMORANDUM CIRCULAR 2014-01)

8.15 Rounding of ranking of individuals shall be to the highest whole number (0.5 up should be rounded to 1).

8.16 Employees belonging to the First and Second Levels who received 'Unsatisfactory' or 'Poor' ratings under the CSC guidelines, shall not be eligible to the PBB.

8.17 The Head of the Delivery Unit shall decide on who are the Good, Better, and Best Individual Performers, in accordance with the following:

PBB FORCED RANKING POINT SYSTEM FOR INDIVIDUAL PERSONNEL	
PERFORMANCE INDICATOR (INDIVIDUAL TOTAL PI)	86 points
ATTENDANCE AT WORK (5) & FLAG RAISING CEREMONY (5) (INDIVIDUAL RECORD)	10 points
INDIVIDUAL AWARDS, RECOGNITION & OTHER ACCOMPLISHMENTS	4 points
TOTAL	100 points



a. Major Final Outputs

Employees who achieved their Performance Indicator targets shall receive the corresponding points depending on the percentage of achievement:

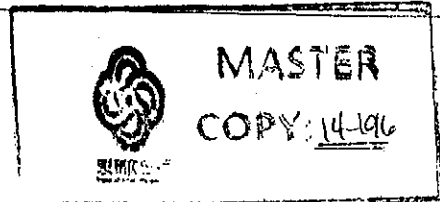
INDIVIDUAL PBB FORCED RANKING POINT SYSTEM			
% of Individual Performance Indicators (PIs) targets	Equivalent Points	% of Individual Performance Indicators (PIs) targets	Equivalent Points
90%	= 56 points	106%	= 72 points
91%	= 57 points	107%	= 73 points
92%	= 58 points	108%	= 74 points
93%	= 59 points	109%	= 75 points
94%	= 60 points	110 - 111%	= 76 points
95%	= 61 points	112 - 113%	= 77 points
96%	= 62 points	114 - 115%	= 78 points
97%	= 63 points	116 - 117%	= 79 points
98%	= 64 points	118 - 119%	= 80 points
99%	= 65 points	120 - 121%	= 81 points
100%	= 66 points	122 - 123%	= 82 points
101%	= 67 points	124 - 125%	= 83 points
102%	= 68 points	126 - 127%	= 84 points
103%	= 69 points	128 - 129%	= 85 points
104%	= 70 points	Over 130%	= 86 points
105%	= 71 points		

Note: Percentage points of Individual PIs shall be derived from the Individual total percentage points of accomplished PIs over target of the current year.

b. Attendance at work & Flag Raising Ceremony correspond to 10 points.

- Attendance shall be computed by the actual working days of an employee over total number of man-days in a year. Official leave will not affect the attendance.

INDIVIDUAL SAMPLE ATTENDANCE COMPUTATION:			
GIVEN: 22 DAYS X 12 MONTHS EMPLOYEE INCURRED 1 DAY AWOP			
Actual working days of employee present at work - AWOL or AWOP	=	ATTENDANCE%	
$\frac{22 \text{ DAYS} \times 12 \text{ MONTHS} - 1 \text{ DAY AWOP}}{22 \times 12}$			$\frac{263}{264} = 99.6212\%$



- Attendance in Flag Raising Ceremony (FRC): Attendance in FRC shall be computed by total expected number of FRC in a year less total number of absences in FRC. Official leave of absence that falls on the day with FRC shall be deducted from the FRC attendance record.

INDIVIDUAL SAMPLE ATTENDANCE AT FLAG RAISING CEREMONY COMPUTATION:

GIVEN: 52 weeks(Fixed expected no. of FRC in a year)
Employee incurred 10 absences in FRC

Total expected number of FRC in a year – Total No. Absences in FRC = FRC ATTENDANCE 52 Weeks - 10 absences = 42 = *4.8 PBB equivalent pts

*Individual shall receive the corresponding point base on the number of attended FRC.

FRC ATTENDANCE TABLE POINTS SYSTEM FOR INDIVIDUAL					
NO. OF FRC ATTENDED	Equivalent Points	NO. OF FRC ATTENDED	Equivalent Points	NO. OF FRC ATTENDED	Equivalent Points
44-52	= 5 pts.	30	= 3.6 pts.	16	= 2.2 pts.
43	= 4.9 pts.	29	= 3.5 pts.	15	= 2.1 pts.
42	= 4.8 pts.	28	= 3.4 pts.	14	= 2 pts.
41	= 4.7 pts.	27	= 3.3 pts.	13	= 1.9 pts.
40	= 4.6 pts.	26	= 3.2 pts.	12	= 1.8 pts.
39	= 4.5 pts.	25	= 3.1 pts.	11	= 1.7 pts.
38	= 4.4 pts.	24	= 3 pts.	10	= 1.6 pts.
37	= 4.3 pts.	23	= 2.9 pts.	9	= 1.5 pts.
36	= 4.2 pts.	22	= 2.8 pts.	8	= 1.4 pts.
35	= 4.1 pts.	21	= 2.7 pts.	7	= 1.3 pts.
34	= 4 pts.	20	= 2.6 pts.	6	= 1.2 pts.
33	= 3.9 pts.	19	= 2.5 pts.	5	= 1.1 pts.
32	= 3.8 pts.	18	= 2.4 pts.	4	= 1 pts.
31	= 3.7 pts.	17	= 2.3 pts.	1-3	= 0.5 pts.

SUMMARY OF INDIVIDUAL COMPUTATION OF WORK ATTENDANCE & FLAG RAISING CEREMONY ATTENDANCE PBB POINTS CONVERSION			
WORK:	99.6212%	X 5 POINTS =	4.9811 POINTS
FRC :	80.7692%	=	4.8000* POINTS
			<u>9.7811</u> POINTS

*See FRC ATTENDANCE TABLE POINTS SYSTEM



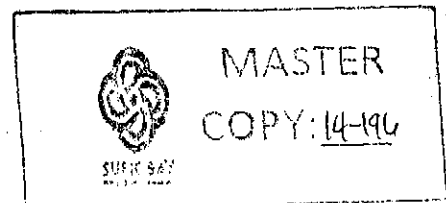
- c. Individual's Awards and Recognitions / Initiative and Other Significant Accomplishments corresponds to a total of four (4) points

Awards or recognitions received by individual employees under the Delivery Unit shall earn two points per award/ recognition. However, only a maximum of 4 points can be earned.

Individual's Awards and Recognitions and Other Accomplishments PBB Points		
1	Certificates of Recognition, Appreciation, Participation, and Commendation outside the individual's core function/mandate for assisted services given.	1 point
2	SBF Chamber of Commerce Award and others alike	1 point
3	Certificate of appreciation received as a speaker	1 point
4	Medals, trophies, or certificate from a national or international sports activities	1 point
5	Milestone Service Award	1 point
6	(EOQ) Employee of the Quarter	1 point
7	(EOY) Employee of the Year	2 points
8	Ten Outstanding Freeport Workers	2 points
9	Regional Award	2 points
10	National Awards	3 points
*Note:		
a. An award/recognition given to a department shall be credited to all personnel of the department unless the Department Head provides a list of personnel who were instrumental for such award.		
b. Regional & National award of the same category will be considered as one (1) award. Points will be based on the highest award received.		
c. An award/recognition must be in the form of certificate, trophies, plaques or medals.		

For this criterion, this is to be submitted to the Chairman of the Delivery Unit for review and validation.

8.19 In case of tie, the concerned ranking committee shall call on the attention of the direct supervisor to break the tie using objective tie-breaking criteria (Please refer to item 10.0) developed by the PMG and whose decision shall be enforced as final.



8.20 All Division Chiefs shall cause the preparation of Department Consolidated Individual Rating Sheet (See Annex 04 PDO-DCIRS 04) and shall ensure the accuracy and integrity of the accomplished forms before endorsing to the concerned Individual Ranking Committee.

9.0 OBJECTIONS AND COMPLAINTS

9.1 All objections/complaints after the award of the PBB shall be brought to the attention and resolved by the Individual Ranking Committee in case of individual employees or by the PMG in case of Delivery Units.

9.2 If the objection or complaint cannot be resolved in the level of the Individual Ranking Committee, the PMG shall deliberate on the matter. The decision of the PMG is final and executory.

10.0 TIE-BREAKING CRITERIA

10.1 In case of a tie in the forced-ranking rating among the SBMA Delivery Units. The tie breaking points shall be determined by the Head of the Agency based on the following:

a. The Performance Indicator of the DELIVERY UNITS' TOTAL MFO/PI AVERAGE shall be the primary basis for tie breaking.

Example: Aviation and Maritime Group & Business and Investment Group had a tie score of 99.9962 PBB points the DELIVERY UNITS' TOTAL MFO/PI AVERAGE shall be the basis for tie breaking.

DELIVERY UNITS	PBB FORCED RANKING POINT SYSTEM FOR SBMA DELIVERY UNITS	FY 2014 TARGET VS. ACTUAL ACCOMPLISHMENT	PBB EQUIVALENT PTS
1. Aviation and Maritime Group	DELIVERY UNITS TOTAL MFO/PI AVERAGE	134.6957%	86
	ATTENDANCE AT WORK (5pts) & FRC (5pts) (DELIVERY UNIT'S TOTAL PERSONNEL)	9.9962	9.9962
	DELIVERY UNIT'S AWARDS & RECOGNITION	4	4
	TOTAL		99.9962

DELIVERY UNITS	PBB FORCED RANKING POINT SYSTEM FOR SBMA DELIVERY UNITS	FY 2014 TARGET VS. ACTUAL ACCOMPLISHMENT	PBB EQUIVALENT PTS
2. Business and Investment Group	DELIVERY UNITS TOTAL MFO/PI AVERAGE	131.2253%	86
	ATTENDANCE AT WORK (5pts) & FRC (5pts) (DELIVERY UNIT'S TOTAL PERSONNEL)	9.9962	9.9962
	DELIVERY UNIT'S AWARDS & RECOGNITION	4	4
	TOTAL		99.9962



SEQ	DELIVERY UNITS	PBB POINTS	TIE-BREAKING CRITERIA (DELIVERY UNIT'S TOTAL MFO/PI AVERAGE)	PBB RANKING
1	Aviation and Maritime Group	99.9622	134.6957%	Best
2	Business and Investment Group	99.9622	131.2253%	Better

10.2 In case of a tie in individual forced-rank ratings within each Delivery Unit, the tie breaking points shall be determined by the Head of the concerned Individual Ranking Committee based on the following:

a. The Performance Indicator of the INDIVIDUALS' TOTAL MFO/PI AVERAGE shall be the primary basis for tie breaking.

Example: Two personnel within the delivery unit had a tie score of 95.7811 PBB points the INDIVIDUALS' TOTAL MFO/PI AVERAGE shall be the basis for tie breaking.

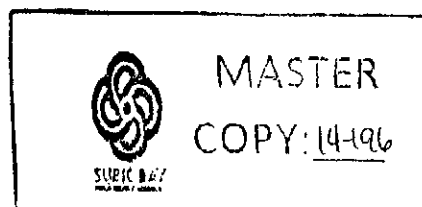
EMPLOYEE NAME	PBB FORCED RANKING POINT SYSTEM FOR SBMA INDIVIDUAL	FY 2014 TARGET VS. ACTUAL ACCOMPLISHMENT	PBB EQUIVALENT PTS
JUAN M. DELACRUZ	INDIVIDUAL TOTAL MFO/PI AVERAGE	<u>130.2273%</u>	86
	ATTENDANCE AT WORK (5pts) & FRC (5pts)	9.7811	9.7811
	INDIVIDUAL AWARDS & RECOGNITION		
	TOTAL		95.7811

EMPLOYEE NAME	PBB FORCED RANKING POINT SYSTEM FOR SBMA INDIVIDUAL	FY 2014 TARGET VS. ACTUAL ACCOMPLISHMENT	PBB EQUIVALENT PTS
JOHN N. MATAWARAN	INDIVIDUAL TOTAL MFO/PI AVERAGE	<u>122.8030%</u>	82
	ATTENDANCE AT WORK (5pts) & FRC (5pts)	9.7811	9.7811
	INDIVIDUAL AWARDS & RECOGNITION	4	4
	TOTAL		95.7811

RANKING SEQ	EMPLOYEES NAME	TOTAL PBB POINTS	TIE-BREAKING CRITERIA (INDIVIDUALS TOTAL MFO/PI AVERAGE)	PBB RANKING
1	JUAN DELACRUZ	95.7811	130.2273%	Best
2	JOHN MATAWARAN	95.7811	122.8030%	Better

b. In case of tie after using the "Performance Indicator of the INDIVIDUALS TOTAL MFO/PI AVERAGE". The Head of the Delivery Unit shall decide on who are the Good, Better, and Best Individual Performers in accordance with the **PBB FORCED RANKING POINT SYSTEM FOR INDIVIDUAL PERSONNEL** (See Section 8.17).

11.0 SOURCE OF PBB FUND



The SBMA-PBB shall be charged against Miscellaneous Personnel Benefits Fund (MPBF).

12.0 EFFECTIVITY

This Guideline shall take effect immediately and amends/ supersedes all other Office Orders/ Memoranda which are inconsistent herewith.

13.0 Annexes

- Annex 1: PDO-IPCR 01 - Individual Performance Commitment Review
- Annex 2: PDO -DPCR 02 - Department Performance Commitment Review
- Annex 3: PDO -DUPCR 03 - Delivery Units Performance Commitment Review
- Annex 4: PDO -DCIRSS 04 - Department Consolidated Individual Rating Summary Sheet
- Annex 5: PDO -DUCIRSS 05 - Delivery Units Consolidated Individual Rating Summary Sheet

14.0 References

INTER-AGENCY TASK FORCE MEMORANDUM CIRCULAR No. 2012-1: Guidelines on the Cascading of Department Performance Targets in Line with Executive Order (EO) No. 80

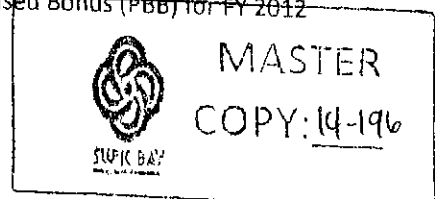
INTER-AGENCY TASK FORCE MEMORANDUM CIRCULAR No. 2012-02 : Guidelines to Clarify the Good Governance Conditions for Fiscal Year 2012 in Line with the Grant of the Performance-Based Bonus under Executive Order (EO) No. 80

INTER-AGENCY TASK FORCE MEMORANDUM CIRCULAR No. 2012-02-A : Amendment to MC 2012-02 on Guidelines to Clarify the Good Governance Conditions for Fiscal Year 2012 in Line with the Grant of the Performance-Based Bonus under Executive Order (EO) No. 80

INTER-AGENCY TASK FORCE MEMORANDUM CIRCULAR No. 2012-03 : Guidelines on Determining Eligibility and Ranking Bureaus, Delivery Units, and Individuals Based on Performance in Line with the Grant of the Performance-Based Bonus (PBB) in FY 2012

INTER-AGENCY TASK FORCE MEMORANDUM CIRCULAR No. 2012-04: Guidelines on the Submission of Accomplishment Reports and Requests for Release of Funds for Payment of the FY 2012 Performance-Based Bonus (PBB)

INTER-AGENCY TASK FORCE MEMORANDUM CIRCULAR No. 2012-05: Guidelines to Clarify the Eligibility and the Ranking of Personnel in Line with the Grant of Performance-Based Bonus (PBB) for FY 2012



INTER-AGENCY TASK FORCE MEMORANDUM CIRCULAR NO. 2013-01: Supplemental Guidelines on the Grant of the Performance-Based Incentives for Fiscal Year 2013 under Executive Order No. 80

INTER-AGENCY TASK FORCE MEMORANDUM CIRCULAR NO. 2014-01: Guidelines on the Grant of the Performance-Based Incentives for Fiscal Year 2014 under Executive Order No. 80

DBM-ORGANIZATIONAL PERFORMANCE INDICATOR FRAMEWORK (OPIF) Manila April 2012: A Guide to Results-Based Budgeting in the Philippines



SUBIC BAY METROPOLITAN AUTHORITY
 INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR)



to be included in the submission of this following report(s) in accordance with the indicated measures for the period _____ of the _____ Department / Office _____ of Subic Bay Metropolitan Authority, commits to deliver and agree

DATE	DESCRIPTION	STATUS

Performance Indicator	Strategic Priority	Performance Measures	FY 2013 ACTUAL ACCOMPLISHMENT (OBTAINED)	SUCCESS INDICATOR (FY 2014 ANNUAL TARGET)		FY 2014 TOTAL TARGETS	ACTUAL ACCOMPLISHMENTS		FY 2014 TOTAL ACCOMPLISHMENTS	FY 2014 TARGET VS. ACTUAL ACCOMPLISHMENT*	STATISTICAL PERFORMANCE MANAGEMENT SYSTEM RATING(S)			FY 2015 TARGET
				1st Sem	2nd Sem		1st Sem	2nd Sem			QUALITY	QUANTITY	TIME/LACKS	
ATTENDANCE AT WORK & PONS AWARDS CEREMONY/PRCJ LTD PARTNER														
MAINTAIN ATTENDANCE RECORD (MINIMUM OF 3 POINTS)														
USE JAWCOP/MAOC														
PRE ATTENDANCE 3 points														
AWARDS & ECONOMIC/OTHER SIGNIFICANT ACCOMPLISHMENT (MINIMUM OF 3 POINTS)														
TOTAL														
SUBTOTAL (PERFORMANCE AVERAGE)														
SUB TOTAL														
SUB TOTAL														

MASTER COPY: 14196

Assessed by: _____ Date: _____

Approved by: _____ Date: _____

Head of Office: _____

*Note: Percentage of Accomplishment (See Performance Based Bonus Earnout Table)

INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR)

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. The SPMS puts premium on major final outputs towards realization of the organizational mission/vision. Hence, rating for planned and/or intervening tasks shall always be supported by reports, commitments, or any outputs as proofs of actual performance. In the absence of said bases of proofs, a particular task shall not be rated and shall be disregarded. The supervisor shall indicate qualitative commitments, observations and recommendations in the individual employee's performance commitment and review form to 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 Performance Commitment and Review Form to the Head of Office. The Department/Office Heads shall determine the final assessment of 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. The Department/Office Heads 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 averages of all individual performance assessments shall not go higher than the collective performance assessment of the office. The Department/Office Heads 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 HRMD within the prescribed period.

STRATEGIC PERFORMANCE MANAGEMENT RATING (SPMS)

Performance measures need not be many. Only those that contribute to or support the outcomes that the agency aims to achieve shall be included in the office performance contract, i.e., measures that are relevant to Agency's core functions and strategic priorities. The performance measures must be continuously refined and reviewed. Performance measures shall include any one, or combination of, or all of the following general categories, whichever is applicable:

Category	Definition
Quality	A quality performance indicators that show how well the output is delivered and how they are perceived by clients. Common quality performance indicators include accuracy of completeness, safety, and client satisfaction.
Effectiveness/ Efficiency	This extent to which time or resources is used for the intended task or purpose. Measures whether targets are accomplished with a minimum amount of quantity of waste, expense or unnecessary effort.
Quantity	A quantity performance indicators that show the number of units or volume of output delivered during a given period of time.
Timeliness	Measures whether the deliverable was done on time based on the requirements of the law and/or client/s stakeholder. Time-related performance indicators evaluate such things as project completion deadlines, time management, skills and other time-sensitive requirements.

RATING PERIOD Performance evaluation shall be done semi-annually. The Agency SPMS shall employ a five-point rating scale (1-5), 5 being the highest and 1 the lowest.

SPMS RATING SCALE		
Numerical	Description	Adjectival
5	Outstanding Exceeds all or most of the success indicators	Outstanding
4	Very Satisfactory Meets or exceeds all or most of the success indicators	Very Satisfactory
3	Satisfactory Meets or exceeds all or most of the success indicators	Satisfactory
2	Unsatisfactory Does not meet or exceed all or most of the success indicators	Unsatisfactory
1	Poor Does not meet or exceed all or most of the success indicators	Poor

PERFORMANCE BASED BONUS (PBB) - SAMPLE COMPUTATION

Performance Indicator (Individual Total Pts)	35 Pts	TOTAL OF 100 Pts
Attendance at Work (Spots) and Flag Raising Ceremony (Spots)	10 Pts	
Individual Awards, Recognition & Other Accomplishment	4 Pts	

Employees who achieved their Performance Indicators (PIs) targets shall receive the corresponding points depending on the percentage of achievement:

% of Individual Pts targets	Equivalent Pts	% of Individual Pts targets	Equivalent Pts
90%	35	118 - 115%	72
81%	31	120 - 118%	73
72%	27	122 - 120%	74
63%	23	124 - 122%	75
54%	19	126 - 124%	76
45%	15	128 - 126%	77
36%	11	130 - 128%	78
27%	7	132 - 130%	79
18%	3	134 - 132%	80

Note: Percentage points of individual Pts shall be derived from the individual total percentage points of accomplished Pts over target of the current year.

MPDs and Pts	PY 2014 TOTAL TARGETS	PY 2014 ACTUAL ACCOMPLISHMENT	PY 2014 TARGET VS ACTUAL ACCOMPLISHMENT	PBB POINTS
	10,000	13,000	130% (13,000/10,000)	36

No. of Encoded into Sheets

Attendance at work shall be computed by the actual working days of an employee over total number of man-days in a year, multiply by 5 points. Official leave will not affect the attendance. (5 Pts)

Green: 72 days x 17 spots
Employee incurred 1 day AWOP

Actual working days of employee present at work-AWOP = Attendance: 268 = 99,621545
Total actual number of Man-days in a year: 27352
City AWOP = 5810

Attendance in ERC shall be computed by total expected number of ERC in a year less total number of Absences in ERC.
Green: 52 faced no. of ERC for 1 year
Employee incurred 10 Absences in ERC

Actual number of presence in Flag raising ceremony = Attendance in ERC = 52-10 = 42 = 42%
Number of attendees = 2

*See "PBB ATTENDANCE TABLE POINTS SYSTEM FOR INDIVIDUAL" AT SECTION 8.17 OF PBB GUIDELINES

INDIVIDUAL AWARDS & ACCOMPLISHMENTS & OTHER ACCOMPLISHMENT (max. 4 pts only)
Awarded as employee of the year = 2
Received 2 awards = 2

SAMPLE ONLY: PBB FORCED RANKING POINT FOR INDIVIDUAL PERSONNEL

Performance Indicator (Individual Total Pts)	36 Pts	= 99.761
Attendance at Work and Flag Raising Ceremony	10 Pts	= 9.761
Individual Awards & Recognition/Significant Accomplishment	4 Pts	

SUBIC BAY METROPOLITAN AUTHORITY
DEPARTMENT PERFORMANCE COMMITMENT AND REVIEW (DPCR)



of Subic Bay Metropolitan Authority,

Department Manager of the _____ (Department/Office) _____ to _____ 201____

comits to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period _____

Output/Performance Indicator	PERFORMANCE MEASURES	FY 2013 ACTUAL ACCOMPLISHMENT (BASELINE)	SUCCESS INDICATOR SEMI-ANNUAL TARGET		FY 2014 TOTAL TARGETS		ACTUAL ACCOMPLISHMENTS		FY 2014 TOTAL ACTUAL ACCOMPLISHMENT	FY 2014 TARGET VS. ACTUAL ACCOMPLISHMENT	STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (RATING)				FY 2015 TARGET	
			1st Sem	2nd Sem	1st Sem	2nd Sem	1st Sem	2nd Sem			QUALITY	EFFICIENCY	TIMELINESS	AVERAGE RATING		PBB CONVERSION POINTS
Strategic Priority																
Core Functions																
Support Functions																
ATTENDANCE AT WORK & FLAG RAISING CEREMONY (PRC) (10 points)																
WORK ATTENDANCE (TOTAL DEPT. MANDAYS) 5 points																
LESS: ANOP/ANOL																
PRC ATTENDANCE (TOTAL DEPT. PRCS) 5 points																
AWARDS, RECOGNITION & OTHER ACCOMPLISHMENT (Maximum 4 points)																
TOTAL																
Comments and Recommendations for Development Proposes																

MASTER COPY: 14-196

Assessed by: _____ Date: _____

PERFORMANCE MANAGEMENT TEAM

PLANNING OFFICE

Final Rating: _____

Confirm: _____ Date: _____

DELIVERY UNITS HEAD

SPMS RATING: _____

Adjectival / Numerical

PBB RATING

0.000 Rating

Bank

DEPARTMENT PERFORMANCE COMMITMENT AND REVIEW (DPCR)

Office Performance Assessment- The PDO shall consolidate, review, validate and evaluate the initial performance assessment of the Heads of the Offices based on the reported office accomplishments against the success indicators, and shall be submitted to the PMT and their respective Delivery Unit Head in order to discuss and determine the final rating of offices/units.
 An agency performance review conference shall be conducted annually by PDO for the purpose of discussing the Office assessment with concerned Department/Office Heads. This shall include participation of the Financial Control and Analysis Department (FCAD) as regards to budget utilization. To ensure complete and comprehensive performance review, all Offices shall submit a semi-annual accomplishment report to the PDO based on the SPMS calendar. Any issue/appeal/protest on the Office assessment shall be articulated by the concerned head of office to the Agency Head during this conference; hence the final rating shall no longer be appealable/contestable after the conference.

The Strategic Performance Management System (SPMS) Concept

The SPMS is focused on linking individual performance vis-à-vis the agency's organizational vision, mission and strategic goals. It is envisioned as a technology composed strategies, methods and tools for ensuring fulfillment of the functions of the offices and its personnel as well as for assessing the accomplishments.

GENERAL OBJECTIVES

- The SPMS shall be prepared and administered 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 employees' efficiency by cascading institutional accountabilitys 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.

Key Players and Responsibilities (Departmental Level)

- A. Department / Office Heads or Equivalent
 - Assumes primary responsibility for performance management of his/her office.
 - Conducts strategic planning session with the supervisors and staff, and agrees on the output that should be accomplished based on goals/objectives of the organization and submits the Office Performance Commitment Review Form to the Planning and Development Office (PDO).
 - Reviews and approves individual employees' Performance Commitment and Review Form for submission to the HRMD before the start of the performance period.
 - Submits quarterly accomplishment report to the PDO based on the PMS calendar.
 - Does initial assessment of office's performance using the approved Office Performance Commitment 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 to employees 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 prepare a written notice/advice to subordinates that a succeeding Unsatisfactory performance shall warrant their separation from the service.
 - > Provides preliminary rating to subordinates showing poor performance not earlier than the third (3) month of the rating period. A development plan shall be discussed with the concerned subordinates and issued with notice that failure to improve their performance shall warrant their separation from the service.
- B. Division Chief or equivalent
 - Assumes joint responsibility with the Department/Office Heads in ensuring attainment of performance objectives and targets.
 - Rationalizes distribution of targets/tasks.
 - Monitors closely the status of the performance of their subordinates and provide support and assistance through the conduct of coaching for the attainment of target set by the Division and individual employees.
 - Assess individual employees' performance.
 - Recommends a managerial intervention.
 - Act as patron of management and their co-employees in meeting organizational performance goals.
- C. Individual Employees

SPMS Rating

Performance measures need not be many. Only those that contribute to or support the outcomes that the agency aims to achieve shall be included in the office performance contract, i.e., measures that are relevant to Agency's core functions and strategic priorities. The performance measures must be continuously refined and reviewed.

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

Category	Definition
Quality	A quality performance indicators that show how well the output is delivered and how they are perceived by client/clients/stakeholders. Common quality performance indicators include accuracy of completeness, safety, and client satisfaction.
Effectiveness/ 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.
Quantity	A quantity performance indicators that show the number of units or volume of output delivered during a given period of time.
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

RATING PERIOD Performance evaluation shall be done semi-annually. The Agency SPMS shall employ a five-point rating scale (1-5), 5 being the highest and 1, the lowest.

SPMS RATING SCALE		
Numerical	Description	Adjectival
5	300% or over of the success indicators	Outstanding
4	101 to 129% of the success indicators	Very Satisfactory
3	90 to 100% of the success indicators	Satisfactory
2	51 to 89% of the success indicators	Unsatisfactory
1	50% or below of the success indicators	Poor

Performance represents an extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, integrity, 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.

Performance exceeded expectations. All goals, objectives and targets were achieved above the established standards.

Performance met expectations in terms of quality of work, efficiency and timeliness. The most critical annual goals were met.

Performance failed to meet expectations, and/or one or more of the most critical goals were not met.

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.

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DEPARTMENT PERFORMANCE COMMITMENT AND REVIEW (DPCR)

Office Performance Assessment-The PDO shall consolidate, review, validate and evaluate the initial performance assessment of the Heads of the Offices based on the reported office accomplishments against the success indicators, and shall be submitted to the HWT and their respective Delivery Unit Head in order to discuss and determine the final rating of offices/units.
 An agency performance review conference shall be conducted annually by PDO for the purpose of discussing the Office assessment with concerned Department/Office Heads. This shall include participation of the Financial Control and Analysis Department (FCAD) as regards to budget utilization. To ensure complete and comprehensive performance review, all Offices shall submit a semi-annual accomplishment report to the PDO based on the SPMS calendar. Any issues/appeal/protest on the Office assessment shall be articulated by the concerned head of office to the Agency Head during this conference; hence the final rating shall no longer be appealable/contestable after the conference.

The Strategic Performance Management System (SPMS) Concept

The SPMS is focused on linking individual performance vis-à-vis the agency's organizational vision, mission and strategic goals. It is envisioned as a technology composed strategies, methods and tools for ensuring fulfillment of the functions of the offices and its personnel as well as for assessing the accomplishments.

GENERAL OBJECTIVES

- a. The SPMS shall be prepared and administered to:
 - a. Concrete 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 responsibilities to the various levels of the organization as directed 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 incentives system.

Key Players and Responsibilities (Departmental Level)

- A. Department / Office Heads or Equivalent
 - Assumes primary responsibility for performance management of higher Office.
 - Conducts strategic planning session with the supervisors and staff, and agree on the outputs that should be accomplished based on goals/objectives of the organization and submits the Office Performance Commitment Review Form to the Planning and Development Office (PDO).
 - Reviews and approves individual employee's Performance Commitment and Review Form for submission to the HR/AD before the start of the performance period.
 - Submits a quarterly accomplishment report to the PDO based on the PMS 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 to employees 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 the 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.
- B. Division Chief or equivalent
 - Assumes joint responsibility with the Department/Office Heads in ensuring attainment of performance objectives and targets.
 - Recommends distribution of targets/tasks.
 - Monitors closely the status of the performance of their subordinates and provide support and assistance through the conduct of coaching for the attainment of target set by the Division and individual employee.
 - Assesses individual employees' performance.
 - Recommends departmental intervention.
- C. Individual Employees
 - Acts as partners of management and their co-employees in meeting organizational performance goals.

SPMS Rating

Performance measures need not be many. Only those that contribute to or support the outcomes that the agency aims to achieve shall be included in the office performance contract, i.e., measures that are relevant to Agency's core functions and strategic priorities. The performance measures must be continuously refined and reviewed.

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

Category	Definition
Quality	A quality performance indicators that show how well the output is delivered and how they are perceived by Client. Common quality performance indicators include accuracy of completeness, safety, and client satisfaction.
Effectiveness/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.
Quantity	A quantity performance indicators that show the number of units or volume of output delivered during a given period of time.

Measures whether the deliverable was done on time based on the requirements of the law and/or client/speakers. Time-related performance indicators evaluate such things as project completed on deadline, time management skills and other time-sensitive expectations.
 RATINGS PERIOD Performance evaluation shall be done semi-annually. The Agency SPMS shall employ a five-point rating scale, being the highest and 1, the lowest

SPMS RATING SCALE		
Numerical	Description	Qualitative
5	Exceeds or over the success indicators	Outstanding
4	90 to 100% of the success indicators	Very Satisfactory
3	80 to 90% of the success indicators	Satisfactory
2	51 to 80% of the success indicators	Unsatisfactory
1	50% or below of the success indicators	Poor

Performance represents an extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, integrity, 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.
 Performance exceeded expectations. All goals, objectives and targets were achieved above the established standards.
 Performance met expectations in terms of quality of work, efficiency and time lines. The most critical annual goals were met.
 Performance failed to meet expectations, and/or one or more of the most critical goals were not met.
 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.

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SUBIC BAY METROPOLITAN AUTHORITY
DEPARTMENT CONSOLIDATED INDIVIDUAL RATING SUMMARY SHEET

General Quality Form
 PDD-DCIRS-04
 Rev. No. 00
 Effectivity Date: 07-01-2014

DELIVERY NAME:

RANKING SEQUENCE	EMPLOYEE NAME (Lname, Fname, M.I.)	SALARY GRADE	DEPT	INDIVIDUAL MAJOR FINAL OUTPUT	WORK R. FRC ATTENDANCE	INDIVIDUAL AWARDS, RECOGNITION & OTHER ACCOMPLISHMENTS	TOTAL PBB POINTS	INDIVIDUAL TOTAL MFO/PI
				(Maximum pts=85)	(Maximum pts=10)	(Maximum pts=4)	100 pts	
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3								
4								
5								
6								
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11								
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 SUBIC BAY METROPOLITAN AUTHORITY

Note: Sort using "TOTAL PBB POINTS" then by "INDIVIDUAL TOTAL MFO/PI" from largest to smallest.

Prepared by:

Admin/Planning Officer

Reviewed and Verified by:

Division Chief

Approved by:

Department Head

Annex 4




SUBIC BAY METROPOLITAN AUTHORITY
DELIVERY UNIT CONSOLIDATED INDIVIDUAL RATING SUMMARY SHEET

General Quarterly Form
P110-D110155-05
Rev. No. 00
Effectivity Date: 07-01-2014

DELIVERY UNIT NAME:

RANKING SEQUENCE	EMPLOYEE NAME (Last, First, M.I.)	SALARY GRADE	DEPT	INDIVIDUAL MAJOR FINAL OUTPUT	WORK & PRC ATTENDANCE	INDIVIDUAL'S AWARDS, RECOGNITION & OTHER ACCOMPLISHMENTS	TOTAL PBR POINTS 100 pts	INDIVIDUAL TOTAL MFO/PT
				(Maximum pts=86)	(Maximum pts=10)	(Maximum pts=4)		
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 SUBIC BAY
Metropolitan Authority

Note: Sort using "TOTAL PBR POINTS" then by "INDIVIDUAL TOTAL MFO/PT" from largest to smallest.

Prepared by:

Approved by:

Admin/Planning Officer

Delivery Unit Head

Annex 5