

REPUBLIC OF THE PHILIPPINES

MANAOAG WATER DISTRICT

Aquino St., Poblacion, Manaoag, Pangasinan

Strategic Performance Management System

Revised 2023

MANWAD



2023

Strategic Performance Management System

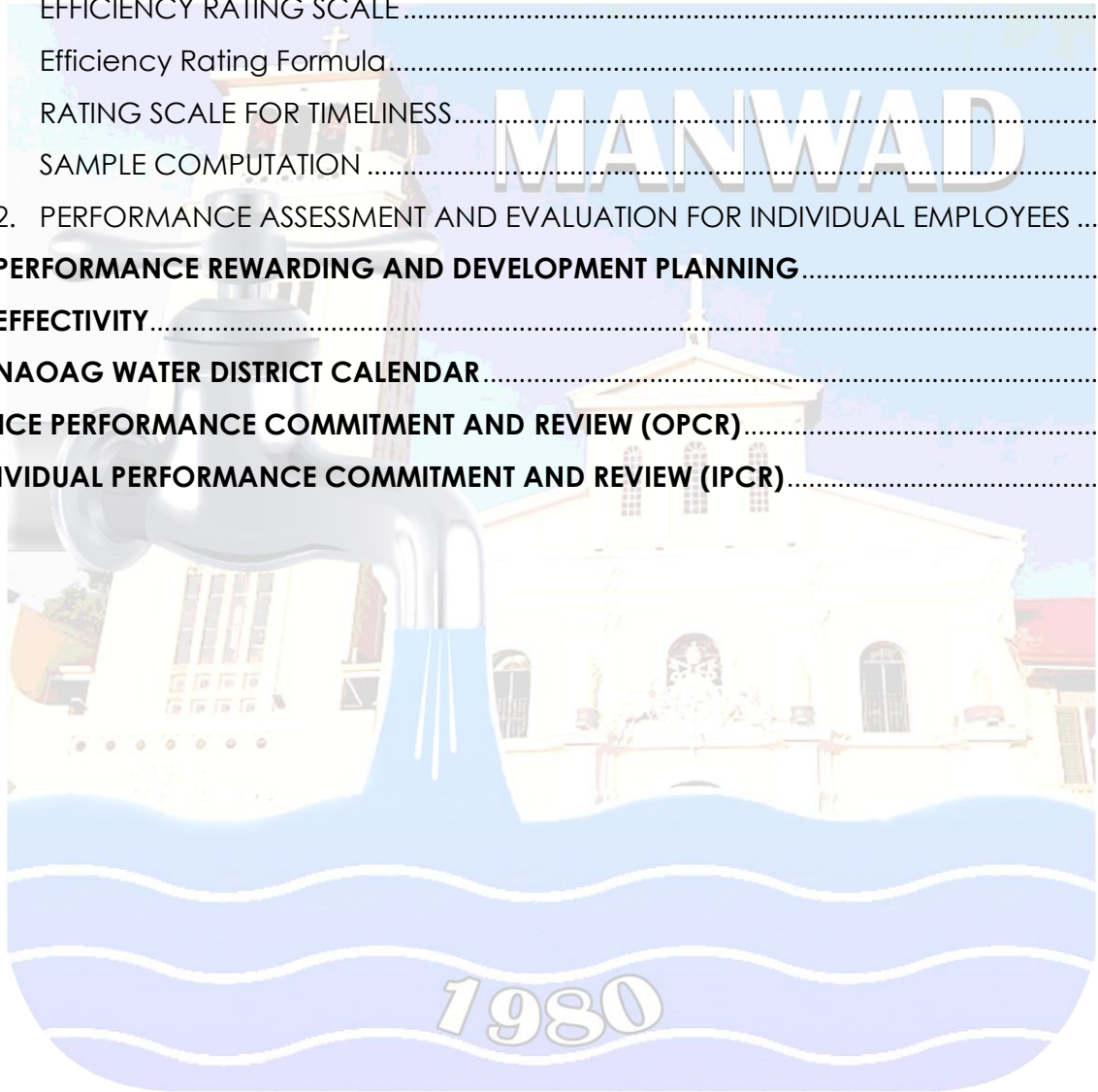


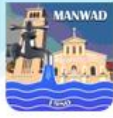
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A STRATEGIC PERFORMANCE MANAGEMENT SYSTEM FOR THE MANAOAG WATER DISTRICT

I. INTRODUCTION

Many organizations consider employees their most important asset but all too often their policies, procedures and management practices contradict that view. Such contradictions and outdated management tools and practices inhibit improvements in productivity, sap motivation and reduce profit margins.

Management tools and practices must keep pace with the changing workforce. The workforce of today is better educated and its value systems, career expectations, and basic work habits are drastically different from those of the previous generation. As most important asset, employees need to be properly managed in order to achieve optimal efficacy. They define and represent efficiency, effectiveness and the overall quality of service in any industry, most of all the government.

While policies and systems for employee performance evaluation have long been in place in government, it must give way to various strategic shifts such as the performance management which puts emphasis on major final outputs and outcomes, use of success indicators (measures and targets) in measuring results, and the interventions in development planning.

BACKGROUND

The Administrative Code of 1987 mandates the establishment of a performance evaluation system for all officers and employees in the career service to continually foster the improvement of individual employee efficiency and organizational effectiveness.

With the issuance of Administrative Order No. 25 dated December 2011, which aims to “establish a unified and integrated Results-Based Performance Management System (RBPMS) across all departments and agencies within the Executive Branch of the Government incorporating a common set performance scorecard, and creating an accurate, accessible, and up-to-date government-wide, sectoral and organizational performance information system”, the Civil Service Commission issued Memorandum Circular No. 6, s. 2012 which directs



agencies to establish and implement a Strategic Performance Management System (SPMS).

Thus, the MANAOAG WATER DISTRICT hereby establishes a Strategic Performance Management System based on the guidelines provided by the Civil Service Commission which would serve as a management tool that will provide a scientific and verifiable means in assessing MANAOAG WATER DISTRICT's organizational performance and the collective performance of its employees. At the same time, it gives emphasis to the strategic alignment of the MANAOAG WATER DISTRICT's priority programs with the day-to-day operations of all work units.

With the establishment of the MANAOAG WATER DISTRICT Strategic Performance Management System (SPMS) the requirement under CSC-DBM Joint Circular No. 1, series of 2012 which provides that effective January 2015, step increments can be granted based on meritorious performance and length of service of which performance ratings shall be based if the agency's approved SPMS is deemed complied.

II. THE MANAOAG WATER DISTRICT

ORGANIZATIONAL PROFILE

The Manaoag Water District (MANWAD) is a water utility that was organized by virtue of the local Sangunian Bayan (SB) Resolution No. 34 dated May 26, 1980. Subsequently, the newly created Water District acquired autonomy of management from the municipal government. On 12 September 1980, Conditional Certificate of Conformance (CCC) No. 128 was awarded by the Local Water Utilities Administration (LWUA) to the District which entitled it to the rights and privileges authorized under Presidential Decree No. 198.

The Manaoag Water District is currently categorized as Category C Water District headed by its General Manager Flordeliza N. Tejano and it comprises of fifty-one (51) permanent employees distributed under four (4) Divisions, namely: Administrative and General Services Division, Finance and Commercial Division, Engineering and Construction Division, and Production and Water Quality Division. It has five (5) Pumping Stations to provide adequate domestic water service to the public, serving twenty-five (25) barangays of the municipality of Manaoag and four (4) barangays of the neighboring towns of Urdaneta, and Pozorrubio with a total of nine thousand five hundred forty-three (9,543) concessionaires. On



March 2, 1992, water districts were declared by the Supreme Court as Government Owned and Controlled Corporations in the case of Davao City Water District, et al vs. Civil Service Commission, hence, subject to policies, rules and regulations, and the usual mandatory review and examination of national agencies such as the Department of Budget and Management, Commission on Audit and Civil Service Commission.

The Manaoag Water District is governed by a Board of Directors. Its corporate governance structure clearly defines the roles of the management from those of the Board. The Board of Directors are composed of five Filipino citizens representing the following sectors: Education Sector, Professional Sector, Women's Sector, and Civic Sector. The members of the Board are appointed by the Mayor of the Municipality with regular terms of office for six (6) years. The functions of the Board include establishing policies and does not engage in the detailed management of the Water District.

MANDATE

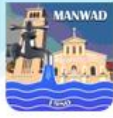
- To provide and ensure the delivery of safe and potable drinking water.

VISION

- To be a competitive water utility comprising of responsible men and women committed to service par excellence and becoming a partner in improving the quality of life of the Manaoageños.

MISSION

- To provide safe and potable water and high-quality water services at a fair price to meet the needs and expectations of our customers.
- To protect the environment to conserve our water resources for the future generations.
- To promote efficiency and productivity to enhance operational sustainability.
- To conduct ourselves in accordance with the highest ethical standards and moral values because our reason for being is to serve the public.



CORE VALUES

- M - Moral Ascendancy
- A - Accountability
- N - Non-stop Service
- W - Willfulness
- A - Action-Oriented
- D - Disciplined

STRATEGIC GOALS/OBJECTIVES

CUSTOMER SATISFACTION

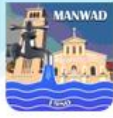
- Water security (safe and potable water)
- Sustained/adequate water supply
- Excellent customer service
- Affordable water rates
- Full saturation of coverage area
- Serve all barangays of the municipality

COMPETENT AND EFFICIENT HUMAN RESOURCES

- Improve and enhance personnel efficiency through training and development programs
- Promote wellness
- Better personnel inter-personal relations

FINANCIAL VIABILITY

- Improve collection efficiency
- Reduce Non-Revenue Water
- Improve periodic preventive maintenance programs for equipment and facilities
- Replace non-registering water meters
- Strict enforcement of disconnection policy



BETTER PUBLIC RELATIONS

- Develop outreach programs
- Establish additional communication channels

III. THE SPMS CONCEPT

Recognition of the need to review existing performance measurement approaches and learn from their application has led to the development of second-generation performance measurement framework which leads to the adoption and institutionalization of the Strategic Performance Management System (SPMS) a system that would meaningfully and objectively link employees' performance with the agency's vision, mission and strategic goals. It is an instrument which determines the organization's performance, its overarching role to the entire bureaucracy towards delivery of excellent public service by its high performing, competent and credible workforce.

It is a mechanism that ensures that the employee achieves the objectives set by the organization, and the organization, on the other hand, achieves the objectives that it has set itself in its strategic plan.

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

Essentially, it is a means to professionalize the civil service and engender a meaningful sense of involvement, accountability and shared ownership.

OBJECTIVES

The core objective of the SPMS is to provide the means through which better results can be obtained from the organization, departments/offices, and individual employees by managing employee's performance that shall facilitates effective delivery of strategic and operational goals.

Specifically, the objectives of the SPMS are the following:

1. Concretize the linkage of agency's overall performance with the Agency's Local Development Plan;



2. Ensure organizational effectiveness by cascading institutional accountabilities to the various levels of the organization anchored on the establishment of scientific basis for performance targets and measures;
3. To link performance management with other HR systems using one platform that shall be the only basis to be used in performance evaluation, HR planning and interventions, rewards and incentives, discipline and personnel actions;
4. To improve Office and Individual performance through a systematic approach via an ongoing process of establishing strategic performance objectives, measuring performance, and collecting, analyzing, reviewing and reporting performance data; and
5. To align Individual and Office performance with the organization's strategic goals/vision, objectives and priorities putting premium on performance results of the organization.

ENABLING MECHANISMS

1. Office specific logical Framework (Log Frame)/Office AIPs;
2. A Recruitment System that identifies competencies and other attributes required for particular jobs or functional groups;
3. Training Development Programs;
4. An adequate Rewards and Incentives System;
5. Institutionalized mentoring and coaching program;
6. An ICT that supports project documentation, knowledge management, monitoring and evaluation; and
7. Policy review and formulation.

SCOPE

As an instrument which serves as standards for better alignment of individual and organizational objectives, this set of guidelines shall be used in determining, managing and measuring the Individual and Office Performance with success indicators anchored in the targets and measures set.

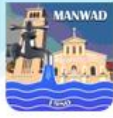


KEY PLAYERS

The success of the SPMS relies on the people who are responsible for implementing it. Albeit, every employee of the MANAOAG WATER DISTRICT plays a vital role in the realization of the organization goals. MANWAD Office Order No. 1 s. 2023 has been issued for the reconstitution of the Performance Management Team (PMT) that shall oversee the implementation of the SPMS in the MANAOAG WATER DISTRICT which is critical to the success of the SPMS. This MANWAD Office Order No. 1 s. 2023 supersedes the previous issued Office Order No. 2013-07-01 authorizing the formation and creation of the PMT.

COMPOSITION OF THE PMT KEY PLAYERS AND THEIR SPECIFIC ROLES/RESPONSIBILITIES, TO WIT:

Player	Roles/Responsibilities
<p>The SPMS Champion</p> <p>FLORDELIZA N. TEJANO General Manager C</p>	<ol style="list-style-type: none">1. Primarily responsible and accountable for the establishment and implementation of the SPMS.2. Sets the agency's performance goals/objectives and performance measures.3. Determines the agency target setting period.4. Approves office performance commitment and rating.5. Assess performance of Office/Divisions.
<p>The Performance Management Team</p> <p>Members:</p> <p>MARLENE CONSTANCIA F. MANAOIS, JD Division Manager C (Administrative and General Services Division)</p>	<ol style="list-style-type: none">1. Sets consultation meeting of all heads of Offices/Divisions for the purpose of discussing the targets set in the office performance commitment and rating form.2. Ensures that Office performance targets and measures, as well as the budget are aligned with those of the agency and that



<p>RUSTY MARK V. FLORES, CPA Division Manager C (Finance and Commercial Division)</p> <p>ENGR. CASIMERO G. CLAVERIA Division Manager C (Production and Water Quality Division)</p> <p>ENGR. AQUILEO F. MISAGAL Division Manager C (Engineering and Construction Division)</p> <p>VITTORIO B. VELORIA Water/Sewerage Maintenance Head</p> <p>ANNABELLE V. FERRER Utilities/Customer Service Officer A</p> <p>ISAAC IAN D. JOAQUIN President, MWDEA</p>	<p>work distribution of Offices/Divisions is rationalized.</p> <ol style="list-style-type: none"> 3. Recommends approval of the office performance commitment and rating to the Head of Agency. 4. Acts as appeal body and final arbiter for performance management issues of the agency. 5. Identifies potential top performers and provide inputs to the PRAISE Committee for grant of awards and incentives. <p>Adopts its own internal rules, procedures and strategies in carrying out the above responsibilities including schedule of meeting and deliberations and delegation of authority to representatives in case of absence of its members.</p>
<p>The HRM Office</p> <p>Secretariat:</p> <p>CHARLIE D. LORILLA, JR., MPA Administrative/General Services Officer B</p>	<ol style="list-style-type: none"> 1. Monitors submission of the Individual Performance Commitment and Review Form by heads of office. 2. Reviews the Summary List of Individual Performance Rating to ensure that the average performance rating of employees is equivalent to or not higher than the Office Performance Rating as recommended by the PMT and approved by the Head of Agency. 3. Provides analytical data on retention, skill/competency



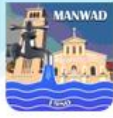
	<p>gaps, and talent development plans that align with strategic plans.</p> <p>4. Coordinates developmental interventions that will form part of the HR Plan.</p>
Division Managers	<ol style="list-style-type: none">1. Assumes joint responsibility with the Head of Office in ensuring attainment of performance objectives and targets.2. Rationalize distribution of target/tasks.3. Monitors closely the status of the performance of their subordinates and provide support and assistance through the conduct of coaching for the attainment of targets set by the Division and individual employee.4. Assesses individual employees' intervention.5. Recommends development intervention.
Individual Employees	<p>Acts as partners of managements and their co-employees in meeting organizational performance goals.</p>

Effectivity:

This Office Order shall take effect upon approval of Agency's Revised Strategic Performance Management System (SPMS) by the Civil Service Commission (CSC) unless otherwise revoked or superseded.

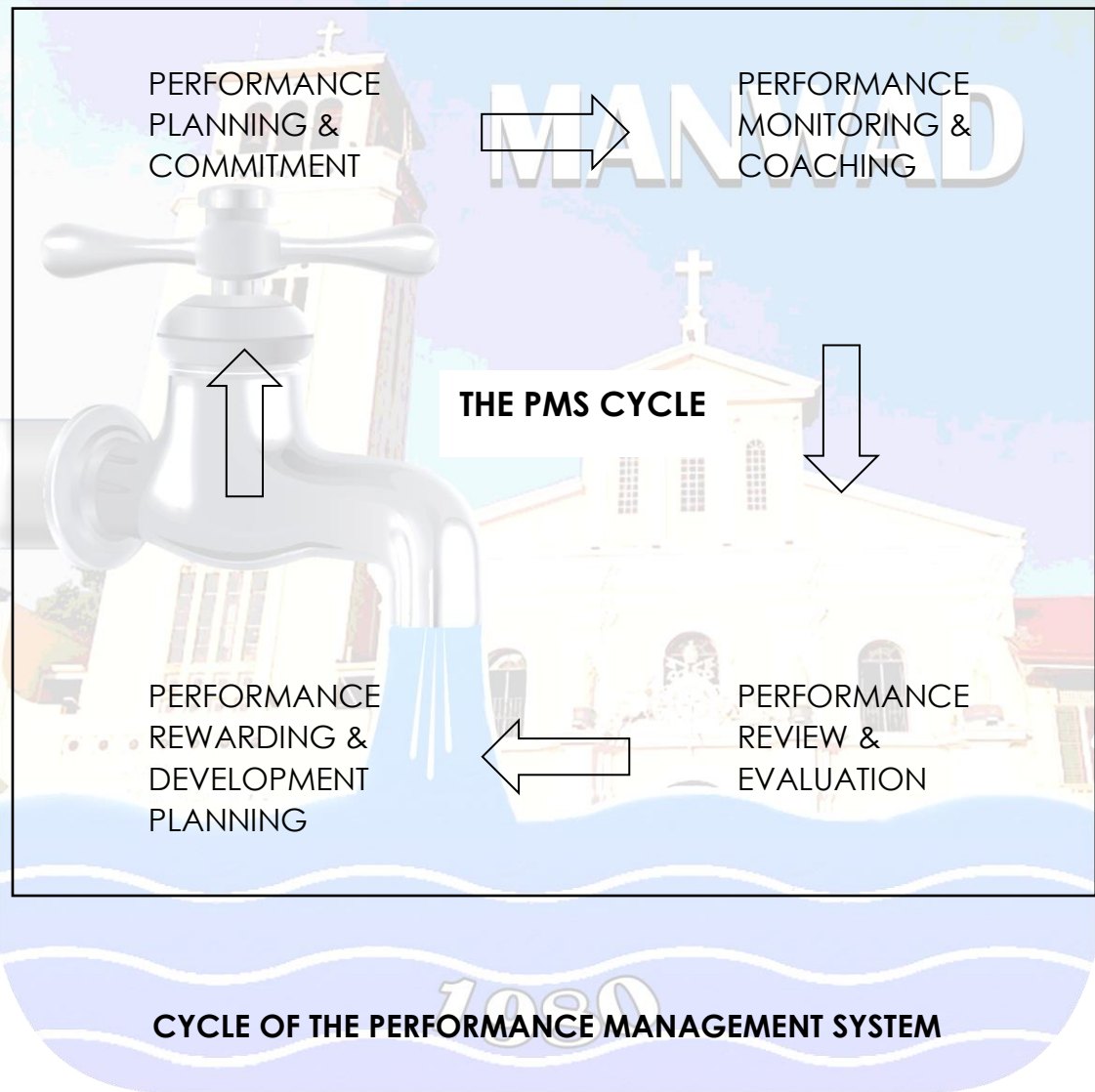
Compliance is hereby enjoined.


FLORDELIZA N. TEJANO
General Manager C



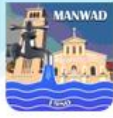
SPECIFIC PROCEDURES

The MANAOAG WATER DISTRICT SPMS follows the Four-Stage performance management cycle framework:



A. PERFORMANCE PLANNING AND COMMITMENT

This is done at the start of the performance period where Division Managers meet with their staff and agree on the outputs that should be accomplished of the Office that are derived from the goals/objectives of the Manaoag Water District.



1. Success Indicators

Success indicators refer to the characteristics, property or attribute of achievements, accomplishments or effectiveness in the fulfillment of work plans for the year. These shall consist of performance measures and performance targets.

These shall be based on the strategic plan and strategic priorities of the MANAOAG WATER DISTRICT based on its vision and mission, thrust, programs, projects and activities set in the MANAOAG WATER DISTRICT's Annual Investment Plan and Local Development Plan.



Success indicators should be S-M-A-R-T which stands for:

- a. **S**pecific
The performance expectation should be one that can be witnessed or observed, defined, and concrete.
- b. **M**asurable
You should be able to assess, evaluate, and distinguish between different performance levels. The end result can be identified in terms of quantity, quality, time lines, acceptable standards, or procedures.
- c. **A**chievable
Each performance expectation should be one that can be achieved by the employee without barriers that hinder its completion. However, it should not be so easily achieved that the employee is no challenged nor so difficult that the employee becomes frustrated. It should be reasonable.



d. **Realistic**

Each expectation should be an actual requirement of the employee's job and within the parameters of the position description.

e. **Time Bound**

Each expectation should have a time frame associated with it- daily, weekly, etc.

2. Performance Measures

Performance measures are performance level yardsticks computed through the units of work measurements and according to their function, the process of which is as follows:

- 2.1 The agency through the MANAOAG WATER DISTRICT's Local Development Plan and or the Annual Investment shall set the performance goals/objectives and performance measures of the organization as early as August of the current year for targets and measures for the next year. This shall serve as basis in the Office's preparation of the Office Performance Commitment and Review (OPCR).
- 2.2 Commitments for the year shall be reflected in a way that semestral targets/activities are strategically reflected specifically milestones for projects and would be completed in six (6) months or more so that progressive outputs are identified and rated accordingly.
- 2.3 The Performance Management Team (PMT) shall review Office's OPCR for the Agency Head approval. It shall ensure that the performance targets and measures and the budget are aligned with those of the organization and that work distribution of Offices is rationalized. Should modification be necessary in the submitted OPCR, the PMT shall inform the concerned Division Manager of the proposed changes.
- 2.4 Performance measures need not be many. Only those that contribute or support the outcomes that the organization aims to achieve shall be included in the OPCR. i.e., measures shall be continuously refined and reviewed.
- 2.5 Performance measures shall observe the following general categories:



Category	Definition
Effectiveness/Quality	<p>Give a sense of whether the office is doing the right things right based on its mandate and expectations/requirements of the clients/stakeholders.</p> <p>The degree to which objectives are achieved and the extent to which targeted problems are solved.</p>
Efficiency	<p>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.</p> <p>Provides a sense of whether the office is doing the things right.</p>
Timeliness	<p>Measures whether the deliverable was done on time based on the requirements of the law and/or clients/stakeholders.</p> <p>Time-related performance indicators evaluate such things as project completion deadlines, time management skills and other time-sensitive expectations.</p>

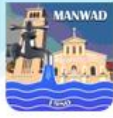
Note: ***The OPCR shall be the basis for the Individual Performance Commitment and Review (IPCR) to be prepared by the supervisors.***

3. Target Setting

3.1 Major final outputs arising from the core and support function of the Office shall be indicated as performance targets aside from the Office commitments explicitly identified under each strategic priority/initiative.

Two forms are used for setting the targets: (1) Office Performance Commitment Review for the Office or the OPCR; and (2) Individual Performance Commitment and Review or the IPCR for Division or Sections and for every employee.

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



Historical Data

The data shall consider past performance.

Benchmarking

This involves identifying and comparing the best departments or offices/programs within the MANAOAG WATER DISTRICT with similar functions or processes. Benchmarking may also involve recognizing existing standards based on provisions or requirements of the law.

Client Demand

This involves a bottom-up approach where the Office sets targets based on the needs of its clients. The Office may consult with stakeholders and review the feedback on its services.

Future Trend

Targets may be based from the results of the comparative analysis of the actual performance of the Office with its potential performance.

- 3.3 In setting work targets, the office shall observe the cut-off date of every 15th of December for the 1st and 2nd semesters, respectively.
- 3.4 Using the SPMS Table of Performance Standards/Measures (success indicators), determine the type and number of output the office/unit is mandated to deliver. In cases where the work outputs identified do not have corresponding measures/standards, the office shall provide the specific performance measures or success indicators and targets. This will be subject to the evaluation of the PMT.
- 3.5 The Office shall compute the budget per program/project by the expense account to ensure the budget allocation is strategy-driven.
- 3.6 The Office shall also identify specific division/unit/group/individuals as primarily accountable for producing a particular target output per program/project/activity.
- 3.7 Amendments to the OPCR may be allowed at any time to accommodate intervening tasks subject to the review of the PMT and approval of the Head of Agency.
- 3.8 An Agency meeting with the Head of the Agency/Designated Representative shall be held specifically for the purpose of reviewing the OPCRs where Heads of Offices shall present their respective OPCRs.



- 3.9 The approved OPCR shall serve as basis for individual performance targets and measures which shall be reviewed and approved by the Head of Office for submission to the Personnel Office.

B. PERFORMANCE MONITORING AND COACHING

This is the phase where the raters (Head of Office and Division Managers/Section Heads) monitor the work activities of employees and progress of work output. The rater is expected to address factors that either help or hinder effective work performance and design tracking tools or monitoring strategies as may be needed.

The performance of the Offices and every individual shall be monitored at various levels on a regular basis.

Essentially, the focus is on the critical function and strategic shift of supervisors as front runner of development planning with emphasis on the strategic role of being and enabler/coach/mentor rather than a mere evaluator.

At this stage, supervisors should fully exercise or practice this management development intervention in enhancing the potentials of every employee under them. The supervisor shall periodically check on the progress and quality of work output of the Office/Division/individual employee.

1. Monitoring

The performance of Offices and every individual shall be regularly monitored at various levels: i.e., MANAOAG WATER DISTRICT Planning and Development Office, PMT, Head of Office, supervisor and individual, on a regular basis, but shall not be limited to the following schedule, to wit:

- 1.1 The MANAOAG WATER DISTRICT Planning and Development Office shall review the performance of the divisions/offices/programs at least once a year;
- 1.2 The MANAOAG WATER DISTRICT Planning and Development Office and the MANAOAG WATER DISTRICT Human Resource Management Office shall summarize and analyze the performance of the Office every six (6) months or at least at the end of each performance period; and
- 1.3 The Head of Office and Division Heads shall monitor on a regular basis the performance of the divisions and employees under them. They shall



meet with them to discuss performance and the progress of work. Each individual shall likewise monitor and assess his/her performance regularly.

Monitoring and evaluation mechanisms should be in place to ensure that timely and appropriate steps can be taken to keep a program on track and to ensure that its objectives or goals are met in the most effective manner. Monitoring may be conducted through meetings, one-on-one discussions, memorandum and review of pertinent documents such as reports and communications and tracking forms to ensure timely completion and quality execution of deliverables. It is also done to avert any untoward incident or address constraints and challenges, if any.

2. Coaching

This is a critical function of a supervisor aimed at empowering and helping individual employees in their work assignments. Supervisors shall adopt teach coaching in the management of work within the Office/Division to help the unit become focused on a shared goal to accomplish a task or complete a deliverable.

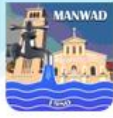
3. Form

The supervisors shall maintain a journal using the Performance Monitoring and Coaching Form (see attachments) to record the conduct of monitoring and coaching which shall contain the date and form of monitoring/coaching, brief statement of purpose of the monitoring/coaching, name of persons monitored/coached as well as critical incidents noted, if any.

Note: ***Both the supervisor and the supervisee shall affix their signatures in the space provided and shall submit all the accomplished forms to the PMT after each quarter.***

C. PERFORMANCE REVIEW AND MONITORING (Office Performance and Individual Employee's Performance)

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



and individual performance commitments contracts (OPCR and IPCR). The rater objectively determines the gaps between the actual and desired performance.

1. OFFICE PERFORMANCE ASSESSMENT

- 1.1 *The MANAOAG WATER DISTRICT Planning Office shall review, assess and evaluate the performance of Offices.*
- 1.2 *The Head of Office shall initially assess the Office's performance using the OPCR.*
- 1.3 *The Performance Management Team (PMT) shall validate the accomplishments reported by offices as necessary.*
- 1.4 *Various rating scales shall be used for specific sets of measures, to wit:*
 - 1.4.1 *Core Function*
These are functions that implement and deliver the mandates of the offices/divisions as identified in the agency's vision, goals and objectives.
 - 1.4.2 *Support Function*
These are functions that provide resources to enable the offices/divisions to effectively perform its mandate.

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



RATING SCALE FOR QUALITY/EFFECTIVENESS

RATING		DESCRIPTION
Numerical	Adjectival	
5	Outstanding	100% meeting the success indicators.
4	Very Satisfactory	90% to 99.99% meeting the success indicators.
3	Satisfactory	80% to 89% meeting the success indicators.
2	Unsatisfactory	70% to 79% meeting the success indicators.
1	Poor	Below to 70% meeting the success indicators.

EFFICIENCY RATING SCALE

RATING		DESCRIPTION
Numerical	Adjectival	
5	Outstanding	130 % accomplishment of the planned targets.
4	Very Satisfactory	115% to 129% accomplishment of the planned targets.
3	Satisfactory	100% to 114% accomplishment of the planned targets.
2	Unsatisfactory	80% to 99% accomplishment of the planned targets.
1	Poor	Below to 80% accomplishment of the planned targets.

Efficiency Rating Formula

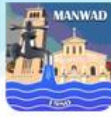
$$ER = \frac{\text{number of accomplishments received}}{\text{number of accomplishments of the planned target}} \times 100$$



RATING SCALE FOR TIMELINESS

RATING		DESCRIPTION
Numerical	Adjectival	
5	Outstanding	Accomplishment submitted/task completed 2 days before the target date.
4	Very Satisfactory	Accomplishment submitted/task completed 1 day before the target date.
3	Satisfactory	Accomplishment submitted/task completed on the target date.
2	Unsatisfactory	Accomplishment of submitted/task completed 1 to 5 days after the target date.
1	Poor	Accomplishment of submitted/task completed more than 5 days after the target date.

- 1.5 Critical factors affecting the delivery of work output shall be reflected and computed/averaged (A) in the columns provided for the OPCR form using the standards for Quality/Effectiveness (Q), and the above rating scales for Efficiency (E), and Timelines (T).
- 1.6 In computing the final rating of the office and individual performances, the following allocation shall be followed:
- | | | |
|-------------------------|---|-----|
| 1. Strategic Priorities | - | 35% |
| 2. Core Functions | - | 50% |
| 3. Support Functions | - | 15% |
- 1.7 In the event that the Agency has no strategic priorities to be considered for the applicable rating period, the certain percentage (35%) shall be distributed to core and support functions, to wit:
- | | | |
|----------------------|---|-----|
| 1. Core Functions | - | 75% |
| 2. Support Functions | - | 25% |
- 1.8 In getting the final over-all rating of the office and individual employees to identify the level or totality of performance, the following scale shall be followed as approved by the PMT:



OVER-ALL RATING SCALE for Quality, Efficiency & Timeliness (SPMS RATING SCALE)		DESCRIPTION
Numerical	Adjectival	
5	Outstanding	Performance represents an extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity, creativity and initiative. Employees at this performance level should have demonstrated exceptional job mastery in all major areas of responsibility. Employee achievement and contributions to the organization are of marked excellence.
4	Very Satisfactory	Performance exceeded expectations. All goals, objectives and targets were achieved above the established standards.
3	Satisfactory	Performance met expectations in terms of quality of work, efficiency and timeliness. The most critical annual goals were met.
2	Unsatisfactory	Performance failed to meet expectations, and/or one or more of the most critical goals were not met.
1	Poor	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.

SAMPLE COMPUTATION

35% Strategic Priorities, 50% Core Functions, and 15% Support Functions		
Category	MFO	Rating
SP	4	$1 + 1 + 1 + 2 = 5/4 = 1.25 \times 35\% = .44$
Core Function	2	$1 + 3 = 4/2 = 2 \times 50\% = 1$
Support Function	1	$4 \times 15\% = .6$
Total/Final Overall Rating		$.44 + 1 + .6 = 2.04$
Final Average Rating		N/A
Adjectival Rating		UNSATISFACTORY



1. *At the end of the semester, all Divisions/offices shall submit their accomplishments using the OPCR to the Office of the General Manager thru the HRMO for evaluation/validation every 15th of January (refer to calendar).*
 2. *The HRMO shall return to the Division/Offices the validated accomplishments. An office is given three (3) days to comment on the validated accomplishments otherwise it is considered as final for submission to the Office of the General Manager.*
 3. *To assist the Agency Head/General Manager evaluate performance, the Performance Management Team (PMT) shall consolidate, review, validate and evaluate the initial performance assessment of the Division Heads based on reported Office accomplishments against the success indicators, and allotted budget against the actual expenses.*
 4. *A performance review conference shall be conducted by the Performance Management Team (PMT) once a year every 15th of December of the year and thereafter. The MANAOAG WATER DISTRICT (MANWAD) Planning and Development/Office of the General Manager shall facilitate the discussion of Office assessment with concerned Division Heads with the presence of the MANWAD Budget Officer as regards to budget utilization.*
2. **PERFORMANCE ASSESSMENT AND EVALUATION FOR INDIVIDUAL EMPLOYEES**
1. *The division heads or immediate supervisors shall assess individual employee performance based on the commitments made at the beginning of the rating period. The supervisors shall indicate qualitative comments, observations and recommendations in the IPCR to include behavior and critical incidents that may be considered for other human resource development purposes such as promotion and other interventions. Said assessment shall be discussed with the concerned individual prior to the submission of the IPCR to the Head of Office.*
 2. *The Head of Office shall make the final assessment of performance level of the individual employees in his/her Office. The final assessment shall correspond to the adjectival description of Outstanding, Very Satisfactory, Satisfactory, Unsatisfactory or Poor.*



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

- 3. The average of all individual performance assessments shall not go higher than the collective performance assessment of the Office.*
- 4. The Head of Office shall ensure that the performance assessment of the employees is submitted to the MANAOAG WATER DISTRICT Human Resource Management Officer as PMT Secretariat every 25th of July of the year and 25th of January of the succeeding year and thereafter.*
- 5. The PMT shall serve as the appeals body and final arbiter on performance concerns. An employee who does not agree with the performance assessment received may file an appeal with the PMT through the Personnel Office within ten (10) days from receipt of the final approved IPCR from the Head of Office. PMT shall decide on the appeals within one month from receipt of such appeal.*

******* Non-submission or unjustifiable delay in the submission of the OPCR/IPCR shall disqualify the Office and the staff for awards and incentives.

D. PERFORMANCE REWARDING AND DEVELOPMENT PLANNING

In this process, the Head of Office and supervisors shall discuss with the individual employee to assess the strengths, competency-related performance gaps and the opportunities to address these gaps, career paths and alternatives.

Employees are ranked and categorized based on complexity of work and accountability. This also forms part of the discussion between the rater and the ratee where they assess competency-related performance gaps and the opportunities to address these gaps, career paths and alternative.

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


1. Head of Office in identifying and providing the kinds of interventions needed, based on the developmental needs identified;
2. HRM Office/Personnel Office in consolidating and coordinating developmental interventions that will form part of the Human Resource Plan and the basis for rewards and incentives;



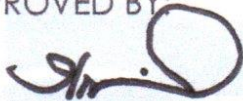
3. PMT in identifying potential PRAISE Awards nominees for various awards categories; and
4. Program on Awards and Incentives for Service Excellence (PRAISE) Committee in identifying top performers of the Agency who shall qualify for rewards and incentives.

IV. EFFECTIVITY

The MANAOAG WATER DISTRICT's Revised Strategic Performance Management System Guidelines shall take effect upon approval of the Civil Service Commission (CSC) unless otherwise repealed or updated.


FLORDELIZA N. TEJANO
General Manager C
Date: August 1, 2023

APPROVED BY:



HEDY JOSE B. LARDIZABAL
Director IV
Civil Service Commission
Regional Office No. 1
San Fernando City, La Union
Date: 24 AUG 2023



MANAOAG WATER DISTRICT CALENDAR

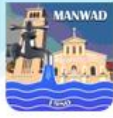
ACTIVITY	SUBMIT TO	SCHEDULE												
		JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	
I. PERFORMANCE PLANNING & COMMITMENT														
SPMS Orientation		2 nd Week												
Performance Targets/Goal Setting (OPCR)		2 nd Week												
OPCR Submission	CPDO/PMT-HR											25 th		
OPCR Review	CPDO/PMT-HR													
CPDO Report	PMT											10 th		
OPCR Approval	PMT													
Released of Approved OPCR	OFFICES CONCEREND												29 th	
IPCR Submission	HR/PMT	(July to December performance targets)					15 th	(January to June performance targets)					15 th	
II. PERFORMANCE MONITORING & COACHING														
Monitoring by:														
*CPDO/PMT (OPCR)		Once a Year												
*HRMO/PMT (IPCR)		Per Semester												
*Division Managers		Regular Basis												
*Individual Staff		Regular Basis												
Forms (Monitoring/Coaching Form)	PMT/HR	After End of Every Quarter												
Employees' Feedback (With performance ratings Satisfactory and below)														
Mid-Year Feedback (Discuss performance against agreed work, goals and targets) (Division Head/Employee)	PMT													
End of Year Feedback (Discuss performance against agreed work, goals and targets) (Division Head/Employee)	PMT													
III. PERFORMANCE REVIEW & FEEDBACK														
OPCR (With Actual Accomplishments)	CPDO (To review, evaluate and validate OPCR against targets and return validated OPCR to Divisions/ Offices.													
CPDO to submit assessed OPCR	PMT													
CPDO to facilitate performance review by the agency (Annual Performance Review)														
IPCR Submission (With Actual Accomplishments)	PMT/HR	25 th	(July to December Accomplishments)					25 th	(January to June Accomplishments)					



Evaluation and Validation of IPCRs by the PMT			25 th						25 th				
IV. PERFORMANCE REWARDING AND DEVELOPMENT PLANNING													
PMT to submit Top Performers List	PRAISE			15 th									
CPDO's Office Performance Assessment Report	PMT/LCE			15 th									
Performance Development Planning								2 nd Week					

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





OFFICE PERFORMANCE COMMITMENT AND REVIEW (OPCR)

I, _____, Head of the _____, commit to deliver and agree to be rated on the attainment of the following target in accordance with the indicated measures for the period _____ to _____, 20____.

_____ RATEE

Date: _____

Approved by:	
	Date:
(Name of Agency Head) Head of Agency	

RATING SCALE

- 5 – Outstanding
- 4 – Very Satisfactory
- 3 – Satisfactory
- 2 – Unsatisfactory
- 1 – Poor

MFO/PAP	SUCCESS INDICATORS (TARGET + MEASURES)	Allotted Budget	Division/ Individuals Accountable	Actual Accomplishments	Rating				Remarks
					Q ¹	E ²	T ³	A ⁴	
CORE FUNCTIONS									
SUPPORT FUNCTIONS									

Average Rating

Category	MFO	Rating			
Core Functions					
Support Functions					
Total Overall Rating					
Final Average Rating					
Adjectival Rating					

Assessed by:	Date	Reviewed by:	Date	Final Rating by:	Date
Planning Office		PMT		Head of Office	

Legend: 1 – Quality 2 – Efficiency 3 – Timeliness 4 – Average



INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR)

I, _____, of the _____ Division, commit to deliver and agree to be rated on the attainment of the following target in accordance with the indicated measures for the period _____ to _____, 20____.

RATEE

Date: _____

Reviewed by:	Date	Approved by:	Date
Immediate Supervisor		Head of Office	

RATING SCALE

- 5 – Outstanding
- 4 – Very Satisfactory
- 3 – Satisfactory
- 2 – Unsatisfactory
- 1 – Poor

Major Final Output	SUCCESS INDICATORS (TARGET + MEASURES)	Actual Accomplishments	Rating				Remarks
			Q ¹	E ²	T ³	A ⁴	
CORE FUNCTIONS							
SUPPORT FUNCTIONS							
Category	MFO	Rating					
Core Functions							
p							
Support Functions							
Total Overall Rating							
Final Average Rating							
Adjectival Rating							

Comments and Recommendations for Development Purposes

Discussed with:	Date	Assessed by:	Date	Final Rating by:	Date
Planning Office		PMT		Head of Office	

Legend: 1 – Quality 2 – Efficiency 3 – Timeliness 4 – Average