



Republic of the Philippines
TARLAC STATE UNIVERSITY
Tarlac City

Strategic Performance Management System (SPMS)



Republic of the Philippines
TARLAC STATE UNIVERSITY
OFFICE OF THE PRESIDENT

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TSU Administrative Order


No. 01, s. 2018
October 29, 2018

Tarlac State University
Records Management Unit No. 5/7
By Am Date OCT 29 2018

**DEPUTIZATION OF THE VICE PRESIDENT FOR RESEARCH, AND
EXTENSION SERVICES AS APPROVING AUTHORITY
PERTAINING TO THE STRATEGIC PERFORMANCE
MANAGEMENT SYSTEM (SPMS)
OF THE UNIVERSITY**

Dr. Armee N. Rosel, Vice President for Research, and Extension Services is hereby deputized to act on behalf of the President pertaining to the Strategic Performance Management System, including, but not limited to the approval of the Office Performance Commitment and Review (OPCR), Individual Performance Commitment and Review (IPCR), and Department Performance Commitment and Review (DPCR) of Colleges and Offices, giving of the Final Rating to colleges/offices and individuals, and doing the notification of the Journal of Performance Monitoring and Coaching. Dr. Rosel is expected to perform the duties with due care and much objectivity. She is expected to make verification of all targets and ratings as to their reliability and the consistency with the University's Vision. Further, Dr. Rosel is expected to report to the Office of the University President the status of all actions taken pertaining to the SPMS of the University.

This deputization is undertaken to enable the undersigned to focus on other equally relevant and pressing concerns of the University.


DR. MYRNA Q. MALLARI
President

Strategic Performance Management System (SPMS) of

TARLAC STATE UNIVERSITY

Pursuant to Civil Service Commission Memorandum Circular No. 6 s. 2012 prescribing the guidelines in the establishment and implementation of Agency Strategic Performance Management System (SPMS), the TARLAC STATE UNIVERSITY hereby adopts the following policy guidelines in the planning and evaluation of employee performance:

1. **OBJECTIVE:** The TSU Strategic Performance Management System shall:

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

2. **BASIC ELEMENTS:**

The following are the basic elements of the TARLAC STATE UNIVERSITY SPMS:

- 2.1 **Goal Aligned to TSU Mandate and Organizational Priorities.** Performance goals and measurement are aligned to the national development plans, TSU mandate/vision/mission and strategic priorities and/or organizational performance indicator framework. Standards are pre-determined to ensure efficient use and management of inputs and work processes. These standards are integrated into the success indicators as organizational objectives are cascaded down to operational level.
- 2.2 **Outputs/Outcomes-based.** The system puts premium on major final outputs that contribute to the realization of organizational mandate, mission/vision, strategic priorities, outputs and outcomes.
- 2.3 **Team-approach to performance management.** Accountabilities and individual roles in the achievement of organizational goals are clearly defined to give way to collective goal setting and performance rating. Individual's work plan or commitment and rating form is linked to the division/unit/office work plan or commitment and rating form to establish clear linkage between organizational performance and personnel performance.
- 2.4 **User-friendly.** The forms used for both the organizational and individual performance are similar and easy to accomplish. The organizational and individual major final outputs and success indicators are aligned to facilitate cascading of organizational goals to the individual staff members and the harmonization of organizational and individual performance ratings.
- 2.5 **Information System that supports Monitoring and Evaluation (M & E).** Monitoring and Evaluation mechanisms and information System are vital component of the SPMS in order to facilitate linkage between organizational and employee performance. The M&E and Information System will ensure generation of timely, accurate, and reliable information for both performance monitoring/tracking, accomplishment reporting, program improvement and policy decision-making.

2.6 **Communication Plan.** A program to orient TSU officials and employees on the new and revised policies on SPMS shall be implemented. To promote awareness and interest on the system, generate employees' appreciation for the TSU SPMS as a management tool for performance planning, control and improvement, and guarantee employees' internalization of their role as partners of management and co-employees in meeting organizational performance goals, the members of the PMT shall implement an orientation schedule for TSU officials and employees.

3. KEY PLAYERS:

3.1 SPMS Champion– TSU President

Primarily responsible and accountable for the establishment and implementation of the SPMS.

- Sets agency performance goals/objectives and performance measures.
- Determines TSU target setting period.
- Approves office performance commitment and rating.
- Assesses performance of Offices.

3.2 **Performance Management Team (PMT).** A PMT shall be composed of the following:

CHAIRMAN :	Executive officer appointed by the President
CO-CHAIRMAN:	Vice President for Academic Affairs
MEMBERS:	Highest Planning Officer
	Head- Human Resource Office
	Chief -Administrative Officer
	Highest Finance Officer
	TSU Faculty and Personnel Union (TSUFPU) President
	Non-Academic Staff Association (NASA) President

The PMT shall be constituted through an Office Order/Designation Order to be issued from the Office of the University President.

The PMT shall have the following functions and responsibilities:

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

The Planning Office shall serve as the PMT Secretariat.

3.3 The Planning Office as PMT Secretariat:

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

3.4 The Office of the Human Resource Management & Development Office (HRMDO)

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

3.5 Head of Office (Vice Presidents/Deans/Directors)

- Assumes primary responsibility for performance management in his area.
- Conducts strategic planning session with the supervisors and staff and agree on the outputs that should be accomplished based on the goals/objectives of the TSU and submits the Office Performance Commitment and Review Form to the PMT Secretariat.
- Reviews and approves individual employee's Performance Commitment and Review form for submission to the HRMDO Administrative before the start of the performance period.
- Submits a quarterly accomplishment report to the Planning Office based on the SPMS Calendar (Annex F).
- Does initial assessment of office 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.

3.6 Chairpersons/Unit Heads

- Assumes joint responsibility with the Head of Office (Vice Presidents/Deans/Directors) 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 targets set by the Office/unit and individual employee/Faculty Member.
- Assesses individual employees' performance
- Recommends developmental intervention

3.7 Individual Employees/Faculty Members/TSUFPU/ NASA

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

4. **PERFORMANCE MANAGEMENT CYCLE**

4.1 The SPMS Cycle

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

Stage I: Performance Planning and Commitment

This is done at the start of the performance period where the TSU President meets with the Head of Offices and agree on the outputs that should be accomplished based on the goals/objectives of the organization. Success indicators are determined.

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

Performance measures must form part of this SPMS and contribute to or support the outcomes that the TSU aims to achieve. It shall be included in the office performance contract, to ensure relevance to its core functions and strategic priorities, The Major Final Outputs and performance measures must be continuously refined and reviewed (please see attached Annex A).

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

	Definition
Effectiveness /Quality	The extent to which actual performance compares with targeted performance. The degrees to which objectives are achieved and the extent to which targeted problems are solved. In management, effectiveness relates to <i>getting the right things done</i> .
Efficiency	The extent to which time or resources is used for the intended task or purpose. Measures whether targets are accomplished with a minimum amount or quantity of waste, expense, or unnecessary effort.
Timeliness	Measures whether the deliverable was done on time based on the requirements of the law and/or clients/stakeholders. Time-related performance indicators evaluate such things as Project completion deadlines, time management skills and other time-sensitive expectations.

The TSU President shall cause the determination of the "TSU target setting period", a period within which the office and employees' targets are set and discussed by the raters and the rates, reviewed and concurred by the Head of Office and submitted to the PMT .

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

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

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

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

The approved Office Performance Commitment and Review Form shall serve as basis for individual performance targets and measures to be prepared in the Individual Employee's Performance Commitment and Review Form (IPCR) (**Annex C**).

Unless the work output of a particular duty has been assigned pre-set standards by Management, its standards shall be agreed upon by the supervisors and the ratees. Individual employees' performance standards shall not be lower than the agency's standards in its approved Office Performance Commitment and Review form.

Stage 2: Performance Monitoring and Coaching

During the performance monitoring and coaching phase, the performance of the Offices and every individual shall be regularly monitored at various levels: i.e., the President, Director of Planning, Head of Office or Unit Head, and individual, on a regular basis. Regular basis shall be as follows:

University President - semestral

VP's-quarterly

Directors/Deans/Div. Heads-monthly

Chairpersons-weekly

Individual-weekly

Monitoring and evaluation mechanisms shall be installed 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. An information system that will support data management to produce timely, accurate and reliable information for program tracking and performance monitoring/reporting shall likewise be installed.

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

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

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

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

Office Performance Assessment

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

A TSU performance review conference shall be conducted annually by the Offices of the four (4) Vice Presidents for the purpose of discussing the Office assessment with concerned Heads of Offices. This shall include participation of the Budget Office as regards budget utilization. To ensure complete and comprehensive performance review, all Offices shall submit a quarterly accomplishment report to the PMT Secretariat based on the SPMS calendar.

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

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

Performance Assessment for Individual Employees

The immediate supervisor (Dean/Directors/Unit Head) 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.

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

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

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

The President shall determine the final assessment of performance level of the individual employees based on proof of performance. The final assessment shall correspond to the adjectival description of Outstanding, Very Satisfactory, Satisfactory, Unsatisfactory or Poor.

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

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

The President shall ensure that the employee is notified of his/her final performance assessment and the **Summary List of Individual Ratings (Annex D)** with the attached IPCRs are submitted to the Human Resource Management & Development Office within the prescribed period.

Stage 4: Performance Rewarding and Development Planning

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

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

Appropriate developmental interventions shall be made available by the

Directors/Head of Office and supervisors in coordination with the Human Resource Management & Development Office.

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

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

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

5. 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.

Numerical	Rating Adjectival	Description
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
2	Unsatisfactory	Performance failed to meet expectations, and/or one or more of the most critical goals was/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.

6. SPMS RATING SCALE

SPMS Initiation/ Implementation

The Head of the Agency shall:

- a. Constitute a Performance Management Team (PMT).
- b. Review existing Performance Evaluation System and decide on whether the same conforms with the features of the Strategic Performance Management System.
- c. Amend, enhance or develop TSU Performance Management System and submit the same to CSC for review/approval.
- d. Conduct orientation and reorientation on the new and revised policies on SPMS for all employees. This is to promote awareness and interest on the system, generate employees' appreciation for the agency SPMS as a management tool for performance planning, control and improvement, and guarantee employees' internalization of their role as partners of management and co-employees in meeting organizational performance goals.
- e. Administer the approved Agency SPMS in accordance with these guidelines/standards.
- f. Provide the Civil Service Commission Regional/Field Office concerned with a copy of the Consolidated Individual Performance Review Reports indicating alignment of the collective individual performance rating with the Organizational/Office Performance Rating.

Uses of Performance Ratings

- a. Security of tenure of those holding permanent appointments is not absolute but is based on performance. Hence: Employees who obtained **Unsatisfactory** rating for one rating period or exhibited poor performance shall be provided appropriate developmental intervention by the President and supervisor, in coordination with the HRMDO to address competency-related performance gaps.

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

- b. The PMT shall validate the Outstanding performance ratings and may recommend concerned employees for performance-based awards. Grant of performance-based incentives shall be based on the final ratings of employees as approved by the President.
- c. Performance ratings shall be used as basis for promotion, training and scholarship grants and other personnel actions. Employees with Outstanding and Very Satisfactory performance ratings shall be considered for the above mentioned personnel actions and other related matters.
- d. Officials and employees who shall be on official travel, approved leave of absence or training or scholarship programs and who have already met the required minimum rating period of 90 days shall submit the performance commitment and rating report before they leave the office. For purposes of performance-based benefits, employees who are on official travel, scholarship or training within a rating period shall use their performance ratings obtained in the immediately preceding rating period.

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

Sanctions

Unless justified and accepted by the PMT, non-submission of the Office Performance Commitment and Review form to the PMT, and the Individual faculty member/employee's Performance Commitment and Review forms to the Human Resource Management & Development Office within the specified dates shall be a ground for:

- a. Employees' disqualification for performance-based personnel actions which would require the rating for the given period such as promotion, training or scholarship grants and performance enhancement bonus, if the failure of the submission of the report form is the fault of the employees.
- b. An administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty for the supervisors or employees responsible for the delay or non-submission of the office and individual performance commitment and review report.
- c. Failure on the part of the TSU President to comply with the required notices to their subordinates for their unsatisfactory or poor performance during a rating period shall be a ground for an administrative offense for neglect of duty.
- d. Non-submission of agency SPMS to the Civil Service Commission for review/approval shall be a ground for disapproval of promotional appointments issued by concerned agency heads.

Appeals

- a. Office performance assessment as discussed in the performance review conference shall be final and not appealable. Any issue/appeal on the initial performance assessment of an Office shall be discussed and decided during the performance review conference.
- b. Individual employees who feel aggrieved or dissatisfied with their final performance ratings can file an appeal with the PMT within ten (10) days from the date of receipt of notice of their final performance evaluation rating from the President. An office/unit or individual employee, however, shall not be allowed to protest the performance ratings of other office/unit or co-employees. Ratings obtained by other office/unit or employees can only be used as basis or reference for comparison in appealing one's unit or individual performance rating.
- c. The PMT shall decide on the appeals within one month from receipt. Appeals lodged at any PMT shall follow the jurisdiction of the CSC under the RRACCS which provides: Officials or employees who are separated from the service on the basis of Unsatisfactory or Poor performance rating can appeal their separation to the CSC or its regional office within 15 days from receipt of the order or notice of separation.

7. FORMS

Annex A

A. SUCCESS INDICATORS

Hereunder are some samples of success Indicators of the different offices in the University:

Major Final Outputs	PERFORMANCE MEASURES¹	PERFORMANCE TARGETS²	SUCCESS INDICATOR³ Measures + Targets	Organizational Outcome/Sectoral Goals
<u>HR</u> Identifies, posts and publishes vacant positions	Number of published vacant positions	15	15 published positions	Hired faculty/ personnel
<u>ADMINISTRATIVE</u> Participation in the conduct of administrative investigation and promotion of efficiency and welfare of personnel	Number of meetings /investigations conducted	12	12 meetings/investigations conducted	Resolved cases in the university
<u>ACCOUNTING</u> Preparation of Financial Statements	Number of prepared and submitted Financial Statements	16	16 Financial Statements prepared and submitted	Accurate and timely submission of Financial Statement
<u>GENDER & DEV'T</u> Information dissemination on the cases and prevention of violence against women and children	Conduct of seminar on Violence Against Women and Children per year	1	1 seminar on Violence Against Women & Children per year	Well informed students, faculty and staff of the university on cases and prevention of violence against women and children.
<u>MEDICAL SERVICES</u> Wellness activity for faculty, non-teaching personnel and student e.g. FBS, cholesterol screenings, etc..	Number of clients served	1000	1000 clients served	Improve health condition of students, faculty and non-teaching personnel
<u>PROCUREMENT</u> Prepare Purchase orders and check attachments of bided projects	Number of Bid Forms	20	20 bid forms	Completeness of supporting documents and correctness of Purchase Orders

¹ Performance measures are always tied to a goal or an objective (the target). Performance measures can be represented by single dimensional units like time, meters, number of reports, errors, certified employees etc.

² The goal intended to be attained (and which believed to be attainable)

³ Success indicators are quantifiable measurements, agreed to beforehand, that reflect the critical success factors of an organization. They will differ depending on the organization.

INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR)

_____ of the _____, Division of _____ Commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period January to December, 201____.

Ratee

Date: _____

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

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

MFO / PAP	SUCCESS INDICATORS (TARGET + MEASURES)	Alloted Budget	Division/ Individuals Accountable	Actual Accomplishment	Rating				Remarks
					Q	E	T	A	

Comments and Recommendation for Development Purposes

Discussed with	Date	Assessed By:	Date	Final Rating				Date
Employee		I certify that I discussed my assessment of the performance with the employee. Supervisor		Head of office				

**TARLAC State University
Tarlac City**

Summary List of Individual Performance Ratings

Office A**Performance Assessment: Very Satisfactory**

Division A	Rating	
	Numerical	Adjectival
Division A Rating	4	Very Satisfactory
Employee 1	4	Very Satisfactory
Employee 2	5	Outstanding
Employee 3	3	Satisfactory
Employee 4	4	Very Satisfactory
Employee 5	4	Very Satisfactory
No. of Employees = 5 Average ratings of staff	20/5=4	Very Satisfactory

Division B	Rating	
	Numerical	Adjectival
Division B Rating	3	Satisfactory
Employee 1	3	Satisfactory
Employee 2	4	Very Satisfactory
Employee 3	2	Unsatisfactory
Employee 4	3	Satisfactory
No. of Employees (Including DC) = 4 Average ratings of staff	12/4=3	Satisfactory

Division C	Rating	
	Numerical	Adjectival
Division C Rating	5	Outstanding
Employee 1	5	Outstanding
Employee 2	4	Very Satisfactory
Employee 3	5	Outstanding
Employee 4	4	Very Satisfactory
No. of Employees (Including DC) = 4 Average ratings of staff	18/4=4.5	Outstanding

Summary:

Division A	4	Very Satisfactory
Division B	3	Satisfactory
Division C	5	Outstanding
Average	12/3= 4	Very Satisfactory

Tarlac State University SPMS Calendar

Activity	Submit to	Schedule											
		Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
1. Performance Planning and Commitment													
for review	PMT											5th	
Review report	TSU Pres.												5th
Approval of the OPCR by U President													5th
	Vice Presidents(VP)	5th						5th					
	HRMO	10th						10th					
2. Performance Monitoring and Coaching													
Monitoring by													
- University President													Per Semester
- Vice Presidents													Per quarter
Directors/Heads of Office													monthly
Section Heads													weekly
Individual													Weekly
3. Performance Review and Feedback													
OPCR	Planning Office	15th							15th				
Planning Office to review, evaluate & validate OPCR against targets & return validated OPCR to VPs			8th							8th			
Planning Office to submit Office performance assessment and facilitate performance review by the TSU President	TSU President		25th							25th			
Annual Performance Review	TSU President												15th
IPCR	Vice Presidents		25th							25th			
Schedule													
Activity	Submit to	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
VPs submit IPCR	HRMO			EO mo						EO mo			
4. Performance Rewarding and Development Planning													
PMT to submit top performers list	TSU Pres			15th									
HRMO's Office Performance Assessment	Budget Office			15th									

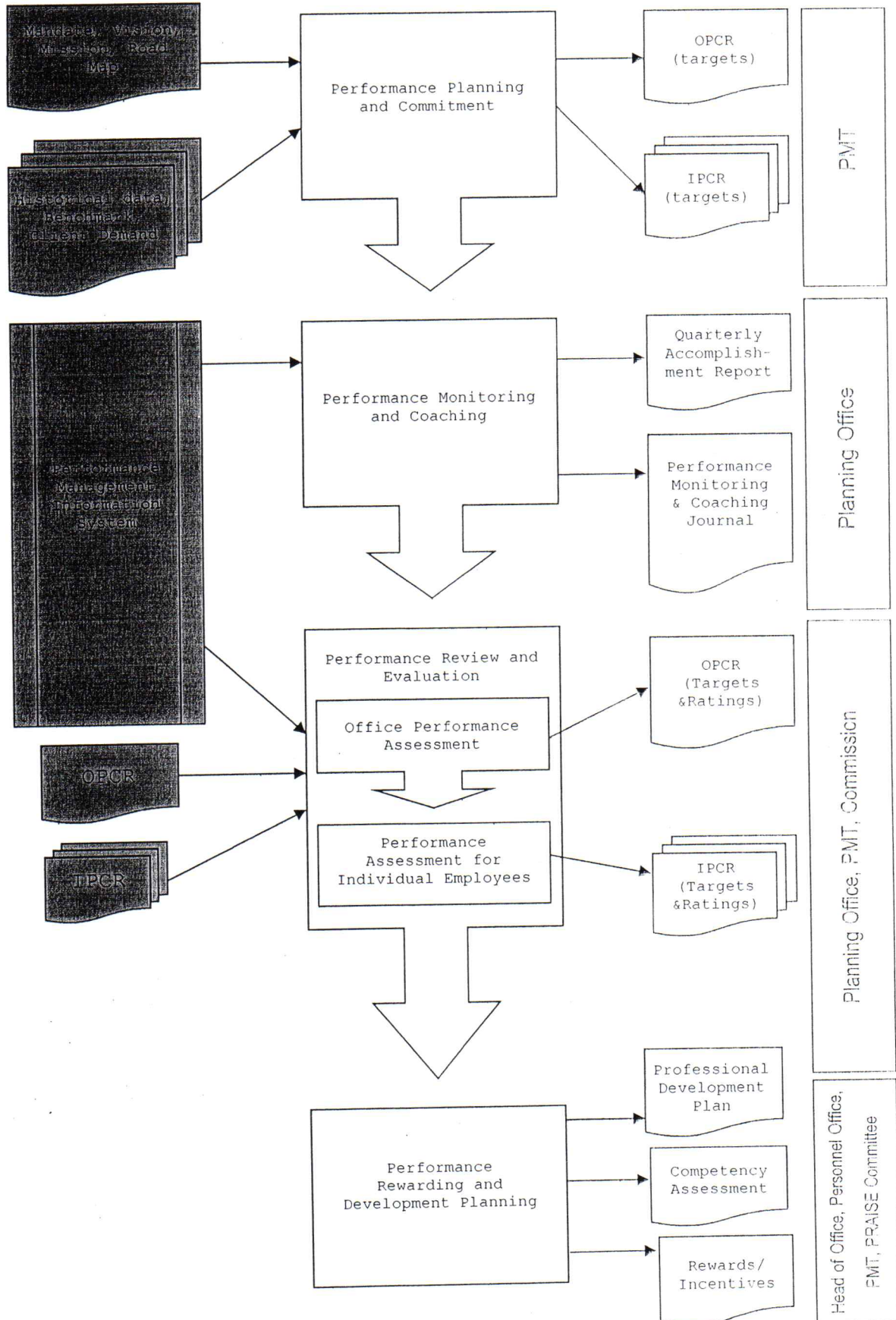
Professional Development Plan

ANNEX E

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

PMS PROCESS FLOWCHART

Head of Office, Supervisors, Staff



Performance Monitoring and Coaching Journal

ANNEX H

	1 st	Q U A R T E R
	2 nd	
	3 rd	
	4 th	

College / Office _____

Number of Personnel in the Office _____

Activity	Mechanism / s			Remarks	
	Meeting		Memo		Others (Pls. Specify)
	One-in-One	Group			
Monitoring					
Coaching					

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

Conducted By:	Date:	Noted By:	Date:
Immediate Supervisor		Head of Agency	

Performance Monitoring and Coaching

ANNEX I

Major Final Output	Tasks	Assigned to	Duration	Task Status				Remarks
				Week 1	Week 2	Week 3	Week 4	
Test Item	1.1 Conduct of Test Item Workshop		Jan 5 - 0					
	1.2 Review of Test Items		Jan 5 -10					
Test Bank Database	2.1 Encoding of Test Items		Jan 12 -17					
	2.2 Updating of Test Item Properties		Continuing					
	2.3 Management/Maintenance of Test Bank Database		Continuing					
Exam Calendar and Announcement	3.1 Consultation with CSCROs							
	3.2 Preparation of Calendar/Announcement		By January 10					
	3.3 Presentation of Calendar/Announcement		By January 12					
	3.4 Dissemination of Calendar/Announcement		By January 15					
Exam-Conduct Plan	4.1 Constitution of Exam Committees		EO April					
	4.2 Determination of Testing Centers/Test Administrators		EO February					
	4.3 Preparation of Budget Estimate (Income and Expenses)		EO April					
Non-Confidential Examination Documents	5.1 Preparation of Examiners Manual		March 1-30					
	5.2 Reproduction of Examination Documents		May 10-15					
	5.3 Dissemination of Examination Documents		May 15-17					
Processed Examination Application	6.1 Review and Evaluation of Application		Continuing					
	6.2 Batching of Application		May 1-5					

Performance Rewarding and Development

Professional Development Plan

Date:

Target date	
Review date	
Achieved date	

Aim	
Objective	

Task	Next step
Comments	