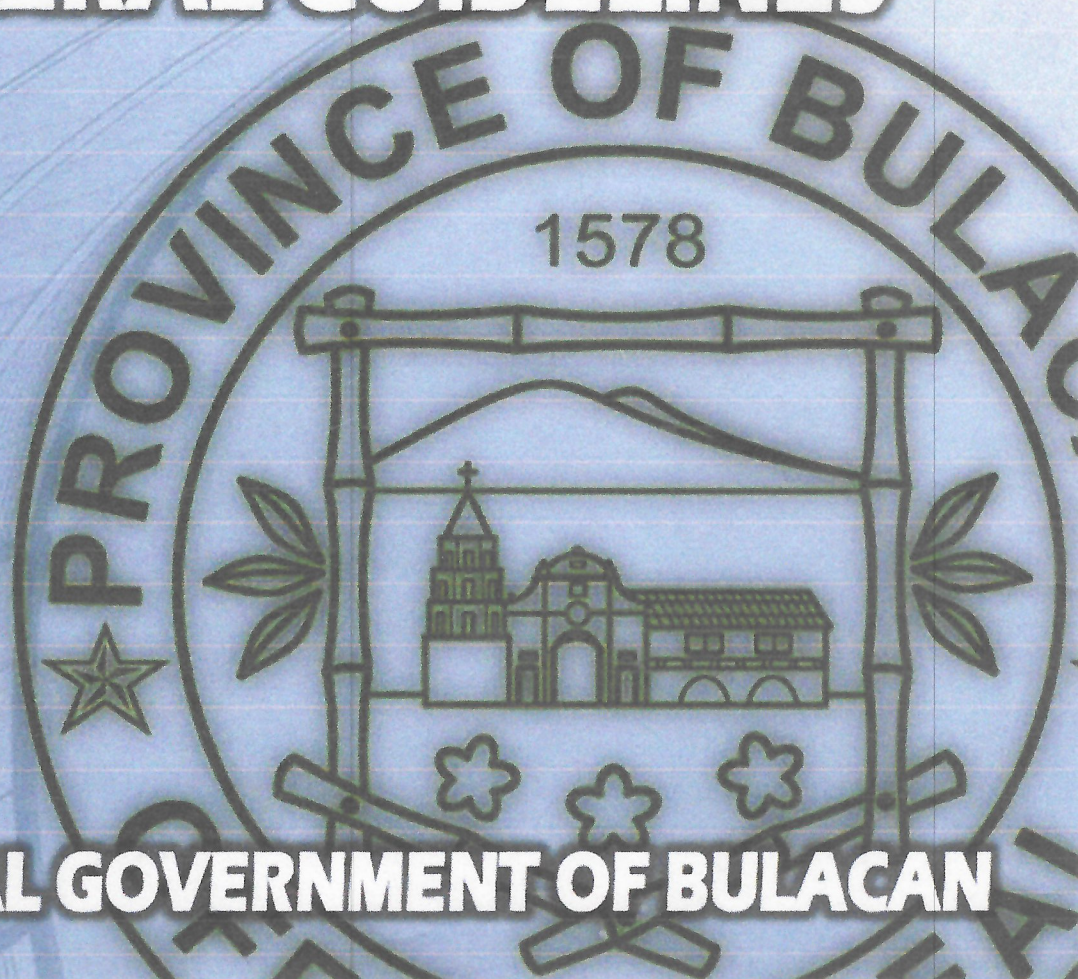
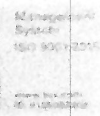


STRATEGIC **P**ERFORMANCE **M**ANAGEMENT **S**YSTEM

GENERAL GUIDELINES



PROVINCIAL GOVERNMENT OF BULACAN



Republic of the Philippines
PROVINCE OF BULACAN
City of Malolos

OFFICE OF THE GOVERNOR



3 August 2020

DIR. DULCE J. COCHON
Provincial Director
CSC Field Office - Bulacan
Provincial Capitol Compound,
City of Malolos, Bulacan

Dear Director Cochon:

This is relative to the implementation of the Provincial Government of Bulacan - Strategic Performance Management System (PGB - SPMS). The PGB-SPMS was approved for implementation on November 2015 after substantially complying with the policies and submitting pertinent documentary requirements including the general guidelines.

The PGB-SPMS general guidelines was updated to incorporate the Employee Equal Opportunity Policy as required by PRIME-HRM and the provisions in Executive Order No. 55-2019 Enjoining the Reconstitution of the PGB Performance Management Team (PMT) issued on November 2019.

In this regard, we are submitting herewith the updated general guidelines of the PGB-SPMS for your review and approval.

Thank you very much.

Truly yours,


DANIEL R. FERNANDO
Provincial Governor

2nd Floor, Capitol Bldg., Guinhawa, City of Malolos, Bulacan 3000
Telephone No. 62-1470191



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PROVINCIAL GOVERNMENT OF BULACAN
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STRATEGIC PERFORMANCE MANAGEMENT SYSTEM

I. LEGAL BASES

- Item 1 (d) of Senate and House of Representatives Joint Resolution No. 4 (Governing Principles of the Modified Compensation and Position Classification System and Base Pay Schedule of the Government) states that *“a performance-based incentive scheme which integrates personnel and organizational performance shall be established to reward exemplary civil servants and well performing institutions”*;
- Civil Service Commission (CSC) Memorandum Circular No. 6 series of 2012 provides *Guidelines in the Establishment and Implementation of Agency Strategic Performance Management System*.

II. CONCEPT

The Provincial Government of Bulacan’s Strategic Performance Management System (PGB-SPMS) is focused on linking individual and department’s performance vis-à-vis the provincial government’s vision, mission, and strategic goals. It is a mechanism that ensures that the employee achieves the objectives set by their respective department and the department, on the other hand, achieves the objectives that it has set itself in its strategic plan.

III. GENERAL OBJECTIVES

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

IV. DECLARATION OF EMPLOYEE EQUAL OPPORTUNITY POLICY

The Provincial Government of Bulacan adheres to the existing general policy of no discrimination based on gender identity, sexual orientation, disabilities, religion, and indigenous group affiliation and by any other characteristics protected by existing laws and by the Gender and Development (GAD) Code of Bulacan. This policy applies to all terms and conditions implemented in the PGB-SPMS.



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V. BASIC ELEMENTS

- **Goal aligned to agency mandate and organizational priorities.** Performance goals and measurements are aligned to national development plans, agency mandate/vision/mission, and strategic priorities, and/or organizational performance indicator framework. Standards are predetermined 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.
- **Outputs/outcomes-based.** The system puts premium on Major Final Outputs (MFOs) that contribute to the realization of the organization's mandate, vision/mission, strategic priorities, outputs, and outcomes.
- **Team approach to performance management.** Accountabilities and individual roles in the achievement of organizational goals are clearly defined to facilitate collective goal setting and performance rating. The 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.
- **User-friendly.** The forms used for both the organization, department and individual performance are similar and easy to accomplish. The department 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 the department and individual performance ratings.
- **Information system that supports monitoring and evaluation.** The Monitoring and Evaluation (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.
- **Communication Plan.** A program to orient officials and employees of the new and revised policies on SPMS shall be implemented. This is to promote awareness and interest on the system, generate employees' appreciation of the 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.



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VI. KEY PLAYERS AND RESPONSIBILITIES

a. SPMS Champion (Provincial Governor)

- Responsible and accountable for the establishment and implementation of the SPMS;
- Sets PGB performance goals/objectives and performance measures;
- Determines PGB target setting period;
- Approves department performance commitment and rating; and
- Assesses performance of departments.

b. Performance Management Team (PMT)

- Sets consultation with all Heads of Offices to discuss the office performance commitment and rating system and tools;
- Ensures that office performance management targets, measures, and budget are aligned with those of goals of the agency;
- Recommends approval of the office performance and rating system and tools;
- Acts as appeals body and final arbiter;
- Identifies potential top performers for awards; and
- Adopts its own internal rules, procedures, and strategies to carry out its responsibilities.

Chairman:	Provincial Administrator
Members:	Provincial Human Resource Management Officer Provincial Planning and Development Coordinator Provincial Budget Officer Employee Representative 1st Level Position Employee Representative 2nd Level Position Representative from Health Services
Adviser:	Provincial Director Civil Service Commission – Bulacan Field Office Consultant on Personnel Matters
Secretariat:	Provincial Planning and Development Office

A Technical Working Group (TWG) was created composed of representatives from the following offices to assist the PMT in the discharge of its functions:

- Office of the Provincial Administrator
- Provincial Human Resource Management Office
- Provincial Planning and Development Office
- Provincial Budget Office
- Bulacan Employees 1st and 2nd Level Position
- Health Services



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Chairman

- a) Responsible and accountable for the establishment and implementation of the SPMS;
- b) Sets agency performance goals/objectives and performance measures;
- c) Determines agency target setting period;
- d) Approves office performance commitment and rating; and
- e) Assesses performance of offices.

Provincial Human Resource Management System (PHRMO)

- a) Monitors submission of Individual Performance Commitment and Review (IPCR) Form;
- b) Reviews the Summary List of Individual Performance Rating;
- c) Provides analytical data of retention, skill/competency gaps, and talent development plans; and
- d) Coordinates developmental interventions that will form part of the HR Plan.

Secretariat

- a) Accomplishment of Office Performance Commitment and Review (OPCR) form;
- b) Monitors submission of the Department Performance Commitment and Review (DPCR) form and schedule the review and evaluation by the PMT;
- c) Consolidates, reviews, validates and evaluates the initial performance assessment based on the accomplishments reported against the success indicators, and budget against actual expenses.
- d) Conducts an agency performance planning and review conference annually; and
- e) Provides each office with the final office assessment as basis in the assessment of individual employees.

c. Head of Office (Department Head)

- Assumes primary responsibility for performance management in his/her department;
- Conducts strategic planning session with supervisors and staff and agree on the outputs that should be accomplished based on the goals/objectives of the PGB and submits DPCR form to the PPDO;
- Reviews and approves IPCR form for submission to the PHRMO before the start of the performance period;
- Submits monthly accomplishment report to the PMT Chair;
- Does initial assessment of department's performance using the approved DPCR form;
- Determines final assessment of individual employees' performance level 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.



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- 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.

d. Division Chief (or equivalent)

- Assumes joint responsibility with the Department Head in attaining performance objectives and targets;
- Rationalizes distribution of targets and tasks;
- Monitors closely the status of performance of subordinates and provide support and assistance through the conduct of coaching for the attainment of targets set by the department and individual employee;
- Assesses individual employees' performance; and
- Recommends developmental interventions.

e. Individual Employees

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

VII. PERFORMANCE MANAGEMENT CYCLE

The SPMS follows the four-stage PMS Cycle: performance planning and commitment, performance monitoring and coaching, performance review and evaluation, performance rewarding and development planning.

Stage 1: Performance Planning and Commitment

This is done prior to the start of the performance period where Department Heads meet with the supervisors and staff and agree on the outputs that should be accomplished based on the goals/objectives of the PGB.

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

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



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

Category	Definition
Quality	Means getting the right things done . It refers to the degree to which objectives are achieved as intended and the extent to which issues are addressed with a certain degree of excellence . (Elements: Accuracy, Completeness or comprehensiveness of reports, Client satisfaction)
Efficiency	The extent to which targets are accomplished using the minimum amount of time or resources . Applies to continuing tasks or frontline services (e.g., issuance of licenses, permits, clearances, and certificates) with the ff elements: Standard response time, Number of requests/applications acted upon over number of requests/applications received
Timeliness	Measures if the targeted deliverable was done within the scheduled or expected timeframe . Timely performance involves: Meeting deadlines as set in the work plan

Target setting for the following year shall be done within the last quarter of the current year taking into consideration the PGB Strategic Plan, Annual Investment Plan (AIP), and other relevant PGB plans.

Moreover, 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 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 PGB sets targets based on the needs of its clients. The PGB may consult with stakeholders and review the feedback on its services.
- Top Management instruction. The Governor 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 PGB with its potential performance.

In setting work targets, the PGB shall likewise indicate the detailed budget requirements to help the Governor in ensuring a strategy driven budget allocation and in measuring cost efficiency. The PGB shall also identify specific departments/individuals as primarily accountable for producing a particular target output per program/project/activity. These targets, performance measures, budget and responsibility centers are summarized in the OPCR. The approved OPCR form shall serve as basis for department and individual employee's performance targets and measures to be prepared in the DPCR form and IPCR form.

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 PGB standards in its approved OPCR.



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Stage 2: Performance Monitoring and Coaching

During the performance monitoring and coaching phase, the performance of the departments and every individual shall be monitored on a regular basis.

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. Also, an information system that will support data management should be installed to produce timely, accurate, and reliable information for program tracking and performance monitoring/reporting. Department Heads and Supervisors play a critical role at this stage. Their focus is on their critical function 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

In this phase, the department and individual employee's performance level shall be assessed based on performance targets and measures as approved in the department and individual performance commitment contracts. The results of assessment of department and individual performance shall be impartial owing to scientific and verifiable basis for target setting and evaluation.

- **Department Performance Assessment**

The PPDO shall consolidate, review, validate, and evaluate the initial performance assessment of the Department Heads based on reported department 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 Governor. The Governor shall determine the final rating of the departments.

A PGB performance review conference shall be conducted annually by the PPDO for the purpose of discussing the PGB assessment with concerned Department Heads. This shall include the participation of the Provincial Budget Office as regards budget utilization. To ensure complete and comprehensive performance review, all departments shall submit monthly accomplishment report to the PMT Chair.

Any issue/appeal/protest on the department assessment shall be articulated by the concerned Department Head and decided by the Governor during the conference; hence the final rating shall no longer be appealable/contestable after the conference.

The PPDO shall provide each department with the final department assessment to serve as basis of offices in the assessment of individual staff members.



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- **Individual Performance Assessment**

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.

The SPMS puts premium on MFOs towards realization of PGB 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 IPCR form to include competency assessment and critical incidents which shall be used for human resource development purposes such as promotion and other interventions.

Individual employee's assessment shall be discussed by the supervisor with the concerned ratee prior to the submission of the IPCR form to the Department Head. The Department Head shall determine the final assessment of performance level of the individual employee in his/her department based on proof of performance. The final assessment shall correspond to the adjectival description of Outstanding, Very Satisfactory, Satisfactory, Unsatisfactory, or Poor.

The Department Head may adopt appropriate mechanisms 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 assessment shall not go higher than the collective performance assessment of the department.

The Department Head 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 PHRMO.

Stage 4: Performance Rewarding and Development Planning

Part of the individual employee's evaluation is the competency assessment vis-à-vis the competency requirements of the job. The result of the assessment shall be discussed by the Department Heads 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 Department Heads and supervisors in coordination with the PHRMO. A professional development plan to improve or correct performance of employees with Unsatisfactory and Poor performance ratings must be outlined including timelines, and monitored to measure progress.



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

- a. Governor in identifying and providing the kinds of interventions needed, based on the developmental needs identified;
- b. PHRMO 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 PGB who qualify for awards and incentives.

VIII. MECHANICS OF PERFORMANCE RATING

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.

Rating Scale

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 Rating	Description
5	Outstanding	<i>Performance exceeding targets by 30% and above</i> Performance represents an extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity, creativity and initiative.
4 (4.00 to 4.99)	Very Satisfactory	<i>Performance exceeding targets by 15% to 29%.</i> Performance exceeded expectations. All goals, objectives, and targets were achieved above the established standards.
3 (3.00 to 3.99)	Satisfactory	<i>Performance of 100% to 114% of the planned targets.</i> Performance met expectations in terms of quality of work, efficiency and timeliness. The most critical annual goals were met.
2 (2.00 to 2.99)	Unsatisfactory	<i>Performance of 51% to 99% of the planned targets.</i> Performance failed to meet expectations in terms of quality work, efficiency and timeliness. The most critical goals were not met.
1 (1.00 to 1.99)	Poor	<i>Performance failing to meet the planned targets by 50% or below.</i> 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

The 130% and above range for Outstanding rating and the 50% and below range for Poor rating are based on the ranges prescribed under CSC Memorandum Circular No 13, s. 1999. The 90% to 114% range for Satisfactory rating is based on Executive Order No. 80, s. 2012 (Directing the Adoption of a Performance-Based Incentive System for Government Employees).



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Rating Computation

At the end of the rating period, the supervisor and employee accomplish the IPCR form by filling up all the necessary columns.

- a. Individual employee (ratee) determines accomplishment based on target for each key performance measure
- b. Supervisor and employee rate each accomplishment by comparing the target against the accomplishment.
- c. Compute for the percentage of accomplishment for each quantitative target using the following formula:

$\text{Percentage of Accomplishment} = \frac{\text{Accomplishment}}{\text{Target}} \times 100$ <p>Example: $\frac{4}{3} \times 100 = 133\%$</p>

- d. Determine the point score using the level of performance.
- e. Add all the scores under Quality, Efficiency, and Timeliness and divide by numbers of entries to get the Average Point Scores.
- f. Add all the Average Point Scores and divide by number of entries to get the Final Average Rating.
- g. Determine the Final Numerical Performance Rating and Adjectival 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 Department Head and supervisor, in coordination with the PHRMO, 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 Department Head at least 3 months before the end of the rating period is required.



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- 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 Department Head.
- 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 department shall be rated in their present or actual department, copy furnished their mother department. The ratings of those who were detailed or seconded to another department during the rating period shall be consolidated in the department, either the mother (plantilla) department or present department, where the employees have spent majority of their time during the rating period.

IX. SANCTIONS

Unless justified and accepted by the PMT, non-submission of the DPCR form to the PPDO and the IPCR forms to the PHRMO 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 department and individual performance commitment and review report.
- c. Failure on the part of the Department Head 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 CSC for review/approval shall be a ground for disapproval of promotional appointments issued by concerned agency heads.



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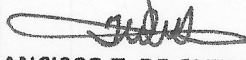
X. APPEALS


- a. Department performance assessment as discussed in the performance review conference shall be final and not appealable. Any issue/appeal on the initial performance assessment of a department 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 Department Head. A department or individual employee, however, shall not be allowed to protest the performance ratings of other departments or co-employees. Ratings obtained by other departments or employees can only be used as basis or reference for comparison in appealing one's department 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 Revised Rules on Administrative Cases in the Civil Service (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.

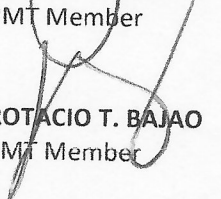
XI. EFFECTIVITY

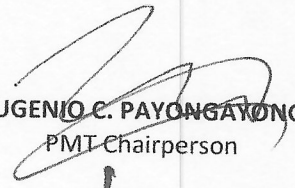
This Strategic Performance Management System shall take effect immediately upon approval by the Civil Service Commission Region III.

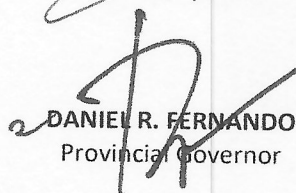

ARLENE G. PASCUAL
PMT Member


FRANCISCO T. DE GUZMAN, JR.
PMT Member


JOVITO V. SAGUINSIN
PMT Member


DR. PROTACIO T. BAJAO
PMT Member


EUGENIO C. PAYONGAYONG
PMT Chairperson


DANIEL R. FERNANDO
Provincial Governor



PROVINCIAL GOVERNMENT OF BULACAN
Strategic Performance Management System

Annex A

Executive Order No. 02 Series of 2014

An Order Creating the Performance Management Team



Republic of the Philippines
PROVINCIAL GOVERNMENT OF BULACAN
City of Malolos

OFFICE OF THE GOVERNOR

EXECUTIVE ORDER NO. 02
Series of 2014

AN ORDER CREATING THE PERFORMANCE MANAGEMENT TEAM

WHEREAS, the Provincial Government of Bulacan pursuant to the policy of the state aims to continuously improve the local bureaucracy, provide adequate opportunity to government officials and employees to enhance their potentials, skills and capabilities, to achieve efficient and honest local governance and to provide benefits and incentives to deserving personnel;

WHEREAS, in the pursuit of the aforementioned objective, our local government unit is determined to implement CSC Memorandum Circular No. 6 series of 2012, otherwise known as the Establishment of the Mandated Agency Strategic Performance Management System (SPMS);

WHEREAS, to establish SPMS in the Provincial Government, it is likewise imperative to form a Performance Management Team (PMT), who shall act as key players in carrying out significant responsibilities for its effective implementation;

WHEREAS, pursuant to the provisions of Section 465 (2) (iii) of Republic Act 7160, otherwise known as the Local Government Code of 1991, the Provincial Governor has the power to issue such executive orders for the faithful and appropriate enforcement and execution of laws and ordinances;

NOW, THEREFORE, I, WILHELMINO M. SY-ALVARADO, Governor of the Province of Bulacan, by virtue of powers vested in me by law, do hereby order the creation of the Performance Management Team (PMT) with the following provisions:

SECTION I. COMPOSITION:

Chairman: HON. WILHELMINO M. SY-ALVARADO
Governor

Chairman's Permanent
Alternate Representative: MR. EUGENIO C. PAYONGAYONG
Provincial Administrator

Members : MR. JOVITO V. SAGUINSIN
Provincial Human Resource Management Officer



PROVINCIAL GOVERNMENT OF BULACAN
Strategic Performance Management System

MS. ARLENE G. PASCUAL
Provincial Planning and Development Coordinator

MRS. MARINA SR. FLORES
Provincial Budget Officer

Bulacan Employees Credit Cooperative (BECCO)

Adviser:

MR. EDGARDO C. CRUZ
Civil Service Commission- Bulacan Field Office

Secretariat:

Provincial Planning and Development Office

SECTION II. FUNCTIONS:

A. Chairman:

- a.) responsible and accountable for the establishment and implementation of the SPMS;
- b.) sets agency performance goals/ objectives and performance measures
- c.) determines agency target setting period;
- d.) approves office performance commitment and rating; and
- e.) assesses performance of offices

B. Performance Management Team (PMT)

- a.) sets consultation meetings with all Heads of Offices to discuss the office performance commitment and rating system and tools;
- b.) ensures that office performance management targets, measures, and budget are aligned with those of goals of the agency;
- c.) recommends approval of the office performance and rating system and tools;
- d.) acts as appeals body and final arbiter;
- e.) identifies potential top performers for awards; and
- f.) adopts its own internal rules, procedures, and strategies to carry out its responsibilities

C. Human Resource Management Office (HRMO)

- a.) Monitors submission of Individual Performance Commitment and Rating (IPCR) Form;
- b.) Reviews the summary list of individual performance rating;
- c.) Provides analytical data of retention, skill/ competency gaps, and talent development plan; and
- d.) Coordinates developmental interventions that will form part of the HR Plan



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Strategic Performance Management System

D. Secretariat: Planning Office

- a.) Monitors submission of Office Performance Contract and Rating (OPCR) and schedule the review and evaluation by the PMT;
- b.) Consolidates, reviews, validates and evaluates the initial performance assessment based on the accomplishments reported against success indicators and budget against actual expenses;
- c.) Conducts an agency performance planning and review conference annually; and
- d.) Provides each office with the final office assessment as basis in the assessment of individual employees;

SECTION III. HONORARIA

The members of the Performance Management Team are entitled to the grant of honoraria subject to the availability of funds and relevant rules of accounting procedures and applicable rules of the Department of Budget and Management.

SECTION IV. SEPARABILITY CLAUSE:

If any part or provision of this Executive Order is held invalid or unconstitutional by any competent court, the other parts or provisions not affected shall remain valid.

SECTION V. REPEALING CLAUSE:

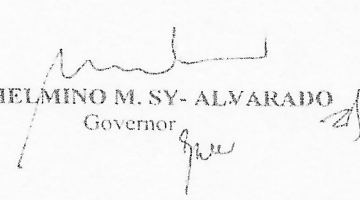
All ordinances, rules and regulations and other issuances or parts thereof that are inconsistent with this Executive Order are hereby repealed and modified accordingly.

SECTION VI. EFFECTIVITY:

This Executive Order shall take effect immediately upon signing.

Done this 20th day of January, 2014, here at City of Malolos, Province of Bulacan.

SO ORDERED.


WILHELMINO M. SY-ALVARADO
Governor



PROVINCIAL GOVERNMENT OF BULACAN
Strategic Performance Management System

Annex B

Executive Order No. 08 Series of 2015

An Order Amending Section I of Executive Order No. 02 Series of 2014, Otherwise Known as An Order Creating the Performance Management Team



Republic of the Philippines
PROVINCIAL GOVERNMENT OF BULACAN
City of Malolos

OFFICE OF THE GOVERNOR

EXECUTIVE ORDER NO. 08
Series of 2015

"AN ORDER AMENDING SECTION I OF EXECUTIVE ORDER NO. 02 SERIES OF 2014, OTHERWISE KNOWN AS AN ORDER CREATING THE PERFORMANCE MANAGEMENT TEAM"

WHEREAS, the Provincial Government of Bulacan through the undersigned recognizes the importance of providing sound personnel policies and programs to enhance the productivity and efficiency of its workforce;

WHEREAS, to fully attain the aforementioned objective, the Provincial Government of Bulacan is bound by the rules, regulations and issuances of the Civil Service Commission, which is the lead constitutional commission governing civil servants;

WHEREAS, CSC Memorandum Circular No. 6 series of 2012 is issued by the Honorable Commission, otherwise known as the Establishment of the Mandated Agency Strategic Performance Management System (SPMS);

WHEREAS, in compliance thereto, the undersigned has issued Executive Order No. 02 Series of 2014, otherwise known as "An Order Creating the Performance Management Team", on January 20, 2014;

WHEREAS, in view of the need to add technical persons who are tasked to reinforce the members of the Performance Management Team, to completely implement the Strategic Performance Management System in our local government unit, the amendment of Section I of Executive Order No. 2 series of 2014, is required;

WHEREAS, pursuant to Section 465 (2) (iii) of the Local Government Code of 1991, the Provincial Governor has the authority to enforce laws relative to the governance of the province, and in this relation, shall issue executive orders for the faithful and appropriate enforcement and execution of laws and ordinances

NOW THEREFORE, I, **WILHELMINO M. SY-ALVARADO**, Governor of the Province of Bulacan, by virtue of the powers vested in me, do hereby amend Section I of Executive Order No. 02 series of 2014, with the following provisions:

SECTION I. COMPOSITION:

SPMS Champion : **WILHELMINO M. SY-ALVARADO**
Governor

A. Performance Management Team

Chairman : **Provincial Administrator**



PROVINCIAL GOVERNMENT OF BULACAN
Strategic Performance Management System

Members : Provincial Human Resource Management Officer
Provincial Planning and Development Coordinator
Provincial Budget Officer
Chairperson
Bulacan Employees Credit Cooperative (BECCO)
Representative from Health Services

Adviser : Provincial Director
Civil Service Commission- Bulacan Field Office
Consultant on Personnel Matters

B. Secretariat:

The Provincial Planning and Development Office shall act as the Secretariat of the Performance Management Team.

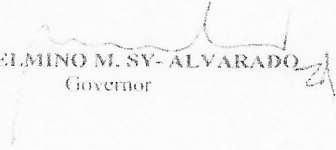
C. Technical Working Group:

A Technical Working Group shall likewise be created to assist the Performance Management Team in the discharge of its functions, composed of the following:

Representatives, Office of the Provincial Administrator
Representatives, Provincial Human Resource Management Office
Representatives, Provincial Planning and Development Office
Representatives, Provincial Budget Office
Representatives, Bulacan Employees Credit Cooperative (BECCO)
Representatives, Bulacan Medical Center (BMC)

This Executive Order shall take effect immediately upon signing.

Done this 13th day of April, 2015 at the City of Malolos, Province of Bulacan.


WILHELMINO M. SY-ALVARADO
Governor




PROVINCIAL GOVERNMENT OF BULACAN
Strategic Performance Management System

Annex C

Executive Order No. 55 Series of 2019

Enjoining the Reconstitution of the Performance Management Team (PMT) of the Provincial Government of Bulacan


 REPUBLIC OF THE PHILIPPINES
 PROVINCIAL GOVERNMENT OF BULACAN
 CITY OF MALOLOS

OFFICE OF THE GOVERNOR
EXECUTIVE ORDER NO. 55
Series of 2019

"ENJOINING THE RECONSTITUTION OF THE PERFORMANCE MANAGEMENT TEAM (PMT) OF THE PROVINCIAL GOVERNMENT OF BULACAN"

WHEREAS, the Provincial Government of Bulacan through the undersigned recognizes the importance of providing sound personnel policies and programs to enhance the productivity and efficiency of its workforce;

WHEREAS, to fully attain the aforementioned objective, the Provincial Government of Bulacan is bound by the rules, regulations and issuances of the Civil Service Commission which is the lead constitutional commission governing civil servants;

WHEREAS, CSC Memorandum Circular No. 6 series of 2012 is issued by the Honorable Commission, otherwise known as the Establishment of the Mandated Agency Strategic Performance Management System (SPMS);

WHEREAS, the People's Agenda 10 of the Provincial Government of Bulacan endeavor to establish good governance that is participatory, accountable, transparent, responsive, equitable, inclusive and follows the rule of law, ensure that corruption is minimized, the views of minorities are taken into account, and that the voices of the most vulnerable in society are heard in decision-making, in a manner that is responsive to the present and future needs of society;

WHEREAS, pursuant to Section 465 (2) (iii) of Republic Act 7160, otherwise known as the Local Government Code of 1991, the provincial governor shall issue executive orders for the faithful appropriate enforcement and execution of laws and ordinances;

NOW THEREFORE, I, DANIEL R. FERNANDO, Governor of the Province of Bulacan, by the powers vested in me by law, do hereby order the reconstitution of the Performance Management Team, with the following provisions:


Section 1. Composition

SPMS Champion : Provincial Governor

A. Performance Management Team

Chairman : Provincial Administrator

#The People's Governor
 Office of the Provincial Governor
 Provincial Government of Bulacan
 Malolos, Bulacan
 Telephone: (044) 841-4874/49750





PROVINCIAL GOVERNMENT OF BULACAN
Strategic Performance Management System

- Members :
- Provincial Human Resource Management Officer
 - Provincial Planning and Development Coordinator
 - Provincial Budget Officer
 - Employee Representative 1st Level Position
 - Employee Representative 2nd Level Position
 - Representative from Health Services
- Adviser :
- Provincial Director
 - Civil Service Commission – Bulacan Field Office
 - Consultant on Personnel Matters

B. Secretariat

The Provincial Planning and Development Office shall act as the Secretariat of the Performance Management Team.

C. Technical Working Group

A Technical Working Group shall likewise be created to assist the Performance Management Team in the discharge of its functions, composed of the following:

- Representatives, Office of the Provincial Administrator
- Representatives, Provincial Human Resource Management Office
- Representatives, Provincial Planning and Development Office
- Representatives, Provincial Budget Office
- Representatives, Bulacan Employees 1st and 2nd Level Position
- Representatives, Health Services

Section 2. Functions

A. Chairman

- a) Responsible and accountable for the establishment and implementation of the SPMS;
- b) Sets agency performance goals/objectives and performance measures;
- c) Determines agency target setting period;
- d) Approves office performance commitment and rating; and
- e) Assesses performance of offices

B. Performance Management Team (PMT)

- a) Sets consultation with all Heads of Offices to discuss the office performance commitment and rating system and tools;
- b) Ensures that office performance management targets, measures, and budget are aligned with those of goals of the agency;



PROVINCIAL GOVERNMENT OF BULACAN
Strategic Performance Management System

- c) Recommends approval of the office performance and rating system and tools.
 - d) Acts as appeals body and final arbiter.
 - e) Identifies potential top performers for awards; and
 - f) Adopts its own internal rules, procedures, and strategies to carry out its responsibilities.
- C. Human Resource Management Office (HRMO)
- a) Monitors submission of Individual Performance Commitment and Review (IPCR) Form;
 - b) Reviews the summary list of individual performance rating
 - c) Provides analytical data of retention, skill/competency gaps, and talent development plan; and
 - d) Coordinates developmental interventions that will form part of the HR Plan
- D. Secretariat
- a) Accomplishment of Office Performance Commitment and Review Form (OPCR);
 - b) Monitors submission of Department Performance Commitment and Review (DPCR) Form and schedule the review and evaluation by the PMT;
 - c) Consolidates, reviews, validates, and evaluates the initial performance assessment based on the accomplishments reported against success indicators and budget against actual expenses;
 - d) Conducts an agency performance planning and review conference annually, and
 - e) Provides each office with the final office assessment as basis in the assessment of individual employees

Section 3. Honoraria

The members of the Performance Management Team (PMT) are entitled to the grant of honoraria amounting to Five Thousand Pesos (P11P. 5,000.00) and the members of the Technical Working Group (TWG) shall receive Three Thousand Five Hundred Pesos (Php. 3,500.00) subject to the availability of funds and relevant rules of accounting procedures and applicable rules of the Department of Budget and Management.

Section 4. Separability Clause

If any provision of this Executive Order or application of such provision to any instrumentalities or entities or circumstances is held invalid or unconstitutional for any reason or reasons, the remainder of this Executive Order or application of such other provisions shall not be affected thereby.

Section 5. Repealing Clause

All laws, decrees, executive orders or parts thereof inconsistent with the provisions of this Executive Order are hereby repealed, amended or modified accordingly.



PROVINCIAL GOVERNMENT OF BULACAN
Strategic Performance Management System

Section 6. Effectivity

This Order shall take effect upon its approval.

Done in the City of Malolos, Province of Bulacan, this 11th day of November, 2019.

SO, ORDERED.


DANIEL R. FERNANDO
Governor



PROVINCIAL GOVERNMENT OF BULACAN
Strategic Performance Management System

Annex D
PGB-SPMS Calendar

Activity	Responsible Person /Office	Schedule
1. Performance Planning and Commitment		
<i>OPCR Target of the succeeding year</i>		
- OPCR Preparation	PPDO	1st week of November
- OPCR Review and Recommendation	PMT	2nd Week of November
- OPCR Approval	Governor	4th week of November
<i>DPCR Target Submission to PPDO</i>		
- 2nd Semester Target of the current year	All departments	10th working day of June
- 1st Semester Target of the succeeding year		10th working day of December
<i>IPCR Target Submission to PHRMO</i>		
- 2nd Semester Target of the current year	All departments	15th working day of June
- 1st Semester Target of the succeeding year		15th working day of December
<i>DPCR and IPCR Target Review</i>		
- 1st Semester Target	PMT and TWG	1st week of March
- 2nd Semester Target		1st week of September
2. Performance Monitoring and Coaching		
<i>Monitoring and Coaching</i>	Governor	Semestral
	Department Heads	Monthly
	Division Chiefs	
	All PGB Employees	Weekly/Monthly
3. Performance Review and Feedback		
<i>DPCR Accomplishment Submission to PPDO</i>		
- 2nd Semester Accomplishment of the previous year	All departments	15th working day of January
- 1st Semester Accomplishment of the current year		15th working day of July
<i>IPCR Accomplishment Submission to PHRMO (with Summary List of Individual Ratings)</i>		
- 2nd Semester Accomplishment of the previous year	All departments	10th working day of January
- 1st Semester Accomplishment of the current year		10th working day of July
<i>DPCR and IPCR Accomplishment Review</i>		
- 2nd Semester Accomplishment of the previous year	PMT and TWG	3rd week of February
- 1st Semester Accomplishment of the current year		3rd week of August
<i>DPCR Accomplishment Calibration</i>		
- 1st Semester Accomplishment of the previous year	PMT	2nd week of March
- 2nd Semester Accomplishment of the previous year		
<i>DPCR Final Rating</i>	Governor	3rd week of March
<i>Annual Performance Review</i>	PMT/PPDO	4th week of March
4. Performance Rewarding and Development Planning		
Top Performers List	Governor/PMT	4th week of March



Republic of the Philippines
 PROVINCE OF BULACAN
 City of Malolos

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 City of Malolos



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Annex E
Office Performance Commitment and Review (OPCR) Form
 OFFICE PERFORMANCE COMMITMENT AND REVIEW FORM (OPCR)

_____ commit to deliver on the attainment of the following targets in accordance with the indicated measures for the period _____ to _____ 20_____.

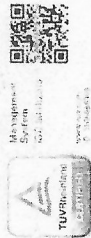
 Head of Office

MAJOR FINAL OUTPUT	SUCCESS INDICATORS (TARGETS + MEASURES)	Allotted Budget	Divisions/ Individuals Accountable	Actual Accomplishments	Rating				Remarks	
					Q	E	T	A		
1-Quality	2-Efficiency	3-Timeliness	4-Average	Total Rating	Final Average Rating					



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 City of Malolos

PROVINCIAL GOVERNMENT OF BULACAN
 Strategic Performance Management System



Annex F
Department Performance Commitment and Review (DPCR) Form
 DEPARTMENT PERFORMANCE COMMITMENT AND REVIEW (DPCR)

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

Department Head _____

Approved by:	Rating			
	3	4	3	2
	Outstanding	Very Satisfactory	Satisfactory	Unsatisfactory
				Four

Provincial Governor _____

Major Final Output (MFO)	Success Indicators (Targets + Measures)	Allotted Budget (Php)*	Divisions/ Individuals Accountable	Actual Accomplishments	Rating			Remarks
					Q	E	T	
Support to Operations (STO)								
General Administration and Support (GAS)								
Total Overall Rating								
Final Average Rating								
Adjectival Rating								

ASSESSED BY:

FINAL RATING BY:	
PMT Member	PMT Member
PMT Member	PMT Member
	PMT Chairman
Provincial Governor	
Date _____	

Q - Quality E - Efficiency T - Timeliness A - Average



PROVINCIAL GOVERNMENT OF BULACAN
Strategic Performance Management System



Annex G
Individual Performance Commitment and Review (IPCR) Form

INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW

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

Ratee _____
Date _____

Reviewed by: _____ Approved by: _____
 Immediate Supervisor _____ Date _____
 Department Head _____ Date _____

OUTPUT	SUCCESS INDICATORS (Target + Measure)	Actual Accomplishments	Rating				Remarks
			Q	E	T	A	
FINAL AVERAGE RATING							

Comments and Recommendations for Development Purposes or Rewards/Promotion

Discussed with: _____ Assessed by: _____
 Employee _____ Date _____ Immediate Supervisor _____ Date _____
 I certify that I discussed my assessment of the performance with the employee

Final Rating by: _____
 Department Head _____ Date _____

Q - Quality E - Efficiency T - Timeliness A - Average



PROVINCIAL GOVERNMENT OF BULACAN
 Strategic Performance Management System

Annex H
Performance Monitoring and Coaching Journal

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

Name of Department and Division: _____
 Department Head and Division Head: _____
 Number of Personnel in the Division: _____

Activity	Mechanism/s			Remarks
	Meeting		Memo	
	One-on-One	Group		
Monitoring				
Coaching				

Please indicate the date of the meeting in the appropriate box when the monitoring/coaching was conducted

Conducted by: _____	Date: _____	Noted by: _____	Date: _____
Immediate Supervisor		Department Head	

*Paper Size: Long Bond Paper



PROVINCIAL GOVERNMENT OF BULACAN
 Strategic Performance Management System

Annex I
Summary List of Individual Performance Ratings Sample

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
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
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

Average

Very Satisfactory

*Paper Size: Long Bond Paper



PROVINCIAL GOVERNMENT OF BULACAN
Strategic Performance Management System

Annex J
Professional Development Plan Template

Professional Development Plan

Date:

Target Date:	
Review Date:	
Achieved Date:	

Aim	
Objective	

Task	Next Step
Comments	

*Paper Size : Long Bond Paper