

**QUEDAN AND RURAL CREDIT GUARANTEE CORPORATION -
STRATEGIC PERFORMANCE MANAGEMENT SYSTEM
(QUEDANCOR-SPMS)**

Part 1: The QUEDANCOR-SPMS

I. Background

The Quedan and Rural Credit Guarantee Corporation (QUEDANCOR), the successor of the erstwhile Quedan Guarantee Fund Board (QGFB) is a government-owned and controlled corporation under the policy and administrative supervision of the Department of Agriculture originally tasked to implement a financing scheme for grains businessmen but later included in its guarantee financing other storable agri-aqua produce. By virtue of Republic Act No. 7393, QUEDANCOR was mandated to accelerate the flow of investments and credit into the countryside to trigger growth and development, rural productivity and employment. In its 35 years of existence, QUEDANCOR has managed to evolve a collaborative working relationship with the country's banking sector, government institutions, integrators, co-operators and non-government organizations

QUEDANCOR is currently using the Performance Appraisal System (PAS) promulgated by the Department of Agriculture per DA Order No. 4, series of 1990 dated 14 November 1990. However, the system does not provide a clear, performance-based feedback because it focuses only on individual appraisals and is not an effective evaluation instrument.

To address the weaknesses of the said PAS, the Agency will use the Quedan and Rural Credit Guarantee Corporation- Strategic Performance Management System or the QUEDANCOR-SPMS. The same will provide a scientific and verifiable basis in assessing and improving the performance of QUEDANCOR employees and how they contribute to the attainment of the Office's programs and objectives. Further, it will strengthen the culture of performance and accountability in the agency.

II. The QUEDANCOR-SPMS Concept

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

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

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

The QUEDANCOR-SPMS follows the four-stage PMS cycle: **performance planning and commitment, performance monitoring and coaching, performance review and evaluation, performance rewarding and development planning** (Exhibit 1).

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

- A Recruitment System that identifies competencies and other attributes required for particular jobs or functional groups;
- An adequate Rewards and Incentive System;
- Mentoring and Coaching Program;
- An information communication technology (ICT) that supports project documentation, knowledge management, monitoring and evaluation;
- Change Management Program; and
- Policy Review and Formulation.

III. General Objectives

The QUEDANCOR-SPMS shall be prepared and administered to:

- a. Concretize the linkage of organizational performance with the Philippine Development Plan, the Agency Mandate and Program Thrusts, and the Organizational Performance Indicator Framework;
- b. Ensure organizational effectiveness and improvement of individual employee efficiency by cascading institutional accountabilities to the various levels of the organization anchored on the establishment of rational and factual basis for performance targets and measures; and
- c. Link performance management with other human resource systems and ensure adherence to the principle of performance-based tenure and incentive system.

IV. Basic Elements

The QUEDANCOR-SPMS shall include the following basic elements:

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

V. Key Players and Responsibilities (Exhibit 2)

a. President and CEO as QUEDANCOR-SPMS Champion

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

b. Performance Management Team (PMT)

1. Executive Vice-President as Chairperson
2. Vice-President for Administrative Services
3. Vice-President for Finance Management Services directly responsible for financial management
4. Vice-President for Planning Services directly responsible for organizational planning
5. Assistant Vice-President for Manpower Resources directly responsible for human resource management; and personnel training and development
6. QUEDANCOR Employees Association President or duly authorized alternate representative/or duly elected Rank and File representative

The PMT shall have the following functions and responsibilities:

- Sets consultation meeting with all VPs/AVP/RAVPs for the purpose of discussing the targets set in the Office Performance Commitment and Rating (OPCR) Form;
- Ensures that office performance targets and measures, as well as the budget are aligned with those of QUEDANCOR and that work distribution of departments/divisions/ROs is rationalized;
- Recommends approval of the office performance commitment and rating;
- Acts as appeals body and final arbiter for performance management issues of the agency;
- Identifies potential top performers and provide inputs to PRAISE Committee for grant of awards and incentives; and

- 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.

c. Planning Services Office (PSO)

- Monitors submission of OPCR Form and schedule the review/evaluation of Office commitments by the PMT before the start of a performance period;
- Consolidates, reviews, validates and evaluates the initial performance assessment of the VPs/AVPs/RAVPs based on reported Office accomplishments against the success indicators, and the allotted budget against actual expenses. The result of the assessment shall be the basis of PMT's recommendation to the QUEDANCOR President and CEO who shall determine the final Office rating;
- Conducts agency performance planning and reviews conference annually for the purpose of discussing the Office assessment for the preceding performance period and plans for the succeeding rating period with concerned VPs/AVPs/RAVPs. This shall include participation of the Accounting and Budget Department as regards budget utilization;
- Provides each department/division/RO with the final Office Assessment to serve as basis in the assessment of individual employees; and
- Serves as the PMT Secretariat.

d. Manpower Resources Division/Administrative Services Department (MRD-ASD)

- Monitors submission of Individual Performance Commitment and Review (IPCR) Form by VPs/AVPs/RAVPs;
- Reviews the Summary List of Individual Performance Rating to ensure that the average performance rating of employees is equivalent to or not higher than the Office Performance Rating as recommended by the PMT and approved by the QUEDANCOR President and CEO;
- Provides analytical data on retention, skill/competency gaps, and talent development plans that align with strategic plans; and
- Coordinates developmental interventions that will form part of the human resource (HR) Plan.

e. Vice-President (VP)/Regional Assistant Vice-President (RAVP)

- Assumes primary responsibility for performance management in his/her department/region ensuring attainment of performance objectives and targets;
- Conducts strategic planning session with supervisors and staff and agrees on the outputs that should be accomplished based on the goals/objectives of the organization and submits the OPCR Form to the Planning Services Office;
- Rationalizes distribution of targets/tasks;
- Reviews and approves IPCR Form for submission to MRD before the start of the performance period;
- Submits quarterly accomplishment report to PSO based on the PMS calendar¹ (Exhibit 3);
- Does initial assessment of office's performance using the approved OPCR Form;
- Monitors closely the status of performance of his/her subordinates and provides support and assistance through the conduct of coaching for the attainment of targets set by the department/division/RO and individual employees;
- Determines final assessment of performance level of each employee in his/her office based on proof of performance; and
- Informs employees of the final rating and identifies and recommends necessary interventions to employees based on the assessment of developmental needs;

¹ The timetable for the preparation, review and approval of performance targets, standards, and ratings.

- Recommends and discusses a development plan with the subordinates who obtain **Unsatisfactory** performance during the rating period not later than one (1) month after the end of the said period and prepares written notice/advice to subordinates that a succeeding Unsatisfactory performance shall warrant their separation from the service approved and signed by the QUEDANCOR President and CEO.
- 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 issues a written notice that failure to improve their performance shall warrant their separation from the service approved and signed by the QUEDANCOR President and CEO.

f. Assistant Vice-President (AVP)

- Assumes joint responsibility with the concerned VP in attaining performance targets;
- Rationalizes distribution of targets/tasks;
- Monitors closely the status of performance of subordinates and provides support and assistance through the conduct of coaching for the attainment of targets set by the division/unit and individual employee;
- Assesses employee's performance; and
- Recommends developmental intervention.

g. Individual Employees

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

Part 2: The QUEDANCOR-SPMS Process

I. The QUEDANCOR-SPMS Cycle

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

Stage 1: Performance Planning and Commitment (Exhibit 4)

This is done at the start of the performance period where the QUEDANCOR President and CEO meet with VPs, AVPs, RAVPs and staff and agree on the outputs that should be accomplished based on the goals/objectives of the organization.

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

Performance measures (Exhibit 5) are those that contribute to or support the outcomes that the Office aims to achieve. The performance measures must be continuously refined and reviewed.

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

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

The QUEDANCOR President and CEO shall cause the determination of the "agency target setting period",² a period within which the office and employees' targets are set and discussed by the raters and the ratees, reviewed and concurred by the VP/AVP/RAVP and submitted to the PMT.

The Agency Mandate, Program Thrusts and Major Final Outputs shall be the bases of the targets of the Office. Aside from the Office commitments explicitly identified under each Strategic Priority and major final outputs³ that contribute to the attainment of organizational mission/vision which form part of the core functions⁴ of the Agency, shall be indicated as performance targets.

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

- **Historical data.** The data shall consider past performance.
- **Benchmarking.** This involves identifying and comparing the best practices within the agency. Benchmarking may also involve recognizing existing standards based on provisions or requirements of the law.
- **Client demand.** This involves a bottom-up approach where QUEDANCOR sets targets based on the needs of its clients. The department/division/RO may consult with stakeholders and review the feedback on its services.
- **Top Management instruction.** The Head of QUEDANCOR 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, QUEDANCOR shall likewise indicate the detailed budget requirements per expense account to help the President and CEO in ensuring a strategy driven budget allocation and in measuring cost efficiency. QUEDANCOR shall also identify specific department/division/unit/group/individuals as primarily accountable for producing a particular target output per program/project/activity. These targets, performance measures, budget and responsibility centers are summarized in the OPCR Form (Exhibit 6).

² Before the start of the performance period.

³ MFOs are goods and services that a department/agency is mandated to deliver to external clients through the implementation of programs, activities and projects (per DBM published *Organization Indicators Framework (OPIF) Book of Outputs for 2011*).

⁴ Core functions are those performed by the Office, inherent in its mandates.

The approved OPCR Form shall serve as basis for individual performance targets and measures to be prepared in the IPCR (Exhibit 7).

Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees.

Individual employees' performance standards shall not be lower than the agency's standards in its approved OPCR Form.

Stage 2: Performance Monitoring and Coaching

During the performance monitoring and coaching phase, the performance of QUEDANCOR and every individual shall be regularly monitored at various levels: i.e., the QUEDANCOR President and CEO, PSO, AVP and individual, on a regular basis.

Monitoring and evaluation mechanisms should be in place to ensure that timely and appropriate steps will be taken to keep a program on track and to ensure that its objectives or goals are met in the most effective manner (Exhibits 8, 9 and 10). Also a very vital tool of management at this stage is an information system that will support data management to produce timely, accurate and reliable information for program tracking and performance monitoring/reporting.

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

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

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

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

- **Office Performance Assessment**

PSO shall consolidate, review, validate and evaluate the initial performance assessment of the VPs/AVPs/RAVPs 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 QUEDANCOR President and CEO. He/She shall determine the final rating of departments/divisions/ROs.

An agency performance review conference shall be conducted annually by PSO for the purpose of discussing the Office assessment with concerned VPs/AVPs/ROs. This shall include participation of the Finance Management Services as regards budget utilization. To ensure complete and comprehensive performance review, all departments/divisions/ROs shall submit a quarterly accomplishment report to the PSO based on the QUEDANCOR-SPMS calendar⁵ (Exhibit 3).

Any issue/ appeal/protest on the Office assessment shall be articulated by the concerned VP/AVP/RAVP and decided by the President/CEO of QUEDANCOR during this conference; hence the final rating shall no longer be appealable/contestable after the conference.

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

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

⁵ The timetable for the preparation, review and approval of performance targets, standards, and ratings.

The supervisor shall indicate qualitative comments, observations and recommendations in the individual employee's performance commitment and review form to include competency assessment⁶ and critical incidents⁷ 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 VP/AVP/RAVP.

The VP/AVP/RAVP shall determine the final assessment of performance level of the individual employees in his/her department/division/RO based on proof of performance. The final assessment shall correspond to the adjectival description of Outstanding, Very Satisfactory, Satisfactory, Unsatisfactory or Poor.

The VP/AVP/RAVP 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 VP/AVP/RAVP shall ensure that the employee is notified of his/her final performance assessment and the Summary List of Individual Ratings (Exhibit 11) with the attached IPCRs are submitted to MRD on the 10th working day after the rating period.

Stage 4: Performance Rewarding and Development Planning

Part of the individual employee's evaluation is the competency assessment vis-a-vis the competency requirements of the job. The result of the assessment shall be discussed by the VPs/AVPs/RAVPs 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.

⁶ Competencies are observable, measurable and vital behavioural skills, knowledge and personal attributes that are translations or organizational capabilities deemed essential for success. Competencies shall be identified for a particular position or job family.

⁷ Record of events, happenings or actual information affecting the overall accomplishments of the employee during the particular rating period.

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 VP/AVP/RAVP and supervisors in coordination with MRD and approved by the QUEDANCOR President and CEO.

A professional development plan (Exhibit 12) 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. VP/AVPs/RAVPs in identifying and providing the kinds of interventions needed, based on the developmental needs identified;
- b. Manpower Resources in consolidating and coordinating developmental interventions that will form part of the HR Plan and the basis for rewards and incentives;
- c. PMT in identifying potential PRAISE Awards nominees for various awards categories; and,
- d. PRAISE Committee in determining top performers of the Agency who qualify for awards and incentives.

II. Rating Period

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

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

QUEDANCOR-SPMS RATING SCALE

Rating		Description
Numerical	Adjectival	
10	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.
8	Very Satisfactory	Performance exceeded expectations. All goals, objectives and targets were achieved above the established standards.
6	Satisfactory	Performance met expectations in terms of quality of work, efficiency and timeliness. The most critical annual goals were met.
4	Unsatisfactory	Performance failed to meet expectations, and/or one or more of the most critical goals were not met.
2	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.

III. Uses of Performance Ratings

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

Employees who obtained **Unsatisfactory** rating for one rating period or exhibited poor performance shall be provided appropriate developmental intervention by the VP/AVP/RAVP approved by the QUEDANCOR President and CEO, in coordination with MRD, 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 VP/AVP/RAVP

signed by the QUEDANCOR President and CEO at least 3 months before the end of the rating period is, however, required.

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

Part 3: Miscellaneous Provisions

I. Sanctions

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

- a. Employees' disqualification for performance-based personnel actions which would require the rating for the given period such as promotion, training or scholarship grants and performance enhancement bonus, if the failure of the submission of the report form is the fault of the employees.
- b. An administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty for the supervisors or employees responsible for the delay or non-submission of the office and individual performance commitment and review report.
- c. Failure on the part of the VP/AVP/RAVP to comply with the required notices to their subordinates for their unsatisfactory or poor performance during a rating period shall be a ground for an administrative offense for neglect of duty.

II. Appeals

- a. Office performance assessment as discussed in the performance review conference shall be final and not appealable. Any issue/appeal on the initial performance assessment of an Office shall be discussed and decided during the performance review conference.
- b. Individual employees who feel aggrieved or dissatisfied with their final performance ratings can file an appeal (Exhibit 13) with the PMT within ten (10) days from the date of receipt of notice of their final performance evaluation rating from the concerned VP/AVP/RAVP. A department/division/RO/unit or individual employee, however, shall not be allowed to protest the performance ratings of other department/division/RO/unit or co- employees. Ratings obtained by other department/division/RO/unit or employees can only be used as basis or reference for comparison in appealing one's office or individual performance rating.

- c. The PMT shall decide on the appeals within one month from receipt of Appeals. The decision of the PMT may be appealed to the QUEDANCOR President and CEO.
- d. Officials or employees who are separated from the service on the basis of Unsatisfactory or Poor performance rating can appeal their separation to the CSC within 15 days from receipt of the order or notice of separation.

AMENDED QUEDANCOR SPMS RATING SCALE

In determining the final equivalent adjectival rating of the employee, the range of overall point scores is converted as follows:

Rating		Description or Meaning of Rating
Numerical Rating	Adjectival Rating	
5	Outstanding (O)	<p>Performance exceeded expectations by 30% and above of the planned targets.</p> <p>Performance demonstrated was exceptional in terms of quality, technical skills, creativity, and initiative, showing mastery of the task. Accomplishments were made in more than expected but related aspects of the target.</p>
4	Very Satisfactory (VS)	Performance exceeded expectations by 15% to 29% of the planned targets, but fails short of what is considered an outstanding performance.
3	Satisfactory (S)	Performance met 100% to 114% of the planned targets. For accomplishments requiring 100% of the targets such as those pertaining to money or accuracy or those which may no longer be exceeded, the rating of either 5 for those who met targets or 2 for those who failed or fell short of the targets shall be enforced.
2	Unsatisfactory (US)	Performance only met 51% to 99% of the planned targets and failed to deliver one or more critical aspects of the target.
1	Poor (P)	Performance failed to deliver most of the targets by 50% or below.

The range of each adjectival or numerical rating are based on the range prescribed under CSC Memorandum Circular No. 13, series of 1999.

A. QUANTITY/EFFICIENCY/TIMELINESS RATING SCALE

Rating		Description or Meaning of Rating
Numerical Rating	Adjectival Rating	
5	Outstanding (O)	Performance exceeded expectations by 30% and above of the planned targets. Performance demonstrated was exceptional in terms of quality, technical skills, creativity, and initiative, showing mastery of the task. Accomplishments were made in more than expected but related aspects of the target.
4	Very Satisfactory (VS)	Performance exceeded expectations by 15% to 29% of the planned targets, but fails short of what is considered an outstanding performance.
3	Satisfactory (S)	Performance met 100% to 114% of the planned targets. For accomplishments requiring 100% of the targets such as those pertaining to money or accuracy or those which may no longer be exceeded, the rating of either 5 for those who met targets or 2 for those who failed or fell short of the targets shall be enforced.
2	Unsatisfactory (US)	Performance only met 51% to 99% of the planned targets and failed to deliver one or more critical aspects of the target.
1	Poor (P)	Performance failed to deliver most of the targets by 50% or below.

Efficiency Rating Formula

$$ER = \frac{\text{number of requests acted upon}}{\text{number of requests received}} \times 100\%$$

Part 4: Annexes
Exhibit 1 QUEDANCOR-SPMS Process Flowchart

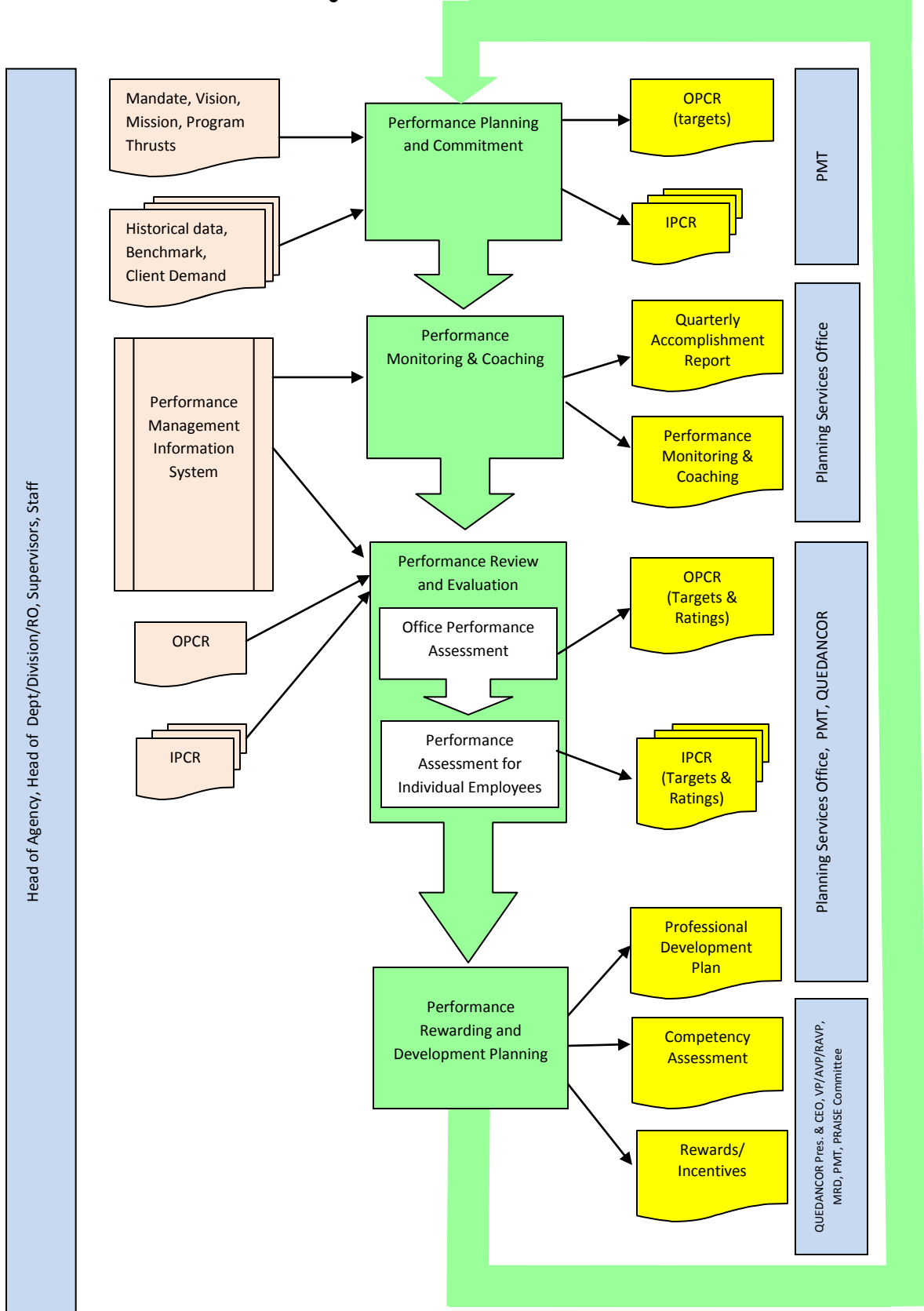


Exhibit 3 Revised QUEDANCOR-SPMS Calendar

Activity	Submit to	Last Quarter of the preceding year			Performance Period												
		Oct	Nov	Dec	First Semester						Second Semester						
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
1. PERFORMANCE PLANNING AND COMMITMENT																	
Orientation on QUEDANCOR-SPMS /Pilot Test																	
OPCR Creation																	
OPCR for Review	Pres. and CEO		5th												5 TH		
PMT review report	QUEDANCOR		20 TH												20 TH		
QUEDANCOR Approval of OPCR				5 TH								5 TH				5 TH	
IPCR	AVP/RAVP			10 TH								10 TH				10 TH	
	MRD			15 TH								15 TH					
2. PERFORMANCE MONITORING AND COACHING																	
Monitoring by:																	
• QUEDANCOR Pres. & CEO																Once a year	
• PSO																	Per semester
• MRD																	Per semester
• VP/AVP/RAVP																	Regular basis
• Individual Employee																	Regular basis
Form	Planning Officer																After end of quarter
3. PERFORMANCE REVIEW AND FEEDBACK																	
OPCR	PSO				15 th							15th					
PSO to review, evaluate and validate OPCR against target					25 th							25 th					
PSO and MRD to submit Office performance assessment and facilitate performance review by QUEDANCOR	Pres. and CEO						25 th						25 th				
Annual Performance Review with participation of FIN in relation to budget utilization	Pres. and CEO																10 th
IPCR	AVP/RAVP						5 th						5 th				
VP/AVP/RAVP submit IPCR	MRD						15 th						15 th				
4. PERFORMANCE REWARDING AND DEVELOPMENT PLANNING																	
PMT to submit Top Performer List	Pres. and CEO							10 th									
PRAISE Committee/MRD Performance Assessment	Pres. and CEO							15 th									

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

Exhibit 4 Sample Performance Planning and Commitment

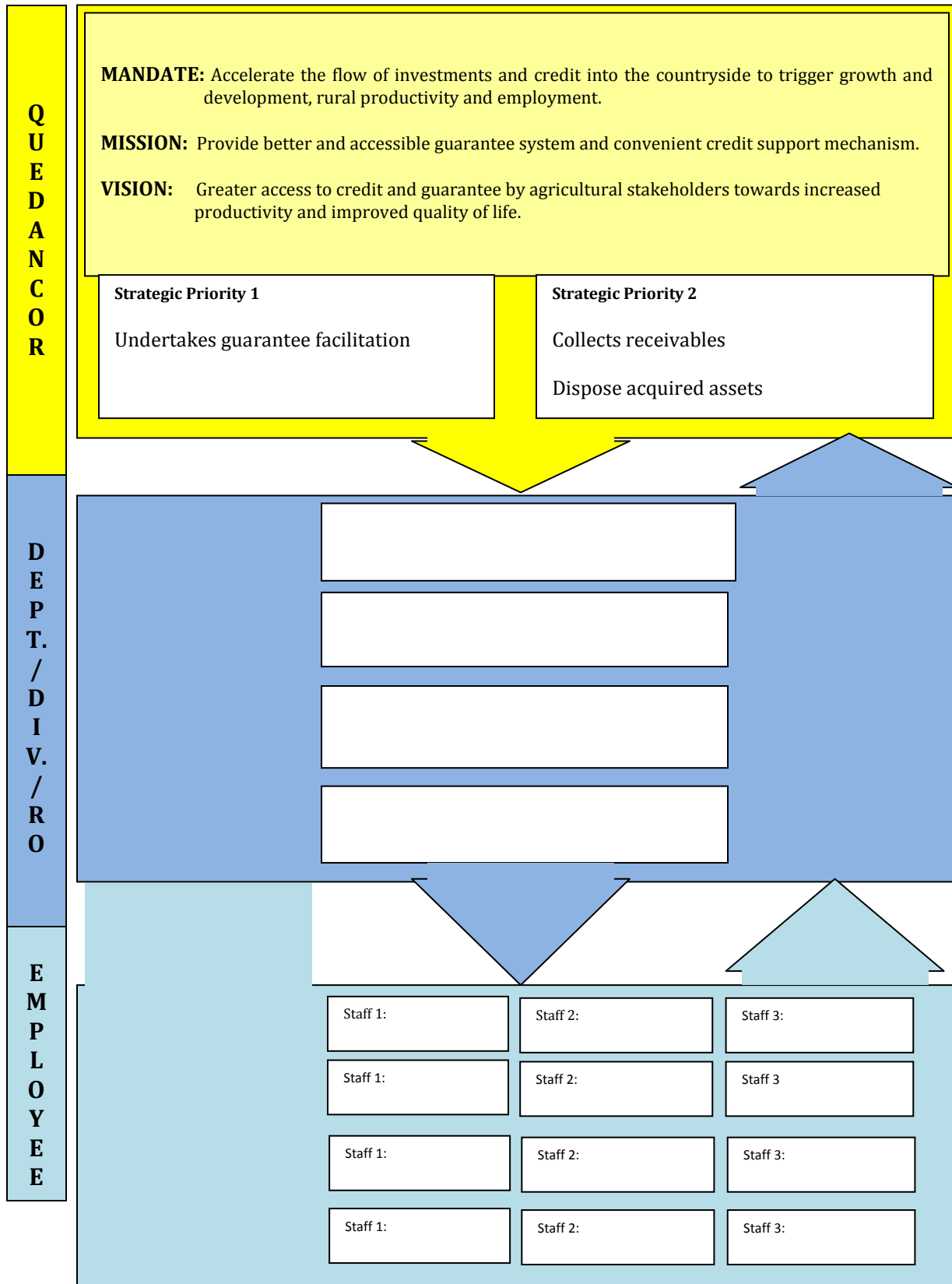


Exhibit 5 Success Indicators

Major Final Output	Program/Activities/Projects (PAPs)	Success Indicators	Dept./Division/RO Accountable
1. Guarantee Services	Delivery of guarantee services	Quantity 1: Amount of Loan Guaranteed Quantity 2: No. of individuals assisted to access credit Quantity 3: No. of banks accredited Timeliness 1: No. of days to process and pay guarantee claims upon receipt of complete documents	Credit & Guarantee Dept. Regional Offices
2. Financing Services	Collection of outstanding receivables	Quantity 1: Amount of Cash Collection	Collection and Remedial Management Dept. Legal Affairs Dept. Regional Offices
	Acquired Assets Disposal Disposal of acquired properties at a price most advantageous to government.	Quantity 4: No. of acquired properties sold	Acquired Asset Management Div. Property Appraisal Division Regional Offices
3. General Administration Support Services	Financial Controls Improvement of System	Timeliness of FS No. of systems automated No. of guidelines revised	

Exhibit 6 Office Performance Commitment and Review Form

OFFICE PERFORMANCE COMMITMENT AND REVIEW (OPCR)

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

Name of Officer/Position
Date: _____

Approved by	Date
QUEDANCOR President and CEO	

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

MFO/PAP	SUCCESS INDICATORS (TARGETS + MEASURES)	Dept/Division/RO Individuals Accountable	Actual Accomplishments	Rating				Remarks
				Q ¹	E ²	T ³	A ⁴	
STRATEGIC PRIORITY								
SUPPORT FUNCTIONS								

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

Assessed by:				Final Rating by:		Date
	Date		Date			
Planning Services Office		PMT		President and CEO		

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

Individual Performance Commitment and Review Form

INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR)

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

Name of Ratee

Date: _____

Reviewed by	Date	Approved by	Date
Immediate Supervisor		Head of the Dept. /Div./Region	

Output	Success Indicator (Target + Measure)	Actual Accomplishments	Rating				Remarks
			Q ¹	E ²	T ³	A ⁴	
Strategic Priority No:							
Output 1							
Output 2							
Output 3							
Output 4							
Final Average Rating							

Comments and Recommendations for Development Purposes

Discussed with	Date	Assessed by	Date	Final Ranking by	Date
		I certify that I discussed my assessment of the performance with the employee.			
Employee		Head of Dept./Division/RO		President and CEO	

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

Exhibit 8 Performance Monitoring and Coaching Journal Template

	1 st	Q u a r t e r
	2 nd	
	3 rd	
	4 th	

Name of Officer: _____
Position : _____

Dept/Division/RO: _____
No. of Personnel in the Division: _____

Activity	Mechanism/s				Remarks
	Meeting		Memo	Others (Pls. Specify)	
	One-on-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		President and CEO	

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

Major Final Output	Tasks	Assigned to	Duration	Task Status				Remarks
				Week 1	Week 2	Week 3	Week 4	
1.	1.							
	2.							
	3.							
2.	1.							
	2.							
	3.							
3.	1.							
	2.							
	3.							
4.	1.							
	2.							
	3.							
5.	1.							
	2.							
	3.							

**Exhibit 10 Performance Rewarding and Development
(Tracking Tool for Monitoring Assignments Template)**

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

Exhibit 11 Summary List of Individual Performance Ratings Template

Agency: _____ Performance Assessment: _____

Name of Dept./Div/RO:	Rating	
	Numerical	Adjectival
No. of Employees: Average ratings of staff:		

Name of Dept./Div/RO:	Rating	
	Numerical	Adjectival
No. of Employees: Average ratings of staff:		

Name of Dept./Div/RO:	Rating	
	Numerical	Adjectival
No. of Employees: Average ratings of staff:		

Name of Dept./Div/RO:	Rating	
	Numerical	Adjectival
No. of Employees: Average ratings of staff:		

**Exhibit 12 Performance Rewarding and Development
(Professional Development Plan Template)**

Professional Development Plan

Date:

Target Date	
Review Date	
Achieved Date	

Aim	
Objective	

Task	Next Step
Comments	

Professional Development Plan Template

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

Exhibit 13 Appeal Form

FORM 1

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

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

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

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

EMPLOYEE NAME:	DATE :
EMPLOYEE POSITION TITLE:	NAME OF VP/AVP/RAVP:
NAME OF DEPT./DIV./RO	NAME OF IMMEDIATE SUPERVISOR:
APPRAISAL PERIOD:	DATE COPY RECEIVED:

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

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

Performance Factor	Reasons for Appealing

2. IDENTIFY:

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

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

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

Performance Factor	Description and Evidence

Signature of Appellant

Date Submitted to Immediate Supervisor

Vice-Pres./Asst. Vice-Pres./Reg'l. Asst. Vice-Pres.

Signature of Immediate Supervisor
(reflects receipt only)

Date of receipt of this completed appeal form

See Form 2 for Immediate Supervisor decision box and signature boxes for VP/AVP/RAVP and QUEDANCOR President and CEO.

NAME OF EMPLOYEE: _____

IMMEDIATE SUPERVISOR

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

Performance Factor	Solution/s

We have not resolved this appeal; the employee may forward appeal to the VP/AVP/RAVP.

Appellant Signature _____ Date: _____

Immediate Supervisor Signature: _____ Date: _____

VICE-PRESIDENT/ASST. VICE-PRES./REG'L ASST. VICE-PRES.

Date appeal was received: _____

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

Performance Factor	Solution/s

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

Appellant Signature : _____ **Date:** _____

VP/AVP/RAVP Signature : _____ **Date:** _____

QUEDANCOR President and CEO

Date appeal was received: _____

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

Performance Factor	Solution/s

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

Appellant Signature : _____

Date: _____

President and CEO Signature: _____

Date: _____

ATTACH ADDITIONAL SHEETS IF NECESSARY.