STRATEGIC PERFORMANCE MANAGEMENT SYSTEM

I. INTRODUCTION

The Benguet State University (BSU) as an educational system evolved from large centralized structures to a more decentralized ones. Bringing service with utmost quality and dedication is the commitment of the institution. Along this, the university is grounded on its mandate to operate along its four-fold functions: Instruction, Research, Extension, and Production. University-based management programs are currently operating in the different sectors of the university, and new ones continue to be implemented.

The strategic approach to quality assurance is based on developing the capacity of the different sectors to design and deliver high quality programs that meet the needs of the institution, and which achieve standards comparable among the sectors. The BSU Board of Regents, faculty, and staff are committed to transforming the university system into a system with high standards, efficient management and high student achievement. To sustain this transformation, the university system includes in its Master Plan strategies that support more efficient school management and higher student achievement. The Strategic Performance Management System (SPMS) is a vital part of the commitment to improving the performance for all BSU units as well as its constituency.

The SPMS at BSU is based on the mandate of CSC, as stipulated in the Constitution, which is to adopt measures to promote efficiency in the civil service (Section 3, Art. IX-B, Phil. Const.). The implementation of the SPMS is pursuant to CSC Memorandum Circular No. 06, s. 2012 and CSC Resolution No. 1200481, promulgated on March 16, 2012. This shall set the institution's internal policies and procedures in the implementation of SPMS in the university. It shall serve as a

foundation for achieving the goal of increased employee achievement and more productive performance.

The SPMS is a performance-based evaluation and a new way of managing performance in the university. It serves as an evaluation strategy for assessing unit performance or the collective performance of individuals within the smallest operating unit of the university. To enhance objectivity of individual performance evaluations, the management established a mechanism of setting standards to align individual objectives to agency objectives.

The SPMS applies to output producing units and measures the collective performance of an office focusing on outputs with the use of a standard unit of measure. This allows comparison of performance across offices or functions, and would take into account the productivity and efficiency of individuals and operational units.

Through the SPMS, the university addresses the demand to produce tangible results that will indicate the level of performance of units minimizing subjective factors. Every accomplishment is given due credit through the provision of a more objective measurement. This is then done through setting uniform standards for common outputs and translating different targets into one unit of measure. The results of such measures facilitate comparison of outputs, allowing the management to look at relative efficiencies of units under them and determine appropriate actions that will give an indication of the overall performance of the unit.

The requirements for the SPMS support the demand for highly effective employees. The performance-based evaluation system holds all employees accountable for increased clientele's satisfaction. It is based upon the proposition that consideration of performance outcomes must be a meaningful part of the evaluation process. It is also based upon the proposition that continued employee development is important and that all employees must be provided effective means to help improve their performance.

In order to promote continued employee effectiveness, the Benguet State University shall adopt the following organizational approach:

- ➢ Establish excellence in performance;

- ➢ Adopt and publish criteria for evaluating employees;

- ➢ Ensure that supervisors have the requisite competencies;

- ➢ Determine whether employees satisfy the criteria;

- ➢ Provide appropriate remediation;

- ➢ Provide necessary resources;

- ➢ Hold supervisors accountable; and

- ➢ Provide personnel mechanisms for appropriate actions on matters pertaining to employee performance.

As part of the SPMS, the criteria for evaluation of each unit and employees' performance are contained in the form of indicators that describe the attributes of each program, and rubrics that identify the unit/individual performance. A Human Resource Development Plan provides activities that support the competencies that a qualified evaluator needs in order to effectively evaluate the employees. Remediation to employees who had been rated unsatisfactory in a specific area takes the form of a Performance Improvement Plan, which contains an action plan of activities to be carried out by the employee and the qualified evaluator/support staff in order to bring about improvement in a deficient area.

The predominant goal of the BSU SPMS is to make sure that quality service to clients strives for the growth of the system as well as the community. Thus, the SPMS is designed to provide the means through which better results can be obtained from the organization, offices, and individuals.

II. SPMS CONCEPT

BSU is adopting an outcome-based approach to evaluation because of its potential to increase both the effectiveness of the SPMS and the quality of efficiency of the institution in providing higher education in professional fields where there is a need to demonstrate correspondence or equivalence between the achievement of outcomes and the established norms.

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

This approach provides a mechanism to ensure that the employee achieves the objectives set by the organization, and that the organization, on the other hand, achieves what it has set for itself in its strategic plan.

To complement and support the SPMS, the following enabling mechanisms must be present, operational, and maintained:

a. A recruitment system that identifies competencies and other attributes required for a particular job or functional group;

b. An adequate Rewards and Incentive System;

c. Mentoring and Coaching Program;

d. An Information Communication Technology (ICT) that supports project documentation, knowledge management, monitoring, and evaluation;

e. Change management program

f. Policy review and formulation

III. OBJECTIVES

Generally, BSU shall establish and implement the SPMS to provide the means through which better results can be obtained from the organization, offices and individual by managing performance. Specifically, the objectives of the SPMS are the following:

1. Concretize the linkages of organizational performance with the Philippine Development Plan, the Agency Strategic Plan, and the Organizational Performance Indicator Framework;

2. Ensure organizational effectiveness and improvement of individual employee efficiency by cascading instructional accountabilities to the various levels of the organization anchored on the establishment of rational and factual basis for performance targets and measures; and

3. Link performance management with other HR systems and ensure adherence to the principles of performance-based tenure and incentive system.

IV. BASIC ELEMENTS

The SPMS shall include the following basic elements:

a. **Goal aligned 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 operational level.

b. **Output/Outcome-based.** The system puts premium on major final outputs that contributes to the realization of organizational mandate, mission/vision, and strategic priorities.

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 division/unit/office work plan or commitment and rating form to establish clear linkage between organizational performance and personal 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 output 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 mechanisms and information system are vital components of the SPMS in order to facilitate linkage between organizational and employee performance. The M & E and Information System will ensure generation of timely, accurate, and reliable information for both performance monitoring/tracking, accomplishment reporting, program improvement, and policy decision making.

f. **Communication Plan.** A program to orient agency officials and employees on the new and revised policies of the SPMS shall be implemented. This is to promote awareness and interest on the system, generate employees' appreciation for the agency SPMS as a management tool for performance planning, control, and improvement, and guarantee employees' internalization of their role as partners of management and co-employees in meeting organizational performance goals.

V. KEY PLAYERS AND RESPONSIBILITIES

The success of the SPMS relies on the people who are responsible for implementing it. Although all employees of an organization are important in the realization of the organizational goals, the creation of a Performance Management Team that will oversee the implementation of the SPMS will be critical to the success of the SPMS. The key players and their specific roles are described as follows:

PLAYER	RESPONSIBILITIES
The University President	• Champions the SPMS. • Primarily responsible and accountable for the establishment and implementation of the SPMS. • Sets the organization's performance goals/objectives and performance measures. • Determines target setting period. • Approves office performance commitment and rating. • Assesses performance of offices.
Performance Management Team *Composition*: **Chairperson**: Vice-President for Academic Affairs **Members**: • Vice-President for Administration • Vice-President for Research and Extension • Vice- President for Business Affairs • Administrative Chief	• Sets consultation meeting of all department heads for the purpose of discussing the targets set in the office performance commitment and rating form. • Ensures that office performance targets and measures, as well as the budget are aligned with those of the agency and that work distribution of offices/ units is rationalized. • Recommends approval of the office performance commitment and rating to the BSU President. • Acts as appeals body and final arbiter for performance management issues of the agency. • Identifies potential top performers and provides inputs to the PRAISE Committee for grant of awards and incentives.

PLAYER	RESPONSIBILITIES
• Director, Planning Office • Executive Assistant IV • HRMO • FMO • President, Faculty Club President, Non-teaching	• 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.

PLAYER	RESPONSIBILITIES
Planning and Development Office	• Monitors submission of Office Commitment and Review Form and schedules the interview/ 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 department heads based on reported office accomplishments against the success indicators, and the allotted budget against the actual expenses. The result of assessment shall be the basis of PMT's recommendation to the department head who shall determine the final office rating. • Conducts an agency performance planning and reviews conference annually for the purpose of discussing the office assessment for the preceding performance period and plan for the succeeding rating period with concerned department heads. This shall include participation of the Budget Officer as regards budget utilization. • Provides each office with the final office assessment to serve as basis for offices in the assessment of individual staff members.
Human Resource Management Office	• Monitors submission of Individual Performance Commitment and Review forms by the unit heads. • Review 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 College President. • Provides analytical data on retention, skill/competency gaps, and talent development plans that align with strategic plans. • Coordinates developmental interventions that will form part of the HR Plan.

PLAYER	RESPONSIBILITIES

Vice-Presidents	• Assume primary responsibility for performance management in his/her Office. • Conduct strategic planning session with the supervisors and staff and agree on the outputs that should be accomplished based on the goals/ objectives of the organization and submits the Office Performance Commitment and Review Form to the PMT. • Review and approves individual employee's Performance Commitment and Review Form for submission to the HRMO before the start of the performance period. • Submit a quarterly accomplished report to the PPDO based on the PMS calendar. • Do initial assessment of office's performance using the approved Office Performance Commitment and Review Form. • Determine final assessment of performance level of the individual employees in his/her office based on proof of performance. • Inform employees of the final rating and identifies necessary interventions to employees based on the assessment of developmental needs. Recommend and discuss a development plan with the subordinates who obtain unsatisfactory performance during the rating period not later than one (1) month after the end of the said period and prepare written notice/advice to subordinates that a succeeding unsatisfactory performance shall warrant their separation from the service. • Provide preliminary rating to subordinates showing poor performance not earlier than the third (3rd) month of the rating period. A developmental 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.
Deans/Directors	• Assume joint responsibility with the unit head in ensuring performance objectives and targets. • Rationalize distribution of targets/tasks. • Monitor closely the status of the performance of their subordinates and provide support and assistance through the conduct of coaching for the attainment of targets set by the Division/ Unit and individual employees. • Assess individual employees' performance. • Recommend developmental intervention.
Individual Employees	Act as partners of management and their co-employees in meeting organizational performance goals.

Specific Procedures

The SPMS follows the Four-Stage Performance Management Cycle Framework:

PERFORMANCE PLANNING & COMMITMENT	The PMS Cycle	PERFORMANCE MONITORING & COACHING
PERFORMANCE REWARDING & DEV'T PLANNING		PERFORMANCE REVIEW & EVALUATION

The SPMS Cycle

The SPMS shall follow the same four-stage cycle which underscores the importance of performance management.

A. PERFORMANCE PLANNING AND COMMITMENT

This is done at the start of the performance period where Heads of Offices meet with the supervisors 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. These shall serve as bases for the office and individual employee's preparation of their performance contract and rating form.

Success Indicators

Success indicators refer to the characteristics, property or attribute of achievements, accomplishments, or effectiveness in the fulfillment of work plans for the year. They are performance level yardsticks consisting of performance measures and performance targets.

These shall be based on the BSU Strategic Plan, Medium Term Development Plan, and CHED thrust:

Measures Targets Success Indicators

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

- Specific: the indicators clearly indicate that which should be achieved and easily understood.

- Measurable: the indicators are quantifiable or verifiable to determine whether the office/individual is meeting the objectives or not.

- Achievable: the indicators are attainable and realistic given the office's resources.

- Result-Oriented: the indicators focus on outputs geared towards realization of organizational outcomes.

- Time-bound: there is a time frame to achieve or complete the deliverables. It advances efficiency in delivering services.

Performance Measures

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

The State College shall set the performance goals/objectives and performance measures of the organization as early as September of the current year for targets and measures for the next year. This shall serve as basis in the office's preparation of the Office Performance Commitment and Review (OPCR). Commitments for the year shall be strategically designed as semestral targets/activities reflected as specific milestones for projects that would be completed in six (6) months or more so that progressive outputs are identified and rated accordingly.

The Performance Management Team (PMT) shall review the office's OPCR for the BSU President's approval. It shall ensure that the performance targets and measures and the budget are

aligned with those of the organization, and that work distribution of offices is rationalized. Should modification be necessary in the submitted OPCR, the PMT shall inform the concerned department head of the proposed changes.

Performance measures need not be many. Only those that contribute to or support the outcomes that the organization aims to achieve shall be included in the OPCR, i.e., measures which must be relevant to the organization's strategic priorities. The performance measures shall 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 *getting the right things done.*
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 things such as project completion, deadlines, time management skills, and other time-sensitive expectations.

Target Setting

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

   Two forms are used for setting the targets: (1) Office Performance Contract and Review for the office or the OPCR; and (2) Individual Performance Commitment and Review or the IPRC of every employee.

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

- **Historical data.** The data shall consider past performance.

- **Benchmarking.** This involves identifying and comparing the best departments or units within the university with similar functions or processes. Benchmarking may also involve recognizing existing standards based on provisions or requirements of the law.

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

- **Linkages with national agencies.** Special programs/projects may be implemented through the initiative of national line agencies and downloaded for implementation by the university.

- **Top management instruction.** The BSU President may set targets and gives special assignments.

- **Future trend.** Targets may be based on the results of the comparative analysis of the actual performance of the office with its potential performance.

3. In setting work targets, the office shall observe the cutoff date of every 15th of December and every 15th of June for the 1st and 2nd semesters, respectively.

4. SPMS Table of Performance Standard/Measures (success indicators) shall determine the type and number of output per unit is mandated to deliver. In cases where the work outputs identified do not have corresponding measures/standards, the office shall provide the specific performance measure or success indicators and targets. This will be subjected to the evaluation of the PMT.

5. The office shall compute the budget per program/project by expense account to ensure that budget allocation is strategy-driven.

6. The office shall identify specific division/unit/group/individual as primarily accountable for producing a particular target output per program/project/activity.

7. Amendments to the OPCR may be allowed at any time to accommodate intervening tasks subject to the review of the PMT and approval of the BSU President.

8. A meeting with the BSU President shall be held where department heads shall present their respective OPCRs, specifically for the purpose of review.

9. The approved OPCR shall serve as basis for individual performance targets and measures which shall be reviewed and approved by the department head for the submission to the HR office.

B. PERFORMANCE MONITORING AND COACHING

This is the phase where the raters (department heads and supervisors) monitor the work activities of employees and progress of work output. The rater is expected to address factors that either help or hinder effective work performance and design tracking tools or monitoring strategies as may be needed.

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

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

1. **Monitoring.** The performance of offices and every individual shall be regularly monitored at various levels; i.e., BSU President, VP's, deans, directors, chairpersons, heads of units, and individual, on a regular basis, but shall not be limited to the following schedule:

   1.1. The BSU President shall review the performance of the offices at least once a year.

   1.2. The PMT shall summarize and analyze the performance of the offices every six months or at the end of each performance period.

1.3. The BSU key officials shall monitor on a regular basis the performance of the units and employees under them. They shall meet with them to discuss performance and the progress of work. Each individual shall likewise monitor and asses his/her performance regularly.

Monitoring may be conducted through meetings, one-one-one discussions, memoranda, and reviews of pertinent documents such as reports, communications, and tracking forms to ensure timely completion and quality execution of deliverables. Monitoring is also done to avert any untoward incident or address constraints and challenges, if any.

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

3. **Form.** The supervisors shall maintain a journal using the performance monitoring and coaching form to record the conduct of monitoring and coaching, which shall contain the date and form of monitoring/coaching, brief statement of the purpose of the monitoring/coaching, name of persons monitored/coached, as well as critical incidents noted, if any.

Both the supervisor and the supervisee shall affix their signatures in the space provided and shall submit all the accomplished forms to the HR Office after each quarter.

C. PERFORMANCE REVIEW AND EVALUATION

This phase aims to asses both office and individual employee's performance level based on set performance targets and measures as approved in the office and individual performance contracts (OPCR and IPCR). The rater objectively determines the gaps between the actual and desired performance.

1. Office Performance Assessment

1.1. The BSU President shall assess and evaluate the performance of departments/ offices

1.2. The key officials shall initially assess the office's performance using the OPCR

1.3. The PNT shall validate the accomplishments reported by offices, as necessary.

1.4. Various rating scales shall be used for specific set of measures, as follows:

- Core Functions – these are functions that implement and deliver the mandates of the university as identified in the BSU Code and Strategic Plan.

- Strategic Functions – special programs/projects supported by the national government and other institutes.

- Support Functions – these are functions that provide necessary resources to enable the university to effectively perform its mandate.

General Rating Scale

Rating		Description
Numerical	Adjectival	
5	Outstanding	Performance exceeding targets by 30% and above of the planned targets
4	Very Satisfactory	Performance exceeding targets by 15% to 29% of the planned targets
3	Satisfactory	Performance of 100% to 114% of the planned targets. For accomplishment 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	Performance of 51% to 99% of the planned targets
1	Poor	Performance failing to meet the planned targets by 50% or below

Rating Scale for Timeliness

Rating		Description
Numerical	Adjectival	
5	Outstanding	Performance exceeding targets by 30% and above of the planned targets
4	Very Satisfactory	Performance exceeding targets by 15% to 29% of the planned targets
3	Satisfactory	Performance of 100% to 114% of the planned targets. For accomplishment 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	Performance of 51% to 99% of the planned targets
1	Poor	Performance failing to meet the planned targets by 50% or below

Efficiency Rating Scale

Rating		Description
Numerical	Adjectival	
5	Outstanding	Performance exceeding targets by 30% and above of the planned targets
4	Very Satisfactory	Performance exceeding targets by 15% to 29% of the planned targets
3	Satisfactory	Performance of 100% to 114% of the planned targets. For accomplishment 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	Performance of 51% to 99% of the planned targets
1	Poor	Performance failing to meet the planned targets by 50% or below

Efficiency Rating Formula

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

1.5 Critical factors affecting the delivery of work output shall be reflected and computed/averaged (A) in the columns provided for in the OPCR Form using the standards for Quality/Effectiveness (Q), and the above rating scales for Efficiency (E), and Timeliness (T).

1.6 In computing the final rating of the office and individual performance, the following weight allocation shall be followed:

Faculty with Designations

Designations	Core Functions	Strategic Functions	Support and Other Functions
	(Designations)	Instruction	
Vice Presidents	85 %	10 %	5 %
Directors/Deans	75 %	15 %	10 %
College Secretary/Associate Dean	57%	33%	10%
Special Assistants	43%	47%	10%
Dep't Chairpersons	57%	33 %	10 %
Division Chief	28%	62%	10%
Coordinators	15 %	75 %	10 %

Faculty without Designations

Rank	Core Functions (Instruction)	Strategic Functions		Support and Other Functions
		Research/Extension/Production/ Involvement in quality Assurance Processes		
		Research/ Extension/ Production	Quality Assurance	
Instructors to	65-70 %			10 %

Rank	Core Functions (Instruction)	Strategic Functions Research/Extension/Production/ Involvement in quality Assurance Processes			Support and Other Functions
Assistant /Associate Professor		10-15%		Processed 5 %	
Professor	30-40%	Research	Extension/ Production	Quality Assurance Processed	10%
		25-35%	15%	10%	

*Percent allocation on functions shall be discussed between the rater and ratee

Basis of Point System

INSTRUCTION – includes teaching function based on the average Performance Evaluation System

RESEARCH

Category	Completed Researches	On-Going Researches
Program*	25	20** / 23***
Projects****	23 (2 to 25)	20
Study/Action Researches	20 (2 to 23)	18
Faculty-Student Research*****	15 (>2 to 20)	13

*	Program consisting of two or more projects
**	For 50% and below accomplishment for on-going researches
***	For 50% and above accomplishment for on-going researches
****	Project consisting of two or more studies
*****	Non-thesis researches

Note: The points above are regardless of the research level (international, national, local, etc. and regardless of the number of person involved in the project)

EXTENSION

Category	Distribution of Weight
Extension Program/s*	15
Extension Project/s**	13 (2 to 15)
Extension Activity	12 (2 to 13)
Other Extension Activities***	10

*	Program consisting of two or more extension projects
**	Program consist of two or more extension activities
***	Other extension activities include being a Resource Person, Paper Presenter, Facilitator and the like. The following shall be considered as point system per extension activity:

Level | Equivalent Point
International | 5

National/Regional	3
Division/local/institutional	2

PRODUCTION – Based on the Return of Investment on a yearly basis.

PERCENT ROI (%)	ASSIGNED POINTS
15	15
14	14
13	13
12	12
11	11
10	10
9	9
8	8
7	7
6	6
5	5
4	4
3	3
2	2
1	1

Note: Return of Investment in excess of 15% shall be granted the full point of 15. Zero ROI shall be assigned an equivalent point of 0.

REQUIREMENTS/DOCUMENTS NEEDED

INSTRUCTION
   ✓ Commitment Form (OPCR, DPCR, IPCR)
   ✓ PES results for the period covered

RESEARCH
   ✓ For completed/on-going researches
   - Highlights of faculty bio-data
   - Approved proposal
   - MOA specifying the involvement of the faculty concerned in the research
   - Special Order/Faculty Load
   - Approved proposals
   - Progress report (for on-going researches only)
   - Accomplishment report (fro completed researches only)
   ✓ Action researches
   - Proposal/outline approved
   - Progress report (for on-going researches only)
   - Accomplishment report (for completed researches only)
EXTENSION
   ✓ Highlight of the faculty bio-data
   ✓ Extension Program/Project/Activity
   ✓ MOA if extension program/project/activity is funded externally
   ✓ Certificate of appreciation
   ✓ Travel orders

- ✓ Brochures given/copy of lectures
- ✓ Invitation

PRODUCTION
- ✓ Approved Financial Plan
- ✓ MOA or contracts if funded externally
- ✓ Status report if on-going
- ✓ Designation as Project Manager
- ✓ Accomplishment report indicating the ROI with certification of University Accountant

Non-teaching Personnel

Rank	Core Functions	Strategic Functions	Support and Other Functions
Staff	60 %	30 %	10 %

1.7 At the end of the semester, the State College shall submit the accomplishments using the OPCR to the PMT for evaluation/validation (refer to calendar).

1.8 The PMT shall return to the offices the validated accomplishments, with the summary report per office. An office is given three (3) days to comment on the validated accomplishments otherwise the planning office shall consider it as final for submission to the BSU President.

1.9 To assist the BSU President evaluate performance, the PMT shall consolidate, review, validate and evaluate the initial performance assessment of the department head based on reported office accomplishments against the success against the success indicators, and the allotted budget against the actual expenses.

1.10 A performance review conference shall be conducted by the BSU President annually. The PMT shall facilitate the BSU president discussion of office assessment with concerned department heads. This shall include participation of the BSU Budget Office as regard to department heads. To ensure complete and comprehensive performance review, all offices shall submit a quarterly accomplishment report to the PMT (refer to attached calendar)

2. Performance Assessment and Evaluation for Individual Employees

2.1. The immediate supervisor shall assess individual employee performance based on the commitments made at the beginning of the rating period. The supervisor shall indicate qualitative comments, observations, and recommendations in the IPCR to include behavior and critical incidents that may be considered for other human resource development purposes such as promotion and other interventions. Said assessment shall be discussed with the concerned individual prior to the submission of the IPCR to the department head.

2.2. The department head shall make the final assessment of performance level of the individual employees in his/her office. The final assessment shall correspond to the adjectival description of Outstanding, Very Satisfactory, Satisfactory, Unsatisfactory, and Poor. The department head may adopt appropriate mechanism to assist him/her distinguish performance level of individuals such as, but not limited to, peer ranking and client satisfaction.

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

2.4. The department head shall ensure that the performance assessment of the employees is submitted to the HRMO within the prescribed time.

2.5. The PMT shall serve as the appeals body and final arbiter on performance concerns. An employee who does not agree with the performance assessment received may file an appeal with the PMT through the HRMO within 10 days from receipt of final approved IPCR from the department head. The PMT shall decide on the appeals within one month from receipt of such appeal.

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

D. 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 head and supervisors with the individual employees 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 head and supervisors in coordination with the HRM office.

A professional development plan to improve or connect performance of employees with Unsatisfactory and Poor performance ratings must be outlined, including timeliness, and monitored to measure progress.

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

- Department heads in identifying and providing the kinds of interventions needed;

- HRM Office in consolidating and coordinating development interventions that will form part of the Human Resource Plan and the basis for rewards and incentives;

- PMT in identifying potential PRAISE Awards nominees for various awards categories; and

- PRAISE Committee in identifying top performers of the organization who qualify for rewards and incentives.

Rating Period

The BSU adopts a semi-annual performance evaluation period. A five-point rating scale, 5 being the highest and 1 the lowest, shall also be adopted.

SPMS Rating Scale

Rating		Description
Numerical	Adjectival	
5	Outstanding	Performance represents an extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity, creativity, and initiative. Employees at this performance level should have demonstrated exceptional job mastery in all major areas of responsibility. Employee achievement and contributions to the organization are of marked excellence.
4	Very Satisfactory	Performance exceeded expectations. All goals, objectives, and targets were achieved above established standards.
3	Satisfactory	Performance met expectations in terms of quality of work, efficiency and timelines. The most critical annual goals were met.
2	Fair	Performance failed to meet expectations, and/or one or more of the most critical goals were not met.
1	Poor	Performance was consistently below expectations, and/or reasonable progress toward critical goals was not met. Significant improvement is needed in one or more important areas.

Uses of Performance Ratings

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

   Employees who obtained Fair rating for one rating period, or exhibited poor performance, shall be provided appropriate developmental intervention by the department head and supervisor (Division/Unit head), in coordination with the HRM office, to address competency related performance gaps.

   If after advice and provision of developmental intervention, the employee still obtains Fair rating 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 BSU President at least 3 months before the end of the rating period is acquired.

2. The PMT shall validate 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 College President.

3. Performance ratings shall be used as basis for promotion, training and scholarship grants, and other personnel actions.

4. 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 purpose of performance-based benefits, employees who are on official travel, scholarship, or training within a rating period shall use their performance ratings obtained immediately in the preceding rating period.

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

Sanctions

Unless justified and accepted by the PMT, non-submission of the Office Performance Commitment and Review form to the PMT, and the Individual Employee's Performance Commitment and Review forms to the HRM Office within the specified dates shall be ground for:

1. Employee's 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.

2. An administrative sanction for violation of reasonable office rules and regulations and simple neglect on duty for the supervisors or employees responsible for the delay or non-submission of the office and individual performance commitment and review report.

3. 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.

Appeals

1. 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.

2. 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. An office/unit or individual employee, however, shall not be allowed to protest the performance ratings of other offices/units or co-employees. Ratings obtained by other offices/units or employees can only be used as basis or reference for comparison in appealing one's office or individual performance rating.

3. The PMT shall decide on the appeals within one month from receipt.

4. 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.

ANNEXES

A. OFFICE PERFORMANCE COMMITMENT AND REVIEW (OPCR)

I, *(NAME AND POSITION OF LOCAL CHIEF EXECUTIVE/HEAD OF OFFICE (RATEE)*, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measure for the period *(RATING PERIODS: MONTH AND YEAR)*.

_____
(SIGNATURE OF THE LOCAL CHIEF EXECUTIVE/HEAD OF OFFICE) (RATEE)

Date: _____

(DATE WHEN PERFORMANCE COMMITMENT IS MADE AT THE BEGINNING OF RATING PERIOD)

APPROVED BY:
Name:
Position:
Date:

(The supervisor (agency head) who approves the performance commitments signs at the beginning of the period)

R A T I N G	5 – Outstanding 4 – Very Satisfactory 3 – Satisfactory 2 – Unsatisfactory 1 – Poor

MAJOR FINAL OUTPUT	SUCCESS INDICATORS (TARGETS + MEASURES)	ALLOTED BUDGET	DIVISIONS ACCOUNTABLE	ACTUAL ACCOMPLISHMENTS	RATING				REMARKS
					Q	T	E	AVE.	
MFO 1									
MFO 2									
				TOTAL RATING					
				FINAL AVERAGE RATING					

Assessed by PMT Secretariat*		Reviewed by PMT Chairman		Final Rating By:
Start of rating period	End of Rating	Start of rating period	End of Rating	
Position:	Position:	Position:	Position:	Position:
Date	Date	Date	Date	Date:

*A representative of the PMT secretariat assess the completed evaluation form at the beginning and end of the rating period.

* The head of the PMT signs here at the beginning and end of the rating period

*The agency head gives the final rating at the end of the rating period

(SAMPLE)

OFFICE PERFORMANCE COMMITMENT AND REVIEW (OPCR)

I, <u>PERCYVERANDA A. LUBRICA, Vice-President for Academics</u>, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measure for the period *July to December, 2013*.

<div style="text-align:right">

PERCYVERANDA A. LUBRICA
(SIGNATURE OF THE LOCAL CHIEF EXECUTIVE/HEAD OF OFFICE)

Date: July 1, 2013

</div>

(RATEE)

APPROVED BY:	
Name:	BEN D. LADILAD
Position:	President
Date:	July 5, 2013

R A T I N G	5 – Outstanding
	4 – Very Satisfactory
	3 – Satisfactory
	2 – Unsatisfactory
	1 – Poor

MAJOR FINAL OUTPUT	SUCCESS INDICATORS (TARGETS + MEASURES)	ALLOTED BUDGET	DIVISIONS ACCOUNTABLE	ACTUAL ACCOMPLISHMENTS	RATING				REMARKS
					Q	T	E	AVE	
1. Advance and Higher Education Services towards performance excellence through quality assurance programs	75% of the academic processes are compliant to legal requirements	1M	All academic units and auxiliary services						
• Curriculum Enhancement	100% of curriculum are reviewed and upgraded	200,000	All academic units						
	1 instructional material developed/ college/year								
• Full time equivalents	Increase in FTEs in all programs every semester		All academic units						
• Program Accreditation	75% of accredited programs are upgraded level status	1M	CA, CAS, CHET, CF, CEAT, CN, CTE, CVM						
• Graduation rates per program	80% students/program graduate within the prescribed period		All academic units						

MAJOR FINAL OUTPUT	SUCCESS INDICATORS (TARGETS + MEASURES)	ALLOTED BUDGET	DIVISIONS ACCOUNTABLE	ACTUAL ACCOMPLISHMENTS	RATING				REMARKS
					Q	T	E	AVE	
• Licensure Passing rates	50% of colleges offering board degree program surpassed the national passing/year		CA, CHET, CF, CEAT, CN, CTE, CVM						
2. Research	20% of faculty are involved in research	200,000	All academic units						
	100% of faculty proposed researches are approved and implemented								
	100% of completed researches are disseminated in a research Fora								
3. Extension	20% of faculty are involved in extension	200,000							
	1 Private-public partnership developed		All academic units						
4. Support Services .	100% of the student services are compliant and stakeholders are satisfied with services provided by the University		OUR, OSA (ULS, UHS, OSD, and other student services units), CCA, ILC						
	1 case monitoring system instituted		OSA						
	1 program to develop near-hire and hiring level competencies to produce employable graduates	200,000	All academic units, OSA						
5. Income Generating Project	At least 5% increase in ROI/ college-based IGP/year		All academic units, ILC						
	100 percent of internal policies are reviewed and implemented	100,000	All academic units						
6. Administration	100% Percent of academic buildings and grounds are secured and maintained	1M	All academic units						

MAJOR FINAL OUTPUT	SUCCESS INDICATORS (TARGETS + MEASURES)	ALLOTED BUDGET	DIVISIONS ACCOUNTABLE	ACTUAL ACCOMPLISHMENTS	Q	T	E	AVE	REMARKS
7. Financial Management services	Decreased no. of disallowances		All academic units						
	100% Percent of cash advances liquidated within the reglementary period		All academic units						
8. Human Resource Development Plan and Welfare Support	Implementation of NBC 461- 4th cycle		All academic units						
	100 Percent implementation of HRD Program (Faculty & Staff Development Program) implemented/college	3M	All academic units						
	• 100% of faculty and staff are developed in terms of their competencies and commitment to their job.	1M	All academic units						
	• 1 in-house training / year/college	200,000	All academic units						
	• One (1) management capability building per semester for middle managers	200,000	All academic units						
	• Succession Plan developed/ academic unit		All academic units						
	1 Faculty Manual developed	100,000	OVPAA						
				TOTAL RATING					
				FINAL AVERAGE RATING					

Assessed by PMT Secretariat: **LORENZA G. LIRIO**		Reviewed by PMT Chairman:		Final Rating By:
Start of rating period: July, 2013	End of Rating: December, 2013	Start of rating period: July 2013	End of Rating:	
Position: Director, Planning	Position:	Position: Vice-President For Academic Affairs	Position:	Position:
Date: July 15, 2013	Date	Date: July 15, 2013	Date	Date:

A representative of the PMT secretariat assesses the completed evaluation form at the beginning and end of the rating period.

* The head of the PMT signs here at the beginning and end of the rating period.*

The agency head gives the final rating at the end of the rating period.

B. INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR)

I, *(NAME AND POSITION OF INDIVIDUAL STAFF)*, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measure for the period *(RATING PERIODS: MONTH AND YEAR)*.

_____
(NAME OF EMPLOYEE)

Date: _____

(DATE WHEN PERFORMANCE COMMITMENT IS MADE AT THE BEGINNING OF RATING PERIOD)

APPROVED BY:
Name:
Position:
Date:

(The supervisor (DH/DC) who approves the performance commitments signs at the beginning of the period)

R A T I N G	5 – Outstanding 4 – Very Satisfactory 3 – Satisfactory 2 – Unsatisfactory 1 - Poor

MAJOR FINAL OUTPUT	SUCCESS INDICATORS (TARGETS + MEASURES)	ALLOTED BUDGET	DIVISIONS ACCOUNTABLE	ACTUAL ACCOMPLISHMENTS	RATING				REMARKS
					Q	T	E	AVE.	
MFO 1									
MFO 2									
				TOTAL RATING					
				FINAL AVERAGE RATING					

Rater's comments and recommendations for development purposes or rewards/promotion:
*The rater writes his/her comments on the rate and his/her recommendations.

Name and Signature of Ratee: *(the ratee signs here after discussion of evaluation with DH/DC)*	Name and Signature of Rater: *(the Dept. Head/Div. Chief (rater) signs here)*
Position:	Position:
Date:	Date:
Final Rating by Office Head: *(the agency head/LCE gives the final rating)*	
Position:	
Date:	

C. DEPARTMENT/DIVISION PERFORMANCE COMMITMENT AND REVIEW (DPCR)

I, *(NAME AND POSITION OF DEPARTMENT HEAD / DIVISION CHIEF (RATEE)*, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measure for the period *(RATING PERIODS: MONTH AND YEAR)*.

_____
SIGNATURE OF THE DEPARTMENT HEAD/DIVISION CHIEF (RATEE)
Date: _____
(DATE WHEN PERFORMANCE COMMITMENT IS MADE AT THE BEGINNING OF RATING PERIOD)

APPROVED BY:
Name:
Position:
Date:

(The supervisor (Local Chief Executive) who approves the performance commitments signs at the beginning of the period)

R A T I N G	5 – Outstanding
	4 – Very Satisfactory
	3 – Satisfactory
	2 – Unsatisfactory
	1 – Poor

MAJOR FINAL OUTPUT	SUCCESS INDICATORS (TARGETS + MEASURES)	ALLOTED BUDGET	INDIVIDUALS ACCOUNTABLE	ACTUAL ACCOMPLISHMENTS	RATING				REMARKS
					Q	T	E	AVE.	
MFO 1									
MFO 2									
				TOTAL RATING					
				FINAL AVERAGE RATING					

Final Rating By	
Position	
Date	

- *The Supervisor/head of office/LCE gives the final rating*

D. SUCCESS INDICATORS

Hereunder are some samples of success indicators of the different sectors of the university

Sectoral Goals	Major Final Output	P/As	PERFORMANCE STANDARDS		
			Performance Measures	Performance Targets	Success Indicator Measures + Target
I. To provide quality education that produces well rounded and globally competitive graduates	MFO1. Higher Education MFO2. Advanced Education	Full time equivalents	Effectiveness/ quality	Full time equivalent students in all programs/school year (two sems)	70% Increase in FTEs in all programs every semester
		Program Accreditation	Effectiveness/ quality	Percentage of Programs upgraded in level status/year	30% of accredited programs with upgraded level status
		Graduation rates per program	Timeliness	Percentage increase in Graduation rates/program/ year	10% increase of graduates/ programs/year
		Licensure Passing rates	Effectiveness/ quality	Percent program having surpassed the national passing rate at the end of the year	50% Percent program having surpassed the national passing/year
II. New knowledge and technologies generated & disseminated	MFO 3. Research Services	Preparation and packaging of viable research proposals for external funding	Efficiency	Percent of research proposals granted with external funding within the prescribed period	50% of research proposal approved
		Implementation of approved research proposals Completion of on-going researches	Effectiveness/ quality	Percent of researches implemented and completed within the prescribed period	70% of the proposed researches are completed
		Presentation of research results in local/national/ international conferences/ symposia	Number of articles/papers/ posters presented in local/national/ international fora	21 articles/papers/ posters presented in local/national/ international conferences/ symposia in 2013	Presented 3 papers papers/ 3 posters in international, 8 papers/6 posters in national and 10 papers/10 posters in regional/local conferences in 2013
		Embedded research and development culture in the academe	Effectiveness/ quality	Percent faculty trained for research	100% of faculty researchers are trained
			Effectiveness/ quality	Percent faculty involved in research	20% faculty are involved in research

Sectoral Goals	Major Final Output	P/As	PERFORMANCE STANDARDS		
			Performance Measures	Performance Targets	Success Indicator Measures + Target
	MFO3. Research Services	Dissemination of research results	Publication of research results in refereed, non-refereed and other journals	Number of publication in refereed, non-refereed and other journals per year	3, 5, and 7 scientific papers published in refereed, non-refereed and other journals, respectively
	MFO3. Research Services	application for protection of inventions, varieties and utility models	Number of inventions, varieties and utility models that have to be protected	Number of inventions, varieties and utility models that have to be protected per year	1 invention/ technology, 2 varieties and 3 utility models applied for IPR
	MFO3. Research Services	Nomination for RDE Awards		Number of awards received from regional and national award-giving bodies	At least 1, regional and 2 national awards received by the faculty/ researchers/ institution
III. New knowledge and technologies generated & disseminated	MFO4. Extension Services	Extension Programs	Adopt a community program (Health Environment, Resources and Livelihood Development (HERALD) Program	At least 1 community adopted/year	Served at least 100 individuals/ clients in the adopted community
		"BSU on the Air" Program	Number of people served/ benefited from the program	At least 2000 individuals/farmers served per year	At least 2000 individuals/ farmers served per year
		Techno info/IEC Materials	Efficiency	Number of IEC materials developed within the prescribed period	1 IEC material/ technology developed
		Training Programs	Effectiveness/ quality	percent of stakeholders trained within the prescribed period	100% of stakeholders trained within the prescribed period
		Adoption/utilization of BSU developed technologies	Effectiveness/ quality	No. of developed technologies are adopted and commercialized	At least 3 of developed technologies are adopted and commercialized

Sectoral Goals	Major Final Output	P/As	PERFORMANCE STANDARDS		
			Performance Measures	Performance Targets	Success Indicator Measures + Target
	MFO4. Extension Services	Dissemination/ knowledge sharing	Effectiveness/ quality	% researches published in refereed journal	100% of presented researches are published in refereed journal
			Effectiveness/ quality	% IEC materials are copyrighted/ ISBN	100% of IEC materials are published/ copyrighted
		Public-private partnership	Effectiveness/ quality	Number of linkages forged between BSU and external agencies within the year	At least 5 linkages are forged within the year
IV. Support to operations	Support to operations	Auxiliary services	Timeliness	Percent of services provided to clientele are delivered on time	100% of student services are delivered on time
		Individual Guidance/ Counseling/referred	Efficiency rating	Number of services provided	100% scholars maintain their academic standing as per scholarship requirements
V. Support to operations	Support to operations	Issuance of Certificate of Good Moral Character	Timeliness	Percent of Certificate of Good Moral Character acted upon in 5 days.	Percent of Certificate of Good Moral Character acted upon in 5 days.
		Improved access to quality education, training and culture among graduates	Efficiency Rating	Percent of graduates gainfully employed	50% graduates are gainfully employed/ year
		Library Services	Efficiency	% increased in Journal subscriptions print and online	10% increase in Journal subscriptions print and online
			Efficiency	% increased in book acquisitions/ program/year	10% increased in book acquisitions/ program/year
			Timeliness	Percent Library systems upgraded	100% Library systems upgraded
			Timeliness	Percent of Library facilities programmed for improvement	100% of Library facilities programmed for improvement

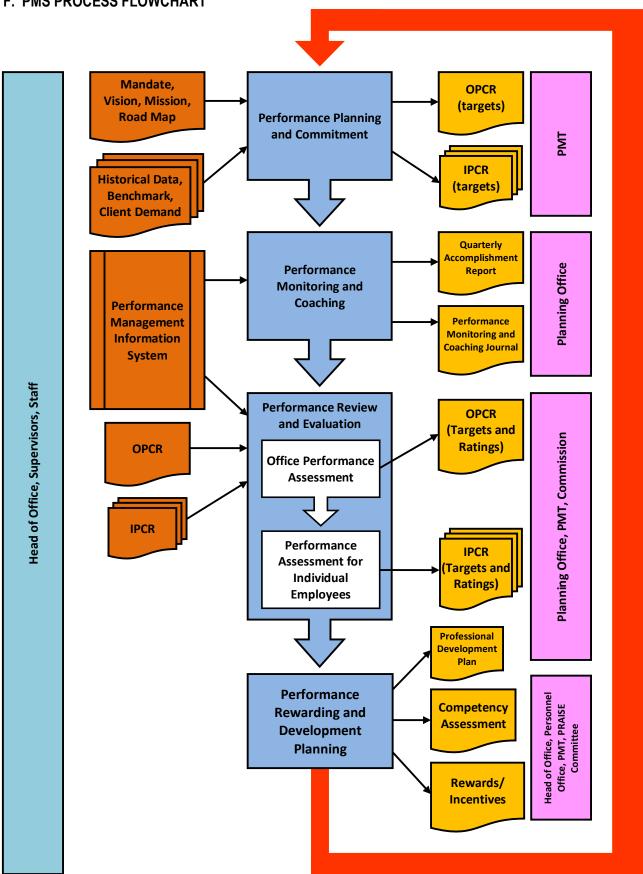| Sectoral Goals	Major Final Output	P/As	PERFORMANCE STANDARDS		
			Performance Measures	Performance Targets	Success Indicator Measures + Target
		Health Services	Efficiency	No. of Medical/ Dental consultations conducted within the prescribed period	100% of medical consultations are conducted as scheduled
		Upgrade medical and dental facilities	Timeliness	No. of facilities upgraded/ purchased	1 medical facility is upgraded and 1 purchased/two years
		OUR	Response Time	Percent of requests acted upon on time (OTR, Copies of grades, Diploma, Certificates, etc.)	100% of requests are acted upon on time
		Dormitory	Effectiveness/ quality	Percent of students served	100% of students served
VI. Sustain the IGP to support the development programs in the university	Support to Operations	Internal Income Generation	Efficiency	Percent increase in annual income	At least 10% increase in ROI/ project/year
Institute reforms in the implementation and sustenance of production budget allocation process	General Administration	Policy review, formulation of new policies	Effectiveness/ quality	Percent of policies reviewed and implemented.	100% of policies are reviewed and implemented
VII. Enhance administration and governance for greater	General Administration	Sustained and strengthened governance in all the sectors	Effectiveness/ quality	No. of internal policies reviewed/ updated and implemented	All of internal policies reviewed/ updates and implemented

Sectoral Goals	Major Final Output	P/As	PERFORMANCE STANDARDS		
			Performance Measures	Performance Targets	Success Indicator Measures + Target
effectiveness and efficiency		Publication/posting of invitations/awards through the PHILGPS	Timeliness	Percent of invitations/awards published/posted through PHILGEPS on time	100% of invitations/awards published/posted through PHILGEPS on time
		Infrastructure & Physical Facilities Development	Timeliness	Percent of repairs and infrastructure accomplished within the prescribed schedule	100% of scheduled repairs and infrastructure are accomplished within the prescribed period
	General Administration	Ensured efficient fiscal management	Efficiency	No. of decreased COA disallowances	Decreased no. of disallowances
		Liquidation of cash advances within the reglementary period	Timeliness	Percent of cash advances liquidated within the reglementary period	100% of cash advances liquidated within the reglementary period
		Posting of budget reports in BSU website	Timeliness	Percent of budget reports posted in BSU website	100% Percent of budget reports posted in BSU website
	General Administration	Sustained security and healthy educational environment	Effectiveness and Efficiency	Percent of buildings and grounds secured and maintained	100% Percent of buildings and grounds secured and maintained
Equitable Human Resources Development	General Administration	Management Capability as Education Leaders	Effectiveness and Efficiency	% of faculty and staff trained	100% of concerned faculty and staff trained
		Post graduate education	Adequacy	Percent of faculty approved for advance education	10% local and increased in outside grants
		Professional development	Efficiency	Percent of HRD Program implemented	100% of HRD Program implemented
	General Administration	Updating of personnel records	Timeliness	Percent records updates	100% personnel records updated
		Processing of personnel documents	Timeliness	Percent of documents updated and processed within the prescribed period	100% of documents are updated within the prescribed period

E. SPMS CALENDAR

ACTIVITY	SUBMIT TO	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. SPMS Orientation and Pilot Test													
Orientation								X					
Pilot Test								X					
2. Performance Planning and Commitment													
OPCR for Review	BSU President										5th		
PMT Review Report	Commission											5th	5th
Commission Approval of OPCR													
IPCR	Dep't Head	5th						5th					
	HRMO	5th						10th					
3. Performance Monitoring and Coaching													
Monitoring by:													
• BSU President		Once a year											
• Planning Officer		Per semester											
• BSU College Deans/Institute Directors/Admin. Chief		Regular Basis											
• Dep't/Division Chiefs		Regular Basis											
• Individual Staff		Regular Basis											
Form	Planning Officer	After end of quarter											
4. Performance Review and Feedback													
OCPR	Planning Officer	15th						15th					
Planning Officer to review, evaluate and validate OPCR against targets and return validated OPCR to BSU													
• Faculty		25th						25th					
• Non-teaching		30th						30th					
Planning Officer to submit Office Performance Assessment and facilitate Performance review by the BSU President	BSU President		25th						25th				
Annual Performance Review	BSU President												15th
ICPR	Department Head		25th						25th				
Department/Office head submit ICPR	HRMO		EOM						EOM				
5. Performance Rewarding and Development Planning													
PMT to submit top performers list	BSU President			15th									
HRMOs Office Performance Assessment	Budget Office			15th									

F. PMS PROCESS FLOWCHART

Head of Office, Supervisors, Staff

Mandate, Vision, Mission, Road Map → **Performance Planning and Commitment**

Historical Data, Benchmark, Client Demand →

→ **OPCR (targets)**
→ **IPCR (targets)**

PMT

Performance Management Information System → **Performance Monitoring and Coaching**

→ **Quarterly Accomplishment Report**
→ **Performance Monitoring and Coaching Journal**

Planning Office

OPCR →
IPCR →

Performance Review and Evaluation

Office Performance Assessment → **OPCR (Targets and Ratings)**

Performance Assessment for Individual Employees → **IPCR (Targets and Ratings)**

Planning Office, PMT, Commission

Performance Rewarding and Development Planning

→ **Professional Development Plan**
→ **Competency Assessment**
→ **Rewards/ Incentives**

Head of Office, Personnel Office, PMT, PRAISE Committee

G. Sample Summary List of Individual Performance Ratings

OFFICE: Benguet State University   **Performance Assessment:** Very Satisfactory

Institute of Physical Education and Sports	RATING	
	Numerical	**Adjectival**
Institute Rating	**4**	**Very Satisfactory**
Employee 1	4	Very Satisfactory
Employee 2	5	Outstanding
Employee 3	3	Satisfactory
Employee 4	4	Very Satisfactory
Employee 5	4	Very Satisfactory
No. of Employees = 5 **Average rating of staff**	**20/5 = 4**	**Very Satisfactory**

Horticulture Research and Training Institute	RATING	
	Numerical	**Adjectival**
Institute Rating	**3**	**Satisfactory**
Employee 1	3	Satisfactory
Employee 2	4	Very Satisfactory
Employee 3	2	Unsatisfactory
Employee 4	3	Satisfactory
No. of Employees = 4 **Average rating of staff**	**12/4 = 3**	**Satisfactory**

Administrative Division	RATING	
	Numerical	**Adjectival**
Division Rating	**5**	**Outstanding**
Employee 1	5	Outstanding
Employee 2	4	Very Satisfactory
Employee 3	5	Outstanding
Employee 4	4	Very Satisfactory
No. of Employees = 4 **Average rating of staff**	**18/4 = 4.5**	**Outstanding**

Summary:

Institute of Physical Education and Sports	4	Very Satisfactory
Institute of Semi-temperate Vegetable Research and Development Center	3	Satisfactory
Administrative Division	5	Outstanding
Average	**4**	**Very Satisfactory**

H. Performance Planning and Commitment

(Illustration showing cascading of BSU mandates/strategic process to office and individual commitments)

Agency: Benguet State University

Mandate:	
Mission:	
Vision:	

Strategic Priority 1	Strategic Priority 2	Strategic Priority 3

BSU OFFICES

MFO	
• *Academic Affairs*	
• *Research Extension and Dev't*	
• *Adminisration*	
• *Business and External Affairs*	

Employee

• **Instruction**	Employee 1 Output	Employee 2 Output	Employee 3 Output
• **Research and Extension**	Employee 1 Output	Employee 2 Output	Employee 3 Output
• **Administration**	Employee 1 Output	Employee 2 Output	Employee 3 Output
• **Business and External Affairs**	Employee 1 Output	Employee 2 Output	Employee 3 Output

H.1. Performance Planning and Commitment (Sample)

(Illustration showing cascading of BSU mandates/strategic process to office and individual commitments)

Agency: Benguet State University	
Mandate: The University shall provide graduate and undergraduate courses in arts, sciences, humanities, and professional fields in agriculture, natural sciences, technology, and other technical and professional courses as the Board of Regents may determine and deem proper. It shall also promote research, extension, agribusiness, and advanced studies and progressive leadership in its field of specialization. **Mission:** Development of people imbued with excellence and social conscience and who actively generate and promote environment-friendly technologies that improve quality of life. **Vision**: A premier state university in Asia	
Strategic Priority 1	Strategic Priority 2	Strategic Priority 3

OFFICE OF ACADEMIC AFFAIRS	**MFO**		
	AACCUP Accreditation	1. Quality Assurance and Compliance • AACCUP Accreditation	
	CHED Accreditation	Compliance of degree programs	
	ISO	1. Compliance of internal processes to the international standards	
	Instruction	1. FTE 2. Graduation Rate (Timeliness)	
	Research	1. Completed Researches 2. Research presentation 3. Publication	
	Extension	1. IEC materials 2. Capability Building 3. public-private partnership	

I. Sample Performance Monitoring and Coaching Journal

	1st
	2nd
	3rd
	4th

QUARTER

Name of Division/Field Office: _____

Division Chief/Department Head: _____

Number of Personnel in the Division/FO: _____

ACITIVITY	MECHANISM/S				
	Meeting		Memo	Others (Pls. specify)	Remarks
	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		**Head Office**	

J. Performance Monitoring and Coaching
(Illustration showing a Sample Tracking Tool for Monitoring Targets)

Department/ Office: _____

MAJOR FINAL OUTPUT	TASKS	ASSIGNED EMPLOYEE	PERIOD/ 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.							

Performance Monitoring and Coaching
(Illustration showing a Sample Tracking Tool for Monitoring Targets)

Major Final Output	Tasks	Assigned to	Duration	Task Status				Remarks
				Week 1	Week 2	Week 3	Week 4	
AACCUP Accreditation	Preparation of Documents	Area Coordinators	July-August	In progress				
	Internal Assessment							
MFO 2								
MFO 3								
MFO 4								
MFO 5								

K. Performance Monitoring and Coaching
(Illustration showing Sample Tracking Tool for Monitoring Assignments)

Performance Monitoring Form						
Task ID No.	Subject	Action Officer	Output	Date Assigned	Date Accomplished	Remarks
Document No./task no. if taken from WFP	Subject area of the task or the signatory of the document and Subject Area			Date the task was assigned to the staff	Date the Output was approved by the approver	

L. Performance Rewarding and Development
   (Professional Development Plan)

Professional development Plan
Date: _____

Target Date	
Review Date	
Achieved Date	

Aim	
Objective	

Task	Next Step
Comments	

M. Professional Development Plan

Date	

Aim

OBJECTIVE

Target Date	
Review Date	
Achieved Date	

Comments

Task

Outcome

Next Step

N. PERFORMANCE EVALUATION FORM (ADMINISTRATOR/FACULTY/NON-TEACHING)

EVALUATION OF ADMINISTRATOR
Period Covered: _____

ADMINISTRATOR EVALUATED: _____

DESIGNATION: _____

COLLEGE/OFFICE: _____

DIRECTION: Below is a set of work capabilities and personal qualities an Administrator is expected to possess. Opposite each item are given numbers representing the level of work performance and qualities possessed. Encircle the number which closely describes level of performance and qualities.

RATING INTERPRETATION: (5) Outstanding; (4) Very Satisfactory; (3) Satisfactory; (2) Unsatisfactory; (1) Poor

RATING CRITERIA:

I. ADMINISTRATIVE AND SUPERVISORY ABILITIES (60%)

1.	Plans, organizes, and directs activities of the office	5	4	3	2	1
2.	Communicates his/her ideas effectively to his/her faculty/staff	5	4	3	2	1
3.	Has leadership capabilities	5	4	3	2	1
4.	Observes punctuality and promptness	5	4	3	2	1
5.	Treats his/her faculty/staff objectively and fairly	5	4	3	2	1
6.	Is receptive to faculty/staff opinions and suggestions	5	4	3	2	1
7.	Provides wholesome teaching-learning atmosphere	5	4	3	2	1
8.	Promotes professional growth	5	4	3	2	1
9.	Upgrades himself/herself with current trends and issues	5	4	3	2	1

Average Rating: Total Score/9 = _____

II. SOCIAL AND PERSONAL QUALITIES (30%)

1.	Promotes harmonious interpersonal relations among faculty/staff	5	4	3	2	1
2.	Is approachable, sympathetic, and quick to respond to needs and problems of faculty/staff	5	4	3	2	1
3.	Is reliable and committed to his/her job	5	4	3	2	1
4.	Possess integrity and credibility	5	4	3	2	1

Average Rating: Total Score/4 = _____

III. EXTENSION AND RESEARCH CAPABILITIES (10%)

1.	Cooperates and participates in community services and projects	5	4	3	2	1
2.	Plans and encourages the conduct of researches	5	4	3	2	1

Average Rating: Total Score/2 = _____

OVERALL RATING:

Average rating under Administrative and Supervisory Abilities   _____ x 0.60 = _____

Average rating under Social and Personal Abilities   _____ x 0.30 = _____

Average rating under Extension and Research Capabilities   _____ x 0.10 = _____

Total Point Score: _____

Adjectival Rating: _____

_____   _____
(Evaluator)   (Ratee)

_____   _____
Date   Date

INSTRUMENT FOR INSTRUCTION/TEACHING EFFECTIVENESS

Rating Period: _____ to _____

Name of Faculty _____ Academic Rank _____

Evaluators:

☐ Self ☐ Peer ☐ Student ☐ Supervisor

Instruction: Please evaluate the faculty using the scale below. Encircle your rating.

Scale	Descriptive rating	Qualitative Description
5	Outstanding	The performance almost exceeds the job requirements. The faculty is an exceptional role model.
4	Very Satisfactory	The performance meets and often exceeds the job requirements
3	Satisfactory	The performance meets job requirements
2	Fair	The performance meets some development to meet job requirements
1	Poor	The faculty fails to meet job requirements

A.	Commitment	Scale				
1.	Demonstrates sensitivity to students' ability to attend and content information	5	4	3	2	1
2.	Integrates sensitively his/her learning objectives with those of the students in a collaborative process	5	4	3	2	1
3.	Makes self available to students beyond official time	5	4	3	2	1
4.	Regularly comes to class on time, well-groomed and well-prepared to complete assigned responsibilities					
5.	Keeps accurate records of student's performance and prompt submission of the same					
	Total Score					

B.	Knowledge of Subject	Scale				
1.	Demonstrates mastery of the subject matter (explains the subject matter without relying solely on the prescribed textbook)	5	4	3	2	1
2.	Draws and share information on the state of the art of theory and practice in his/her discipline	5	4	3	2	1
3.	Integrates subject to practical circumstances and learning intents/purpose of students	5	4	3	2	1
4.	Explains the relevance of present topics to the previous lessons, and relates the subject matter to relevant current issues and/or daily life activities	5	4	3	2	1
5.	Demonstrates up-to-date knowledge and/or awareness on current trends and issues of the subject	5	4	3	2	1
	Total Score					

C.	Teaching for Independent Learning	Scale				
1.	Creates teaching strategies that allow students to practice using concepts they need to understand (interactive discussion)	5	4	3	2	1
2.	Enhances student self-esteem and/or gives due recognition to student's performance/potentials	5	4	3	2	1
3.	Allows students to create their own course with objectives and realistically defined student-professor rules and make them accountable for their performance.	5	4	3	2	1
4.	Allows students to think independently and make their own decisions and holding them accountable for their performance based largely on their success in executing decisions.	5	4	3	2	1
5.	Encourages students to learn beyond what is required and help/guide the students how to apply the concepts learned.	5	4	3	2	1
	Total Score					

D.	Management of Learning	Scale				
1.	Creates opportunities for intensive and/or extensive contribution of students in the class activities (e.g. breaks class into dyads, triads or buzz/task groups)	5	4	3	2	1
2.	Assumes roles as facilitator, resource person, coach, inquisitor, integrator, referee in drawing students to contribute to knowledge and understanding of the concepts at hand	5	4	3	2	1
3.	Designs and implements learning conditions and experience that promotes healthy exchange and/or confrontations.	5	4	3	2	1
4.	Structures/re-structure learning and teaching-learning context to enhance attainment of collective learning objectives	5	4	3	2	1
5.	Use of Instructional Materials (audio/video materials, fieldtrips, film showing, computer aided instruction etc) to reinforce learning processes.	5	4	3	2	1
	Total Score					

Signature of Evaluator: _____

Name of Evaluator: _____

Position of Evaluator: _____

Date: _____

INSTRUMENT FOR NON-TEACHING