



UNIVERSITY OF THE PHILIPPINES
Quezon City

OFFICE OF THE PRESIDENT

17 March 2015

Ref. No. PAEP 15-53

Hon. Robert S. Martinez
Acting Chairman
Civil Service Commission (CSC)
Constitution Hills, Quezon City 1226

Dear Commissioner Martinez,

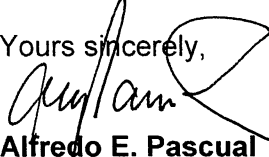
Subject: Final Version of UP Strategic Performance Management System (SPMS)

The University of the Philippines (UP) is pleased to submit its final version of the "Strategic Performance Management System (SPMS)", which was implemented starting 01 January 2015.

The UP acknowledges with grateful appreciation the CSC's approval for initial implementation, with recommendations for improvements (*Reference: letter by CSC NCR Director Lydia Alba-Castillo, 17 November 2014*). The final version of the UP SPMS complies with the recommendations.

The UP SPMS shall apply to all administrative staff, for implementation in all Constituent Universities (CUs) and autonomous units, colleges and support offices: UP System offices, UP Diliman, UP Los Baños, UP Manila/PGH, UP Visayas including UP Tacloban, UP Open University, UP Mindanao, UP Baguio and UP Cebu. Please access www.up.edu.ph for more information on the UP and its constituent universities / autonomous units.

The CSC's approval of the final version of the UP SPMS will be most appreciated.

Yours sincerely,

Alfredo E. Pascual
President

Attachments:

- (1) *Certification: implementation of the UP SPMS*
- (2) *UP Strategic Performance Management System (SPMS)*
- (3) *List of annexes*

cc: Director Jocelyn Patrice L. Deco, CSC Field Office, U.P.



UNIVERSITY OF THE PHILIPPINES
Quezon City

OFFICE OF THE PRESIDENT

CERTIFICATION

This is to certify that the Strategic Performance Management System (SPMS) of the University of the Philippines, Diliman, Quezon City was approved on 17 November 2014 by the Civil Service Commission – National Capital Region and was fully implemented **effective 01 January 2015.**

The UP SPMS applies to all administrative staff, for implementation in all Constituent Universities (CUs) and autonomous units, colleges and support offices: UP System offices, UP Diliman, UP Los Baños, UP Manila/PGH, UP Visayas including UP Tacloban, UP Open University, UP Mindanao, UP Baguio and UP Cebu.

This certification was issued on the 31st day of March 2015 in Diliman, Quezon City.

Alfredo E. Pascual
President

Validated by:

Director Jocelyn Patrice L. Deco
UP Field Office, Civil Service Commission (CSC)

University of the Philippines
Diliman, Quezon City

*Shaping Minds that Shape the Nation --
Serve the People and the Nation through Great Service to the University*

UP Strategic Performance Management System (SPMS) for the Administrative Staff

In compliance with

- **CSC Memorandum Circular No. 6 s.2012, “Guidelines in the Establishment and Implementation of Agency Strategic Performance Management System (SPMS)”**
- **CSC – DBM Joint Circular No. 1 s. 2012, “Rules and Regulations on the Grant of Step Increments/s Due to Meritorious Performance and Step Increment Due to Length of Service”**



List of acronyms

CSC	Civil Service Commission
CU	Constituent University of the UP System
CUPCR	Constituent University's Performance Commitment and Review
E	Efficiency
GAS	General Administration and Support
HRDO	Human Resources Development Office
IPCR	Individual Performance Commitment and Review
IPMCF	Individual Performance Monitoring and Coaching Form
MFO	Major Final Output
OPCR	Office Performance Commitment and Review
OPES	Office Performance Evaluation System
OPMJ	Office Performance Monitoring Journal
OVCPCD	Office of the Vice Chancellor for Planning and Development
OVPA	Office of the Vice President for Administration
OVPPF	Office of the Vice President for Planning and Finance
PES	Performance Evaluation System
PMS-OPES	Performance Management System – Office Performance Evaluation System
PMT	Performance Management Team
PRAISE	Program on Awards and Incentives for Service Excellence
PSIPOP	Personnel Services Itemization / Plantilla of Personnel
Q	Quality
SDT	Staff Development Plan
SMART	Specific, Measurable, Attainable, Realistic, and Time-bound
SPMS	Strategic Performance Management System
SPC	System Personnel Committee
STO	Support to Operations
T	Timeliness
UP	University of the Philippines



University of the Philippines

Diliman, Quezon City

*Shaping Minds that Shape the Nation --
Serve the People and the Nation through Great Service to the University*

UP Strategic Performance Management System (UP SPMS) for the Administrative Staff ¹

“As the national university, a public and secular institution of higher learning, and a community of scholars dedicated to the search for truth and knowledge as well as the development of future leaders, the University of the Philippines shall perform its unique and distinctive leadership in higher education and development”.

(Section 3, “Purpose of the University”, UP Charter 2008, Republic Act 9500).

Under its Charter of 2008 (RA 9500), among others, the mandates of UP are:

- Perform its unique and distinctive leadership in higher education and development;
- Serve as a graduate university providing advanced studies;
- Serve as a research university in various fields;
- Lead as a public service university for the government, the private sector and civil society; and
- Serve as a regional and global university in the Asia Pacific Region and around the world.

I. BACKGROUND AND HISTORY

The UP Strategic Performance Management System (UP SPMS) for the administrative staff is work in progress. The University is committed to promote a working environment that is conducive to harmonious relationships between employees and their supervisors, enhances employees’ welfare and productivity, and contributes to effective and efficient public service.

The UP SPMS benefited from the pilot testing of the new Office Performance Commitment Review (OPCR) and Individual Performance Commitment Review (IPCR)

¹

forms, workshops and consultations with stakeholders from the various constituent universities (CUs) and units of the University, to address concerns due to unique academic mandates and niches. It also benefited from the past experience with the Performance Evaluation System (PES) approved by the Civil Service Commission (CSC) in 2001, until replaced by the new UP SPMS on 01 January 2015.

In line with strategic goals to achieve operational excellence along with academic excellence, the eUP Human Resource Information System (eUP HRIS) is in the final stages of developing an online performance management module for self-service by the UP employees by 2015.

Civil Service Commission's *Memorandum Circular No. 6, s.2012* mandates the establishment and implementation of Agency Strategic Performance Management System (SPMS) in all constitutional bodies, departments, bureaus and agencies of the national government; local governments units; government-owned and/or controlled corporations (GOCCs) with original charter; and state universities and colleges.

The UP System Personnel Committee (SPC) and the UP System and CU Performance Management Teams (PMTs) held a series of meetings and workshops in 2013 to prepare the UP Strategic Performance Management System (SPMS), in compliance with CSC Memorandum Circular No. 6 s.2012.

The final draft was circulated to the UP System and CU Officials, and the UP SPC discussed the final draft on 28 January 2014. The UP President's Management Committee meeting on 12 February 2014 considered the draft, and the President's Advisory Council (PAC) on 17 February 2014 gave instructions to submit an enhanced Performance Evaluation System (PES) as part of the plan to develop the UP SPMS aligned with the UP Strategic Plan, and supportive of specific academic niches as defined in the Major Final Outputs (MFOs) of the colleges and units of the UP.

On 12 September 2014, President A.E. Pascual held a dialogue with the All UP Workers Union (AUPWU) and the All UP Academic Employees Union (AUPAEU) on the SPMS, with positive results; the President and other officials responded to the concerns and suggestions of the union leaders.

In the meeting of the President's Advisory Council (PAC) on 15 September 2014, the UP SPMS was discussed. President Pascual directed the Chancellors to start the implementation of the UP SPMS by converting the submitted performance targets using the IPCRs and the OPCR. The President's directive was confirmed with the UP System Fiscal Policies and Operations Committee (SFPOC) meeting with the Vice Chancellors for Administration on 01 October 2014. The proposed version was prepared by the UP HRDO heads on 03 October 2014. The President endorsed the the said version of the UP SPMS to the CSC for approval on 15 October 2014.



prepared by the UP HRDO heads on 03 October 2014. The President endorsed the said version of the UP SPMS to the CSC for approval on 15 October 2014.

The CSC “approved for initial implementation” the UP SPMS, subject to compliance with its observations on 17 November 2014.² The final version of the UP SPMS was submitted to the CSC on 17 March 2015.

II. OBJECTIVES

The University of the Philippines SPMS shall have the following objectives:

- a. To align the Office performance targets with the University’s mission, vision, goals and **strategic priorities as mandated by RA9500 and as articulated in the UP Strategic Plan 2011-2017;**
- b. To align Individual performance targets with Office goals and **priorities;**
- c. To encourage a team approach to performance management towards attainment of UP goals;
- d. To institutionalize a system of accountability through performance management;
- e. To be able to use the information gathered in human resource planning, development, management and decision making processes.

III. COVERAGE

The UP SPMS shall apply to all administrative personnel, for implementation in all CUs and the colleges, units, and support offices. The CUs covered by the UP SPMS are UP Diliman, UP Los Banos, UP Manila (including PGH), UP Visayas (including UP College Tacloban), UP Open University, UP Mindanao, UP Baguio, UP Cebu, and other CUs that will be created by the UP Board of Regents.

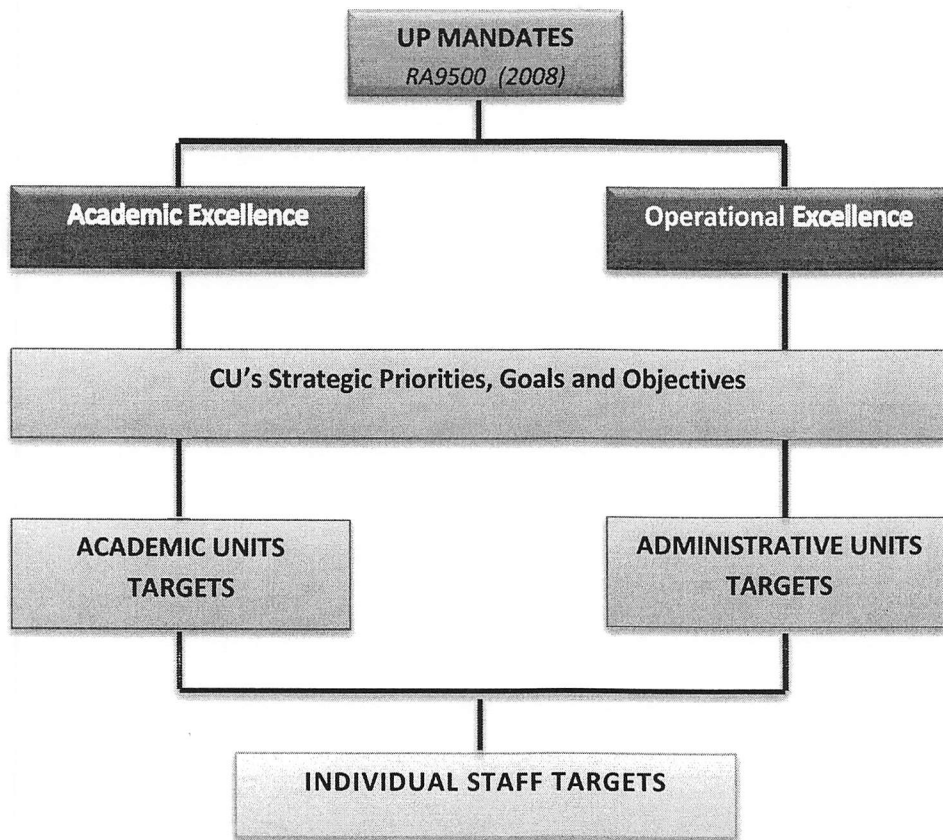
IV. FRAMEWORK OF THE UP STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (UP SPMS)

Figure 1 shows the framework of the UP SPMS. It outlines how the individual staff target can contribute to the attainment of the CU strategic priorities that will lead to the attainment of the UP mandates as specified in RA 9500.

² Letter by CSC NCR Regional Director Lydia Alba-Castillo to UP President Alfredo E. Pascual on 17 November 2014.



Figure 1. A Framework for the UP SPMS



V. KEY PLAYERS AND RESPONSIBILITIES

A. UP President

The UP President delegates to the different university officials, including the Vice Presidents, Secretary of the University, Chancellors, Vice Chancellors, Deans, Directors and heads of offices and units the authority to serve as SPMS Champions. Coordination shall be with the UP System Performance Management Team (PMT).

In the spirit of collegiality, teamwork and transparency, all university officials shall:

- Be primarily responsible and accountable for the establishment and implementation of the UP SPMS in their respective offices;

- Set their office performance goals, specific objectives and performance measures, which are aligned with the UP Strategic Plan; and
- Submit the required documents and reports as outlined in the UP SPMS workplan and calendar.

B. UP System Performance Management Team (UPS PMT)

The UPS PMT will be constituted as a Standing Committee by the UP President and shall be composed of the following:

- Vice President for Administration as Chair;
- Vice President for Planning and Finance as Co-Chair;
- Vice President for Development as Co-Chair;
- Assistant Vice President for Administration as Member
- HRDO System Director as Member;
- Two representatives, one each from the first and second level employees as members; provided that the first level representative is nominated by the accredited employee association or union;
- President of the employee association or union duly recognized as the Negotiating Representative of the rank and file employees as member.

The functions and responsibilities of the UPS PMT shall be to:

- Propose a synchronized calendar for UP SPMS activities, in consultation with the CUs, for approval by the President;
- Review the performance commitments and ratings submitted by the CUs, and recommend approval to the President;
- Set consultation meetings with university officials, upon request, for guidance on the Office Performance Commitment and Rating (OPCR) form;
- Ensure that office performance targets and measures, work distribution and budgets are rationalized and aligned with the UP Strategic Plan;
- Recommend approval of the CUs performance commitment and rating to the UP President;
- Act on appeals and recommends a final decision on performance management issues;
- Identify potential top performers and provide inputs to the Program on Recognition of Achievements and Incentives for Service Excellence



(PRAISE) Committees as mandated by the Civil Service Commission (CSC), for aligning incentives and awards with the SPMS for UP System employees; and

- Adopt 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. UP System Offices

Two (2) UP System offices shall perform functions related to the UP SPMS.

a. Office of the Vice President for Planning and Finance (OVPPF)

- To monitor the submission by the CUs of the Performance Commitment and Review Form (CUPCR) and schedule the review/evaluation of Office Commitments by the UP System PMT before the start of a performance period.
- To conduct the UP System performance planning and review conference annually for the purpose of discussing the CUs performance assessment for the preceding performance period (including budget utilization) and plan for the succeeding rating period with concerned Chancellors/CU Heads.

b. Office of the Vice President for Administration (OVPA)

- To consolidate, review, validate and evaluate the initial performance assessment of the Chancellors/CU Heads based on reported CU accomplishments against the success indicators and the allotted budget against the actual expenses. The result of the assessment shall be the basis of UP System PMT's recommendation to the President who shall determine the final CU rating.
- To provide each CU with final assessment to serve as basis for the assessment of the colleges and units of the CU as well as the assessment of individual staff members.

D. Chancellor

The Chancellor shall be the SPMS champion in their respective CUs. He/She shall set the performance goals/objectives of the CUs.



E. CU/PGH Performance Management Team

The CU/PGH Performance Management Team (PMT) will be duly constituted as a Standing Committee by the Chancellor/PGH Director and shall be composed of the following:

- Vice Chancellor for Administration (or equivalent) as Chair
- Highest Office in charge of organizational planning as Member
- Highest officer in charge of Human Resources as Member
- Highest officer in charge of financial management as Member
- Local chapter president of the accredited employee association as Member

The Chancellors may add or substitute members of the CU PMT.

a. Functions and responsibilities of the CU/PGH PMT

The PMTs at the CU/PGH level shall:

- Set consultation meeting with the Deans/Directors and Heads of Units for the purpose of discussing the targets set in the Office Performance Commitment and Rating form (OPCR);
- Ensure that Office Performance targets and measures, as well as the budget are aligned with those of the CU and that work distribution of Office is rationalized;
- Recommend approval of the Office performance commitment and rating to Chancellor/CU Head;
- Consolidate OPCR submitted by various Offices (Colleges/Units) and submit the same to OVPPF as the CUPCR;
- Review, validate, evaluate and provide feedback to enhance the initial performance assessments submitted by offices;
- Conduct a CU performance planning and review session annually for the purpose of discussing the Office assessment for the preceding performance period and plans for the succeeding rating period with concerned Deans/Directors and Heads of units. This shall include participation of the CU Budget Office as regards to budget utilization;
- Act as appeals body and final arbiter for performance management issues of the CU;
- Identify potential top performers and provide inputs to the PRAISE Committee for grant of awards and incentives; and



- Adopt 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.

F. CU officials and responsibilities on UP SPMS

The following shall serve as secretariat to carry out functions as stated:

1. Head of Planning Office or designated official responsible for CU plans and programs

The Head of Planning Office or designated official responsible for CU plans and programs shall :

- Consolidates the initial performance assessment of the Deans/Directors and Heads of units based on reported Office accomplishments against the success indicators, and the allotted budget against the actual expenses. The result of the assessment shall be the basis of the CU PMT's recommendation to the Chancellor/head of CU who shall determine the final Office rating;
- Monitors submission of Office Performance Commitment and Review form (OPCR) and schedule the review/evaluation of Office Commitments by the PMT before the start of a performance period; and
- Provides each Office with the final office assessment to serve as basis of office in evaluating the individual staff members.

In CUs with no planning offices, the Chancellors shall designate a responsible official for this purpose.

2. HRDO Director /Chief

The HRDO Director or Chief shall:

- Monitors submission of Individual Performance Commitment and Review Form (IPCRs) of employees;
- Provides analytical data on retention, skill/competency gaps, and talent development plans that align with strategic plans;
- 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 CU PMT and approved by the Chancellor/CU Head; and



- Coordinates developmental interventions that will form part of the HR Plan.

3. College/unit PMT

The College/Unit PMT which will be created by the Chancellor shall be composed of the following:

- Dean/Director/Head of Office or duly authorized representative as Chair
- One representative from the 1st level employees nominated by the accredited union
- One representative from the 2nd level employees
- College/unit administrative officers shall serve as the secretary of the PMT

Chancellors may cluster smaller colleges/ units in the creation of the PMTs. The UP PGH may cluster units by sector in creating the PMTs.

4. The Dean, Director and Head of Colleges and Units

The Dean, Director and other Head of Units shall:

a. Office Targets and Performance

- Conduct a 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 (OPCR) to the Office responsible with CU plans and programs.
- Undertake an initial assessment of Office performance using the approved Office Performance Commitment and Review Form (OPCR).

b. Individual Targets and Performance

- Review and approves individual employee's Performance Commitment and Review Form for submission to the HRDO before the start of the performance period.
- Determine final assessment of performance level of the individual employees in his/her Office based on proof or 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 prepares written notice/advice to subordinates that a succeeding Unsatisfactory performance shall warrant their separation from the service.
- A development plan shall be discussed with the concerned subordinates as soon as possible.
- In case of unsatisfactory rating, a written notice shall be issued to the employee. The employee shall be advised in writing by the head of office that failure to improve performance after two consecutive unsatisfactory ratings shall be grounds for being dropped from the rolls.

The Deans and Directors of colleges and units shall provide the HRDO and the PMT with data on college/unit retention, skill/competency gaps, and talent development plans with their specific strategic plans aligned with UP Strategic Plans.

5. Division Chiefs and Supervisors

The Division Chiefs and Supervisors of the Unit shall:

- Assume joint responsibility with the Head of Office in ensuring attainment of 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 employee;
- Assess individual employees' performance; and
- Recommend developmental intervention.

6. Individual Employees

Each employee shall:

- Act as partners of the office head and their co-employees in meeting University's performance goals.



IV. UP SPMS IMPLEMENTATION

The UP System and the CUs shall organize a series of orientation and training sessions on the SPMS Guidelines, with the Chancellors, CU officials, and the CU PMTs, employees and other stakeholders.

A. SPMS Information Management

Templates and information generated through the SPMS will be linked to the *eUP Human Resource Information System (HRIS)* in order to produce timely, accurate and reliable information for program tracking, performance monitoring/reporting and decision making processes.

B. The UP SPMS cycle

The UP SPMS shall follow the Four-Stage SPMS Cycle that underscores the importance of Performance Management:

1. Performance Planning and Commitment
2. Performance Monitoring and Coaching
3. Performance Review and Evaluation
4. Performance Rewards and Development Planning

Three (3) levels of performance are to be planned for, monitored and assessed in the UP SPMS, namely:

- CU Performance;
- Office Performance; and
- Individual Employee's Performance

The University shall have a synchronized calendar of activities related to the SPMS cycle as follows:



Table 1. Indicative UP SPMS calendar

Activity	Responsible office	Indicative date
Submission of accomplished Individual Performance Commitment Review (IPCR) rating to the HRDO	Employee and head of office / unit	31 January or early July (or earlier)
CUs submit proposed budgets to the OVPPF for presentation to the President, with indicative MFOs for Support to Operations (STOs) and General Administrative Support Services (GASS) for the following year for presentation to the President, with indicative MFOs	Office of the Vice Pres. for Planning & Finance (OVPPF)	28 February or earlier
Approval of the proposed budgets with indicative MFOs for STOs and GASS by the UP President	Office of the President (OP)	March
Submission of OPCR for the following year to the CU PMT	Heads of offices & units	31 August
Submission of CU Performance Commitment and Review Forms (CUPCR) for the following year by the CU PMT to the Office of the Chancellor	Office of the Chancellor	31 October
Submission of the CUPCR by the Chancellor to the UP President	Chancellor	30 November
Approval of all CUPCRs by the President	President	15 December
System Personnel Committee (SPC) meetings to synchronize CU PMT activities and SPMS cycles, for reporting to the President and the President's Advisory Council (PAC)	SPC and PAC	Quarterly meetings

1. Performance Planning and Commitment

a. CU Performance Planning and Commitment

This is done on or before 28 of February of every year where the Chancellors meet with the System PMT and agree on the outputs that should be accomplished for the following year based on the goals/objectives and direction of UP System.

Outputs can be classified as:

- **Strategic output**-pertains to outputs that are linked to the priority deliverables of the University.

- **Core Output** - pertains to outputs linked to the main services or products of the University.
- **Support Output** - pertains to those that are linked to providing assistance to other offices/units.

During this stage, success indicators are determined. **Success indicators** are performance level yardsticks consisting of performance **measures** and performance **targets**. These shall be the basis for the CU, Office and individual employee's preparation of their respective performance contract and rating form.

Performance measures through support to operations are linked to the Major Final Outputs (MFOs) of the colleges and units. The performance targets of administrative employees shall support the outcomes that the University aims to achieve, which are included in the CU's strategic performance targets. These performance measures are relevant to UP's core functions and strategic priorities, and are subject to continuous refinement and review.

b. Performance Measures

In accomplishing the CU Performance Commitment and Review Form (CUPCR), Office Performance Commitment and Review Form (OPCR) and Individual Performance Commitment and Review Form (IPCR), performance measures shall include **any one, or a combination** of the following:

Category	Definition
Effectiveness/ Quality	The extent to which actual performance compares with targeted performance. The degrees to which objectives are achieved and the extent to which targeted problems are solved. In management, effectiveness relates to <i>getting the right things done</i> .
Efficiency	The extent to which time or resources is used for the intended task or purpose. Measures whether targets are accomplished with a minimum amount or quantity of waste, expense, or unnecessary effort including time management skills.
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, and other time-sensitive expectations.

c. Target setting

The UP System Strategic Plan and initiatives shall be the basis for the target setting. Aside from the CU and Office commitments explicitly identified under each Strategic Priority, *Major Final Output* that contribute to the attainment of the University mission/vision which form part of the core functions' of the CU and Office shall be indicated as performance targets.

In setting work targets, the CU and Office shall likewise indicate the detailed budget requirement per expense account to help the OVPPF and the UP President in ensuring a strategy driven budget allocation and in measuring cost efficiency. The CU shall also identify specific division, unit, group, or individuals as primarily accountable for producing a particular target output per program, project, or activity.

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

- i. Historical Data. The data shall consider past performance.
- ii. Benchmarking. This involves identifying and comparing the best CUs or Colleges or units within the University with functions or processes. Benchmarking may also involve recognizing existing standards based on provisions or requirements of the law.
- iii. Client demand. This involves a bottom-up approach where the University sets targets based on the needs of its clients. The CU and Office may consult with stakeholders and review the feedback on its services.
- iv. List of major final outputs (MFOs) which are support to operations (STOs) and GASS;
- v. Top Management Instruction. The UP President may set targets and give special assignments.
- vi. Future trend. Targets may be based from the results of the comparative analysis of the actual performance of the CU and Office with its potential performance.

Degree granting colleges and units shall include in the OPCR the specific targets for academic contributions, such as publications and paper presentations (both local and international), extension services and



training programs to be conducted. Support services for the administrative staff shall be based on these office targets.

d. Individual Performance Planning and Commitment

In line with the SPMS objective of aligning individual performance targets to UP directions and values, the approved OPCR shall serve as basis for individual performance targets and measures to be prepared in the Individual Performance Commitment and Rating (IPCR) form. All IPCRs should be submitted to HRDO not later than 15 calendar days after the end of the rating period (January 15 and July 15 respectively) and should be concurred by the Office head.

2. Performance Monitoring and Coaching

Performance monitoring and coaching pertain to the responsibility of the supervisor to periodically check the work performance of the subordinate all throughout the performance period. Monitoring can be done by observing how the employee performs the task, reading reports submitted by the employee, or getting feedback from other employees and clients.

The performance of the CU, Office and every individual shall be regularly monitored at various levels: i.e., the UP President through the System PMT and OVPPF, CU PMT through HRDO, Dean, Director and Head of Office, Division Head, Supervisor.

a. Office Monitoring and Coaching System

The Office Performance Monitoring Journal (OPMJ) will be used to monitor the status of the achievement of targets and major final outputs of a particular Office. Colleges, units and office PMTs may develop their own monitoring and coaching documentation system to be submitted to the CU PMTs. The specific content of the feedback or discussion should be indicated under the mechanisms by which feedback or coaching was given. The Chancellor, through the Dean, Director, or Head of Office shall certify that monitoring has occurred and feedback given by signing the journal or monitoring system on a quarterly basis.

b. Modifications in targets and measures of the Office

During the required monitoring, the Office and the PMT shall also review the targets and measures to determine if modifications are needed to be made to these targets and measures, especially if Office priorities need

to be shifted. Nevertheless, changes in the targets and measures shall still be subject to the approval of the Chancellor through the channels.

c. Individual Performance Monitoring and Coaching

The Individual Performance Monitoring and Coaching Form (IPMCF) will be used to monitor significant incidents pertaining to individual employees. *Significant incidents* happen when employees have done excellently or poorly in specific circumstances. Examples are:

- An employee may have received a commendation (or complaint) from clients.
- Upon monitoring of a task, the supervisor finds out that the employee has finished ahead (or behind) schedule.

In any of these instances, the supervisor shall provide feedback to the employee. Action plans shall be discussed and agreed upon by the supervisor and employee to further reinforce or improve performance. The Head of Office shall signify that monitoring has occurred and feedback given by signing the form.

d. Modifications in targets and measures for Individuals

Following any modifications in the targets and measures of the Office, individual targets and measures may also need to be adjusted.

3. Performance Review and Evaluation

a. Office Performance Review and Evaluation

All Offices (Colleges/Units) shall undergo an office performance review and evaluation not later than 15 November. The CU PMT will discuss the Office assessment with concerned Heads of Units/Colleges. The evaluation will be based on the achievements of the Office vis-à-vis the specified success indicators, including the actual expenses of the Office against the budget specified in the OPCR. As such, the review will also involve the Budget Office as regards to budget utilization.

b. Individual Performance Review and Evaluation

Similarly, employees will undergo assessment of their accomplishment vis-à-vis their individual targets, which are linked to the Office targets as specified in their IPCRs.



c. Rating Period

Performance evaluation shall be done semi-annually and must be submitted to HRDO every July 31 (for the first semester) and January 31 (for the second semester). 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 period is not more than one (1) calendar year. The average rating of every individual will be considered as the Final Rating for the performance year. However, the average of all individual performance assessments shall not be higher than the relative performance assessment of the Office with respect to other offices.

d. Rating Computation: performance rating scale

Numerical Rating	Adjectival Rating	Description or meaning of rating
5	Outstanding	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	Performance exceeded expectations by 15% to 29% of the planned targets.
3	Satisfactory	Performance met 90% to 114% of the planned targets. However, if it involves deadlines required by law, it should be 100% of the planned targets.
2	Unsatisfactory: Needs Mentoring / Coaching	Performance only met 51% to 89% of the planned targets and failed to deliver one or more critical aspects of the target. However, if it involves deadlines required by law, the range of performance should be 51% to 99% of the planned targets.
1	Poor: Needs Improvement/ Close Monitoring	Performance is below 50% of planned targets.



Notes: Not all performance accomplishments need a rating with respect to the three dimensions of quality, efficiency, and timeliness. Some accomplishments may have a rating on any combination of two or three dimensions. In other cases, only one dimension may be sufficient. Consider all the elements involved listed above in each dimension and use them as guides to determine how performance will be rated.

The average score for Quality, Effectiveness and Timeliness (column E) is multiplied by the percentage weight (column C) assigned per output (column A).

The Average Score (AS) for each output will then be added to get the final score.

FINAL SCORE AND COMMENTS

The supervisor shall indicate qualitative comments, observations and recommendations in the Individual employee's Performance Commitment and Review form (IPCR). This will serve as a guide in improving employee performance in subsequent evaluation periods and in other appropriate personnel actions.

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

It should be noted however, that the average of all individual performance assessments shall not go higher than the collective performance assessment of the Office. The Head of Office shall ensure that the employee is notified of his/her final performance assessment and the *Summary List of Individual Ratings* with the attached ICPRs are submitted to the HRDO within the period indicated in the SPMS cycle.

4. Performance Rewards and Development Planning

After the assessment of the achievement of an employee against the targets, both the Supervisor and the Employee will sit down and discuss the employee's strengths and areas for improvement. Both supervisor

and employee then identify training programs or other development interventions that can improve the employee's competencies and performance which will form the Staff Development Plan (SDP). The SDP must be indicated in the IPCR and submitted on January 15 and July 15. This exercise is especially helpful to those employees who have been given an Unsatisfactory or Poor Performance Rating. Other uses of the results of this phase are:

- For Heads of Office - identify and provide the kind of interventions needed, based on the developmental needs identified
- For HRDO - consolidate and coordinate developmental interventions that will form part of the HR Plan and the basis for rewards and incentives
- For the PMT - identify potential PRAISE Awards nominees for various awards categories, and
- For the PRAISE Committee - determine the top performers of the University who qualify for awards and incentives.

In the light of the development of the eUP HRIS performance management system, employees shall input the proposed Staff Development Plan online. These employees SDPs shall be confirmed by the deans, directors and heads of offices.

VI. USES OF PERFORMANCE RATINGS

A. Performance-Based Security of Tenure

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 exhibiting poor performance shall be provided appropriate developmental intervention by the Head of Office and Supervisor, in coordination with the HRDO, to address competency-related performance gaps.

If after advice and provision of developmental intervention, the employee still obtains a *poor rating* in the immediately succeeding rating period or another unsatisfactory rating, he/she may be dropped from the rolls. A written notice/advice from the Head of Office at least three months before the end of the rating period is required.



B. Eligibility/Qualification for Performance-Based Awards and Incentives

Grant of incentives like the productivity incentive bonus or other performance based incentives and awards shall likewise be based on the final ratings of employees approved by the Head of Office and submitted to HRDO. The College/Unit PMT shall validate the Outstanding Performance ratings and may recommend concerned employees for performance-based awards.

C. Personnel Action

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

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 their official travel. For those with rating period below 90 days, the rating in the immediate preceding period shall apply.

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

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

VII. SANCTIONS

Unless justified and accepted by the CU PMT, non-submission of the Office Performance Commitment and Review (OPCR) form to the OVCPD or equivalent executive office responsible with CU plans and programs and the Individual Performance Commitment and Review (IPCR) forms to the HRDO within the specified dates shall be grounds 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 Head of Office 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.

VIII. APPEALS

- a. Appeals may be filed within ten (10) working days upon receipt of the notice of their final performance rating from the head of the office. The college, unit or office PMTs shall decide the appeals within 10 working days upon receipt of a written appeal. The System/CU PMT shall decide on the appeal within one month from receipt.

Officials or employees who are separated from the service on the basis of two consecutive Unsatisfactory performance or one Poor performance rating can appeal their separation to the CSC office within 15 days from receipt of the order or notice of separation.

Appeals lodged at any PMT shall follow the hierarchical jurisdiction of various PMTs in the University. The decision of the unit PMT is appealable to the CU PMT. The decision of the CU PMT is appealable to UP System PMT, for a recommendation on final action to the UP President.



Annexes. UP SPMS Official Forms

UP SPMS Form 1. Individual Performance Commitment and Review Form (IPCR)

UP SPMS Form 2. Office Performance Commitment and Review Form (OPCR)

UP SPMS Form 3. Office Performance Monitoring Journal (OPMJ)

UP SPMS Form 4. Individual Performance Monitoring and Coaching Form (IPMCF)

UP SPMS Form 5. Staff Development Plan (SDP)

A handwritten signature or mark, possibly initials, located in the bottom right corner of the page.

a. **INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR)**

I, _____ 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 _____.

Rating Scale		
Outstanding	130% and above	5
Very Satisfactory	115% - 129%	4
Satisfactory	90%-114%	3
Unsatisfactory	51%-89%	2
Poor	50% and below	1

Ratee
Date: _____

b. Reviewed by:	Date	c. Approved by:	Date
Immediate Supervisor		Head of Office	

Major Final Output (d)	Success Indicator (Targets+Measures) (e)	Actual Accomplishments (f)	% Distributi on (g)	Rating				Ave. Score (l = g x k)	Remarks (m)
				Q ¹ (h)	E ² (i)	T ³ (j)	A ⁴ (k = ave of h, i, j)		
Strategic Functions:									
o. Final Average Rating									

p. Comments and Recommendations for Development Purposes (please use UPSPMS Form No. 5 for Staff Development Plans)

q. Discussed with	Date	r. Assessed by:	Date	s. Final Rating by:	Date
Name and Signature of Employee		I certify that I discussed my assessment of the performance with the employee			
		Supervisor			

University of the Philippines
CU : _____

**OFFICE PERFORMANCE MONITORING
AND COACHING JOURNAL**

	1 st	Quarter
	2 nd	
	3 rd	
	4 th	

Please check
appropriate quarter

Unit : _____

Unit Head : _____

Number of Employees : _____

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

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

Conducted by:	Date:	Noted by:	Date:
Name and Signature of the Immediate Supervisor		Name and Signature of the Head of Office	



University of the Philippines
CU : _____

**INDIVIDUAL PERFORMANCE MONITORING
AND COACHING JOURNAL**

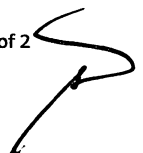
Date	
Name and Signature of Coach	
Name and Signature of individual Coachee	
Attendance (if Team Coaching)	

Coaching Agenda

Coaching Goal	
Reality or the Problem Situation/Issue	
Options/Opportunities	
Committed Action	
Who will do?	
Resources Needed (time, approvals, authorities, funds, etc.)	
Date that Coachee/Team commits to	

Note: Always start with sharing or follow-through of commitments from the previous coaching session. Please use extra forms if there is more than 1 agenda discussed.

Agree Next Meeting is on : _____



Key Points of what was shared

Process Observations of the Coach (Observable Behaviors of the Coachee/Team/Group being coached. General Disposition, Changes in Attitude since the last Coaching, Level of Copy with the Demands of Work.



University of the Philippines
CU : _____

STAFF DEVELOPMENT PLAN

Name of Employee : _____

Unit : _____

Period Covered : _____

Development Activity	Support Needed/Involvement of Others	Tracking Method/Completion Date		
		Planned/Expected Outcome	Accomplished	
			Mid Year	Year End
1.				
2.				
3.				
4.				

Employee Signature	Date	Supervisor's Signature	Date	Head of Office' Signature	Date
Copy for	/ / Employee / / Supervisor / / HRDO				

University of the Philippines
Diliman, Quezon City

List of Annexes: Strategic Performance Management System (SPMS)

1. Communications plan for the UP SPMS
2. Letter of approval for initial implementation, CSC NCR Director Lydia Alba-Castillo, 17 November 2014.
3. Pres. Alfredo E. Pascual, Administrative Order PAEP 14-54, 10 October 2014: Implementation of the UP Strategic Performance Management System.
4. Pres. Alfredo E. Pascual, Administrative Order PAEP13-59, 25 June 2013: Constitution of UP Performance Management Team (PMTs) for the UP System and CUs
5. OVPA Memorandum MSVA 14-61A, 03 July 2014: UP SPMS / Enhanced PES
6. OVPA Memorandum MSVA 13-70A, 03 July 2013: UP SPMS workshop, program and summary of the workshop
7. OVPA Memorandum MSVA 12-87, 23 November 2012: Workshop on the Strategic Performance Management System, (SPMS), program and summary of the workshop.



Annex 1. UP SPMS communication plan

<i>Activity</i>	<i>Responsible offices / officials</i>	<i>Indicative date</i>
UP SPMS final version: consolidation of comments and submission to the CSC	Office of the UP President; Office of the Vice President for Administration (OVPA)	17 March 2015
Workshop on the UP SPMS	HRDO heads and SPMS specialists from all CUs	19 March 2015
Meeting of HRDO heads on the implementation of the UP SPMS	HRDO heads and OVPA	20 March 2015
Posting of the UP SPMS in all CU websites	HRDOs / CU webmasters	25 March 2015
Preparation of frequently asked questions (FAQs) and posting of the UP SPMS	UP and CU information officers	End of March 2015
Coordination with the eUP HRIS team for online UP SPMS	HRDO heads, OVPA and eUP HRIS team	2 nd week of April 2015
Preparation of UP SPMS brochures and user-friendly guides	OVPA TWG	3 rd week of April 2015
Meetings of UP System & CU PMTs	PMTs	April 2015
Workshops and tutorials on the UP SPMS	HRDOs & CUs PMTs	April 2015
Midyear evaluation of the UP SPMS	PMTs and CUs officials	May 2015
Refinements in the UP SPMS	HRDOs & OVPA for PAC approval	
Second semester implementation of the UP SPMS	PMTs & HRDOs	July 2015
Year II evaluation of the UP SPMS		January 2016



Office of the Vice President
for Administration

RECEIVED

J0015

NOV 20 2014

Date:

Para sa taun! **BAVIA**

NATIONAL CAPITAL REGION

November 17, 2014

ALFREDO E. PASCUAL

President

University of the Philippines

2F Quezon Hall, University of the Philippines

Diiman, Quezon City

Dear **President Pascual**:

This refers to the Strategic Performance Management System (SPMS) of the University of the Philippines (UP), which was submitted to this Office for approval.

An evaluation of the provisions of the System shows substantial compliance with CSC Memorandum Circular No. 6, s. 2012. However, there are certain areas that have to be addressed, as follows:

1. There is no Office Order issued by the Agency Head constituting the Performance Management Team (PMT);
2. There is no table of Major Final Outputs (MFOs) submitted enumerating all products and services of the agency which should be aligned to address the following: agency strategic priorities, agency mandates/vision, mission, OPIF logframe, Philippine Development Plan, and Organizational Sectoral/Societal Goals;
3. There should be success indicators identified for each MFO to be crafted which are Specific, Measurable, Attainable, Realistic, and Time-bounded (SMART) and with three (3) performance measures namely, Effectiveness/Quality, Efficiency/Quantity, and Timeliness;
4. There is no database/summary of targets created which will serve as basis for verification of accomplishments;
5. The range of rating (in terms of percentage of accomplishment) for Efficiency/Quantity for Very Satisfactory, Satisfactory, and Unsatisfactory levels of performance is not in accordance with CSC Memorandum Circular No. 13, s. 1999. Likewise, there is no separate and clear standards for measuring Effectiveness/Quality and Timeliness for all levels of performance; and
6. The Agency SPMS calendar submitted does not contain all the activities, unit/person responsible, and timeframe for each phase of the four (4) stages/phases of the SPMS cycle, to include the feedback session on the performance of the offices as well as the officials/employees, schedule for the Annual Agency Performance Review Conference, orientation on the new and revised policies on the SPMS, and for the conduct of the Agency SPMS pilot test.

In a Heart to Serve: Responsive, Accessible, Courteous and Effective Public Service

Other Observations:

1. Under the SPMS guidelines, performance is being measured based on accomplishments against targets. The performance measures are categorized into Efficiency/Quantity, Effectiveness./Quality, and Timeliness. The performance should be treated independently of the competencies and behavioral dimensions. Hence, the Critical Factors which have twenty percent (20%) weighted allocation and forming Part 2 of the IPCR should be excluded from the computation of individual rating and the same should be deleted in the IPCR form.
2. Intervening tasks should be rated just like ordinary tasks. Hence, the provision for a maximum of 0.5 additional points for the performance of intervening tasks for an aggregate of 176 hours in the Agency SPMS guidelines should be modified.

In view thereof, the UP SPMS is hereby approved for initial implementation, subject to compliance with the above-enumerated observations. A copy of the UP SPMS incorporating compliance with the above-enumerated observations and a report of implementation of this SPMS shall be submitted to CSC-NCR within three (3) months after initial implementation, together with the following sample documents:

- Communication materials
- Accomplished OPCR, DPCR and IPCR or their equivalent
- Accomplished Performance Monitoring and Coaching Forms
- Accomplished Professional Development Plan

Finally, as represented in your letter, the UP SPMS shall apply to all administrative personnel, for implementation in all Constituent Universities (CUs) and autonomous units, colleges, and support offices: UP Diliman, UP Los Baños, UP Manila/PGH, UP Visayas including UP Tacloban, UP Open University, UP Baguio, UP Mindanao, and UP Cebu.

Thank you for your support to the programs of the Commission.


Very truly yours,


LYDIA ALBA-CASTILLO
Director IV

Copy furnished:

DIRECTOR II JOCELYN PATRICE L. DECO
CSCFO-University of the Philippines

PSED/et_UP System_spm





UNIVERSITY OF THE PHILIPPINES
Quezon City

OFFICE OF THE PRESIDENT

ADMINISTRATIVE ORDER NO. PAEP 14-54

DATE : 10 October 2014
FOR : The Vice Presidents
The Secretary of the University
The Chancellors

Attention: Vice Chancellors for Administration
Directors & Heads, U.P. HRDOs

FROM : Alfredo E. Pascual
President

SUBJECT : **Implementation of the UP Strategic Performance
Management System (SPMS)**

After consultations, workshops and revisions, the UP Strategic Performance Management System (SPMS) as a work in progress is now ready for the final stages of implementation, in compliance with CSC Memorandum Circular No. 6, s.2012, "Guidelines in the Establishment and Implementation of Agency Strategic Performance Management System (SPMS)". The UP SPMS guidelines shall be adopted and finalized by the fourth quarter of 2014. Implementation is crucial since step increases, merit incentives, promotions and other personnel actions shall not be allowed if the agency is not compliant by 01 January 2015.

The Chancellors and the Executive Offices of the UP System are hereby directed to implement the UP SPMS, through the CU / Office Performance Management Teams (PMTs), and schedule orientation / training workshops with deans, directors, office heads and employees. The CUs, through the PMTs are directed to complete the final testing of the Individual Performance Commitment Review (IPCR) and the Office Performance Commitment Review (OPCR) targets and ratings, tailor-fit with the niches and calibrated to the needs of the colleges, units and offices. In addition, the eUP HRIS is preparing for the UP SPMS online.

The schedule of submissions are as follows:

	<i>Rating periods</i>	<i>Deadlines for submission</i>
Performance Targets (<i>IPCRs and OPCR</i> s under the UP SPMS)	01 January 2015 to June 2015	15 January 2015
Performance ratings (existing PES)	01 July to 30 September 2014	30 October 2014



Performance targets (<i>IPCRs and OPCR</i> s under the UP SPMS)	01 October to 31 December 2014	30 October 2014
Performance ratings (<i>IPCRs and OPCR</i> s under the UP SPMS)	01 October to 31 December 2014	31 January 2015

The UP SPMS documents including the IPCRs and OPCR and the other forms are posted on the HRDO website: <http://hrdo.upd.edu.ph/updates.php> All CUs and units, including UP System offices are directed to devote the third week of October 2014 as “**UP SPMS Week**” dedicated for learning sessions, workshops and orientations on the UP SPMS. A brochure and guide is also in preparation. The Office of the Vice President for Administration (OVPA) is directed to monitor compliance, and consolidate further comments for improvement of the UP SPMS which you may send to: ovpa@up.edu.ph.






July 10-13-14

UNIVERSITY OF THE PHILIPPINES
Quezon City

OFFICE OF THE PRESIDENT

ADMINISTRATIVE ORDER NO. PAEP 13 – 59

DATE : 25 June 2013

FOR : Vice Presidents
Secretary of the University
Chancellors
Dean, UP Cebu

FROM : **Alfredo E. Pascual**
President

SUBJECT : Constitution of UP Performance Management Teams (PMTs)

In compliance with the Civil Service Commission (CSC) *Memorandum Circular No. 6 s.2012*, "Guidelines in the Establishment and Implementation of Agency Strategic Performance Management System (SPMS)" the UP Performance Management Teams (PMTs) are hereby constituted as follows:

1. **Composition of the PMT at the UP System level**
 - a. Maragtas S.V. Amante, Vice President for Administration (VPA) as Chair
 - b. Lisa Grace S. Bersales, Vice President for Planning & Finance, Co-Chair
 - c. Elvira A. Zamora, Vice President for Development, Co-Chair
 - d. Nestor O. Raneses, Assistant Vice President for Administration, Member
 - e. Angela D. Escoto, Director, UP HRDO, Member
 - f. Felix Parinas, National President, All U.P. Workers Union, Member

2. **PMT at the CU level ¹**
 - a. Official designated by the Chancellor as Chair
 - b. Highest officer in charge of HR, Member
 - c. Highest officer in charge of finance management, Member
 - d. Highest officer in charge of organizational planning, Member
 - e. Local chapter president(s) of the All UP Workers Union (AUPWU), Member

CU PMTs are enjoined to coordinate their SPMS work plans with the UP System PMT, including orientation workshops, while sharing resources and expertise. Please be guided by *CSC Memorandum Circular No. 6 s.2012²* in the establishment and implementation of UP's Strategic Performance Management System (SPMS) relative to the functions of your units.

¹ For CUs still to organize / constitute their Performance Management Teams (PMTs).

² Reference: CSC MC No. 6 s.2012 please download at <http://excell.csc.gov.ph/MC2012/mc6s2012SPMSguide.pdf>

UNIVERSITY OF THE PHILIPPINES
QUEZON CITY

OFFICE OF THE VICE PRESIDENT
FOR ADMINISTRATION

03 July 2014

Memorandum No. MSVA 14 -61A

For: **The Chancellors**

Dr. Michael L. Tan, U.P. Diliman
Dr. Rex Victor O. Cruz, U.P. Los Banos *caj 7/4/14*
Dr. Manuel B. Agulto, U.P. Manila - *D-907 7/04/14*
Dr. Rommel A. Espinosa, U.P. Visayas - *207 7/4/14*
Dr. Grace Javier Alfonso, U.P. Open University *min 7/4/14*
Dr. Sylvia B. Concepcion, U.P. Mindanao *UPa 7/4*
Dr. Raymundo D. Rovillos, U.P. Baguio *UPa 7/4*

Atty. Liza D. Corro, Dean, U.P. Cebu *UPa 7/4*
Dr. Jose C. Gonzales, Director, Philippine General Hospital (PGH) *quid 7/4/14*

Attention: Vice Chancellors for Administration
Directors & Heads, U.P. HRDOs

Subject: **UP SPMS / Enhanced PES**

In compliance with Civil Service Commission (CSC) Memorandum Circular No. 6 s.2012 "Guidelines in the Establishment and Implementation of Agency Strategic Performance Management System (SPMS)", President Alfredo E. Pascual submitted to the Civil Service Commission (CSC) UP – Strategic Performance Management System (SPMS) on 28 February 2014, stating that it is "a work in progress".

Meanwhile, the UP Enhanced Performance Evaluation System (PES) was proposed by UP Diliman as an alternative.

The workplan indicated that the final UP SPMS shall be submitted to the CSC for approval on or before 01 October 2014, with the timetable for workshops and orientations adjusted accordingly.

Note that DBM – CSC Joint Circular No. 1 s. 2012 provides that "step increment/s due to meritorious performance shall be granted initially effective January 1, 2015; and subsequently every January 1 of every year thereafter only for those with CSC-approved Performance Management System (PMS)".

Please reconstitute and convene your CU Performance Management Teams (PMTs) as soon as possible. After consultations with your PMTs and other stakeholders, including the union representatives as provided by the Collective Negotiations Agreement (C N A)

please email your comments and suggestions to the CU HRDOs (deadline: 18 July 2014, Friday), for consolidation of the inputs given the uniqueness and niches of the CUs, and its various colleges, units and offices. **The CUs shall then submit the same to the Office of the Vice President for Administration (OVPA) (deadline: 25 July 2014, Friday),** for processing prior to executive action with the President's Advisory Council (PAC) / Board of Regents, and endorsement to the CSC.

In your comments, and given the existing options (IPCRs / OPCR; Enhanced PES forms for targets and ratings) please indicate what would be the best or most appropriate for your colleges, offices or units, in terms of the following:

- Process of performance evaluation
- Instruments or measures of performance evaluation
- Other recommendations to achieve the objectives of the UP SPMS / Enhanced PES.

The CUs are requested to send/email a copy of the memoranda on the constitution or reconstitution of the PMTs to the OVPA: up_ovpa@yahoo.com; deadline: 18 July 2014, Friday.

Padayon, UP nating mahal!
Shaping Minds that Shape the Nation

MARAGTAS S.V. AMANTE
Vice President for Administration

Cc: President Alfredo E. Pascual

Attachments:

- (1) UP SPMS submitted to the CSC 28 February 2014
- (2) UP Enhanced PES (Diliman proposal);
- (3) CSC MC No. 6 s. 2012
- (4) CSC DBM JC No. 1 s. 2012

UNIVERSITY OF THE PHILIPPINES
QUEZON CITY

OFFICE OF THE VICE PRESIDENT
FOR ADMINISTRATION

Memorandum No. MSVA 13 – 70A

03 July 2013

For: **The Chancellors**

Dr. Caesar A. Saloma, U.P. Diliman
Dr. Rex Victor O. Cruz, U.P. Los Banos
Dr. Manuel B. Agulto, U.P. Manila
Dr. Grace Javier Alfonso, U.P. Open University
Dr. Jose C. Gonzales, Director, Philippine General Hospital (PGH)

Cc:

Dr. Rommel A. Espinosa, U.P. Visayas
Dr. Raymundo D. Rovillos, U.P. Baguio
Dr. Sylvia B. Concepcion, U.P. Mindanao
Atty. Liza D. Corro, Dean, U.P. Cebu

Mr. Felix Parinas, National President, All U.P. Workers Union (AUPWU)

Attention: Vice Chancellors for Administration
Directors & Heads, U.P. HRDOs

Subject: **CHANGE OF DATE TO 23 JULY 2013: Performance Management Teams (PMTs) workshop**

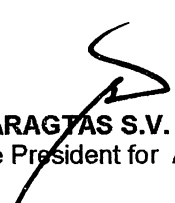
President Alfredo E. Pascual has constituted the Performance Management Teams (PMTs) for the CUs and the UP System, in compliance with CSC Memorandum Circular No. 6 s.2012 "Guidelines in the Establishment and Implementation of Agency Strategic Performance Management System (SPMS)".

In this regard, a workshop will be held on: **(Rescheduled due to the SONA on 22 July 2013)**

Date: 23 July 2013 (Tuesday) 9:00 am to 4:00 pm
Venue: Room 306, Virata Hall, ISSI, UP Diliman
Participants: Chairs/Co-Chairs and Members of the PMTs in all CUs and the UP System. Priority participation from UP Diliman, UP Manila / PGH, UP Los Banos and UP Open University. Best efforts for the PMTs in the rest of the CUs, possibly through video conference.
Resource person: Director Lucila Pagdanganan, Field Office, Civil Service Commission and other experts
Objectives: Coordination on the UP SPMS workplan/calendar, performance commitments, performance review, alignment with UP Strategic Plans, CU, college and unit MFOs, Anti-Red Tape Act (ARTA), and Key Result Areas (KRAs).

In this regard, please submit to the OVPA: (1) a copy of your memorandum constituting the CU PMT; (b) PMT members who could participate in the 22 July 2013 workshop. *Deadline, please: 15 July 2013 (Monday).*

Padayon, UP nating mahall!
Shaping Minds that Shape the Nation


MARAGTAS S.V. AMANTE
Vice President for Administration

**UNIVERSITY OF THE PHILIPPINES
QUEZON CITY**

**OFFICE OF THE VICE PRESIDENT
FOR ADMINISTRATION**

04 July 2013

DR. GRACE JAVIER ALFONSO
Chancellor
UP Open University

Dear **CHANCELLOR ALFONSO**,

Subject: Performance Management Teams (PMTs) video conference / workshop

President Alfredo E. Pascual has constituted the Performance Management Teams (PMTs) for the CUs and the UP System, in compliance with CSC Memorandum Circular No. 6 s.2012 "Guidelines in the Establishment and Implementation of Agency Strategic Performance Management System (SPMS)".

May I request assistance for the following planned event:


Date: 23 July 2013 (Tuesday) 9:00 am to 4:00 pm
(Note: technical coordination meeting / pre test: 10 July 2013 (Wed.)
Venue: Room 306, Virata Hall, ISSI, UP Diliman
Participants: Chairs/Co-Chairs and Members of the PMTs in all CUs and the UP System
Priority participation from UP Diliman, UP Manila / PGH, UP Los Banos and UP Open University. Best efforts for the PMTs in the rest of the CUs, possibly through video conference.

Opening speaker: President Alfredo E. Pascual

Resource person: Director Lucila Pagdanganan, Field Office, Civil Service Commission and other experts

Objectives: Coordination on the UP SPMS workplan/calendar, performance commitments, performance review, alignment with UP Strategic Plans, CU, college and unit MFOs, Anti-Red Tape Act (ARTA), and Key Result Areas (KRAs).

Padayon, UP nating mahal!
Shaping Minds that Shape the Nation


MARAGTAS S.V. AMANTE
Vice President for Administration

Attachment:
Administrative Order PAEP 13-59 dated 25 June 2013

**University of the Philippines
Performance Management Teams (PMTs) workshop**

President Alfredo E. Pascual has constituted the Performance Management Teams (PMTs) for the CUs and the UP System, in compliance with CSC Memorandum Circular No. 6 s.2012 "Guidelines in the Establishment and Implementation of Agency Strategic Performance Management System (SPMS)".

Date: 23 July 2013 (Tuesday) 9:00 am to 4:00 pm
Venue: Room 306, Virata Hall, ISSI, UP Diliman
Participants: Chairs/Co-Chairs and Members of the PMTs in all CUs and the UP System
Physical presence: PMTs from UP Diliman, UP Manila / PGH, UP Los Banos & UP Open University.
Video conference: PMTs from UP Visayas, UP Tacloban, UP Cebu, UP Baguio & UP Mindanao
Objectives: Coordination on the UP SPMS workplan/calendar, performance commitments, performance review, alignment with UP Strategic Plans, CU, college and unit MFOs, Anti-Red Tape Act (ARTA), and Key Result Areas (KRAs).

Program

7:30 am	Video conference link confirmation & testing with regional CUs
8:30 am	Registration
9:00 am	Opening & introductions by Maragtas S.V. Amante Vice President for Administration & Chair, UP System PMT
9:10 am	Keynote speech President Alfredo E. Pascual Q / A with the CUs UP Visayas / Tacloban, UP Cebu, UP Baguio UP Mindanao UP Diliman, UP Manila/PGH, UP Los Banos <i>Moderator:</i> Chancellor Grace Javier Alfonso , UP Open University
10:00 am	The UP Strategic Plan & the SPMS: Alignment with the CUs, Colleges & Units by Vice President Elvira A. Zamora
10:30 am	Achieving do-able performance targets & workplans for the UP SPMS Resource person: Director Lucila Pagdanganan Civil Service Commission (CSC) Field Office Statements/comments from PMT Chairs / members Q / A
11:30 am	Proposed template for the UP SPMS by Director Angela D. Escoto & Team Objectives, coverage, functions, workplan, prototype pilot testing of SPMS <i>Goal:</i> final UP SPMS finetuned by Oct. 2013; final submission Nov 2013
12:30 noon	End of the video conference with regional CUs & lunch break
1:30 pm	Major Final Outputs (MFOs) & the DBM Performance Based Incentive System (PBIS) by Vice President Lisa Grace S. Bersales
2:00 pm	Workshop instructions (<i>Note: Regional CU PMTs may meet on their own.</i>) Workshops by CU PMTs
3:00 pm	Plenary presentations by CU workshop group representatives <i>Moderator:</i> AVP Nestor O. Raneses
4:00 pm	Integration and end of the PMT workshop.

Secretariat: Prof. Ronahlee Asuncion, UP SoLAIR (Chief)
 Ms. Geraldine Geronimo, UP HRDO (Member)
 Ms. Hannah Mannag, Technical Resource Person
Support staff: OVPA
Technical support: ITDC, UPCC, Open U & UP ISSI

Highlights of the Performance Management Teams (PMTs) Workshop on 23 July 2013 held at the UP ISSI

Participants:

1. PMT from UP Diliman
2. PMT from UP Los Baños
3. PMT from UP Manila
4. PMT from UP Open University
5. PMT from UP PGH
6. Representatives from UP Mindanao
7. Representatives from UP Cebu
8. Representatives from All UP Worker's Union
9. Representatives from the Civil Service Commission
10. Director Lucila Pagdanganan, *Civil Service Commission*
11. Chancellor Grace Javier Alfonso, *UPOU*
12. VPF Lisa Grace S. Bersales
13. VPD Elvira A. Zamora
14. AVP Nestor O. Rañeses
15. VPA Maragtas S.V. Amante, *Chair, UP System PMT*

Remote Sites:

1. UP Baguio
2. UPV Iloilo
3. UP Cebu
4. UPV Tacloban
5. UP Mindanao

The Performance Management Teams Workshop started at 9:10 a.m. The morning session was devoted for the keynote speech of Pres. Alfredo E. Pascual. He introduced the SPMS and explained the Major Final Outputs (MFOs) and Key Performance Indicators. He also discussed academic excellence and operational excellence which are the two strategic thrusts of the University.

The following are the highlights of the workshop in the afternoon session:

UP Diliman

- Vice-Chancellor for Administration Virginia C. Yap presented the SPMS of UP Diliman. She explained that their team took into consideration the UP System Strategic Plan as well as the UP Diliman Strategic Plan as outlined by Chancellor Ceasar A. Saloma. According to her, they defined operational excellence as administrative efficiency and financial sustainability. It is also the provision of an enabling environment to attain the objectives as listed in the MFOs. VC Yap identified the offices under the OVCA and stated their respective mandates. Due to time constraints, they were only able to work on the SPMS of the Accounting Office.
- AVP Rañeses reminded the body that what they are doing is just a preliminary preparation of the performance measures. He then reminded everyone that the performance measures should be aligned with the goals of academic excellence and operational excellence.
- **Critique by the CSC:** The Performance Measures and Performance Targets were interchanged. Success Indicators should be a combination of the two and a combination of the quantity, quality, complaints and time.
- Director Pagdanganan enumerated response time and acceptability as examples of Performance Measures. According to her, Performance Targets should involve numbers.
- According to AVP Rañeses there is a problem on the terminologies. Success Indicators should be customer sensitive that's why it is all about quality. And quality is all about the customer. He then recommended limiting the indicators.

UP Manila

- The balanced score card was used for their Performance Measures. These were based on acceptability, accessibility and availability. Success Indicators include the number of students, alumni, and faculty who availed of the library services.
- **Critique by the CSC:** Timeliness should be included in the Performance Measures.

UP PGH

- Two MFOs were identified, these are: quality of basic and fellowship programs; and the number of accredited programs by Philippine Specialty Boards.
- Dir. Pagdanganan commended UP PGH for being an ISO certified institution and for meeting the qualification standards.
- AVP Rañeses likewise congratulated UP PGH and encouraged everyone to consider making it as a benchmark for the other CUs.

UPLB

- UPLB reported on the two activities of their HRDO. First, is the processing of appointment papers where the performance measure is timeliness and the success indicator is the number of basic papers received and processed. Second, is the processing of claims and benefits where performance measure is timeliness and the outcome is administrative efficiency.
- **Critique by the CSC:** Make it more specific, i.e., 90% of claims with complete documents are processed within the day.
- AVP Rañeses emphasized that we should be customer sensitive. He also elaborated on the term efficiency that is doing more with less (productivity) and the faster you do it, the better (speed). He also highlighted the importance of happiness being felt by the customers. According to him, sustainability is significant in our measures which can be connected with the University's consumption of electricity and water.

UPOU

- Mr. Mike Lagaya explained the strategic goal of UPOU of streamlining the administrative system in providing responsive administrative support in all academic activities. As an example, he identified the Budget Office as one strategic office that should be connected from their unit to the System Level. He enumerated three MFOs as follows: Budget Prepared, IOB Prepared, and Supplemental Budget Prepared. The Performance Target is within 30 days from the start of the call. Success Indicator is 100% acceptability within 30 days.
- Another sample office identified is HRDO where evaluated authority to fill can be one MFO and Performance Measure is two (2) days upon receipt. The Success Indicator is 100% of authority to fill evaluated, two (2) days upon receipt with 100% acceptability.
- Another example of MFO is the number of applicants evaluated. Performance Target is 30 minutes per applicant evaluated and the Success Indicator is 100% evaluated with 100% acceptability.
- **Critique by the CSC:** Improve on the 100% acceptability; the action to be taken upon receipt of authority to fill should be based on the requirements prescribed in RA 7041.
- According to AVP Rañeses, MFOs shall be aligned from the System level, down to CU level, then to unit level, and down to individual.

UP MINDANAO

- A representative from UP Mindanao commented on the videoconferencing. She said that the reception is not clear. Also, handouts should have been distributed in the remote sites so that participants can follow the flow of discussion.

ALL UP WORKER'S UNION

- Mr. Felix Parinas raised the question on how the SPMS will be implemented if there are no final guidelines. He then emphasized that the guidelines should be in favor with employees particularly those with low salary grades.
- Another concern of the Union is the System of Rating especially that the Poor Rating is now included in the SPMS. Mr. Parinas asked how can employees improve their ratings from satisfactory and how can they benefit from the monetary rewards? He informed the body that they already have their comments on the Performance Measures but the workshop is not the proper venue to discuss the other issues they want to raise.

CSC

- Units/Colleges should identify: a) the mission of their unit/college; b) the services they give; and c) the MFOs of the services they give.
- Dir. Pagdanganan informed the participants that the two (2) Unsatisfactory Performance and one (1) Poor Performance are contained in the Omnibus Rules on Appointment. They are included in the non-disciplinary actions. The Poor Performance is not usually implemented in the agencies because of humanitarian considerations but the CSC will be strict about it. She said that it should be implemented especially on performance based incentives.

ISSUES/POINTS RAISED:

1. VP Amante requested the body for some advice on whether big colleges can constitute their own PMTs. He thinks that the CU PMTs are authorized to create their sub-PMTs if they need it.

DECISION: It is up to the CUs to determine whether they will create a sub-PMT. According to AVP Rañeses, the CUs are supposedly self-propelling organizations.

2. VC Yap asked if it is possible to harmonize the MFOs on units/offices that have the same functions like the Accounting Office. Also, she requested the System PMT to help the CUs come up with a common operational definition of terms for a common understanding of terminologies.

AVP Rañeses seconded the above inquiry. He said that since the functions are the same, the measurements should also be the same. It will only vary in terms of complexity and the number of actors. He hopes that this matter will be brought out at the System Level especially on standardizing the measures. He added that there should be some strategies that will define the entire University.

3. With regard to the question raised whether there will be only one submission to the CSC Central Office or individual CUs will submit to their respective regional offices, it was clarified that since we are one UP, there should be a consolidated submission to the Central Office. But as a courtesy, the different CUs should also give their respective regional offices copies of the SPMS.
4. With regard to pilot testing, the CU can do it in one or two units only. Dir. Pagdanganan emphasized that it shall not be tested in all units/offices/colleges. However, all the MFOs of the selected unit should be included in the pilot testing to see the overall impact and to determine what areas should be refined. The CU should inform the System what units will they pilot test.
5. The following working schedule was agreed by the body:

August 2013 – drafting of the SPMS per CU

September 2013 – submission; pilot testing of SPMS per CU

October 2013 – refinement/improvements; finalizing of the SPMS

Prepared by:

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Dr. Ronahlee A. Asuncion



UNIVERSITY OF THE PHILIPPINES
QUEZON CITY

OFFICE OF THE VICE PRESIDENT
FOR ADMINISTRATION

23 November 2012

MEMORANDUM NO. MSVA – 12 – 87

FOR : CHANCELLORS; OIC, UP CEBU
THROUGH : VICE CHANCELLORS FOR ADMINISTRATION

ATTENTION :

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UP Diliman

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Mr. Michael P. Lagaya
UP Open University (Fax No. 049 536 6013)

SUBJECT: Workshop on the Strategic Performance Management System (SPMS)

The workshop on the SPMS with the Civil Service Commission (CSC) will be on:

- *Date:* 07 December 2012 (Friday), 09:00 am to 5:00 pm
- *Venue:* UP ISSI (Teodoro Room 3rd Floor), Diliman, Quezon City
- *Participants:* HRDO Directors / heads, together with the HRDO specialists on the SPMS.. Representatives from the All U.P. Workers Union (AUPWU) and the All U.P. Academic Employees Union (AUPAEU) are also invited.
- *Workshop goals:* preparations to implement and integrate the existing PMS with the new SPMS. Participants will act as resource persons to organize cluster workshops and cascade the SPMS with the various colleges / units.

Participants will be organized into workshop groups. Please submit the names and job titles of your participants to the OVPA, through email: yengcastroverde@yahoo.com; or fax no. 925-6721 (Attn: Liza) not later than **28 November 2012 (Wednesday)**.

Participants must study the CSC - SPMS guidelines, which could be downloaded from the CSC website: <http://excell.csc.gov.ph/MC2012/mc6s2012SPMSguide.pdf>

MARAGTAS S.V. AMANTE
Vice President for Administration
and Chair, SPC

Cc President Alfredo E. Pascual; Vice Presidents; OSU

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University of the Philippines
Office of the Vice President for Administration (OVPA)
System Personnel Committee (SPC)

Seminar-Workshop on the
Strategic Performance Management System (SPMS)

Date: 07 December 2012 (Friday)
Venue: UP Institute of Small Scale Industries (ISSI), Diliman, Quezon City
Participants: HRDO Directors / heads & HR specialists with officers and representatives of the All U.P. Workers Union (AUPWU) and the All U.P. Academic Employees Union (AUPAEU)

Workshop goals: Orientation to implement and integrate the existing PMS with the new SPMS. Participants are expected to act as resource persons to organize cluster workshops and cascade the SPMS with the various colleges / units.

Tentative program

- 8:30 am Registration
- 9:00 am Pambansang Awit
Introduction of participants / resource speakers
Welcome remarks **Maragtas S.V. Amante**
Vice President for Administration
- 9:15 am "History & Background: Strategic Performance Management System (SPMS)" Resource speaker: Director **Azucena Perez-Esleta**
Personnel Policies & Standards Office, CSC
- "Performance Planning, Process, Commitments and Indicators"
Resource speaker: Director **Cardito L. Callangan**, CSC Field Office
Open forum
- 10:30 am Break / energizer / photo opportunities
Continuation: by Director Cardito L. Callangan
▪ Results-based Performance Management System (RBPMS)
▪ Performance-Based Bonus (PBB): updates
Open forum Facilitator: **Director Angela D. Escoto**, UP HRDO
- 12:00 noon Lunch break
- 1:00 pm Energizer / workshop mechanics & groups
Workshop discussions
- Guide questions:*
1. Given the mandate and strategic plans of the U.P., what key components of the existing PMS need to be integrated with the SPMS?
 2. What improvements in performance targets / measures are needed to motivate performance, to accomplish the mandate and strategic plans of the U.P.?
 3. What factors could facilitate or hinder the SPMS – from the viewpoint of the rater, the ratee, and the administration officials of the U.P.? What are your recommendations? Each group will have a facilitator and a rapporteur to report the highlights of the discussions. The proceedings will be documented.
- 3:00 pm Break / energizer
- 3:15 pm Plenary session: reporting by groups Chair: **AVP Nestor O. Raneses**
Discussion on recommendations on the steps forward on the SPMS
- 4:30 pm Integration
- 4:45 pm Awarding of certificates
- 5:00 pm End of the workshop

Master of ceremonies & facilitator: Ms. **Eleanor Cornel**, UP HRDO

Recommendations of the UP SPMS workshop 12 December 2012 UP ISSI

1. Given the mandate and strategic plans of the U.P., what key components of the existing PMS need to be integrated with the SPMS?

Group 1	Group 2	Group 3	Group 4	Group 5
<p>Critical Factors Key components 1 – 2 rating periods – semestral ratings should be retained 2 – retain/integrate the critical factors 3 – make operational definitions of Q, E, T, A 4 – adapt percentage of distribution of task (percentage of task is based on agency) 5 – retain PERC/PMT</p>	<p>- Duties and Responsibilities of employees - Measure of Performance 1. Quantity of Work 2. Quality of Work - Success Indicators 1. Performance Target 2. Measure of Performance</p>	<p>- Mandate and Strategic Plan 2011-2017 o Academic Excellence o Operational Excellence ▪ Administrative Efficiency ▪ Public Service - What are the differences between PMS and SPMS? o Existing PMS: ▪ PES for Admin ▪ PES for REPs o Considers Quality, Quantity, and Timeliness in existing PMS. o PMS is generic, equivalent to SPMS, o Include intervening o Include Percentage of Distribution ▪ No point system in SPMS? Weight/Volume of work ▪ SPMS -> Breakdown to Q,E,T,A</p>	<p>Objective of SPMS: -UP, as service-oriented institution is not an income-generating government unit, - Improve service to the people as research university and public service university.</p>	<p>existing rules in one discussion bet ratee & rater (target and) back mechanism (results of rating) • Integrate a simplified common OPES reference table • Adopt existing committees with democratic representations. ===== Recommendations from Group 3: Include: Critical Factors. Subjective? Rater-Ratee Agreement Work Attitude (10%) Attendance Leadership Quality Initiative 360 degrees Performance & Individual Performance Office rating = rating of the head Average of Individual cannot be higher than rate of the office</p>

2. What improvements in performance targets / measures are needed to motivate performance, to accomplish the mandate and strategic plans of the UP?

Group 1	Group 2	Group 3	Group 4				Group 5												
<p>1 – Intensify coaching mechanism</p> <p>2 – Efficiently develop core competencies per position</p> <p>3 – Comprehensive review of individual task vis – a – vis position</p> <p>4 – Provide forms translated to Filipino</p> <p>5 – Regularization of casual positions (5 years+)</p> <p>6 – Establish rules regarding raters who fail to comply with their duties</p> <p>7 – Establish a mechanism which enables subordinates to rate their supervisors</p>	<p>The actual work of the employee should be aligned to their job (function)</p> <p>2. Performance target should address the needs of the clients</p> <p>3. Consultation of the Performance Targets formulation with the employees</p> <p>4. Staff Development</p> <p>5. Provide adequate resources to achieve targets</p> <p>6. The Unit Officer should recognize Union Time with submitted report.</p>	<p>How to state targets to motivate?</p> <ul style="list-style-type: none"> - Interaction/Planning of group - Admin -> Robots, routine - "What is it to me?" - Chance to speak out -> Ideas, Solutions - Seminars, Workshops, Team Building - Ownership on outputs – teamwork - Acknowledgement, Involvement <p>How to incorporate to PES? Recognition</p>	<p>For the group or team:</p> <ul style="list-style-type: none"> I. Vision/Mission II. Functions III. Distribution of Functions IV. Performance Targets (processing of documents, appointments, correspondence, memo, etc.) V. Measurement <table border="1" data-bbox="1086 577 1563 733"> <thead> <tr> <th data-bbox="1086 577 1249 671">Quantity/Quality</th> <th data-bbox="1249 577 1323 671">Efficiency</th> <th data-bbox="1323 577 1420 671">Timeliness</th> <th data-bbox="1420 577 1563 671">Average (Formula =?)</th> </tr> </thead> <tbody> <tr> <td data-bbox="1086 671 1249 702"></td> <td data-bbox="1249 671 1323 702"></td> <td data-bbox="1323 671 1420 702"></td> <td data-bbox="1420 671 1563 702"></td> </tr> <tr> <td data-bbox="1086 702 1249 733"></td> <td data-bbox="1249 702 1323 733"></td> <td data-bbox="1323 702 1420 733"></td> <td data-bbox="1420 702 1563 733"></td> </tr> </tbody> </table>				Quantity/Quality	Efficiency	Timeliness	Average (Formula =?)									<ul style="list-style-type: none"> ▪ Career path ▪ Automatic Promotion ▪ Awareness of the Vision Mission Goal (VMG) of UP <ul style="list-style-type: none"> ○ Role of Units ○ Role of individuals ▪ Wider participation in creating the VMG of UP
Quantity/Quality	Efficiency	Timeliness	Average (Formula =?)																

3. What factors could facilitate or hinder the SPMS – from the viewpoint of the rater, the ratee, and the administration officials of the U.P.? What are your recommendations?

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QUEZON CITY

Group 1			Group 2	Group 3	Group 4	Group 5
Rater	Facilitating Transparency Clarity of roles of the individual	Hindrance Acceptability of the rate given	<ul style="list-style-type: none"> ▪ Many forms needs to be filled out ▪ How do you evaluate Office Performance considering the unit is composed of Faculty, ▪ REPS and admin staff? ▪ How do you rate Faculty members having administrative position? ▪ How do rate Faculty members considering the SPMS? ▪ Is it necessary to include budget allocation to the major final output? <p>Recommendation</p> <ul style="list-style-type: none"> ▪ User friendly SPMS Forms (minimal number of forms) ▪ Not to use OPES Reference Table because: <ul style="list-style-type: none"> ▪ not flexible ▪ very tedious 	<p>Hinder: Health/Human factors No communication/agreement, Hours (Union)</p> <p>Facilitate: Communication and listening skills</p> <p>Recommendations: Dialogue on Official Union Time Accommodate during targeting and commitment – disabled, sick staff Recognize importance of cascading the SPMS to all constituents Level of employees satisfaction</p>	<p>Facilitate: a. Teamwork b. Commitment</p> <p>Hinder: a. Individual differences</p> <p>Recommendations: a. Understanding the mandate b. Cascading the mandate up to the lowest level c. Ipakita ang paraan ng role ng bawat isa sa pagbigay ng halaga sa mandate ng UP</p> <p>===== Group 5 recommendations: ▪ Facilitate</p> <ul style="list-style-type: none"> ○ Openness to change ○ Well defined, simplified and standardized SPMS <p>Wider information dissemination, consultation and representation</p>	<p>▪ Hinder</p> <ul style="list-style-type: none"> ○ Pagkabit ng SPMS sa PBB ○ Recom – ihiwalay ang PBB. Ibalik ang PEI ○ Negative acceptance of the target ○ System is not yet in place to warrant implementation of the incentive bonuses. ○ Erroneous expectations about PBB ○ Media hype about PBB
Ratee	Transparency Involvement of employee in target setting	Subjectivity				
Admin Officials	Support from various stakeholders	Negative acceptance from the larger community				

**OFFICE OF THE VICE PRESIDENT
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- Recommendations:
1. Alignment of MSP with SPMS
 2. All sectors should be well represented in the accomplishments of targets

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Recommendations:

Group 1	Group 2	Group 3	Group 4	Group 5
<ul style="list-style-type: none"> ▪ Alignment of MSP with SPMS- <i>operational</i> ▪ All sectors should be well represented in the accomplishments of targets 	<ul style="list-style-type: none"> ▪ User friendly SPMS Forms (minimal number of forms) ▪ Not to use OPES Reference Table because: <ul style="list-style-type: none"> ▪ not flexible ▪ very tedious 	<ul style="list-style-type: none"> ▪ Dialogue on Official Union Time ▪ Accommodate during targeting and commitment – disabled, sick staff ▪ Recognize importance of cascading the SPMS to all constituents ▪ Level of employees satisfaction 	<ul style="list-style-type: none"> ▪ Understanding the mandate ▪ Cascading the mandate up to the lowest level ▪ Ipakita ang paraan ng role ng bawat isa sa pagbigay ng halaga sa mandate ng UP 	<ul style="list-style-type: none"> ▪ Ihiwalay ang PBB. Ibalik ang PEI ▪ Negative acceptance of the target ▪ System is not yet in place to warrant implementation of the incentive bonuses. ▪ Erroneous expectations <ul style="list-style-type: none"> ○ Media hype about PBB P35,000 ▪ Facilitate <ul style="list-style-type: none"> ○ Openness to change ○ Well defined, simplified and standardized SPMS ○ Wider information dissemination, consultation and representation