



Republic of the Philippines
KALINGA STATE UNIVERSITY
Tabuk City, Kalinga

EXCERPTS FROM THE MINUTES OF THE ADMINISTRATIVE COUNCIL MEETING
HELD ON JULY 28, 2017 AT 10:00 A.M. AT THE CONFERENCE ROOM,
ADMINISTRATION BUILDING, KALINGA STATE UNIVERSITY, TABUK CITY,
KALINGA

ADMINISTRATIVE COUNCIL RESOLUTION NO. 40 s. 2017

RESOLVED TO ENDORSE to the KSU Board of Regents the Proposed Strategic
Performance and Management System; for their approval.

APPROVED

CERTIFIED TRUE AND CORRECT:

A handwritten signature in blue ink, appearing to read "Perfelia R. Buen".

PERFELIA R. BUEN
University/Board Secretary

KALINGA STATE UNIVERSITY

Bulanao, Tabuk City, Kalinga



**STRATEGIC PERFORMANCE
MANAGEMENT SYSTEM
(SPMS)
IMPLEMENTING POLICIES
AND PROCEDURES**

Revised Edition, August 2017

KSU

VISION

MISSION

STRATEGIC GOALS

SPMS

**Individual
Performance**



Republic of the Philippines
KALINGA STATE UNIVERSITY
Tabuk City, Kalinga

Date: August 10, 2017

ADMINISTRATIVE ORDER NO. 12 s. 2012

To: ALL CONCERNED

From: OFFICE OF THE PRESIDENT

Subject: DESIGNATIONS FOR THE STRATEGIC PERFORMANCE MANAGEMENT SYSTEM -
PERFORMANCE MANAGEMENT TEAM (SPMS-PMT)

By virtue of the power vested in me by the Board of Trustees of Kalinga State University, I hereby designate the following to compose the Performance Management Team to evaluate the performance of the faculty and staff as mandated in the CSC Memorandum Circular No. 6, s. 2012 for the implementation of the Strategic Performance Management System.

- | | | |
|-----------|------------------------------|----------------------------|
| CHAMPION: | DR. EDUARDO T. BAGTANG | |
| Chairman: | DR. AMADO P. IMPER | DR. SHIELA MAY A. BUSLIG |
| Members: | DR. JOY GRACE P. DOCTOR | DR. ERNESTO T. MIGUEL |
| | DR. MARYMINA P. ODIEM | ENGR. ROHN JOHN R. GARMING |
| | DR. LOPE T. BUEN | MR. JONATHAN A. BELANDRES |
| | DR. EDNA P. YUMOL | DR. NORFREDO M. DULAY |
| | DR. RAFAEL J. PADRE | DR. AUREA K. CALUBAQUIB |
| | DR. WILLIAM G. BAWAGAN | DR. IRENE S. CALSIYAO |
| | DR. ROBERT A. RODOLFO | DR. MARIA CIRYLA C. BAWER |
| | DR. PAULINO P. REYES | DR. JAMES S. GUIDANGEN |
| | MRS. EVANGELINE D. CABELLO | MRS. JOSEFA MAY S. BUSLIG |
| | MRS. HERMINIGILDA C. PECKLEY | MR. DANILO F. ISO |
| | MR. DANILO T. BUEN | MR. JAY C. LAPUZ |
| | ATTY. MARCELINO WACAS | DR. RHONDA VAIL G. LEYALEY |
| | MRS. ROSALINDA SORIANO | |
| | ALL PROGRAM CHAIRMEN | |

As Champion and Members of the Performance Management Team, you shall have the following functions and responsibilities:

- Sets consultation meeting of all heads of officers 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 head of agency.
- Acts as appeals body and final arbiter for performance management issues of the agency.
- Identifies potential top performers and provide inputs to the PRAISE Committee for grant of awards and incentives.
- Adopts its own internal rules, procedures and strategies in carrying out the above responsibilities including schedule of meetings and deliberations, and delegation of authority to representatives in case of absence of its members.

As a reference point, the Deans shall evaluate their respective Colleges and the Directors shall evaluate the offices under their departments. The campus Administrators shall evaluate the performance of their Deans, the chairmen evaluate their faculty members. The VP's shall evaluate the Directors under their offices while the President evaluates the VP's. The unit heads shall evaluate the people under their respective offices.

For your specific functions and responsibilities, please refer to the Guidelines in the Establishment of Agency Strategic Performance Management System.

Please be guided accordingly.

EDUARDO T. BAGTANG, CHA, DBM
SUC President III

KALINGA-STATE UNIVERSITY

STRATEGIC PERFORMANCE MANAGEMENT SYSTEM

Pursuant to CSC Memorandum Circular No. 06, s. 2012 and CSC Resolution No. 1200481 promulgated on March 16, 2012, the KALINGA STATE UNIVERSITY adopts the following policies and procedures in the implementation of the Strategic Performance Management System (SPMS).

Introduction

Human resources are most valuable if not, the critical assets of any organization. They are the backbone of every organization. They define and represent efficiency, effectiveness and the overall quality of service in any industry, most of all the government. Therefore, the need to establish a system that ensures not only the quality of performance of its workers but also the interrelation of accomplished outputs and outcomes which flows from the organization's vision and mandate and goals.

While policies and systems for employees' performance evaluation have long been in place in government, it must give way to various strategic shifts such as the performance management which puts emphasis on major final outputs and outcomes, use of success indicators (measures and targets) in measuring results, and the interventions in development planning.

Background

The Administrative Code of 1987 mandates the establishment of a performance evaluation system for all officers and employees in the career service to continually foster the improvement of individual employee's efficiency and organizational effectiveness.

Thus, the Kalinga State University adopted the Strategic Performance Management System (SPMS) as a core management tool that will not only provide a scientific and verifiable basis in assessing the organizational performance and the collective performance of individuals but gives emphasis as well to strategic alignment of the State University's thrusts with the day-to-day operations of the different units.

The SPMS Concept

Moving towards clientele satisfaction and creating a social impact, *the Kalinga State University SPMS is a system which would meaningfully and objectively link employees' performance with that of the agency's vision, mission and strategic goals. It is an instrument which would tell us that the organization is ensuring the delivery of excellent public service by its high performing, competent and credible workforce.*

Essentially, it is a means to engender a meaningful sense of involvement, accountability and shared ownership.

Objectives

The core objective of the SPMS is to provide the means through which better results can be obtained from the organization, offices, and individuals by managing performance. Specifically, the objectives of the SPMS are the following:

- To concretize the linkage of agency's overall performance with the Agency Strategic Plan and the Philippine Development Plan;
- To ensure organizational effectiveness by cascading institutional accountabilities to the various levels of the organization that is anchored on the establishment of scientific basis for performance targets and measures;
- To link performance management with other HR systems using one platform, that is, only one basis shall be used in performance evaluation, HR planning and interventions, reward and incentives, discipline and personnel actions;
- To improve Office and individual performance through a systematic approach via an ongoing process of establishing strategic performance objectives, measuring performance, and collecting, analyzing, reviewing, and reporting performance data; and
- To align individual and Office performance with the organization's strategic goals/vision putting premium on performance results of the organization.

Enabling Mechanisms

- Agency Strategic Plan or Office Specific Logical Framework (Log frame) or goal-oriented planning;
- A recruitment system that identifies competencies and other attributes required for particular jobs or functional groups;
- Job competency standards in determining the necessary Human Resource (HR) interventions to address competency gaps;
- An adequate rewards and incentive system;
- Institutionalized mentoring and coaching program;
- An ICT that supports project documentation, knowledge management, monitoring and evaluation;
- Change management program; and
- Policy review and formulation.

Basic Elements

The SPMS shall include the following basic elements:

1. **Goal aligned to KSU's mandate and organizational priorities.** Performance goals and measurements are aligned to the national development plans, agency mandate/vision/mission and strategic priorities and/or to ensure efficient use and management of inputs and work processes. These standards are integrated into the success indicators as organizational objectives are cascaded down to operational level.

2. **Outputs/Outcome-based.** The system puts premium on major final outputs that contributes to the realization of organizational mandate, mission/vision, strategic priorities, outputs and outcomes.
3. **Team-approach to performance management.** Accountabilities and individual roles in the achievement of organizational goals are clearly defined to give way to collective goal setting and performance rating. Individual's work plan or commitment and rating form is linked to the division/unit/office work plan or commitment and rating form to establish clear linkage between organizational performance and personnel performance.
4. **User-friendly.** The forms used for both the organizational and individual performance are similar and easy to accomplish. The organizational and individual major final outputs and success indicators are aligned to facilitate cascading of organizational goals to the individual staff members and the harmonization of organizational and individual performance ratings.
5. **Information System that supports Monitoring and Evaluation.** Monitoring and Evaluation mechanisms and Information System are vital component of the SPMS in order to facilitate linkage between organizational and employee performance. The M&E and Information System will ensure generation of timely, accurate, and reliable information for both performance monitoring/tracking, accomplishment reporting, program improvement and policy decision-making.
6. **Communication Plan.** A program to orient University officials and employees on the new and revised policies on SPMS shall be implemented. This is to promote awareness and interest on the system, generate employees' appreciation for the University 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.

Scope

As an instrument which serves as standard for better alignment of individual and organizational objectives, this set of guidelines shall be used in determining, managing and measuring the individual and office performances with success indicators anchored in the target and measures set.

Key Players

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:

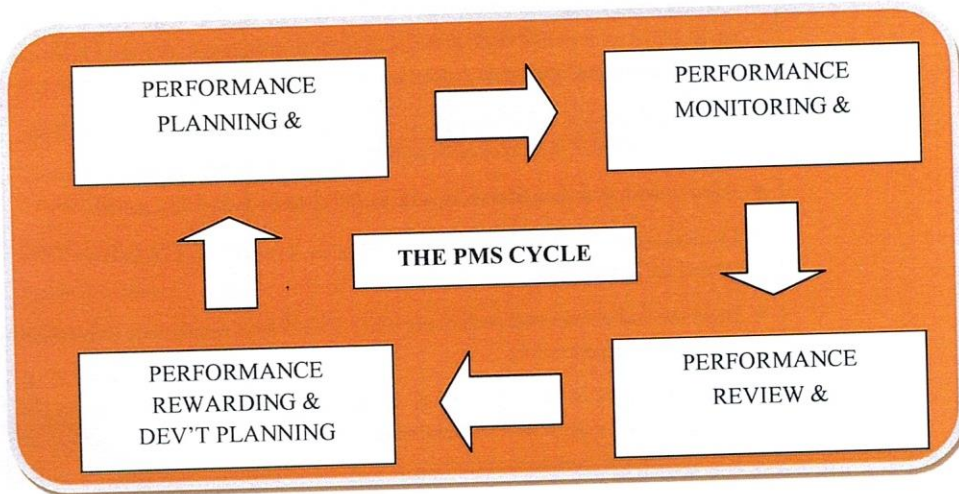
Player	Roles
The University President	<ul style="list-style-type: none"> ● Champions the SPMS ● Primarily responsible and accountable for the establishment and implementation of the SPMS. ● Sets the organization's performance goals/objectives and performance measures ● Determines target setting period ● Approves office performance commitment and rating
Performance Management Team Composition: ♦ Vice President for Administration as the Chairperson Members: <ul style="list-style-type: none"> ● VPASD ● VPRDET ● All Campus Administrators ● All Directors ● All Deans ● LHS Principal ● Director, Administrative Service's Office ● Director, Finance Services ● Faculty Club President ● Non-Teaching Club President ● All Program Chairmen ● Unit Heads 	<ul style="list-style-type: none"> ● 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 KASC President. ● Acts as appeals body and final arbiter for performance management issues of the agency. ● Identifies potential top performers and provide inputs to the PRAISE Committee for grant of awards and incentives. ● Adopts its own internal rules, procedures and strategies in carrying out the above responsibilities including schedule of meetings and deliberations, and delegation of authority to representatives in case of absence of its members.

Player	Roles
<p>Planning and Development Office</p>	<ul style="list-style-type: none"> • Monitors submission of Office Commitment and Review Form and schedules the review/evaluation of office Commitments by the PMT before the start of a performance period. • Consolidates reviews, validates and evaluates the initial performance assessment of the 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 of offices in the assessment of individual staff members.
<p>Human Resource Management Office</p>	<ul style="list-style-type: none"> • Monitors submission of Individual Performance Commitment and Review forms by the unit heads. • Reviews the summary List of Individual Performance Rating to ensure that the average performance rating of employees is equivalent to or not higher than the Office Performance Rating as recommended by the PMT and approved by the 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.
<p>Vice Presidents</p>	<ul style="list-style-type: none"> • 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 accomplishment 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.

Player	Roles
Vice Presidents Campus Administrators	<ul style="list-style-type: none"> • 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. • 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 issues a written notice that failure to improve their performance shall warrant their separation from the service.
Deans/Directors/ Unit Heads	<ul style="list-style-type: none"> • 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.
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:



The SPMS Cycle

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

A. Performance Planning and Commitment

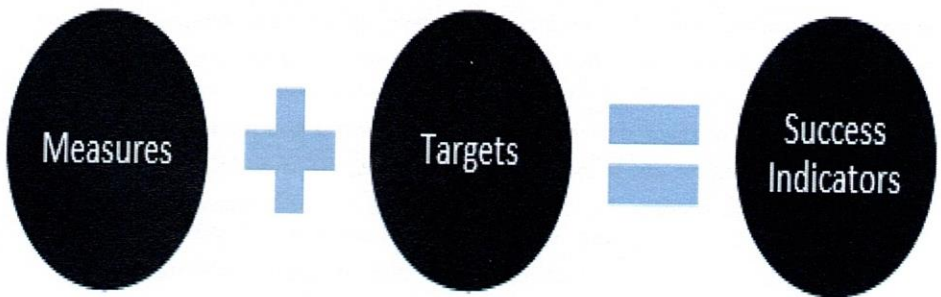
This is done at the start of the performance period where KSU Officials meet with the supervisors and staff and agree on the outputs that should be accomplished by the office that are derived from the goals/objectives of the organization.

During this stage, success indicators are determined. This shall serve as bases in 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 KSU strategic plan, Medium Term Development Plan, CHED thrust.



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

Specific – the indicators clearly indicate that which should be achieved and are 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.

Results-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 University 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 reflected in a way that semestral targets/activities are strategically reflected specifically 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 office's OPCR for the KSU 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 re-viewed.

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

Category	Definition
Effectiveness/ Quality	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Measures whether the deliverable was done on time based on the requirements of the law and/or clients/stakeholders. • Time-related performance indicators evaluate such things as project completion, deadlines, time management skills and other time-sensitive expectations.

The OPCR shall be the basis for the Individual Performance Commitment and Review (IPCR) to be prepared by the supervisors.

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 commitment and Review for the office or the OPCR; and (2) Individual Performance Commitment and Review or the IPCR 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 State 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 line agencies. Special programs/projects that may be implemented through the initiative of national line agencies and downloaded for implementation by the State University.
 - Top Management Instruction. The KSU President may set targets and give special assignments.
 - Future trend. Targets may be based from the results of the comparative analysis of the actual performance of the office with its potential performance.
3. In setting work targets, the office shall observe the cutoff date of every 15th of August for the 1st and 2nd semesters, respectively.
 4. SPMS Table of Performance Standard/ Measures (success indicators), determine the type and number of output the office/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 subject 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 also 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 KSU President.
 8. A meeting with the KSU President shall be held specifically for the purpose of reviewing the OPCRs where department heads shall present their respective OPCRs.
 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 submission to the HR office.

B. Performance Planning and Commitment

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 runner 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 the progress and quality of work output of the Office/Division/Individual employee.

1. **Monitoring.** The performance of offices and every individual shall be regularly monitored at various levels: i.e., KSU President, VP's, campus administrators, deans, directors, chairmen, and head of units and individual, on a regular basis, but shall not be limited to the following schedule:
 - a. The KSU President shall review the performance of the offices at least once a year.
 - b. The PMT shall summarize and analyze the performance of the offices every six months or at the end of each performance period.
 - c. The KSU 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 assess his/her performance regularly.

Monitoring may be conducted through meetings, one-on-one discussion, memorandum and review of pertinent documents such as reports and 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 assess 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.

Office Performance Assessment

- a. The KSU President shall assess and evaluate the performance of departments/offices
- b. The key officials shall initially assess the office's performance using the OPCR
- c. The PMT shall validate the accomplishments reported by offices as necessary.
- d. 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 State University as identified in the University Code and Strategic Plan.
 - ◆ Strategic Functions - Special programs/projects supported by the national government and other institutions.
 - ◆ Support Functions - these are functions that provide necessary resources to enable the State College to effectively perform its mandate.

GENERAL RATING SCALE

RATING SCALE FOR QUALITY AND EFFECTIVENESS:

Rating		Description
Numeri-	Adjectival	
5	Outstanding	92.51 to 100% meeting the success indicators
4	Very Satisfactory	85.01% to 92.50% of the success indicators
3	Satisfactory	77.51% to 85.00% of the success indicators
2	Fair	70.01% to 77.50% of the success indicators
1	Poor	Below 70% of the success indicators

RATING SCALE FOR TIMELINESS:

Rating		Description
Numeri-	Adjectival	
5	Outstanding	Task completed on or before the target date
4	Very Satisfactory	Task completed .01% - 10% after the target date
3	Satisfactory	Task completed 10.01% - 20% after the target date
2	Fair	Task completed 20.01% - 30% after the target date
1	Poor	Task completed by more than 30% after the target date

RATING SCALE FOR EFFICIENCY:

Rating		Description
Numeri-	Adjectival	
5	Outstanding	Task completed on or before the target date
4	Very Satisfactory	Task completed .01% - 10% after the target date
3	Satisfactory	Task completed 10.01% - 20% after the target date
2	Fair	Task completed 20.01% - 30% after the target date
1	Poor	Task completed by more than 30% after the target date

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

Efficiency Rating Formula

e. 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).

f. 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 Functions	
	(Designations)	Instruction	Research	Extension
Vice Presidents	80%	20%	Plus Factor	Plus Factor
Campus Administrators/	70%	20%	5%	5%
Deans	50%	40%	5%	5%
Dept. Chairmen	30%	60%	5%	5%
Other Designations	10%	80%	5%	5%

FACULTY WITHOUT DESIGNATIONS

Designations	Core Functions	Strategic Functions	Support Functions
	(Instruction)	Research	Extension
Professors	40%	50%	10%
Associate Professors	80%	10%	10%
Assistant Professors	100%	Plus Factor	Plus Factor
Instructors	100%	Plus Factor	Plus Factor

FOR NON-TEACHING PERSONNEL

Major Final Output	Percentage
Core Functions	60%
Strategic Functions	30%
Support Functions	10%

RATING	
Numerical Scale	Adjectival Equivalent
4.21 – 5.00	OUTSTANDING
3.41 – 4.20	VERY SATISFACTORY
2.61 – 3.40	SATISFACTORY
1.81 – 2.60	FAIR
1.00 – 1.80	POOR

SAMPLE COMPUTATION FOR FACULTY WITH DESIGNATION

(Director for Research)

70% Core Functions, 20% Strategic Functions, and 10% Support Functions		
Category	MFO	Rating
Core Function	5	$4+4+4+4+4 = 20/5 = 4 \times 70\% = 2.8$
Strategic Function	6	$3+3+3+3+3+3 = 18/6 = 3 \times 20\% = 0.6$
Support Function	3	$5+5+5 = 15/3 = 5 \times 10\% = 0.5$
Total/ Final Overall Rating		$2.8 + 0.6 + 0.5 = 3.9$
Adjectival Rating		Very Satisfactory

SAMPLE COMPUTATION FOR FACULTY WITHOUT DESIGNATION

80% Core Functions, 10% Strategic Functions, and 10% Support Functions		
Category	MFO	Rating
Core Function	5	$4+5+3+4+3 = 19/5 = 3.80 \times 80\% = 3.04$
Strategic Function	4	$5+4+4+4 = 17/4 = 4.25 \times 10\% = 0.425$
Support Function	3	$4+3+4 = 11/3 = 3.67 \times 10\% = 0.367$
Total/ Final Overall Rating		$3.04 + 0.425 + 0.367 = 3.832$
Adjectival Rating		Very Satisfactory

SAMPLE COMPUTATION FOR NON-TEACHING

60% Core Functions, 30% Strategic Functions, and 10% Support Functions		
Category	MFO	Rating
Core Function	6	$4+4+5+5+4+5 = 27/6 = 4.5 \times 60\% = 2.7$
Strategic Function	4	$4+5+3+4 = 16/4 = 4 \times 30\% = 1.2$
Support Function	3	$5+5+5 = 15/3 = 5 \times 10\% = 0.5$
Total/ Final Overall Rating		$2.7 + 1.2 + 0.5 = 4.4$
Adjectival Rating		Outstanding

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

h. 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 KSU President for final assessment.

i. To assist the KSU 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 indicators, and the allotted budget against the actual expenses.

j. A performance review conference shall be conducted by the KSU President annually. The PMT shall facilitate the KSU President discussion of office assessment with concerned department heads. This shall include participation of the KSU Budget Office as regard to budget utilization. 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

A. 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.

B. 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.

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

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

E. 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 the 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 awards and incentives.

D. Performance Rewarding and Development Planning

In this process, the department head and supervisors shall discuss with the individual employee to assess the strengths, competency-related performance gaps and the opportunities to address these gaps, career paths and alternatives.

Part of the individual employee's evaluation is the competency assessment vis-a-vis the competency requirements of the job. The result of the assessment shall be discussed by the 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 correct performance of employees with Unsatisfactory and Poor performance ratings must be outlined, including timeliness, and monitored to measure progress.

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

- Department heads in identifying and providing the kinds of interventions needed, based on the developmental needs identified;
- HRM Office in consolidating and coordinating developmental 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 KSU 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
Nu-meri	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 the established standards.
3	Satisfactory	Performance met expectations in terms of quality of work, efficiency and timeliness. 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 KSU President at least 3 months before the end of the rating period is required.

- 2) The PMT shall validate the Outstanding performance ratings and may recommend concerned employees for performance-based awards. Grant of performance-based incentives shall be based on the final ratings of employees as approved by the University President.
- 3) Performance ratings shall be used as basis for promotion, training and scholarship grants and other personnel actions.

Employees with Outstanding and Very Satisfactory performance ratings shall be considered for the above mentioned personnel actions and other related matters.

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

Sanctions

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

- 1) 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.

- 2) 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.

- 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.

Sample 1:**OFFICE PERFORMANCE COMMITMENT AND REVIEW (OPCR) FOR RESEARCH SERVICES OFFICE**

I, _____, _____, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period January to December, 2012.

Ratee

Date: _____

Approved by*

EDUARDO T. BAGTANG, CPA, DBM
KASC President

Date

MFO	Success Indicators (Targets + Measures)	Allotted Budget	Division/ individuals Accountable	Actual Accomplish- ments/ Expenses	Rating				1st Sem	2nd sem	Remarks	
					Rating							
					Q	E	T	A				
STRATEGIC FUNCTIONS												
CORE FUNCTIONS												
Improved research services			Php2,162									
a. Research outputs presented in the regional/ national/ international fora/ conferences	33 research outputs presented		VPRED/ Research Director & Coordinators/ Researchers								Presentation of research outputs is done once a year (one forum per year) hence, it cannot be distributed per quarter	
b. Research outputs published in CHED accredited journals/ internationally indexed	20% of 33 research outputs published											Publication of research results is done only when presented in a forum hence, it cannot be distributed per quarter
c. Research projects conducted and completed on chedule	100% of 40 research projects conducted and completed on schedule											
SUPPORT FUNCTIONS												

B. Individual Performance Commitment and Review Form**Sample 1:****INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR)
FOR FACULTY WITH DESIGNATION (DIRECTOR of research)**

I, _____, of the _____ commit to deliver and agree to be rated on attainment of the following targets in accordance with the indicated measures for the period **January to June 2012**

Name/ position employed

Date:

Reviewed by	Date:	Approved by:	Date				
Immediate supervisor		Department Head					
OUTPUT	Success Indicator (Target + measure)	Actual Accomplishments	Rating Q E T A				Remarks
STRATEGIC FUNCTIONS (20%)							
1. Teaches assigned academic loads	No. of units taught	12					
2. Update Syllabus	No. of topics added	2					
3. Prepares Instructional Materials	No. of IM's prepared	1					
4. Evaluate students	No. of exams administered	3					
5. Prepares and submit reports	No. of academic reports submitted	6					
6. Conducts research	No. of research conducted	1					
CORE FUNCTIONS (70%)							
1. Review Research Proposals	No. of proposals reviewed	20					
2. Implement and Monitor Researcher	No. of researches implemented and monitored	20					
3. Publish research outputs	No. of published researches	20					
4. Conduct Research Trainings	No. of trainings conducted	2					
5. Prepares and submit reports	No. of research reports submitted	2					
SUPPORT FUNCTIONS (10%)							
Administrative Support							
1. Attends School Activities	No. of activities attended	2					
a. Attend Flag Ceremonies	No. of flag ceremonies attended	15					
b. Wearing of prescribed school uniform	No. of days uniform worn	72					
c. Attend other school programs	No. of programs attended	3					
Extension							
1. Maintain FITS Center	No. of IEC materials recorded	25					
	No. of clients served	24					
Final Average Rating			Numerical Rating				
			Adjectivable Rating				
Comments and Recommendations for Development Purposes			Strategic Priority				
			Core				
			Support Function				
Discussed with :	Assessed by:	Final Rating By:				Date	
	I certify that I discussed my assessment of the performance with the employee.						
Employee	Supervisor						
Date:	Date:						

Sample 2:

**INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR)
FOR ASSOCIATE PROFESSOR WITHOUT DESIGNATION**

I, _____, of the _____ commit to deliver and agree to be rated on attainment of the following targets in accordance with the indicated measures for the period **January to June 2012**

Name/ position employee
Date: _____

Reviewed by	Date:	Approved by:	Date	
Immediate supervisor		Department Head		
OUTPUT	Success Indicator (Target + measure)	Actual Accomplishments	Rating Q E T A	Remarks

STRATEGIC FUNCTIONS (10%)

1. Conducts research	5%	No. of research conducted	1						
2. Conduct extension	5%	No. of extension conducted	1						

CORE FUNCTIONS (80%)

1. Teaches assigned academic loads	60%	No. of units taught	21						
2. Update Syllabus	5%	No. of topics added							
3. Prepares Instructional Materials	5%	No. of IM's prepared							
4. Evaluate students	5%	No. of exams administered							
5. Prepares and submit reports	5%	No. of academic reports submitted							

SUPPORT FUNCTIONS (10%)

Administrative Support									
1. Attends School Activities									
a. Attend Flag Ceremonies	3.3%	No. of flag ceremonies attended	15						
b. Wearing of prescribed school uniform	3.3%	No. of days uniform worn	72						
c. Attend other school programs	3.3%	No. of programs attended	3						

Final Average Rating

Comments and Recommendations for Development Purposes

Numerical Rating
Adjectivable Rating
Strategic Priority
Core
Support Function

Discussed with :

Assessed by:

Final Rating By:

Date

Employee

Date:

I certify that I discussed my assessment of the performance with the employee.

Supervisor

Date:

Sample 3:

INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR) FOR NON-TEACHING EMPLOYEES (ACCOUNTANT)

I, _____, of the _____ commit to deliver and agree to be rated on attainment of the following targets in accordance with the indicated measures for the period **January to June 2012**

Name/ position employee
Date: _____

Reviewed by _____ Immediate supervisor		Approved by: _____ Department Head		Date _____					
OUTPUT		Success Indicator (Target + measure)	Alloted Budget	Accountable Individual	Actual Accomplishments	Rating	Remarks		
STRATEGIC PROGRAMS						Q	E	T	A
None									
CORE FUNCTIONS (90%)									
Prepares book of accounts		No. of book of accounts prepared on schedule	3						
Prepares and submits monthly, quarterly and yearly reports		No. of monthly, quarterly and yearly reports prepared and submitted on time	8						
Certify, approves, check the completeness and propriety of supporting documents of Journal Entry and disbursement vouchers		No. of Journal entry and disbursement vouchers certified, approved and checked as to completeness, accurately and done on time	500						
Attends meetings and other tasks as maybe assigned		No. of meetings and other tasks done satisfactorily and on time	10						
SUPPORT FUNCTIONS (10%)									
1. Attends School Activities		No. of activities attended	6						
a. Attend Flag Ceremonies		No. of flag ceremonies attended	6						
b. Wearing of prescribed school uniform		No. of days uniform worn	72						
c. Attend other school programs		No. of programs attended	6						
c. Attend other school programs		3.3%	No. of programs attended						
Final Average Rating _____				Numerical Rating _____					
Comments and Recommendations for Development Purposes _____				Adjectivable Rating _____					
				Strategic Priority _____					
				Core _____					
				Support Function _____					
				Final Rating By: _____					
Discussed with: _____		Assessed by: _____						Date _____	
		I certify that I discussed my assessment of the performance with the employee.							
Employee _____		Supervisor _____							
Date: _____		Date: _____							

C. Success Indicators

TABLE OF MAJOR FINAL OUTPUTS (MFOs) AND SUCCESS INDICATORS

KALINGA STATE UNIVERSITY

Organizational Outcome/ Sectoral Goals	Major Final Outputs	P/As	Performance Standards		
			Performance Measures	Performance Targets	Success Indicator (Measures + Targets)
Globally Competitive Public Higher Education Graduates	Advanced and higher Education Services	Full time Equivalents	Full time Equivalents in Priority Programs	Percentage of FTEs in Priority Programs	FTEs in Priority Programs & % increase in FTEs
		Program Accreditation	Accredited Programs	No. of programs accredited	No. of programs accredited and % increase in programs accredited
		Graduation in Mandated Program within the Prescribed Period	Graduates in mandated programs within the Prescribed period	Percentage of Graduates in mandated programs within the prescribed periods	Percentage of Graduates in mandated programs within the prescribed periods & % increase in Graduates in mandated programs within the prescribed periods
New Knowledge and Technologies Generated & Disseminated	Research Services	Research/ Studies completed. Research Output Presenta-	Research Outputs Presented	No. Of Research Outputs Presented	No. Of Research Outputs Presented & % increase in No. Of Research Outputs Presented
		Publication in CHED Accredited/ Internationally Indexed Journals	Research Published in CHED Accredited/ Internationally Indexed Journals	No. of Research Published in CHED Accredited/ Internationally Indexed Journals	No. of Research Published in CHED Accredited/ Internationally Indexed Journals & % Increase in Research Published in CHED Accredited/ Internationally Indexed Journals

Organizational Outcome/ Sectoral Goals	Major Final Outputs	P/As	Performance Standards		
			Performance Measures	Performance Targets	Success Indicator (Measures + Targets)
		Conduct and Completion on Schedule of Research Projects with the original timeframe	Research Projects Conducted & Completed on Schedule	No. of Research Projects Conducted & Completed on Schedule	No. Research Projects Conducted & Completed on Schedule & % increase in no. of Research Projects Conducted & Completed on Schedule
Welfare of Communities Improved	Extension Services	Capability building of Clientele	Persons trained	No. of Persons Trained	No. of Persons Trained & % increase in No. of Persons Trained
		Expert Assistance to LGU/ Communities and other Clientele	LGU/ Communities & Other Clientele Assisted	No. of LGU/ Communities & Other Clientele Assisted	No. of LGU/ Communities & Other Clientele Assisted & % increase in No. of LGU/Communities & Other Clientele Assisted
		Utilization of technologies / Information	Technologies/ Information Utilized	No. of Technologies/ Information Utilized	No. of Persons Technologies/ Information Utilized& % increase in Technologies/ Information Utilized
		Conduct of Trainings/ Extension Activities	Trainings/ Extension Activities Conducted	No. Of Trainings/ Extension Activities Conducted	No. Of Trainings/ Extension Activities Conducted & % Increase in No. Of Trainings/ Extension Activities Conducted
Support to Operations	Guidance Services	Counseling of Students	Students Counseled	No. of Students Counseled	No. of Students Counseled & % increase in No. of Students Counseled
		Testing & Appraisal of Students	Students Tested and Appraised	No. of Students Tested and Appraised	No. of Students Tested & Increase in No. of Students Tested & Appraised
		Conduct of Orientation for Students	Student Orientation Conducted	No. of Student Orientation Conducted	No. of Student Orientation Conducted& % Increase in No. of Student Orientation Conducted

Organizational Outcome/ Sectoral Goals	Major Final Outputs	P/As	Performance Standards		
			Performance Measures	Performance Targets	Success Indicator (Measures + Targets)
	Health Services	Medical Consultations	Medical Consultations Conducted	No. of Medical Consultations Conducted	No. of Medical Consultations Conducted & % increase in No. of Medical Consultations Conducted
		Dental Consultations	Dental Consultations Conducted	No. of Dental Consultations Conducted	No. of Dental Consultations Conducted & % increase in No. of Dental Consultations Conducted
	Registrar's Office Services	Issuance of OTRs	OTRs Issued	No. Of OTRs Issued	No. Of OTRs Issued & % Increase in No. Of OTRs Issued
		Issuance of Copies of Grades	Copies of Grades Issued	No. of Grades Issued	No. of Grades Issued & % Increase in No. of Grades Issued & % increase in No. of Certificates Issued
		Issuance of Diplomas	Diplomas Issued	No. of Diplomas Issued	No. of Diplomas Issued & % increase in No. of Diplomas Issued
		Issuance of Certifications	Certificates Issued	No. of Certificates Issued	No. of Certificates Issued
	Scholarships	Scholarship Grants	Scholarships Granted	No. of Scholarships Granted	No. of Scholarships Granted & % increase in No. of Scholarships Granted
	Dormitory Services	Accommodation of Students	Students Accommodated	No/ of Students Accommodated	No/ of Students Accommodated & % Increase in No. of Students Accommodated
	Library Services	Library Resources Collection	Library Resources Collected	No. of Library Resources Collected	No. of Library Resources Collected & % Increase in No. of Library Resources Collected
		Library Services to Students	Students served	No. Students Served	No. Students Served & % increase in No. Students Served
Operationalized General Administration & Support Services	Improved General Administration & Support Services (GAAS)	Internal Income Generation	Internal Income Generated	Amount of Internal Income Generated	Amount of Internal Income Generated & % increase in Amount of Income Generated
		Infrastructure & Physical Facilities Development	Infrastructure & Physical Facilities Developed	No. of Infrastructure & Physical Facilities Developed	No. of Infrastructure & Physical Facilities Developed & % increase in No. of Infrastructure & Physical Facilities Developed
		Funding of Projects Out of Internal Income Generation	Projects Funded out Internal Income Generation	No. of Projects Funded out Internal Income Generation	No. of Projects Funded out Internal Income Generation & % increase in No. of Projects Funded out Internal Income Generation

Organizational Outcome/ Sectoral Goals	Major Final Outputs	P/As	Performance Standards		
			Performance Measures	Performance Targets	Success Indicator (Measures + Targets)
		Publication/ Posting of Invitations/ awards through the PhilGEPS	Invitations/ Awards Published/Posted through PhilGEPS	No. of Invitations/ Awards Published/Posted through PhilGEPS	No. of Invitations/ Awards Published/Posted through PhilGEPS & % Increase in No. of Invitations/ Awards Published/Posted through PhilGEPS
	Effective and Efficient Financial Management Services	Liquidation of Cash Advances Within the Reglementary Period	Cash Advances Liquidated Within the Reglementary Period	No. of Cash Advances Liquidated Within the Reglementary Period	No. of Cash Advances Liquidated Within the Reglementary Period & % Increase in No. of Cash Advances Liquidated Within the Reglementary Period
		Accurate Processing of Disbursement Vouchers and Payrolls	Disbursement Voucher and Payrolls processed Accurately	Percentage of Disbursement Voucher and Payrolls processed accurately	100 % Disbursement Vouchers and Payrolls processed Accurately
		Posting of Budget Reports in KSU Website	Budget Reports Posted in KSU Website/URS Budget Reports submitted on time	No. of Budget Reports Posted in KSU Website/ URS and submitted on time	No. of Budget Reports Posted in KSU Website & % Increase in No. of Budget Reports Posted in KSU Website & those submitted to the higher offices on time
	Safe and Clean Educational Environment	Maintaining a safe and Clean Educational Environment	Safe and Clean Educational Environment Secured	Safe and Clean Educational Environment Secured	100% Safe and Clean Educational Environment
Equitable Human Resources Development	Personnel Development Plan & Welfare Support	Post Graduate Education of Faculty	Faculty with Post-Graduate Education	No. Of Faculty with Post-Graduate Education	No. Of Faculty with Post-Graduate Education & % Increase in No. Of Faculty with Faculty with Post-Graduate Education
		Educational Assistance to Personnel	Qualified Personnel granted with Educational Assistance	Educ1 Assistance Granted to Qualified Personnel	100% Request of Qualified Personnel for Educational Assistance Granted
		Attendance of Personnel to In-Service Trainings/ Seminars	In-service Trainings/ Seminars Attended	No. of In-Service Trainings Attended	No. of In-Service Trainings Attended & % Increase in No. of In-Service Trainings Attended
	Systematic Personnel Records keeping	Updating of Personnel Record	Updated Personnel Records	All Personnel Records Updated	100% Personnel Records Updated
		Processing of Personnel Documents	Personnel Documents Processed	All Personnel Documents Processed	100% Personnel Documents Processed
	Employee Orientation	Orientation of Employees on Personnel Mechanisms	Well-oriented Employees on Personnel Mechanisms	All employees Oriented on Personnel Mechanisms	100% of Employees Oriented on Personnel Mechanisms

D. SPMS Calendar

Activity	Submit to	Schedule												D e c
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov		
Performance Planning and Commitment														
OPCR for review	PMT												5 th	
PMT review report	KASC President												5 th	
KASC President approval of OPCR														5 t h
IPCR	Department head		5 th							5 th				
	HRMO		10 th							10 th				
Performance Monitoring and Coaching														
Monitoring by:														
KASC President														Once a year
Planning Officer														Per semester
KASC department head														Regular basis
Division chief/Unit head														Regular basis
Individual staff														Regular basis
Form	Planning Officer													After end of quarter
Performance Review and Feedback														
OPCR	Planning Officer									15 th				
Planning Officer to review, evaluate and validate OPCR against targets and return validated OPCR to KASC Department/Offices														
Faculty			25 th							25 th				
Non-Teaching Staff			30 th							30 th				
Planning Officer to submit Office Performance assessment and facilitate performance review by the KASC President	KASC President									25 th				
Annual Performance review	KASC President													
IPCR	Department head									25 th				
Department /Office head submit IPCR	HRMO									EO mo				
Performance Rewarding and Development Planning														
PMT to submit top performers list	KASC President								15 th					
HRMO's Office Performance Assessment	Budget Office								15 th					

NOTE: In the event that the deadline falls on a non-working holiday, submission is on the next working day.

E. Summary List of Individual Performance Ratings (Sample)

Kalinga State University

Performance Assessment: Very Satisfactory

Sample Rating 1:		
Institute of Arts and Sciences (IAS)	Rating	
	Numerical	Adjectival
Institute Rating	4	Very Satisfactory
Faculty 1	4	Very Satisfactory
Faculty 2	5	Outstanding
Faculty 3	3	Satisfactory
Faculty 4	4	Very Satisfactory
Faculty 5	4	Very Satisfactory
No. of faculty members = 5 Average ratings of staff	20/5 = 4	Very Satisfactory

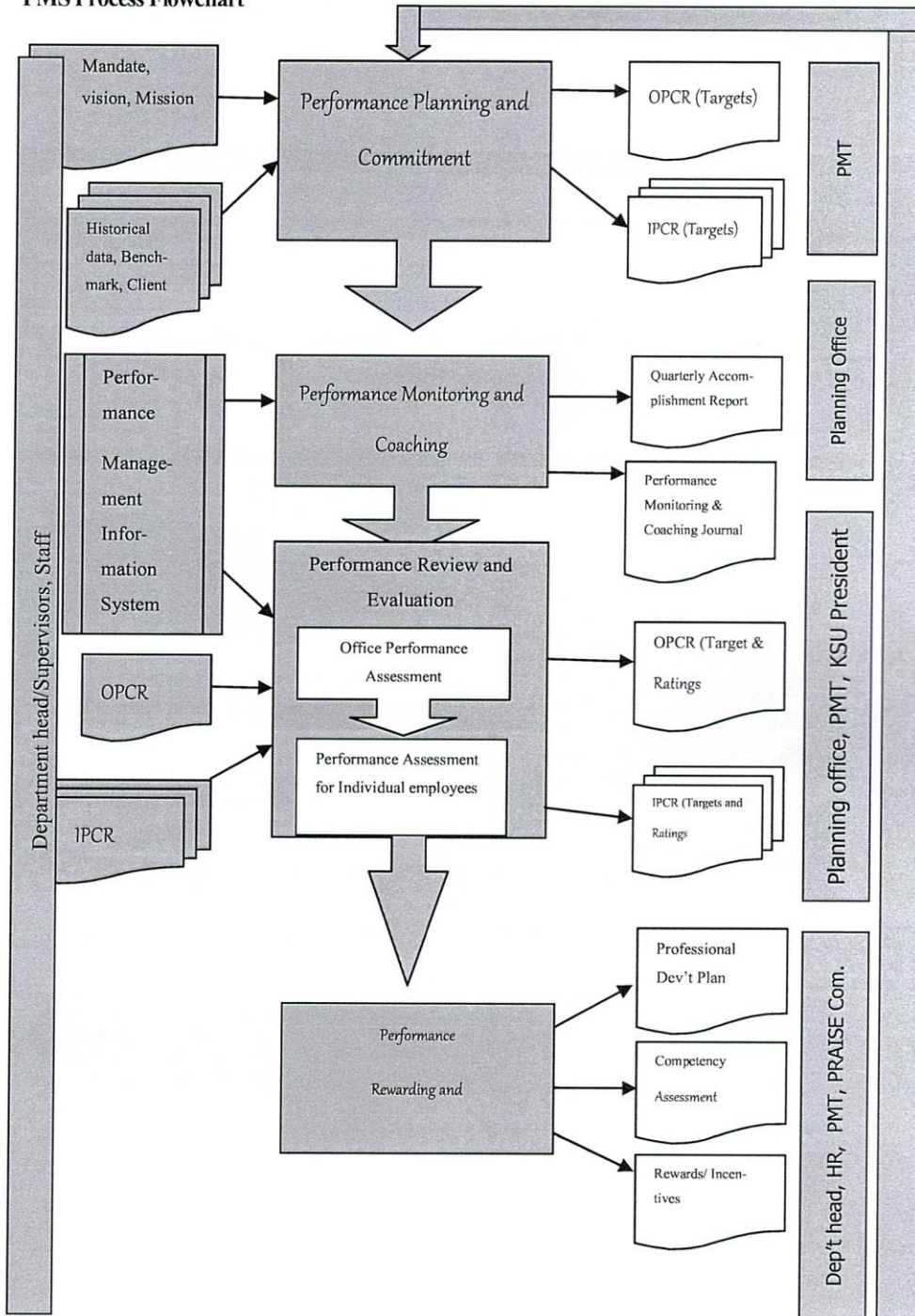
Sample Rating 2:		
Institute of Business Administration and Entrepreneurship (IBAE)	Rating	
	Numerical	Adjectival
Institute Rating	3	Satisfactory
Faculty 1	3	Satisfactory
Faculty 2	4	Very Satisfactory
Faculty 3	2	Unsatisfactory
Faculty 4	3	Satisfactory
No. of faculty members = 4 Average ratings of staff	12/4 = 3	Satisfactory

Sample Rating 3:		
Accounting 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	$18/4 = 4.5$	Outstanding
Average ratings of staff		

Summary of Ratings		
CLA	4	Very Satisfactory
CBAPAE	3	Satisfactory
Accounting	5	Outstanding
Average	$12/3 = 4$	Very Satisfactory

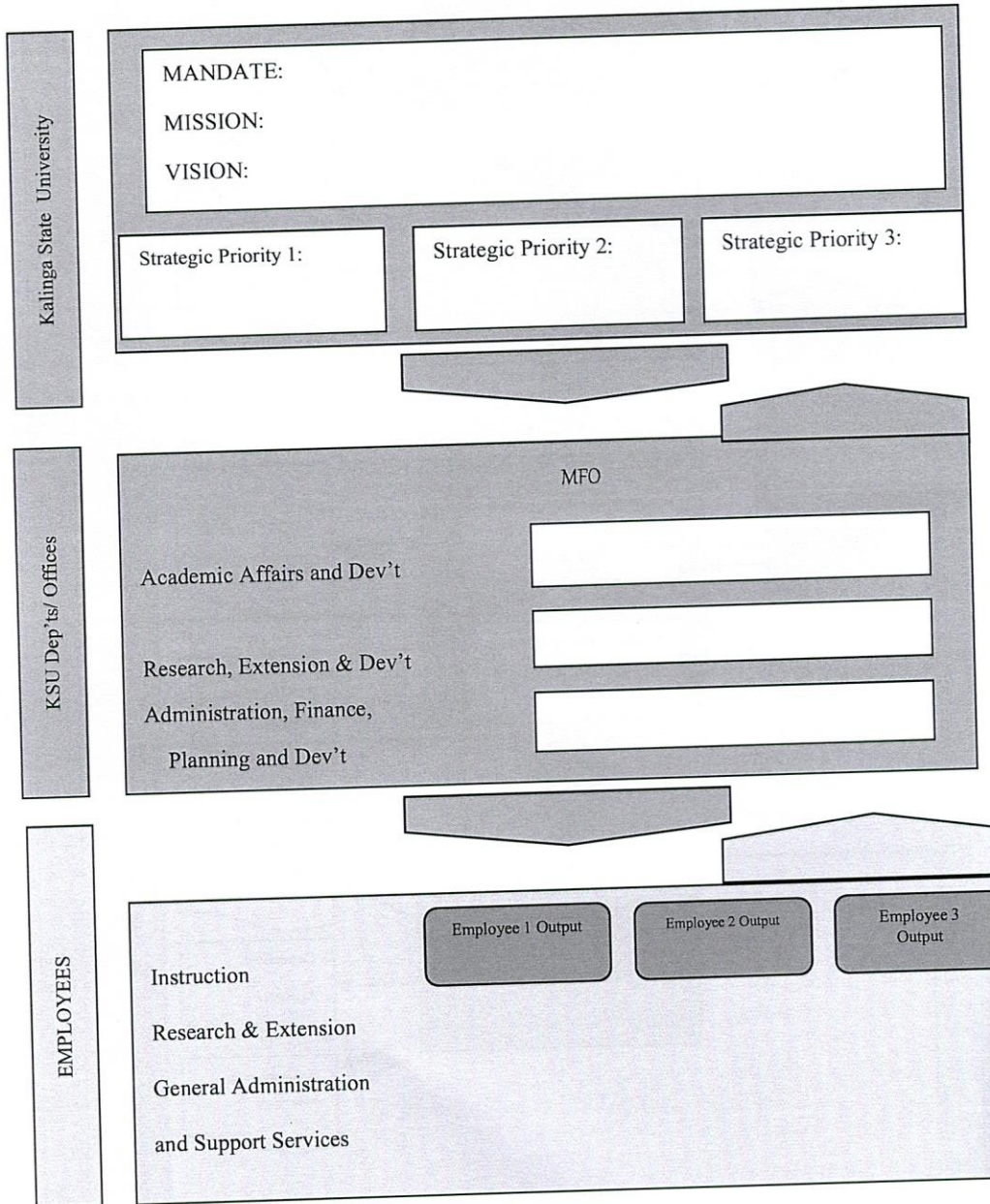
**To be submitted to CSC Office.*

F. PMS Process Flowchart



G. Performance Planning and Commitment

(Illustration showing cascading of KSU mandates/strategic priorities to Office and individual Commitments)



H. Performance Monitoring and Coaching Journal

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

Name of Division:					
Division Chief:					
Number of Personnel in the Division:					
Activi- ty	Mechanism/s				Remarks
	Meeting		Memo	Others (Pls specify)	
	One-in-one	Group			
Moni- toring					
Coach ing					
Conducted by:		Date:		Noted by:	
_____ Immediate supervisor				_____ Department nt Head	
Please indicate the date in the appropriate box when the monitoring was conducted					

I. 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.							
	4.							
3.	1.							
	2.							
	3.							
	4.							

J. Performance Rewarding and Development

(Professional Development Plan Template)

Professional Development Plan	
Date:	
Target date	
Review date	
Achieve	
Aim	
Objective	
Aim	
Objective	
Task	Next step
Comments	

KSU VISION AND MISSION

Vision:

A Knowledge and Technology Hub in Asia-Pacific Region.

Mission:

Kalinga State University shall primarily provide higher and advanced education, professional instruction and training in the arts, agriculture, forestry, social and natural science and technology, and other relevant field of study. It shall also promote and undertake research and extension services, and provide progressive leadership in its areas of specialization.

Core Values

In order to attain its vision-mission, KSU shall adhere always to Good Governance in all its endeavors, treat all its clientele and employees with Kindness and Compassion, promote Strong Sense of Service Orientedness and Commitment to foster Unity and Love for Nature and Humanity(Go KSU).