

SPMS PRIMER
A Primer on the City Government of San Fernando, Pampanga
Strategic Performance Management System
(CGSFP-SPMS)

I. Policies Adhered to by the System

- Performance-based Security of Tenure
- Shared Commitments and Objective Measures of Results
- Performance Targets Attuned to Organizational Goals and Mandates
- Ensure organizational effectiveness and improvement of individual employee efficiency by cascading institutional accountabilities to the various levels of the organization anchored on the establishment of rational and factual basis for performance targets and measures
- Gives prime importance on the role of supervisors as mentors and not just mere evaluators
- Transparency on Ratings and System of Appeal

II. Objectives

- To continuously foster improvement of employee performance and efficiency
- To enhance organizational effectiveness and productivity
- To provide an objective performance rating which shall serve as basis for personnel actions, incentives and administrative sanctions

III. Scope and Coverage

- Applies to all 1st and 2nd level employees in the career service
- May also apply to non-career service whenever appropriate

IV. Rating Period

- Performance Evaluation shall be done every six (6) months ending on June 30 and December 31

V. Uses of Performance Ratings

- Promotion of Performance Based Security of Tenure (i.e. 2 unsatisfactory ratings or 1 poor rating = drop from the rolls)
- Eligibility/ Qualification for Performance-Based Awards and Incentives (i.e. Performance-based awards and incentives for good performance)
- Basis for Personnel Actions (i.e rating as basis for promotion, training and scholarship grants and other personnel actions)

Note:

- **Heads of offices shall 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 shall prepare written notice/advice to subordinates that a succeeding Unsatisfactory performance shall warrant their separation from the service.**

- **Heads of offices shall also provide preliminary rating to subordinates showing POOR performance not earlier than the third (3rd) month of the rating period. A developmental plan shall be discussed with the concerned subordinate and issue a written notice that failure to improve their performance shall warrant their separation from the service.**

VI. Filing of appeal to PMT

Employees who feel aggrieved or dissatisfied with their final ratings may submit a letter of appeal with the PMT through the CHRMO within 10 working days after receipt of notice of their final performance evaluation rating from the Head of Office.

VII. SPMS Sanctions

Non-Submission of SPMS IPCR and OPCR Targets and Ratings on time is equivalent to:

- Employee's disqualification from performance-based personnel actions which would require the rating for the given period such as promotion, training, scholarship grants and performance enhancement bonus.
- Administrative sanction for Violation of Reasonable Office Rules & Regulations
- 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.

***Note: Performance ratings shall be objectively based on the result of the Quarterly Performance Tracking for Monitoring Targets

VIII. CGSFP SPMS Rating Scale

Range of Adjectival and Numerical Rating

Outstanding	4.50- 5.00	Performance represented extraordinary level of achievement in terms of quality, time, technical skills and knowledge, ingenuity, creativity and initiative. Exceeds target by more than 151%
Very Satisfactory	3.50- 4.49	Performance exceeded expectations. Exceeds target by more than 101-150%
Satisfactory	2.50- 3.49	Performance met expectation in terms of quality of work, efficiency and timeliness. Target was met by 71-100%
Unsatisfactory	1.50- 2.49	Performance failed to meet expectations, and/or more of the most critical goals were not met. Accomplishment of target was only at 50-70%

Poor	1.00-1.49	Performance was consistently below expectations, and/or reasonable progress towards critical goal was not made. Accomplishment of target was below 49%
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Components of Rating

PART I.

Performance - 100%

The evaluation of actual accomplishment versus the planned level of performance in terms of Effectiveness/Quality, Efficiency and Timeliness against the agreed performance measures and budget, if applicable.

Performance shall be composed of all the duties and outputs that are expected to be fulfilled by the personnel based on his/her approved Position Description Form (for permanent), Appointment Memo (for casual) and/or any documented tasks assigned including all the additional duties and outputs.

PART II

Intervening Tasks

Intervening tasks are those which are assigned in addition to the regular functions of the employee ***without pay, after the performance target have been set.***

Said task ***is not within the regular functions of the employee*** or the work program/performance contract of their divisions or units;

The performance of intervening or additional tasks is duly considered only if this is done ***over and above the planned targets.***

There is urgency in the completion of the intervening task which has an impact on the organizational unit concerned;

Non-compliance/performance of the intervening task will unduly prejudice the service; and

Employees' planned targets were all accomplished and rated at least **Satisfactory.**

Employees' performance of intervening tasks may be given a maximum of 0.5 additional points for an aggregate of 176 hours.

The formula is:

$$\text{ITS} = \frac{0.5 \times \text{nhrs}}{176 \text{ hrs}}$$

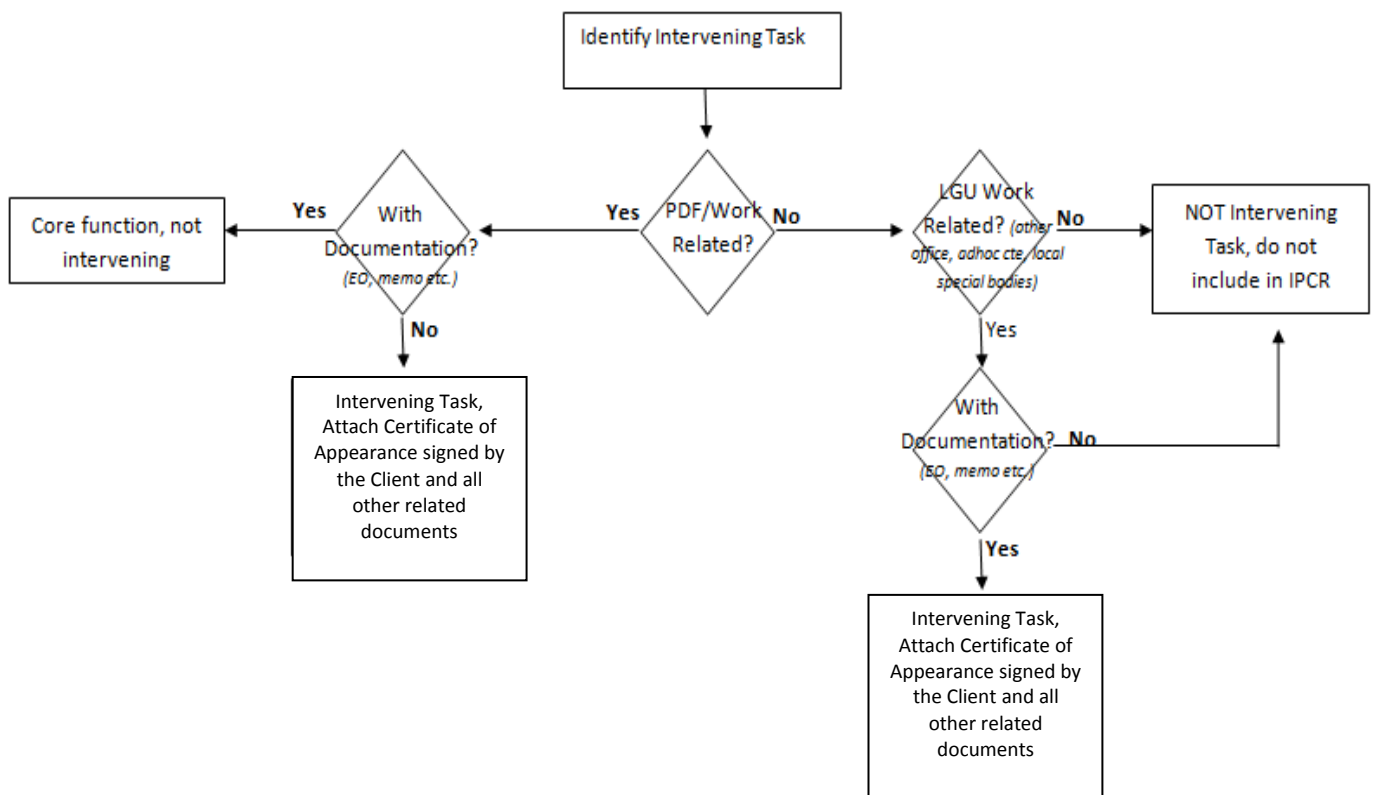
where :

ITS is IT Score;

Nhrs is the number of hours rendered; and

176 hrs = 22 working days x 8 hours per day.

What are intervening tasks?



The Raters... defined

- Ratee- refers to the employee
- Supervisor – refers to the employee's immediate superior
- Department Head- refers to the head of office/department

Rating Computation

1. Add the ratings for Q+E+T then divide the sum by 3 = Average Score
2. Add all the Average scores then divide by the number of activities = Total Overall Rating
3. Add the rating for intervening task, if any, to obtain the Total Overall Rating to get the Final Average Rating

4. Convert the Final Average Rating to Adjectival Rating

IX. GENERAL STANDARDS for RATING

(Standards for ratings: targets must be based on the OPCR and MFO table)

A. TIMELINESS

- 5 Task completed within the first **50% or less of the time before the deadline** or scheduled time of completion
- 4 Task completed in **51-99% less of the time before the deadline or scheduled time of completion**
- 3 Task completed on the deadline.
- 2 Task completed **1-50% of the time after the deadline** or scheduled date of completion;
- 1 Task not accomplished at all or completed **51% or more of the time after the deadline or scheduled date of completion**

For task/s with Standard Processing Time (SPT) as documented in the ISO Quality Manual and/or Citizen's Charter or through an approved internal memorandum within the office determining the agreed SPT:

- 5 Task completed **before the SPT**
- 4 Task completed at **SPT**
- 3 Task completed **1-10% after SPT**
- 2 Task completed **11-20% after SPT**
- 1 Task not accomplished at all or completed **21% or more of the time after the set SPT**

For task/s with no accompanying Timeliness perspective *For activities that are continuous in nature such as implementation of ongoing and regular programs*, timeliness is already a factor of efficiency within the 6-month rating period. Since timeliness of implementation is incorporated in the efficiency or the ability of the office to meet its targets given the existing resources, the timeliness factor of applicable measures shall be disregarded. Only the Q and E only will be considered in the computation of average.

B. QUALITY OF WORK

Rating for the quality of work shall be based on the discretion of the immediate supervisor/head of office taking into consideration the result of the Quarterly Performance Tracking for Monitoring Target. The CGSFP-SPMS rating scale of 1-5 shall still apply.

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

The PTMT and IPCRs forms of each employee must be properly accomplished including the Overall Impression, Plans for Improvement, as well as the Comments and Recommendations for Development Purposes as these are vital to the over-all evaluation of the employees' performance. Quarterly ratings for the Quality are to be used as basis for the over-all rating for the 6 months rating period.

C. EFFICIENCY OF WORK

For accomplishments with determined basis for quantity based on the OPCR targets/historical basis/future trends, the following rating scale shall apply:

- 5 Target or quota exceeded 126% or more
- 4 Target was met at 100% or quota was exceeded 101-125%;
- 3 75- 99% of quota was accomplished.
- 2 Only 50-74% of target or quota was accomplished;
- 1 Less than 50% of quota or target accomplished

For accomplishments requiring 100% of the targets such as those pertaining to money or accuracy or those which may no longer be exceeded/ or with FIXED amounts (tasks which quantity can no longer be exceeded due to the nature of the mandate), the following rating scale shall apply:

- 5 Met quota/target
- 4 Met only 75-99% of quota/target
- 3 Met only 50-74% of quota/target
- 2 Met only 25-49% of quota/target
- 1 Met only 0-24% of quota/target

For accomplishments that are "instruction/client request dependent" in nature or are based on actual trends such as those quantity which cannot be initially determined due to the office mandate and or nature of the task/s indicated in the PDF or contract, they shall be reflected in a 1:1 ratio format and shall be rated based on the same rating scale as FIXED targets subject for the review and approval of the Mini PMT or PMT Representatives and/or Members.

NOTE:

- 1) Failure to produce proofs of accomplishments for the Efficiency (E) during the calibration and validation shall automatically be given a rating of 1.00.**
- 2) For uncontrollable circumstances which resulted to the non-attainment of the employee's targets, a rating of 3.00 shall be given. The Mini-PMT or PMT Representatives shall decide if unattained targets shall be considered uncontrollable. (Definition of uncontrollable- targets that are highly affected by change in national directives, change of strategic priorities, unforeseen force majeure and the like)**

X. Transfer of Office/New Assignment/Change of Assignment (with proper documentation)

Timeframe	Output
Transfer of assignment within the first month of the rating period	New IPCR
Transfer of assignment within the 2 nd month until the first 15 days of the 6 th month of the rating period	Combined IPCR
Within the last fifteen days of the rating period	Old IPCR

XI. In the event of office closure due to unavoidable situations wherein office work/mandate shall be disrupted, the use of IPCR shall be postponed and the Supplementary Performance Evaluation Form (SUPEF) shall be utilized.

This primer is subject for further revision by the PMT.