



SURIGAO DEL NORTE STATE UNIVERSITY

SNSU

STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (SPMS)

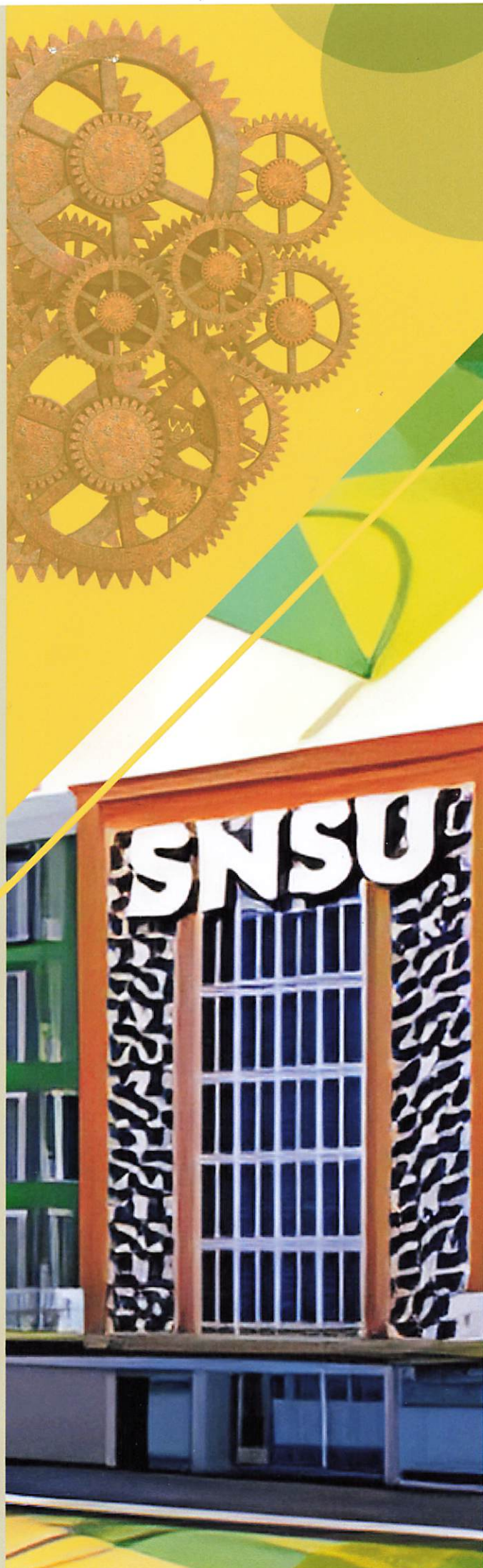


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Pursuant to Civil Service Commission (CSC) Memorandum Circular No. 06, s. 2012 and CSC Resolution No. 120048, the Surigao del Norte State University (SNSU) adopts the herein Strategic Performance Management System (SPMS).

HISTORICAL BACKGROUND OF SNSU

Surigao del Norte State University (SNSU) formerly Surigao State College of Technology (SSCT) started as a vocational school on August 4, 1969, upon the approval of Republic Act (RA) 6057, *An Act Establishing the Surigao del Norte School of Arts and Trades in the Municipality of Surigao, Province of Surigao del Norte*.

On June 5, 1998, R.A. 8650, *An Act Converting the Surigao del Norte School of Arts and Trades (SNSAT) and the Malimono School of Fisheries (MSF) into a State College, to be known as the Surigao State College of Technology*, was approved. The Siargao National College of Science and Technology (SNCST) was integrated on October 30, 2000, through Section 8 of RA 7722 and Section 4.1 of RA 8292. This was confirmed by the Board of Trustees (BOT) in its 15th meeting through Resolution No. 115 of 2002.

Further expansion took place when a Memorandum of Agreement (MOA) was signed with the Technical Education and Skills Development Authority (TESDA) and the Commission on Higher Education (CHED) that placed Surigao del Norte College of Agriculture and Technology (SNCAT) under the direct supervision of SSCT. This was confirmed by the Board through Res. No. 753 s. 2009 on December 28, 2009, during the 44th Board Meeting. SSCT has four (4) composite campuses: the City Campus in Surigao City, the Malimono Campus in Malimono, the Del Carmen Campus in Siargao Island, and the Mainit Campus in Magpayang, Mainit, Surigao del Norte.

RA 11010 amended R.A. 10600 on June 4, 2013, which established the Surigao del Norte State University in the Province of Surigao del Norte by integrating the Surigao State College of Technology in Surigao City, the Siargao National College of Science and Technology in the Municipality of Del Carmen, and the Surigao del Norte College of Agriculture and Technology in the Municipality

of Mainit, all located in the province of Surigao del Norte, and appropriating funds therefor. It was signed into law by Rodrigo R. Duterte, the President of the Republic of the Philippines on March 27, 2018.

During the 93rd Regular Board of Trustees Meeting on June 23, 2022, at the Kave 1 Conference Room, Limketkai Luxe Hotel, Cagayan de Oro City, the Honorable Chair, Comm Jo Mark M. Libre officially announced the conversion of SSCT to SNSU through BOR Resolution No. 96-A s. 2022.

VISION

A leading industry-driven State University.

MISSION

To provide quality and inclusive education; establish industry and business innovation infrastructures; develop environmental initiatives; promote peace, justice and transformational leadership; and build strong and dynamic partnership with stakeholders.

STRATEGIC GOALS

1. To provide enhanced quality instruction that is responsive to the needs of the local, regional, national and global communities;
2. To develop researches that can provide operative solutions and intensify research-based extension programs to its beneficiaries;
3. To increase productivity level in all entrepreneurial center of the University,
4. To efficiently and effectively implement policies based on approved institutional manuals and guidelines from CHED, Department Budget and Management and Commission on Audit, and
5. To strictly implement reforms in order to sustain good governance and operations.

CORE VALUES

Integrity, Competence, and Respect

QUALITY POLICY

Surigao del Norte State University provides quality instruction, research, extension programs, and production services to satisfy its customers by responding to their needs and expectations and continually improving its quality management system.

INTRODUCTION

The policies and systems for employee performance evaluation have long been in place in government giving way to various strategic shifts such as performance management which emphasizes the major final outputs and outcomes, the use of success indicators (measures and targets) in measuring results, and the interventions in developing planning.

Given this, **Surigao del Norte State University (SNSU)** adopts an enhanced Performance Evaluation System as its Agency SPMS integrating the basic components of the Strategic Performance Management System. This system ensures the quality of performance of its workers who are the most critical and valuable asset and the backbone of every organization which defines and represents efficiency, effectiveness, and the overall quality of service in government. This was enunciated in CSC Resolution No. 1200481 and CSC MC No. 06, s. 2012 pursuant to Joint Resolution No. 4 (*Governing Principles of the Modified Compensation and Position Classification System and Base Pay Schedule of the Government*) of the Congress of the Philippines particularly item 1(d) thereof, which states that *"a performance-based incentive scheme which integrates personnel and organizational performance shall be established to reward exemplary civil servants and well-performing institutions"*. Moreover, item 4 of the same Joint Resolution No. 4 provides that *"Step increments – an employee may progress from step 1 to step 8 of the salary grade allocation of his/her position in recognition of meritorious performance based on **performance management system approved by the CSC** and/or through the length of service, in accordance with the rules and regulations promulgated jointly by the DBM and the CSC"*. Likewise, item 17 (c) of the same Joint Resolution provides that personnel performance shall be linked with organizational performance to enhance the performance orientation of the compensation system. Thus, Section 5 of Administrative Order No. 241 provides that agencies shall institute a Performance Evaluation based on objectively measured output and performance of personnel and units.

Consequently, on December 21, 2011, Administrative Order No. 25 was issued with the end given developing a collaborative mechanism to establish a unified and integrated Results-Based Performance Management System (RBPMS) across all departments and agencies within the Executive Branch of Government incorporating a common set performance scorecard, and creating an accurate, accessible, and up-to-date government-wide, sectoral, and organizational performance information system.

I. POLICIES

The agency shall be guided by the following policies:

1. The SNSU-SPMS adheres to the principle of performance-based security of tenure. It provides motivation and a basis for incentives to performers and applies sanctions to non-performers;
2. The SNSU-SPMS operates on shared commitments and objective measures of performance results. Performance targets and standards or measures of results shall be referred to as Success Indicators that are planned and agreed upon by management, supervisors, and employees through the Performance Management Team (PMT);
3. The SNSU-SPMS enhances productivity by using performance targets and standards or measures attuned to SNSU's strategic plan and DBM-published *Organizational Performance Indicator Framework (OPIF) Book of Outputs*; and
4. The SNSU-SPMS promotes transparency and provides a mechanism for appeals and resolution of conflicts and/or disagreements.

II. GENERAL OBJECTIVES

The SPMS shall be prepared and administered to:

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

III. SCOPE AND COVERAGE

The SNSU-SPMS applies to all first and second-level employees in the career service. It may also apply to employees in the non-career service whenever appropriate. This instrument serves as the standard for better alignment of individual and organizational objectives, thereby determining, managing, and measuring individual and office performances with success indicators anchored in the targets and measures set.

IV. KEY PLAYERS AND RESPONSIBILITIES

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

Key Players	Responsibilities
SPMS Champion 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 agency performance goals/objectives and performance measures; • Determines target-setting period, and • Approves office performance commitment and rating.
Performance Management Team (PMT) composition: 1.Vice Presidents (VP for Academics, VP for Research Innovation and Extension, and VP for Administration 2.Chief Administrative Officer – Admin; 3.Chief Administrative Officer – Finance; 4.Campus Directors; 5.College Deans; 6.HRM Officer; 7.Planning Director; 8.President of SNSU's Employees Union	<ul style="list-style-type: none"> • The PMT sets consultation meeting of all Heads of Offices 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 office/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, and • Adopts its own internal rules, procedures, and strategies in carrying out the above responsibilities including the schedule of meetings and deliberations, and delegation of authority to representatives in case of absence of its members.
Role of Individual Offices in SPMS: Planning Office	<ul style="list-style-type: none"> • Serves as the PMT Secretariat; • Monitors submission of Office Performance Commitment and Review (OPCR) Form and schedule the review/evaluation of Office

	<p>Commitments by the PMT before the start of a performance period;</p> <ul style="list-style-type: none"> • Consolidates, reviews, validates, and evaluates the initial performance assessment of the Heads of Offices based on reported Office accomplishments against success indicators, and the allotted budget against actual expenses. The result of the assessment shall be the basis of PMT's recommendation to the Head of Agency who shall determine the final office rating; • Conducts an agency performance planning and review conference annually for the purpose of discussing the Office assessment for the preceding performance period and plans for the succeeding rating period with concerned Office Heads. This shall include the participation of the Financial Office as regard budget utilization; and • Provides each Office with the final Office Assessment to serve as the basis of offices in the assessment of individual staff members.
Human Resource Management Office	<ul style="list-style-type: none"> • Monitors submission of Individual Performance Commitment and Review (IPCR) Form by office 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 Head of Agency; • Provides analytical data on retention, skill/competency gaps, and talent development plans that align with strategic plans; and • Coordinates developmental interventions that will form part of the HR Plan.
-Campus Directors Deans (City Campus) -Director for Academics (External Campus) -Office Heads (Non-Teaching)	<ul style="list-style-type: none"> • Assume primary responsibility for performance management in his/her office; • Conduct strategic planning sessions with the supervisors and staff and agree on the outputs that should be accomplished based on the goals/objectives of the organization and submit the Office Performance Commitment and Review (OPCR) Form to the Planning Office; • Reviews and approves the employee's Individual Performance Commitment and Review (IPCR) Form for submission to the

	<p>HRM Office/Personnel Office before the start of the performance period;</p> <ul style="list-style-type: none"> • Submit a quarterly accomplishment report to the Planning based on the PMS Calendar; • Conduct initial assessment of the office's performance using the approved Office Performance Commitment and Review (OPCR) Form; • Inform employees of the final rating and identifies necessary interventions to employees based on the assessment of developmental needs; • Recommend and discusses the Intervention 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; and • Provide preliminary rating to subordinates showing Poor performance not earlier than the third (3rd) month of the rating period. An Intervention 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.
Individual Employee	<ul style="list-style-type: none"> • Acts as a partner of management and their co-employees in meeting organizational performance goals, and • Submit Individual Performance Commitment and Review (IPCR) Form (targets and ratings) within the prescribed period.

V. THE SPMS CONCEPT

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

It is a mechanism that ensures that the employee achieves the objectives set by the organization. The organization on the other hand, achieves the objectives that it has set itself in its strategic plan. The performance management system is the heart of the human resource system because information produced

from it is useful in human resource planning, management, and decision-making processes.

The SPMS follows the four-stage PMS cycle: Performance Planning and Commitment, Performance Monitoring and Coaching, Performance Review and Evaluation, Performance Rewarding, and Development Planning.

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

- A Recruitment System that identifies competencies and other attributes required for particular jobs or functional groups;
- An adequate Rewards and Incentives System;
- Mentoring and coaching program;
- An Information Communication Technology (ICT) that supports project documentation, knowledge management, monitoring and evaluation;
- Change management program; and
- Policy review and formulation.

VI. BASIC ELEMENTS

The SPMS shall include the following basic elements:

- a. **Goal aligned to Agency Mandate and Organizational Priorities.** Performance Goals and measurements are aligned to the national development plans, agency mandate/vision/mission and strategic priorities, and/or organizational performance indicator framework. Standards are predetermined 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 the operational level.
- b. **Outputs/Outcomes-based.** The system puts a premium on major final outputs that contribute to the realization of organizational mandate, mission/vision, strategic priorities, outputs, and outcomes.
- c. **Team approach to performance management.** Accountabilities and individual roles in the achievement of organizational goals are clearly defined to give way to collective goal setting and performance rating. Individual's work plan or commitment and rating form is linked to the division/unit/office work plan or commitment and rating form to establish linkage between organizational performance and personnel performance.
- d. **User-friendly.** The forms used for both 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 performance ratings.

- e. **Information System that supports Monitoring and Evaluation.** Monitoring and Evaluation mechanisms and Information systems are vital components of the SPMS in order to facilitate linkage between organizational and employee performance. The M&E and Information System will ensure the generation of timely, accurate, and reliable information for both performance monitoring/tracking, accomplishment reporting, program improvement, and policy decision-making.
- f. **Communication Plan.** A program to orient agency officials and employees on the new and revised policies on 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.

Definition of Terms

- A. **Major Final Output (MFO)** – a good or service that a department/agency is mandated to deliver to external clients through the implementation of programs, activities, and projects.
- Maybe a single output that is similar in nature, targeted at the same organization /sector outcome and capable of being summarized by a common performance indicator.
 - Maybe defined relative to the outcomes that they contribute to the client or community group that they serve, and the business lines of the department/agency.
 - Each MFO requires an integrated set of Performance Indicators (PIs) that specifies the expected performance of a department/agency in terms of quantity, quality, timeliness and cost of MFO delivery.

The term **strategic themes**, frequently used in crafting the Strategy Map and Balanced Scorecard, maybe used interchangeably with the term **Major Final Outputs**.

- B. **Programs, Activities and Projects (PAPs)** - refer to activities undertaken by a department/agency to achieve the purpose for which it is established or created or created to deliver its MFOs:
- **Program** - an integrated group of activities that contributes to a continuing objective of department/agency.
 - **Activity** - a work process that contributes to a program, sub-program or project.
 - **Project** - a special department/agency undertaking carried out within a definite time frame and intended to result in some pre-determined measure of goods and services.

PAPs Classification

PAPs are classified by cost **structure** into: **General Administration and Support (GAS)**, **Support to Operations (STO)**, **Operations**, and **Projects**.

PAPs are further classified according to **expense class**: **Personal Services (PS)**; **Maintenance and Other Operating Expenses (MOOE)**, and **Capital Outlays (CO)**.

B.1 General Administration and Support (GAS) - activities dealing with the provision of overall administrative management support to the entire agency operation. It includes activities such as general management and supervision, legislative liaison services, human resource development and financial and administrative services. Funds provided for GAS are management overhead expenses and are therefore indirect costs incurred in delivering the MFOs of a department/agency.

B.2 Support to Operations (STO) - activities that provide technical and substantive support to the operations and projects of the department/agency. The types of services included under STO are likewise common across agencies.

Examples: planning and policy formulation, program monitoring and evaluation, public information programs, research and development, statistical services, and information systems development.

B.3 Operations- activities directed towards fulfilling the department/agency's mandate.

May include: regulatory services, provision of goods, delivery of services such as healthcare or education, national economic planning, and central statistics administration and management.

- Activities under Operations drive the MFOs.
- Funds provided for operations are direct costs of delivering department/agency MFOs.

B.4 Project - considered an investment in the capacity of an agency to deliver an MFO.

- it is not usually an MFO by itself but contributes to the delivery of an MFO.
- Most projects are capital investments but short-term activities with specific and identifiable output such as the development of a new IT system, which may involve MOOE (software) or CO (infrastructure, equipment), because they have very specific outputs, projects are usually direct costs are related to one or more MFOs.
- Projects maybe locally-funded or foreign-assisted. Unlike GAS, STO, and Operations, a project is not a recurring activity and thus funds are allocated to it only until its completion.

- Funding requirements for the operating and maintenance expenses of a completed project shall be included in the regular provision for an MFO.

C. Strategic Themes - are the main, high level organizational strategies that constitute the basis for an organization's business model. These apply to every part of the organization and define what major strategic thrusts the organization will pursue to achieve its vision. In addition, these can help simplify the communication of the strategy map to stakeholders by providing a concise bridge between the mission and vision and the details of the strategy map. These affect the balanced scorecard perspectives of Stakeholders, Financial, Customer, Internal Process and Learning and Growth.

Examples of strategic themes include: Service/Operational Excellence, Innovation in Service Delivery, Product Development Leadership, Focus on Continuous Improvement and Knowledge Generation.

Since all Strategic Themes are focused on the end outcome, they are connected to and maybe used interchangeably with the term **Major Final Outputs (MFOs)**.

Source: [per DBM published Organizational Performance Indicator Framework (OPIF) Book of Outputs for 2011]

VII. THE SPMS CYCLE

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

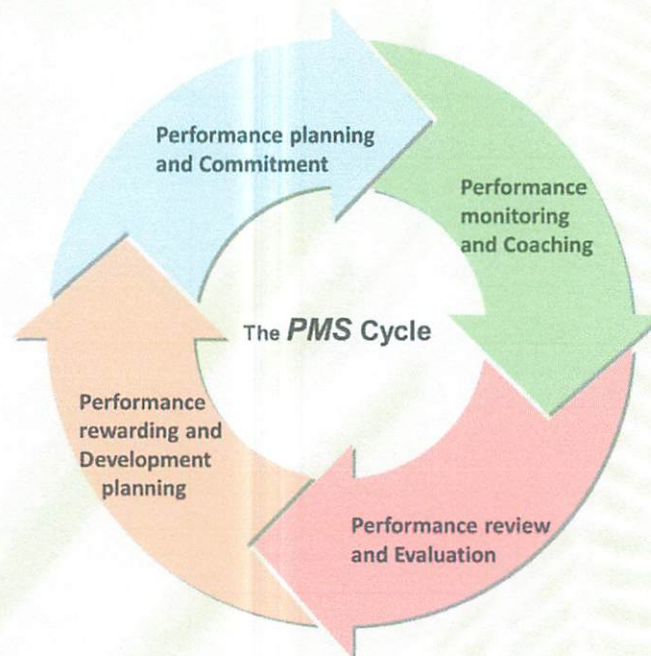


Figure 1. Performance Management System Cycle

Stage 1: Performance Planning and Commitment

This is done prior to the start of the performance period where Office Heads meet with supervisors and staff and agree on the outputs that should be accomplished based on the goals/objectives of the organization.

During this stage, **success indicators** are determined. Success indicators are performance level yardsticks consisting of **performance measures** and **performance targets**. These shall serve as bases in the office and individual employee's preparation of their performance contract and rating form. Success indicators are **Specific, Measurable, Attainable, Realistic and Time-Bound (SMART)**.

These shall be based on the SNSU's strategic plan and Organizational Performance Indicators Framework or OPIF.



Performance measures should only be limited to those that contribute to or support the outcomes that the SNSU aims to achieve shall be included in the office performance contract, i.e. measures that are relevant to SNSU's core functions and strategic priorities. The performance measures must be continuously refined and reviewed.

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

Category	Definition
Effectiveness	The extent to which actual performance compares with targeted performance. In management, effectiveness relates to getting the right things done.
Efficiency	Measures whether targets are accomplished with a minimum amount or quality of waste, expense, or unnecessary effort.
Timeliness	Measures whether the deliverable was done on time based on the requirements of the law and/or clients/stakeholders. Time-related performance indicators evaluate such things as project completion deadlines, time management skills and other time-sensitive expectations.

Setting of Performance Targets and Measures

The SNSU shall identify strategic priorities/objectives and set performance measures not later than the last quarter of the current year for targets and measures of next year. The office and employees' targets are set and discussed by the office heads, raters and the ratees and shall serve as basis in the preparation of the Office Performance Commitment and Review (OPCR) to be reviewed and confirmed by the Performance Management Team (PMT) for approval by the Head of Office/Agency. Commitment 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 Strategic Plan, Organizational Performance Indicator Framework (OPIF) etc. shall be the basis of the targets of offices. Aside from the Office commitments explicitly identified under each Strategic Priority in the road map, **major final outputs** that contribute to the

attainment of organizational vision/mission which form part of the **Core** and **Support functions** of the Office shall be indicated as performance targets.

Two forms are used to capture the setting of targets, to wit:

- Office Performance Commitment and Review (OPCR) for the Office (**Annex A**);
- Individual Performance Commitment and Review (IPCR) for every faculty (**Annex B**); and
- Individual Performance Commitment and Review (IPCR) for every non-teaching employee (**Annex C**).

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

- **Historical Data.** The data shall consider past performance.
- **Benchmarking.** This involves identifying and comparing the best agencies or institutions or units within the agency 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.
- **OPES Reference Table.** List of major final outputs with definition.
- **Top Management Instruction.** The Head of Agency may set targets and give special assignments.
- **Future trend.** Targets may be based from the results of the comparative analysis of the actual performance of the Office with its potential performance.

In setting work targets, the Office shall likewise indicate the detailed budget requirements per expense account to help the agency head in ensuring a strategy driven budget allocation and in measuring cost efficiency. Thus, the PMT 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.

The Office shall also identify specific division/unit/group/individuals primarily accountable for producing a particular target output per program/project/activity. These targets, performance measures, budget and responsibility centers are summarized in the Office Performance Commitment and Review Form (OPCR).

- The approved OPCR shall serve as basis for individual performance targets and measures to be prepared in the employee's Individual Performance Commitment and Review (IPCR).
- Unless the work output of a particular duty has been assigned pre-set standards by management, its standards/measures shall be agreed upon by the supervisors and the ratees subject to the evaluation of the PMT. Individual employees' performance standards/measures shall not be lower than the agency's standards/measures in its approved OPCR form. However, crafting of performance measures must take into consideration the physical condition (e.g. pregnant women, differently abled persons) of the personnel and come up with adequate and appropriate targets.
- OPCR may be modified or amended at any time based on changes brought about by new mandates and programs of the agency in general and department unit in particular. Modification of the approved OPCR may also be allowed to accommodate intervening tasks subject to the review of the PMT and approval by the Head of Agency.
- Cutoff date in setting Work targets shall be observed every 15th of December and every 15th of June for the 1st and 2nd semesters, respectively.

Stage 2: Performance Monitoring and Coaching

In this phase, the performance of the offices and individual employees shall be regularly monitored at various levels i.e. the Head of Agency, Planning Office, Department Head, Division Head and individual on a regular basis.

Monitoring of the work activities of the employees and the progress of their work outputs is the concerned of the rater who is expected to address factors that either help or hinder effective work performance. Monitoring and evaluation mechanisms such as but not limited to tracking tools should be in place to ensure that timely and appropriate steps can be taken to keep a program on track and to ensure that its objectives or goals are met in the most effective manner (**Annexes I, J and K**). An information system that is a vital tool of management that will support data management to produce timely, accurate and reliable information for program tracking and performance monitoring/reporting shall be established.

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

- Monitoring
 - a. SNSU shall review the performance of the Departments at least once a year;

- b. The Planning Office shall summarize and analyze the performance of the departments every six months or at the end of each performance period;
 - c. The Office Head shall monitor on a regular basis the performance of the units and employees under them. They focus their review or discussion on problems and difficulties encountered and find ways to resolve the same.
 - d. Monitoring may be conducted through meetings, one-on-one discussions, memorandum and review of pertinent documents such as reports and communications and tracking forms to ensure timely completion and quality execution of deliverables.
- Coaching
 - a. Office Heads shall adopt team coaching in the management of work, management of people within the office/unit to help the unit become focused on a **shared** goal to accomplish a task or complete deliverable.

The Office Heads shall maintain a journal using the Performance Monitoring and Coaching form to capture and record the conduct of monitoring and coaching. The form shall contain a brief statement of purpose of monitoring/coaching, name of person monitored/coached, the date and critical incidents known, if any.

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

This phase aims to assess both office and individual employee's performance level based on performance targets and measures in the office and individual performance commitment contracts. The rater objectively determines the variance between actual accomplishments and the established targets and measures as basis for his ratings to the ratee.

- **Office Performance Assessment**

- a. At the end of the semester, Departments shall submit the accomplishments using the OPCR to the Planning Office for evaluation/validation.
- b. The Planning Office shall consolidate, review, validate and evaluate the initial performance assessment of the Department Heads based on the reported office accomplishments against the success indicators, and the allotted budget against the actual expenses. It shall return to the departments the validated accomplishments, with the summary report per department. A department is given three (3) days to comment on the validated accomplishment otherwise the Planning Office shall consider it as final for submission to the PMT for calibration and recommendation

to the Head of Agency. The Head of Agency shall determine the final rating of offices/unit.

- c. The Planning Office shall provide each department with the final office assessment to serve as basis in the assessment of individual staff members.
- d. An agency performance review conference shall be conducted annually by the Planning Office for the purpose of discussing the Office assessment with concerned Department Heads. This shall include participation of the Financial Office as regards budget utilization. To ensure complete and comprehensive report to the Planning Office based on the SPMS calendar **(Annex E)**.

- **Performance Assessment for Individual Employees**

- a. The Office Head shall assess individual employee performance based on the commitments made at the beginning of the rating period. The performance rating shall be based solely on records/documents of accomplishment; hence, there is no need for self-rating.
- b. The SPMS puts premium on major final outputs towards realization of organization vision/mission. Hence, the rating for planned and/or intervening tasks shall always be supported by reports, documents or any outputs as proofs of actual performance. In the absence of said basis or proofs, a particular task shall not be rated and shall be disregarded.
- c. The Office Head shall indicate qualitative comments, observations and recommendations in the individual employee's performance commitment and review form to include competency assessment and critical incidents which shall be used for human resource development purposes such as promotion and other interventions.
- d. Employee's assessment shall be discussed by the supervisor with the concerned ratee prior to the submission of the individual employee's performance commitment and review form to the Agency Head.
- e. The Office Head 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.

- f. The Office Head may adopt appropriate mechanism to assist the employee distinguish performance level of individuals, such as but not limited to, peer ranking and client feedback.
- g. The **average** of all individual performance assessments shall not go higher than the collective performance assessment of the Office.
- h. The Office Head shall ensure that the employee is notified of his/her final performance assessment and the Summary List of Individual Ratings (**Annex F**) with the attached IPCRs are submitted to the HRM Office/Personnel Office within the prescribed period.

Stage 4: Performance Rewarding and Development Planning

In this phase, the result of the assessment shall be discussed by the office head with the individual employee at the end of each rating period. This is to assess 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 Head of Office in coordination with the HRM Office/Personnel Office.

A Personnel Development Plan (**Annex K**) is provided to enhance the skills or develop potentials of an employee who performs well and to improve or correct performance of employees who improve or correct performance of employees who failed to meet targets must be outlined, including timeliness, and monitored to measure progress including timelines, and monitored to measure progress.

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

- Office 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 HR Plan and the basis for rewards and incentives;
- PMT in identifying potential Program on Awards and Incentives for Service Excellence (PRAISE) Awards nominees for various awards categories; and,
- PRAISE Committee in determining top performers of the Agency who qualify for awards and incentives.

VIII. RATING PERIOD/SCALE

Performance evaluation shall be done semi-annually or every six (6) months ending on June 30 and December 31 of every year. However, if there is a need for a shorter or a longer period, the minimum appraisal period is at least ninety (90) calendar days or three (3) months due to valid reason like retirement, transfer, newly hired, and etc.

- A. Officials and employees who shall be on official travel, approved leave of absence or training (for at least 30 days) or scholarship programs and who have already met the required minimum rating period of 90 days shall submit the performance commitment and rating report before they leave the office.

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

- B. Newly-appointed employees to the Agency who shall be subject to a probationary period pursuant to CSC Memorandum Circular No. 3, series of 2005 on the "Rules on Probationary Period for Permanent Appointment in the Career Service", shall undergo two (2) performance appraisal/evaluation during the said period, which is every three (3) months or six (6) months depending on the duration of the probationary period as required by the position.
- C. Officials and employees who are reassigned or transferred to another department/office but have not rendered three (3) months in a given semester in their former place of assignments shall be required to submit upon assumption to duty, their new targets. Those who have rendered more than three (3) months in a given semester shall be required to submit their performance ratings prior to their assumption to their new assignments.
- D. Officials and employees who has multiple designations must submit a one (1) unified performance rating, indicating the designations and functions.
- E. 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.
- F. Employees with adjusted performance measures (e.g., pregnant individuals, differently abled persons) shall be evaluated exclusively

based on the specific criteria outlined in their adjusted performance measures, without prejudice to the standard performance measures.

Various rating scales shall be used for specific sets of measures like core and support functions.

- i. Strategic & Core Functions – these are functions performed by the Office/Department which are inherent in its mandates.
- ii. Support Functions - these are functions performed by the Office/Department that provide necessary resources to enable the office/department to effectively perform its mandate.

However, in general, there shall be five-point rating scale (1-5), 5 being the highest and 1, the lowest.

GENERAL RATING SCALE

Numerical	Adjectival	Description
5	Outstanding (O)	Performance exceeding targets by 30% and above of the planned targets.
4	Very Satisfactory (VS)	Performance exceeding targets by 15% to 29 % of the planned targets
3	Satisfactory (S)	Performance of 100% to 114 % of the planned targets. For accomplishments requiring 100% of the targets such as those pertaining to money or accuracy or those which may no longer be exceeded also known as “ fixed targets ”, the usual numerical rating of 5 for those who met targets or 2 for those who failed or fell short of the targets applies
2	Unsatisfactory (US)	Performance of 51% to 99% of the planned targets
1	Poor (P)	Performance failing to meet the planned targets by 50% or below.

STANDARD RATING SCALE FOR TIMELINESS

Numerical	Description
5	Task completed 5 working days before the deadline
4	Task completed 3 working days before the deadline
3	Task completed on deadline or planned time
2	Task completed 1-3 working days after the deadline
1	Task completed 4 or more working days after the deadline

STANDARD RATING SCALE FOR EFFECTIVENESS

Numerical	Description
5	130% and above of the targeted quantity acted
4	115% to 129.99 % of the targeted quantity acted
3	100% to 114.99 % of the targeted quantity acted
2	51% to 99.99% of the targeted quantity acted
1	50% and below of the targeted quantity acted

STANDARD RATING SCALE FOR EFFECTIVENESS (for fixed targets)

Numerical	Description
5	100% of the target quantity are completed
4	80% to 99.99% of the target quantity are completed
3	50% to 79.99% of the target quantity are completed
2	30% to 49.99% of the target quantity are completed
1	0% to 29.99% of the target quantity are completed

Sample items with fixed targets include

- Number of syllabi against the number of preparations
- Number of grade sheets against the number of loads
- Number of TOS and test questions
- Learning modules against the number of preparations

STANDARD RATING SCALE FOR EFFICIENCY

Numerical	Description
5	No mistake or deficiency; every aspect of work assignment well covered; clearly presented; well organized; no error in the content.
4	One or two minor errors or deficiencies; work in accordance with instructions; clearly presented; well organized; 1 or 2 errors in content.
3	More than two minor errors or deficiencies; major revision needed; 4 or 5 errors in content.
2	One or two major errors or deficiencies; major revision needed; 4 or 5 errors in content.
1	Work not acceptable; needs total revision; 6 or more errors in content

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

Rating		Description
Numerical	Adjectival	
4.50 – 5.00	Outstanding	Performance represents an extraordinary level of achievement and commitment in terms of quality and time, technical skill and knowledge, ingenuity,

		creativity and initiative. Employee at this performance level should have demonstrated exceptional job mastery in all major areas of responsibility. Employee achievement and contributions to the organization are marked excellence.
3.51 - 4.49	Very Satisfactory	Performance exceeded expectations. All goals, objectives and targets were achieved above the established standards.
2.50 – 3.50	Satisfactory	Performance met expectations in terms of quality or work, efficiency and timeliness. The most critical annual goals were met.
1.50 – 2.45	Unsatisfactory	Performance failed to meet expectations, and/ or one or more of the critical goals were not met.
1.00 – 1.49	Poor	Performance was consistently below expectations, and/or reasonable progress toward critical goals was not made. Significant improvements are needed in one or more important areas.

In the computation of the final rating of the office and individual performances, 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 Effectiveness (Efv), and the above rating scales for Efficiency (Efc), and Timeliness (T).

The Performance Management Team (PMT) shall determine the weight allocation of the Offices, Strategic Priority, Core and Support Functions. It shall take into consideration the SNSU's thrust and priorities for the year. The said weight allocation shall be approved by the Head of Agency.

In like manner, the Office Heads shall determine the weight allocation of their respective subordinates' Strategic Priority, Core and Support Functions.

The same shall be reviewed by the Performance Management Team (PMT) and finally approved by the Head of the Agency.

For this purpose, the following weight allocation shall be followed for **IPCR**:

A. Faculty with administrative designation

Designations	Core Functions		Support Functions	
	Strategic Functions & Designate Functions	Instruction	Research	Extension
Vice - Presidents	80%	10%	5%	5%
Campus Directors <i>(includes HR City/Planning Director)</i>	70%	20%	5%	5%

Deans/Directors (<i>includes Building & Estates Head, University Architect, ITSO, IZN, BAC Chair, and those with more than 3 designations</i>)	60%	30%	5%	5%
Office Heads/Program Chairs	40%	50%	5%	5%
Other Designations	20%	70%	5%	5%

B. Faculty without designation

Rank	Instruction	Research	Extension
Professor	40%	40%	20%
Associate Professor	50%	30%	20%
Assistant Professor	60%	20%	20%
Instructors	70%	10%	20%

C. Non-teaching personnel

Core Functions – 70%
Support to Operation – 30%

SAMPLE COMPUTATIONS:

A. Faculty with administrative designation (Department Head)

Category	%	Average Rating
Department Head	40	$3.5 \times 40\% = 1.4$
Instruction	50	$4.2 \times 50\% = 2.1$
Research	5	$3.0 \times 5\% = 0.15$
Extension	5	$3.9 \times 5\% = 0.195$
Overall Rating		3.845
Adjectival Rating		Very Satisfactory

B. Professor (without designation)

Category	%	Average Rating
Instruction	40	$4.2 \times 40\% = 1.68$
Research	40	$3.0 \times 40\% = 1.2$
Extension	20	$3.9 \times 20\% = 0.78$
Overall Rating		3.666
Adjectival Rating		Very Satisfactory

C. Asso. Professor (for revision)

Category	%	Average Rating
Instruction	50	$4.2 \times 50\% = 2.1$
Research	30	$3.0 \times 30\% = 0.9$
Extension	20	$3.9 \times 20\% = 0.78$
Overall Rating		3.78
Adjectival Rating		Very Satisfactory

D. Asst. Professor(for revision)

Category	%	Average Rating
Instruction	60	$4.2 \times 60\% = 2.52$
Research	20	$3.0 \times 20\% = 0.6$
Extension	20	$3.9 \times 20\% = 0.618$
Overall Rating		3.738
Adjectival Rating		Very Satisfactory

E. Instructor(for revision)

Category	%	Average Rating
Intruccion	70	$3.5 \times 70\% = 2.45$
Research	30	$3.7 \times 30\% = 1.11$
Extension	20	$3.5 \times 20\% = 0.7$
Overall Rating		4.26
Adjectival Rating		Very Satisfactory

IX. SUBMISSION OF PERFORMANCE TARGETS, STANDARDS AND RATINGS

The performance targets of employees are submitted to the PMT not later than fifteen (15) days before the start of the rating period. The PMT shall have confirmed these targets not later than the 10th day of the start of each rating period. Failure on the part of the PMT to act on these targets on the above period means that they are automatically confirmed. Performance standards/measures are submitted in the same period together with the performance targets.

The accomplished IPCR with final ratings are submitted to the agency HRMO/Personnel Office/Department not later than the 15th day after the end of the rating period. The HRMO/Personnel Office/Department shall consolidate all employee ratings and prepare a report to the PMT containing the statistics on IPCR submission, distribution of ratings and list of protested or appealed ratings, if any, including all documents relative thereto. It shall submit all the above documents to the PMT within 30 days after the end of each rating period.

Officials and employees who shall be on official travel, approved leave of absence, training or scholarship programs and who have already met the required minimum rating period of 90 days are required to submit their performance targets and accomplished IPCR before they leave the office.

For purposes of performance-based personnel actions, employees who are not given ratings for a particular period shall use their performance ratings obtained in the preceding rating period. This provision, shall not, however, apply to those who are on vacation leave, even if their leave is covered by an application approved by their supervisors.

SNSU shall submit to the Civil Service Commission Field Office a list of employees showing their individual ratings not later than three (3) months after every rating period.

The timetable for the preparation, review and confirmation of performance targets, standards, and ratings including submittal of documents to the Civil Service Commission is hereby prescribed in the SPMS calendar under (**Annex E**) hereof.

X. USES OF PERFORMANCE RATINGS

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

Employees who obtained **Unsatisfactory** rating for one rating period or manifesting difficulty in accomplishing targets that would potentially lead for a poor performance shall be provided appropriate development interventions (i.e. mentoring and coaching, shadowing, training, workshops, etc.) by the immediate supervisor (Department Head/Office Head) in coordination of the HRM Office to adhere competency-related performance gaps.

If after advice and provision of developmental interventions the employee still obtains **Unsatisfactory** in the immediately succeeding rating period or poor rating in the immediately succeeding rating period, he/she will be dropped from the rolls. A written notice/advice from the Office Head at least three (3) months before the end of the rating period is required.

Further, if the employee obtains a poor rating performance for one semester, he/she will be automatically dropped from the rolls. Provided, however that there is a written notice from the Department Head/Office Head three (3) months before the end of the rating period. Performance monitoring and coaching journal for the quarter shall serve as proof that the employee received development interventions to address competency-related performance gaps.

- b. The Performance Management Team shall validate the Outstanding Performance ratings and may recommend concerned employee for performance-based awards. Grant of performance-based incentives shall be based on the final ratings of employees as approved by the Head of Office.
- c. Performance ratings shall be used as basis for promotion, training and scholarship grants and other personnel actions. Employees with Outstanding and Very Satisfactory performance ratings shall be considered for the above-mentioned personnel actions and other related matters.
- d. Officials and employees who shall be on official travel, approved leave of absence or training or scholarship programs and who have already met the required minimum rating period of 90 days shall submit the performance commitment and rating report before they leave the office. For purposes of performance-based benefits, employees who are on official travel, scholarship or training within a rating period shall use their performance ratings obtained in the immediately preceding rating period.

- e. Employees who are on detail or secondment to another office shall be rated in their present or actual office, copy furnished to 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 office or present office, where the employees have spent the majority of their time during the rating period.

XI. EQUAL OPPORTUNITY POLICY

SNSU observes the policy that there will be no discrimination in the implementation of the performance management system as to age, sex, civil status, disability/impairment, religious affiliation, social status and political affiliation or other similar factors/ personal circumstances.

- a. The institution reviews and updates its performance management policies on the assessment of competency and proficiency targets and performance standard as the sound bases for complement and support mechanisms to comply the required competency level through mentoring and coaching programs.
- b. The performance assessment of individual employee shall be conducted by the immediate head and the performance rating shall be based solely on records/documents of accomplishment reflected on the IPCR. In addition, the evaluation for faculty members includes the performance evaluation on instruction by students and the student's achievement attained.
- c. The standards and expectations of the performance are communicated to the employees to ensure constructive feedbacks and opportunity to discuss needs and the areas for improvement with their immediate head without fear of harassment, coercion, reprisals or discrimination.
- d. Female employees who are expecting to give birth within the planned performance rating period should also have their targets adjusted to take into consideration their maternity leave. During their pregnancy, the agency may consider the work area/physical setup and/or working conditions of pregnant women that would not endanger their babies' safety and health.
- e. No employee may be given task/projects that are not included in the duties & responsibilities of the position as indicated in the Position Description Form (PDF) except when there is a valid designation of order to perform other task/projects. Nevertheless, the concerned Department Head, in collaboration with the Human Resource Management Office, shall see to it that the proper Learning & Development intervention be provided for the employee who is designated to perform functions beyond the duties and responsibilities of his/her current position.

XII. SANCTIONS

Unless justified and accepted by the PMT, non-submission of the Office Performance Commitment and Review (OPCR) Form to the PMT, and the Individual Performance Commitment and Review (IPCR) Form to the HRM Office within the specified dates shall be a ground for:

- a. Employees' disqualification for performance-based personnel actions which would require the rating for the given period such as promotion, training or scholarship grants and performance enhancement bonus, if the failure of the submission of the report form is the fault of the employees.
- b. An administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty for the supervisors or employees responsible for the delay or non-submission of the office and individual performance commitment and review report.
- c. Failure on the part of the 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.
- d. Non-submission of agency SPMS to the Civil Service Commission for review/approval shall be a ground for disapproval of promotional appointments issued by concerned agency heads.

XIII. APPEALS

- a. Office performance assessment as discussed in the performance review conference shall be final and not appealable. Any issue/appeal on the initial performance assessment of an Office shall be discussed and decided during the performance review conference.
- b. Individual employees who feel aggrieved or dissatisfied with their final performance ratings can file an appeal with the PMT within ten (10) days from date of receipt of notice of their final performance evaluation rating from the Head of Office. An office/unit or individual employee, however, shall not be allowed to protest the performance ratings of other office/unit or co-employees. Ratings obtained by other office/unit or employees can only be used as basis or reference for comparison in appealing one's office or individual performance rating.
- c. The PMT shall decide on the appeals within one month from receipt. The decision of the PMT may be appealed to the Office Head.
- d. Officials or employees who are separated from the service based on Unsatisfactory or Poor performance ratings can appeal their separation to the CSC or its regional office within 15 days from receipt of the order or notice of separation.

XIV. EFFECTIVITY

The SNSU's Strategic Performance Management System (SPMS) shall take effect immediately after the conditional approval by the Civil Service Commission. A report of implementation of this SPMS shall be submitted to the CSCRO within six months after initial implementation, which shall be the basis for final approval.

XV. COMMITMENT

I hereby commit to implement and abide by the provisions of this system through the conduct of orientation on the Strategic Performance Management System (SPMS) for all employees. This is to promote awareness and interest in the system, generate employees' appreciation for the agency SPMS as a management tool for performance planning, control and improvement, and guarantee employees' internalization of their role as partners of management and co-employees in meeting organizational performance goals. It is understood that all performance-based human resource movements and/or developments/interventions such as promotions, scholarships, training, rewards and incentives shall only be based on this CSC-approved SPMS revised edition.



ROWENA A. PLANDO, Ph.D.
SUC University President

Date: MAY 13 2025

APPROVED:



ATTY. WINSTON L. PLAZA
CSC-Regional Director

Date: July 7, 2025

ANNEX A

OFFICE PERFORMANCE COMMITMENT AND REVIEW (OPCR)

I, (Name) , of the (Office/ Unit) , commits to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period .

(Name) _____

Position

Date: _____

Legend:

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

Reviewed by:

**Appropriate Supervising
Personnel**

Date:

Approved by:

University President/SPMS Champion

Date:

MFO/PAP

SUCCESS INDICATORS (TARGETS + MEASURES)

Allotted Budget

Division /Individuals Accountable

Actual Accomplishments

Rating

Efv¹

Efc²

T³

A⁴

Remarks

No.

STRATEGIC FUNCTIONS & CORE FUNCTIONS:80%

Strategic Goal 1. To provide enhanced quality instruction that is responsive to the needs of the local, regional and global communities.

Strategic Objective 1 Rationalizing Program Offerings

1	Sustained ISO 9001:2015 standards	A. 100% Retooling of IQA members		VP- Acad, CDs, Deans, Program Chairs, QA						
		B. Conduct reorientation for all the process owners		VP- Acad, CDs, Deans, Program Chairs, QA						
		C. Conduct 2 internal quality audit in a year		VP- Acad, CDs, Deans, Program Chairs, QA						
		D. Submit to ISO External Audit in a year		VP- Acad, CDs, Deans, Program Chairs, QA						
2	Intensify Faculty Development Program	A. 100% of the faculty submit Individual Faculty Training Development Plan		VP- Acad, CDs, Deans, Program Chairs, HR						
		B. 100% of faculty are send to seminars/trainings/conference related to their field		VP- Acad, CDs, Deans, Program Chairs, HR						
		C. 60% of faculty pursue academically aligned graduate degrees		VP- Acad, CDs, Deans, Program Chairs, HR						
3	Strengthen students performance in Licensure examination	A. Ensure board examination-typed questions in the major examinations (midterm and final) in all courses		VP- Acad, CDs, Deans, Program Chairs						
		B. Conduct 1 in-house review and 1 integrated in the higher level for board programs		VP- Acad, CDs, Deans, Program Chairs						
		C. 100% of faculty produce Learning Management system		VP- Acad, CDs, Deans, Program Chairs						

		D. 100% of faculty create e-learning modules		VP- Acad, CDs, Deans, Program Chairs							
4	Ensure employability of graduates in their field of specialization	A. Conduct tracer study on the employability of SNSU graduates and undergraduate programs		VP- Acad, CDs, Deans, Program Chairs							
5	Improve student services for effective delivery of quality instruction	A. Develop holistic development programs that are responsive to the needs of students are created per area of SAO		VP- Acad, CDs, Deans, Program Chairs, SAO, Placement Officer							
		B. 100% of BOR-approved admission, retention and exemplary performance incentives policies and procedures are implemented		VP- Acad, CDs, Deans, Program Chairs							
		C. Intensify networking and engagement with schools, communities, alumni, and other concerned agencies for school-related activities		VP- Acad, CDs, Deans, Program Chairs, SAO, Placement Officer							
		D. Automate library services and retool personnel		VP- Acad, CDs, Deans, Program Chairs, HR, Librarians							
		E. Fast-track acquisition of printed books/electronic sources, journals, and databases and establish system for library holdings to achieve 100% compliance to CHED minimum requirements		VP- Acad, CDs, Deans, Program Chairs, Librarians							
		F. Expand quality services and promote learner-centered, data-driven and innovative environment		VP- Acad, Campus Directors, Deans, Program Chairs							

		G. Establish intervention and national/local linkages for the library		VP- Acad, Campus Directors, Deans, Program Chairs						
	Strategic Objective 2. Strengthened linkages with local Colleges/Universities/and/or industries									
1	Establish local, national and international academic and industry-linkages	A. Establish local, national and international academic and industry-linkages		VP- Acad, Campus Directors, Deans, Program Chairs, SAO Director, Placement Officer						
					sub-total					
					Equivalent					
	SUPPORT FUNCTION:20%									
1	Prepare annual and supervisory plans for the current year	At least 50% of the annual and supervisory plans are implemented and observed		VP- Acad, Campus Directors, Deans, Program Chairs						
2	Perform activities stipulated in the annual and supervisory plans	75% of activities in a current year are implemented and assessed		VP- Acad, Campus Directors, Deans, Program Chairs						
3	Oversee academic planning, program review and curriculum development	At least 50% of the programs will be reviewed for the current year		VP- Acad, Campus Directors, Deans, Program Chairs						
4	Coordinate with the accreditation in regards to program evaluation	More than 50% of the total programs of the College will be accredited		VP- Acad, Campus Directors, Deans, Program Chairs						

5	Evaluate and recommends faculty hiring, promotion, and tenure	Documents submitted by the applicants will be evaluated properly and rated based on the DBM-CHED JC-3		VP- Acad, Campus Directors, Deans, Program Chairs						
6	Supervise budget preparation for the academic/ technology - related	Review division activities and programs to maximize the budget allocation and could be utilized for other purposes for instruction		VP- Acad, Campus Directors, Deans, Program Chairs						
7	Implement CSC regulations in the 8 hour working and 30 min. break prior	Monitor classes and schedules of every faculty to make sure that this is properly observed.		VP- Acad, Campus Directors, Deans, Program Chairs						
8	Presides meetings with the Campus Directors/ College Deans and Program Chairs	Discuss together with the academic heads in regards to the issues and concerns of the College		VP- Acad, Campus Directors, Deans, Program Chairs						
9	Recommend faculty to trainings and seminars.	100% of the faculty members will be sent to training and seminar for the current year		VP- Acad, Campus Directors, Deans, Program Chairs						
10	Prepares memoranda, correspondents and notices to concern faculty.	Notices and memoranda are served promptly to the Campus Directors/Deans/Program Chairs faculty concerned		VP- Acad, Campus Directors, Deans, Program Chairs						
11	Requires all faculty in all divisions to submit updated course syllabi	Issue memorandum on the submission of updated course syllabi two weeks before the start of classes		VP- Acad, Campus Directors, Deans, Program Chairs						
12	Requires all faculty to submit test questionnaire with TOS and answer key	Submission of test questionnaires with TOS 2 weeks before examination for content and construct evaluation.		VP- Acad, Campus Directors, Deans, Program Chairs						
13	Requires faculty to submit grade sheets 2 weeks after conducting the major examination	90% of the faculty will comply the schedule 2 weeks after the major examination		VP- Acad, Campus Directors, Deans, Program Chairs						

14	Supervise Instruction and activities per division.	Conduct at least once a semester classroom observation and attendance to school activities		VP- Acad, Campus Directors, Deans, Program Chairs						
15	Requires all faculty to submit year-end clearance before summer starts.	90% of the faculty will comply before the deadline set for clearance		VP- Acad, Campus Directors, Deans, Program Chairs						
16	Consolidate APP/PPMP of all divisions.	90% of the divisions submitted the APP/PPMP		VP- Acad, Campus Directors, Deans, Program Chairs						
					sub-total					
					Equivalent					
	Category Distribution Rating Equivalent Final Rating									
	Core Functions + Strategic Priorities		80%			0.000	0.000			
	Support Functions		20%			0.000	0.000			
	Total Overall Rating						0.000			
	Adjectival rating									
	Preliminary Assessed by PMT Secretariat:	Date	Recommending approval:	Date	Approved by:					Date
	Planning Officer I/II/III		Planning Director/VP-Admin		University President / SPMS Champion					
Legend: 1 -Effectiveness 2- Efficiency 3- Timeliness 4-Average										

ANNEX B

Individual Performance Commitment and Review Form (Faculty)



Republic of the Philippines
SURIGAO DEL NORTE STATE UNIVERSITY
 Narciso Street, Surigao City 8400, Philippines

INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR)

I _____, of the **SURIGAO DEL NORTE STATE UNIVERSITY**, College of _____ commits to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period _____.

NAME OF FACULTY
Academic rank of faculty

Date: _____

Legend: 5 - Outstanding 4 - Very Satisfactory 3 - Satisfactory 2 - Unsatisfactory 1 - Poor		Reviewed by <u>Name of Dean</u> <u>Dean, College of</u> _____	Date	Approved by: <u>Name of Campus Director</u> <u>Campus Director</u>				Date
No.	MFO/PAP	SUCCESS INDICATORS (TARGETS + MEASURES)	Actual Accomplishments	Rating				Remarks
				Efv ¹	Efc ²	T ³	A ⁴	
CORE FUNCTION: 70%								

No.	INSTRUCTION (___%)								
1	Preparation of documents/records consequential in the delivery of advanced and/or higher education services	<p>Submission of the following academic requirements:</p> <p>1.1 Submission of OBE Syllabi Effectiveness (fixed target): Complete submission against the number of preparations in the approved Faculty Load; Course outcomes in HOTS; Constructive alignment among ILOs, teaching-learning activities, and assessment tasks; References used are found in the University Library; Adheres to the registered document or controlled document. Efficiency target: Submitted syllabi are accepted by the Program Chair/Area Coordinator without needing any form of revision upon their first submission. Timeliness target: One working day before the start of classes.</p>	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						
		<p>1.2 Course outlines Effectiveness (fixed target): Complete submission against the number of preparations; adheres to the ISO-registered document/controlled document Efficiency target: Submitted course outlines are accepted by the PC/AC without needing revisions</p>	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						

		Timeliness target: One working day before the start of classes.							
1	Preparation of documents records consequential in the delivery of advanced and/or higher education services	1.3. Instructional materials (IMs, including learning modules and multimedia teaching materials) developed by the faculty and proof of peer-review/evaluation Effectiveness (fixed target): Complete submission Efficiency target: Submitted instructional materials with certification/s that such materials are approved for utilization Timeliness target: One working day before the start of classes.	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						
		1.4 Table of Specifications (TOS) and Test Questionnaire (TQ) with answers keys for both midterm and final examinations Effectiveness target (fixed): Complete submission against the number of preparations; minimum of 40 items in multiple-choice test format; majority of test items are HOTS; adheres to the registered document. Efficiency target: Submitted TOS and TQ are accepted by the PC/AC without needing revision Timeliness: One working day before the	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						

		scheduled conduct of midterm/final exams							
1	Preparation of documents records consequential in the delivery of advanced and/or higher education services	1.5. Grade sheets generated from the portal (myfg.snsu) Effectiveness target (fixed): Complete submission against the number of preparations per approved Faculty Load Efficiency target: Accurate entries in grade sheets, duly signed by the PC/Dean/VPAA. Timeliness target: Not later than two weeks after the conduct of final exams	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						
		1.6. Class records from all preparations Effectiveness target (fixed): Complete submission against the number of preparations, with proper labels for every set of scores and dates Timeliness target: Not later than two weeks after the conduct of the final exam.	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						
		1.7. Consultation log form Effectiveness target: Complete submission; adheres to the ISO-registered document/template. Timeliness target: Not later than two weeks after the conduct of final exams	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						

1	Preparation of documents records consequential in the delivery of advanced and/or higher education services	1.8. Individual report summarizing 1. Innovative strategies and; 2. Tasks used in the classroom Effectiveness target (fixed): One report, with photos and captions Timeliness target: Not later than two weeks after the conduct of final exams	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						
		1.9 Individual report summarizing all trainings/ seminars/conferences attended, including all engagements related to research, innovation and extension Effectiveness target (fixed): One report, using tables for summaries and complete with attachments (e.g., narrative reports with photos and captions, memos, and certificates) Timeliness target: Not later than two weeks after the conduct of final exams	Dean/Director for Academics Program Chair Area Coordinator, Faculty						
		1.10. Other records that may be required by the Dean/Director for Academics through office memoranda, such as but not limited to the following: valid PRC ID and other relevant certifications, TOR with CAV, and copies of narrative report and learning application plans. Effectiveness target: Complete submission Timeliness target: On the submission date as determined by the Dean/Director for Academics	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						

2	Preparation of documents and reports for various quality assurance endeavors of the university, such as AACUP program accreditation and institutional accreditation, application for CHED COD status, ISA, PQA, among others	<p>Effectiveness target: Complete the compilation and attachment of required documents, adhering to the roles delineated in each memorandum or office order involving the faculty member.</p> <p>Efficiency target: Accurate attachments and documents for the assigned role, area, or domain.</p> <p>Timeliness target: One working day before the schedule of any internal or external accreditation visit or validation.</p>	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						
3	Conducts classes regularly	<p>Effectiveness target: Except on official time/official business, attain 100% attendance via e-survey form or any means that may be determined by the Dean/Director for Academics/VP-AA</p> <p>Timeliness target: Conducts sessions on time per approved Faculty Load.</p>	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						
4	Faculty performance evaluation on instruction by one's immediate supervisor	<p>Effectiveness target: Attain a Very Satisfactory (VS) in the evaluation conducted by one's immediate supervisor (i.e., Deans and Directors for Academics for all Program Chairs and Area Coordinators; Program Chairs or Area Coordinators for Faculty)</p> <p>Timeliness target: Completed on the schedule determined by the Dean/Director for Academics</p>	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						

5	Faculty performance evaluation on instruction by Students	Effectiveness target: Attain a Very Satisfactory (VS) in the evaluation on instruction performance administered by the Guidance Office. Timeliness target: Completed on schedule determined by the Guidance Office	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						
6	Student achievement attained by the end of the semester	Effectiveness target: At least 20% of students attain at least 70% proficiency level in achievement tests to be administered by the Guidance Office/Dean's Office at the end of the semester using test materials provided by the faculty. Timeliness target: On the date set together by the Guidance Office and Deans/Directors for Academics	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						
				Sub-total					
				Equivalent					
	RESEARCH (___%)								
1	Participate in meetings and activities about research, innovation and extension organized by VP-RIE, Campus Directors, Deans, and RIE Directors. Included in these meetings are those RIE Council meetings and In-House Reviews where the faculty	Effectiveness target: Complete attendance to all meetings and activities as certified by the Dean/Director for Academics Timeliness target: Attends on time per memorandum of every meeting/activity	Dean/Director for Academics, Program Chair/Area Coordinator, RIE Directors, Faculty						

	member may attend as a proponent/presenter.								
2	Engage in a research project resulting to presentation and/or publication of a journal article indexed in Scopus/WOS/ACI or in any indexing body that may be determined by CHED as legitimate/non-predatory; OR engaging in an innovation project resulting to a grant of a patent	<p>Effectiveness target: For Professors IV, V, and VI: One (1) publication in a year in any journals indexed in ACI, Scopus and WOS as sole author or co-author</p> <p>For Professors I, II, III: One (1) publication in a year in any journal indexed ACI, Scopus and WOS as sole author or co-author</p> <p>For Associate Professors IV ad V: One (1) completed research in a year, duly presented in CHED/PASUC- endorsed conference</p> <p>For Associate Professors I, II, and III: One (1) completed research in a year</p> <p>For Assitant Professors IV and below: Participation or involvement in one (1) ongoing research project</p> <p>Timeliness target: Not later than three years from the conclusion of the research/innovation project</p>	Dean/Director for Academics, Program Chair/Area Coordinator, RIE Directors, Faculty						

3	Engage in a research/innovation project leading to community extension, and commercialization (e.g., translational research; utility model or patent applications; TBI startup)	Effectiveness target: One research project completed with terminal report certified by the Research Director or the VP RIE and proof of research utilization; OR one invention/innovation project with active UM/patent application; OR an active startup project attributed to the faculty Timeliness target: Not later than three years from the conclusion of the project	Dean/Director for Academics, Program Chair/Area Coordinator, RIE Directors, Faculty						
4	For proponents or project leaders with active research grants/projects with the Office of the RIE, submit all required reports.	Effectiveness target (fixed): Complete submission of reports (such as monitoring report, evaluation report, terminal report) duly monitored by the Research Director and/or Innovation Director. Timeliness: On the submission date set by the VP RIE or concerning RIE Directors.	Dean/Director for Academics, Program Chair/Area Coordinator, RIE Directors, Faculty						
				sub-total					
				Equivalent					
	EXTENSION SERVICES (____%)								
1	Contribute to efforts establishing a linkage/network/partnership that benefits the university OR into income generation	Effectiveness target: One MOA/MOU attributed to the faculty as its linkage/partnership initiator or co-initiator; the MOA/MOU is approved by the Board of Regents Timeliness target: Within the time frame	Dean/Director for Academics, Program Chair/Area Coordinator, RIE Directors, Faculty						

		set by the faculty, as indicated in the BOR-approved extension project proposal							
2	Engage in a service-oriented extension project/activity in the community, including advocacies, either as the project head or as a service provider/resource person in the transfer of learning/technology	Effectiveness target: One service-oriented extension project/activity in every semester; the project is implemented based on a BOR-approved extension project/activity; and the project is related to the educational qualifications, academic program, or college where the faculty is part of. Timeliness target: Within the time frame set in the BOR-approved extension project proposal	Dean/Director for Academics, Program Chair/Area Coordinator, RIE Directors, Faculty						
3	Quality of extension services provided to established partners/beneficiaries/communities	Effectiveness target: Attain a VS rating or an equivalent rating based on the evaluation reports of every service-oriented extension project where the faculty is part of. Timeliness: Within the time frame set in the BOR-approved extension project proposal	Dean/Director for Academics, Program Chair/Area Coordinator, RIE Directors, Faculty						
4	For proponents or project leaders with active extension grants/projects with the Office of the RIE, submit all required reports.	Effectiveness target (fixed): Complete submission of reports (such as monitoring report, evaluation report, terminal report) duly monitored by the Extension Director Timeliness: On the submission date set	Dean/Director for Academics, Program Chair/Area Coordinator, RIE Directors, Faculty						

		by the VP RIE or concerning RIE Directors.							
				sub-total					
				Equivalent					
	SUPPORT FUNCTIONS (30%)								
1	Attendance to institutional meetings called to order by the University President (e.g., Academic Council Meetings, general faculty meetings, and assembly meetings)	Effectiveness target: 100% attendance of the faculty to all meetings as monitored by the Dean/Director for Academics Timeliness: Attends on time per approved memoranda for all meetings	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						
2	Attendance to college-level or campus-level meetings called to order by the Campus Director, Dean or Director for Academics	Effectiveness target: 100% attendance of the faculty to all meetings as monitored by the Dean/Director for Academics Timeliness target: Attends on time per approved memoranda for all meetings	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						
3	Attendance to flag raising ceremonies wearing barong/Filipiniana and flag retreat ceremonies	Effectiveness target: 100% attendance of the faculty to all flag raising ceremonies, wearing barong/filipiniana, and to all flag retreat conducted and duly monitored by the Dean/Director for Academics/Campus Director Timeliness target: Attends on time	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						

4	Attendance to university activities and events not mentioned above, including but not limited to fire drill, earthquake drill, graduation program, Gabi ng Parangal, Christmas party, GAD-related activities, orientations, among others.	Effectiveness target: 100% attendance to all university activities and events as monitored by the Dean/Director for Academics Timeliness target: Attends on time per approved memoranda of the events	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						
5	Attendance to activities organized/sponsored by partners/external agencies covered by memoranda (e.g., flag raising ceremony/parade during Charter Day, Rizal Day, and CHED-related events).	Effectiveness target: 100% attendance to all external activities and events as monitored by the Dean/Director for Academics Timeliness target: Attends on time per approved memoranda of the events	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						
6	Submission of DTR	Efficiency target: Submits DTR complete with attachments whenever appropriate without needing correction upon first submission Timeliness target: Submits on the first working day of the following month	Dean/Director for Academics, Program Chair/Area Coordinator, HRMO, Faculty						
7	Submission of clearance	Effectiveness target (fixed): Ensures all clearance requirements are met. Timeliness target: Not later than two weeks from the last day of the semester.	Dean/Director for Academics, Program Chair/Area Coordinator, Faculty						
8	Wearing of prescribed uniform and ID	Effectiveness target: Consistently wear the prescribed uniform and ID as monitored by the Dean/Director for Academics	Dean/Director for Academics,						

		Timeliness target: During all official work hours	Program Chair/Area Coordinator, Faculty						
9	HRMO requirements and use of its forms	<p>Submit the following:</p> <p>9.1. PDS</p> <p>Effectiveness target (fixed): One PDS adhering to the prescribed template</p> <p>Efficiency target: Accepted by the HRMO without needing any form of revision upon its first submission.</p> <p>Timeliness target: Last working day of January</p>	Dean/Director for Academics, Program Chair/Area Coordinator, HRMO, Faculty						
		<p>9.2. SALN</p> <p>Effectiveness target: One SALN adhering to the prescribed template</p> <p>Efficiency target (fixed): Accepted by the HRMO without needing any form of revision upon its first submission.</p> <p>Timeliness target: Last working day of January</p>	Dean/Director for Academics, Program Chair/Area Coordinator, HRMO, Faculty						
		<p>9.3. Personnel Development Plan (PDP)</p> <p>Effectiveness target (fixed): One plan adhering strictly to the ISO-registered document/template.</p> <p>Efficiency target: The plan is accepted by the HRMO/Dean without needing any form of revision upon its first submission.</p>	Dean/Director for Academics, Program Chair/Area Coordinator, HRMO, Faculty						

		Timeliness target: On the specified day of submission							
		<p>9.4. IPCR (and OPCR for Office Heads)</p> <p>Effectiveness target (fixed): One plan adhering strictly to the prescribed template.</p> <p>Efficiency target: The IPCR and OPCR is accepted without needing any form of revision/correction upon its first submission.</p> <p>Timeliness target: On the specified day of submission</p>	Dean/Director for Academics, Program Chair/Area Coordinator, HRMO, Faculty						
		<p>9.5. External Learning and Development (L&D) Request Form for requesting attendance to external learning & development (L&D) activities</p> <p>Effectiveness target: Completely filled-out request form with all required attachments for every external L&D request</p> <p>Timeliness target: One week before the start of the external L&D activity being requested</p>	Dean/Director for Academics, Program Chair/Area Coordinator, HRMO, Faculty						
		9.6. Submission of post- learning & development (L&D) documents: Individual Narrative Report and Individual Learning Application Plan (LAP)	Dean/Director for Academics, Program Chair/Area Coordinator, HRMO, Faculty						

		<p>Effectiveness target (fixed): Complete submission of Individual Narrative Report and Individual LAP against all HRDC-endorsed of the faculty; all records adhere to the ISO-registered document/template.</p> <p>Efficiency target: All submissions are accepted by the HRMO without needing any correction upon first submission.</p> <p>Timeliness target: Within one week after return from HRDC-endorsed L&D</p>							
		<p>9.7. Use of pass slips upon leaving the campus premises</p> <p>Effectiveness target: Use one set of pass slips for every instance the faculty leaves the campus premises</p> <p>Timeliness target: Upon exit within office hours of days at work</p>	Dean/Director for Academics, Program Chair/Area Coordinator, HRMO, Faculty						
10	Submitting liquidation reports of travels	<p>Effectiveness target: Submits liquidation report with all necessary attachments, including Certificate of Travel Completed, Certificate of Appearance, among others, for every travel/office business made.</p> <p>Efficiency target: Submits without needing revision/correction upon first submission</p> <p>Timeliness target: Not later than one</p>	Dean/Director for Academics, Program Chair/Area Coordinator, Accounting Office, Faculty						

		week upon return from travel/official business							
					sub-total				
					Equivalent				
Strategic			Distribution	Rating	Equivalent	Final Rating			
	Instruction								
	Research								
	Extension								
Core	70%								
Support	30%								
Total Rating									
Final Rating									
Adjectival rating									
Comments and Recommendations for Development Purposes:									
Conforme: <u>NAME OF FACULTY</u> Academic rank of faculty Date:		Assessed by: <u>Name of Dean</u> Dean, College of _____ Date:			Approved by: <u>Name of Campus Director</u> Campus Director Date:				

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

ANNEX C

INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR) (Non-Teaching)

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

Position

Date: _____

	Rating Scale: 5 – Outstanding 4 – Very Satisfactory 3 – Satisfactory 2 – Fair 1 – Needs Improvement	Recommending Approval: _____ Immediate Head	Date	Approved by: <u>ROWENA A. PLANDO, PhD</u> Vice President for Administration				Date
No.	Core: (70%)	SUCCESS INDICATORS (TARGETS + MEASURES)		Actual Accomplishments	Rating			Remarks
	SUPPORT FUNCTIONS (30%)							
1	Submission of monthly DTR to HRMO	DTR submitted on the 3rd day of every month including all necessary attachments.						
2	Attendance to the community-sponsored activities.	100% attendance to the community-sponsored activities.						
3	Attendance in the administrative meeting and other school related activities.	100% attendance in the administrative meeting and other school related activities.						
4	Submission of PDS and SALN (1 st Semester).	PDS and SALN will be submitted on the specified date with no correction.						
5	Submission of IPCR.	Submitted IPCR 15days after the end of rating period.						
6	Processing of received documents.	100% of received documents with complete attachment will be processed within the day.						

7	Attend Earthquake and fire drill	100% attendance of conducted Earthquake and fire drill.						
8	Attend GAD related activities	100% attendance of all GAD related activities.						
9	Submit Personnel Development Plan (PDP) 2 nd Semester.	Submitted PDP within the deadline with complete details.						
10	Wearing of proper office uniform and ID.	Wearing of proper office uniform and ID within the university premises.						
11	Regularly and punctuality on the attendance to duty.	No more than 10 tardiness and undertime in a month.						
				sub-total				
				Equivalent				
Category		Distribution		Rating	Equivalent		Final Rating	
Core Functions		70%						
Support Function		30%						
Total Rating								
Final Rating								
Adjectival rating								
Comments and Recommendations for Development Purposes:								
Conforme:		Assessed by:			Approved by:			
_____		_____			_____			
Employee		Immediate Head			ROWENA A. PLANDO, PhD			
Date:		Date:			Vice President for Administration			
					Date			

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

ANNEX D

SAMPLE SUCCESS INDICATORS

Hereunder are some samples of success indicators of the different sectors of government.

Major Final Output	Performance Measures	Performance Targets	Success Indicator(Measures + Targets)	Organizational Outcomes
1) Preparation of documents/records consequential in the delivery of advanced and/or higher education services: Submission of OBE syllabi	-Effectiveness: The degree to which submissions are complete and adhere to the standards set by the university. -Efficiency: The accuracy of the documents in terms of needing no revisions upon the first submission. -Timeliness: The promptness of document submissions	-Effectiveness targets: Complete submission against the number of preparations as outlined in the approved Faculty Load; integration of HOTS in course outcomes; Constructive alignment among ILOs, TLAs, and ATs; Use of references in Library; adherence to the ISO-registered template. -Efficiency target: Syllabi submitted are accepted by the Program Chair/Area Coordinator without any need for revision upon their first submission. -Timeliness target: Documents are submitted one working day before the start of classes.	Complete submission of OBE syllabi, where the course outcomes are in HOTS, there is constructive alignment among ILOs, TLAs, and ATs, the references used are in the library, and adheres to the ISO-registered document. All OBE syllabi are accepted without needing any form of revision upon their first submission, and must be turned in one working day before the start of classes.	Enhanced course clarity and student preparedness; improved instructional quality
2) Submission of documents and reports for various quality assurance endeavors (e.g.,	-Effectiveness: The degree to which submissions are complete and adherent to	-Effectiveness target: Complete compilation and attachment of required documents,	Complete and accurate compilation and attachment of required documents adhering to the roles delineated in every memo or office	Improved program quality, increased accountability, and continuous improvement

IQA, AACUP, PQA, etc.)	<p>designated role of the faculty</p> <p>-Efficiency: The degree to which attachments are accurate per assigned role.</p> <p>-Timeliness: The promptness of document submissions</p>	<p>adhering to the roles delineated in each memorandum or office order involving the faculty member.</p> <p>-Efficiency target: Accurate attachments and documents for the assigned role, area, or domain.</p> <p>-Timeliness target: One working day before the schedule of any internal or external accreditation visit or validation.</p>	order, one working day before the scheduled survey/audit visit.	
3) Conducts class regularly	<p>-Effectiveness: The degree to which the faculty is present for all classes in the Faculty Load and no unauthorized absences</p> <p>-Timeliness: The degree to which the faculty conducts classes on time</p>	<p>-Effectiveness target: Except on official time/official business, attain 100% attendance via e-survey form or any means that may be determined by the Dean/Director for Academics/VP-AA</p> <p>-Timeliness target: Conducts sessions on time per approved Faculty Load.</p>	-100% on-time attendance (except on official time/official business), conducting classes on time per approved Faculty Load, via e-survey form or any means that may be determined by the VP-Acad	Consistent and effective delivery of instruction; enhanced student learning experiences

ANNEX E

Strategic Performance Management System (SPMS) Calendar

Strategic Performance Management System (SPMS) Calendar														
Activity		Submit to	Schedule											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. Performance Planning and Commitment														
OPCR for review		PMT						10 th						10 th
IPCR		HRMO	5 th						5 th					
		PO	10 th						10 th					
2. Monitoring and Coaching														
Monitoring by														
▪ PMT			Once per year											
▪ PO			Per semester											
▪ Office Head			Regular basis											
▪ Individual Staff			Regular basis											
Form	IPCR	HRMO	After EO Quarter											
	OPCR	PO	After EO Quarter											
3. Performance Review Feedback														
OPCR		PO	15 th						15 th					
PO to review, evaluate and Validate OPCR against target and return validated OPCR Office Heads														
Annual Performance Review		PO												15 th
IPCR		Head of Office	5 th						5 th					
Heads of Office submit IPCR		HRMO	10 th						10 th					
4. Performance Rewarding and Development Planning														
PMT to submit Top performer list		University President			30 th						30 th			
Professional Development		HRMO						15 th						20 th
Rewards/Incentives		PRAISE						15 th						20 th

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

ANNEX F

Sample Summary List of Individual Performance Ratings

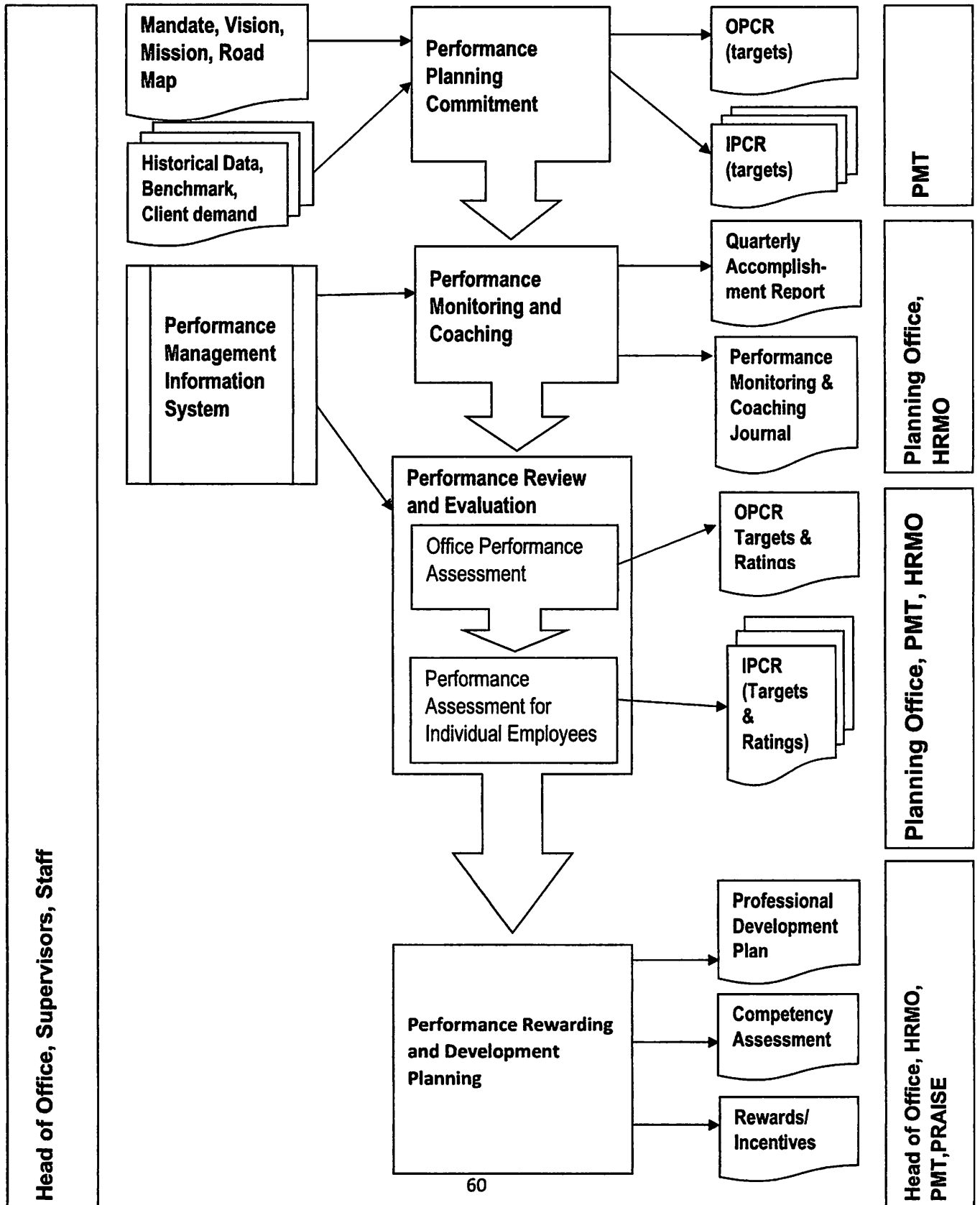
Office A		Performance Assessment: Very Satisfactory	
Office A	Rating		
	Numerical	Adjectival	
Office A rating	4	Very Satisfactory	
Employee 1	4	Very Satisfactory	
Employee 2	5	Outstanding	
Employee 3	3	Satisfactory	
Employee 4	4	Very Satisfactory	
Employee 5	4	Very Satisfactory	
No. of Employees = 5 Average ratings of staff	20/5=4	Very Satisfactory	
Office B	Rating		
	Numerical	Adjectival	
Office B rating	3	Satisfactory	
Employee 1	3	Satisfactory	
Employee 2	4	Very Satisfactory	
Employee 3	2	Unsatisfactory	
Employee 4	3	Satisfactory	
No. of Employees (including DC) = 4 Average ratings of staff	12/4=3	Satisfactory	

Office C	Rating	
	Numerical	Adjectival
Office C rating	5	Outstanding
Employee 1	5	Outstanding
Employee 2	4	Very Satisfactory
Employee 3	5	Outstanding
Employee 4	4	Very Satisfactory
No. of Employees (including DC) = 4 Average ratings of staff	18/4=4.5	Outstanding

Summary:	Office A	4	Very Satisfactory
	Office B	3	Satisfactory
	Office C	5	Outstanding
	Average	12/3= 4	Outstanding

ANNEX G

PMS PROCESS FLOWCHART



ANNEX H

Performance Planning & Commitment Sample Performance Monitoring and Coaching Journal

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

Name of Department _____
 Department Head _____
 Number of Personnel in the Department _____

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

Please indicate the date in the appropriate box when the monitoring was conducted.

Conducted by:	Date:	Noted by:	Date:
Immediate Supervisor		Head of Office	

ANNEX I

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

Major Final Output	Tasks	Assigned to	Duration	Task Status				Remarks
				Week 1	Week 2	Week 3	Week 4	
Test Item	1.1 Conduct of Test Item Workshop	Staff A	Jan 5-10					
	1.2 Review of Test Items	Staff D	Jan 5-10					
Test Bank	2.1 Encoding of Test Item	Staff B	Jan 12-17					
	2.2 Updating of Test Item Properties	Staff B	continuing					
	2.3 Management/ Maintenance of Test Bank Database	Staff B	continuing					
Exam Calendar and Announcement	3.1 Consultation with CSCROs	Staff D	continuing					
	3.2 Preparation of Calendar/ Announcement	Staff D	By January 10					
	3.3 Presentation of Calendar/ Announcement	Staff D	By January 12					
	3.4 Dissemination of Calendar/Announcement	Staff D	By January 15					
Exam-Conduct Action Plan	4.1 Constitution of Exam Committees	Director	EO April					
	4.2 Determination of Testing Centers/Test Administrators	Staff C	EO Feb					
	4.3 Preparation of Budget Estimate (Income and Expenses)	Staff F	EO April					
Non- Confidential Examination Documents	5.1 Preparation of Examiner's Manual	Staff E	March 1-30					
	5.2 Reproduction of Examination Documents	Staff M	May 10-15					
	5.3 Dissemination of Examination Documents	Staff N	May 15-17					
Processed Examination Application	6.1 Review and Examination Evaluation of Application	Staff O	Continuing					
	6.2 Batching of Application	Staff P	May 1-5					
Conducted by:		Date:	Noted by:				Date:	
<i>Immediate Supervisor</i>			<i>Head of Office</i>					

ANNEX J

Performance Monitoring and Coaching (Illustration showing a sample Tracking Tool for Monitoring Assignment)

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

ANNEX K

Performance Rewarding and Development (Illustration showing a Personnel Development Plan Template)

Personnel Development Plan

Date:

Target Date	
Review Date	
Achieved Date	

Aim	
Objective	

Task	Next step
Comments	

ANNEX K-1
Personnel Development Plan (Faculty)



Republic of the Philippines
SURIGAO DEL NORTE STATE UNIVERSITY
Narciso Street, Surigao City

Document Code No.	FM-SSCT-HR-009
Revision No.	0
Effective Date	01 January 2019
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PERSONNEL DEVELOPMENT PLAN (PDP)

A. Personal Information

Name (Last, First, MI)	6. Campus		
Current Position/ Academic Rank	7. Years in the Agency		
Salary Grade	8. Years in the Government Service		
4. Office / Department	9. No further development is denied or required for this year/s		
	(Please check the box here)		
	<input type="checkbox"/> Year 1	<input type="checkbox"/> Year 2	<input type="checkbox"/> Both years

5. Years in the Position		10. Office Head's Name (Last, First, MI)
--------------------------	--	--

B. Educational Qualification:

	Degree Earned <i>(Write in Full)</i>	Major/Minor	Name of School <i>(Write in Full)</i>	Year Graduated/ Expected to Graduate	Time Frame <i>(For those who are yet to start)</i>
Baccalaureate					
Master's					
Doctoral					



Republic of the Philippines
SURIGAO DEL NORTE STATE UNIVERSITY
 Narciso Street, Surigao City

Document Code No.	FM-SSCT-HR-009
Revision No.	0
Effective Date	01 January 2019
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C. COMPETENCY ASSESSMENT AND DEVELOPMENT PLAN

PURPOSE: ☐ To meet the competencies of current position ☐ To increase the level of competencies of current position
☐ To meet the competencies of the next higher position ☐ Others, pls. indicate: _____

 (Specify: Desired next higher position)

Unmet Competencies / Area for Development (1)	Priority for January to December 2019 (2)	Specific Behavioral Indicators NOT Demonstrated (3)	Development Activity (4)	Support Needed/ Involvement of Others (5)	Completion Date (month and year) (6)	Status of Completion / Update Completed (Yes or NO) (7)	(Self-evaluation) Key learning and application (What insight did you gain and how did you apply it on the job? (8)

Prepared by:

Reviewed by:

Noted:

Recommending Approval:

INSTRUCTIONS:

Based on the periodic competency assessment conducted and/or review of performance result, please identify the top gaps or weaknesses among the competencies assessed that you need to focus on for the development, improvement or enhancement. As a rule-of-thumb, it would be best to prioritize three (3) development areas over a two-year period. You also need purpose/s in doing IDP so that your supervisor will be able to focus on the appropriate

Column 1 (Unmet Competencies) – This refers to the Competencies that are NOT MET as seen in the individual Competency Assessment Results.

Column 2 (Priority IDP) – This refers to the competencies that are not met, to be extracted from column 1 and that are needed to prioritized in the crafting of IDP. In choosing the top three priorities, the MISSION-CRITICAL COMPETENCIES have to be considered first.

If all the Mission-Critical Competencies are already met, then you should prioritize the UNMET COMPETENCIES with the least number of specific behavior that are not demonstrated for you to able to meet the said competencies within a short period of time. The Unmet Competencies with the most number of specific behaviors that are not demonstrated can be your long term goal.

Column 3 (Specific Behavior Indicators NOT Demonstrated) – Please refer to the behavioral indicators of the Unmet Competencies in Column 2 or the Priority IDP, which will be culled from the COMPETENCY TABLES.

Column 4 (Development Activity) - Identify one or more specific actions you can take to meet an objective. Consider a variety of developmental approaches.

Formal Training	On-the-Job-Training	Self-Development	Development / Activities /interventions
• Internal training on <enumerate the topic for proposed trainings>	• Coaching on the job from <Head of Office/Senior colleague> • Knowledge sharing and learning session on <topic>	• Self-study on <topic> • Taking evening or weekend course on <topic> • Watching educational or training videotapes on <topic>	* Special work project on <topic> • Added responsibilities on <technical Competency or work assignment>

<ul style="list-style-type: none"> • External training <enumerate the topic for proposed trainings> 	<ul style="list-style-type: none"> • Shadowing under the stewardship of <person> 	<ul style="list-style-type: none"> • Reading books and other publications or journals on <topic> • Working on PC tutorials or Computer assisted training program or webinar on <topic> 	<ul style="list-style-type: none"> • Cross-Program, Rotational assignment or temporary assignment to <function> • Task Force or Committee assignment on <area>
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Column 5 (Support Needed or Involvement of Others). What assistance (resources, feedback, permissions, tools) will you need each development activity? Who is responsible?

Column 6 (Completion Date). This is the expected date of completion of th Development Activity.

Column 7(Status of Completion/ Update). If completed marked yes and specify the date of completion. If not completed, marked No, with justification / reasons for non-completion.

Column 8 (Key learning and application). What insight did you gain and how did you apply it on the job?

ANNEX K-2**Personnel Development Plan (Non-Teaching)**

Republic of the Philippines
SURIGAO DEL NORTE STATE UNIVERSITY
Narciso Street, Surigao City

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PERSONNEL DEVELOPMENT PLAN (PDP)**A. Personal Information**

Name (Last, First, MI)	6. Campus	
Current Position/ Academic Rank	7. Years in the Agency	
Salary Grade	8. Years in the Government Service	
4. Office / Department	9. No further development is denied or required for this year/s	
	(Please check the box here)	
	<input type="checkbox"/> Year 1	<input type="checkbox"/> Year 2
		<input type="checkbox"/> Both years

5. Years in the Position		10. Office Head's Name (Last, First, MI)
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B. Educational Qualification:

	Degree Earned <i>(Write in Full)</i>	Major/Minor	Name of School <i>(Write in Full)</i>	Year Graduated/ Expected to Graduate	Time Frame <i>(For those who are yet to start)</i>
Baccalaureate					
Master's					
Doctoral					



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C. COMPETENCY ASSESSMENT AND DEVELOPMENT PLAN

PURPOSE: ☐ To meet the competencies of current position ☐ To increase the level of competencies of current position
☐ To meet the competencies of the next higher position ☐ Others, pls. indicate: _____

 (Specify: Desired next higher position)

Unmet Competencies / Area for Development (1)	Priority for January to December 2019 (2)	Specific Behavioral Indicators NOT Demonstrated (3)	Development Activity (4)	Support Needed/ Involvement of Others (5)	Completion Date (month and year) (6)	Status of Completion / Update Completed (Yes or NO) (7)	(Self-evaluation) Key learning and application (What insight did you gain and how did you apply it on the job? (8)

Prepared by:

Reviewed by:

Noted:

Recommending Approval:

INSTRUCTIONS:

Based on the periodic competency assessment conducted and/or review of performance result, please identify the top gaps or weaknesses among the competencies assessed that you need to focus on for the development, improvement or enhancement. As a rule-of-thumb, it would be best to prioritize three (3) development areas over a two-year period. You also need purpose/s in doing IDP so that your supervisor will be able to focus on the appropriate

Column 1 (Unmet Competencies) – This refers to the Competencies that are NOT MET as seen in the individual Competency Assessment Results.

Column 2 (Priority IDP) – This refers to the competencies that are not met, to be extracted from column 1 and that are needed to prioritized in the crafting of IDP. In choosing the top three priorities, the MISSION-CRITICAL COMPETENCIES have to be considered first.

If all the Mission-Critical Competencies are already met, then you should prioritize the UNMET COMPETENCIES with the least number of specific behavior that are not demonstrated for you to able to meet the said competencies within a short period of time. The Unmet Competencies with the most number of specific behaviors that are not demonstrated can be your long term goal.

Column 3 (Specific Behavior Indicators NOT Demonstrated) – Please refer to the behavioral indicators of the Unmet Competencies in Column 2 or the Priority IDP, which will be culled from the COMPETENCY TABLES.

Column 4 (Development Activity) - Identify one or more specific actions you can take to meet an objective. Consider a variety of developmental approaches.

Formal Training	On-the-Job-Training	Self-Development	Development / Activities /interventions
• Internal training on <enumerate the topic for proposed trainings>	• Coaching on the job from <Head of Office/Senior colleague> • Knowledge sharing and learning session on <topic>	• Self-study on <topic> • Taking evening or weekend course on <topic> • Watching educational or training videotapes on <topic>	* Special work project on <topic> • Added responsibilities on <technical Competency or work assignment>

• External training <enumerate the topic for proposed trainings>	• Shadowing under the stewardship of <person>	• Reading books and other publications or journals on <topic> • Working on PC tutorials or Computer assisted training program or webinar on <topic>	• Cross-Program, Rotational assignment or temporary assignment to <function> • Task Force or Committee assignment on <area>
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Column 5 (Support Needed or Involvement of Others). What assistance (resources, feedback, permissions, tools) will you need each development activity? Who is responsible?

Column 6 (Completion Date). This is the expected date of completion of th Development Activity.

Column 7(Status of Completion/ Update). If completed marked yes and specify the date of completion. If not completed, marked No, with justification / reasons for non-completion.

Column 8 (Key learning and application). What insight did you gain and how did you apply it on the job?

Prepared by:

Employee
SIGNATURE OVER PRINTED NAME

Noted by:

Head of Office
SIGNATURE OVER PRINTED NAME

