

STRATEGIC PERFORMANCE MANAGEMENT SYSTEM

Policies

Pursuant to the provisions of CSC memorandum Circular No. 13 s. of 1999, it is imperative that an effective performance evaluation system be adopted. Hence the UNESCO-NATCOM's Strategic Performance Management System (SPMS) shall be guided by the following policies:

- a. Adherence to the principle of performance-based security of tenure by providing motivation and basis for incentives to performers and application of sanctions to non-performers;
- b. Operation on shared commitments and objective measures of performance results through planning and mutual agreement by the management, supervisors and employees on performance targets and standards or measures of results;
- c. Enhancement of productivity by using performance targets and standards attuned to organizational goals and mandate;
- d. Recognition on the role of multi-stakeholders in the objective assessment and feed backing on individual employee performance by utilizing a cross-rating system between and among supervisors, subordinates, peers, clients and the employee-ratee;
- e. Promotion of transparency and provision of mechanism for appeals and resolution of conflicts and/or disagreements.

Objectives

It is the policy of UNESCO-NATCOM to strictly adhere to the aforesaid policies. Thus the SPMS aims to continuously:

- a. Foster improvement on employee performance and efficiency;
- b. Enhance organizational effectiveness and productivity; and
- c. Provide an objective performance rating which serves as basis for personnel actions, incentives and rewards and administrative sanctions

Scope

The SPMS applies to all first and second level employees in the career service. It may also apply to non-career service whenever appropriate.

Rating Period

The SPMS shall be done every six (6) months ending on June 30 and December 30 of every year. In cases of a shorter or longer period, however, the minimum appraisal period is at least ninety (90) calendar days or three (3) months while the Maximum shall not be longer than one (1) calendar year.

| Procedures for Rating Performance of Employee | |
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| Responsible Person | Steps |
| Group Head | <u>Performance Planning and Commitment and Cascading and Setting of Performance Targets and Standards</u> |

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| | <p>1. Based on the UNESCO-NATCOM's organizational targets for the year which is in accordance with its vision and mission and work program, prepare the group work and financial plan for cascading to the staff.</p> <p>2. Upon approval of the Group's performance commitment, meet with the supervisor/Division Chief and staff and agree on the employee's Performance Commitments/Outputs for the period based on the Group Work and Financial Plan</p> |
| Individual Employee | <p>3. Prepare targets that relate to his/her job duties and organizational needs based on the Group/Division Work and Financial Plan or the work program/standards using the Quantity (Qn), Quality (QI), Effectiveness (E) and Timeliness (T) Indicators of the group/division or organizational unit where the employee belongs using the Individual Performance Commitment (IPCR) Form, to be discussed thoroughly with his/her supervisor.</p> <p>4. Submit the accomplished IPCR to the PMT for review.</p> |
| PMT | <p>5. In instances of obvious disparity in the distribution of assignment and workload among employees, the PMT, through the concerned Group Head, cause the necessary corrective action in consultation with the concerned employee.</p> <p>Modifications in the employee's performance targets shall be allowed by UNESCO-NATCOM due to the following:</p> <p>a. Changes brought about by new mandates and programs in general and the organizational unit in particular;</p> <p>b. When an employee is given special assignments that will significantly affect the accomplishments of the original target as long as these special assignments will no longer be treated as intervening tasks</p> |

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| | 6. Return the IPCR to the Group Head/Individual Employee with the PMT's comments and recommendations |
| Group Head/ Individual Employee | <p>7. If the Group Head/Individual employee agrees on the PMT's comments, revise the PCR and resubmit to the PMT.</p> <p>The performance targets become final or valid in case the PMT fails to act on the targets within fifteen (15) working days upon submission.</p> <p>8. Using the revised IPCR, submit the individual accomplishment at the end of every rating period (June and December) to the Group Head.</p> <p>9. Immediately notify the PMT if modifications have to be made to serve as guide in the review of ratings of affected employees</p> |
| Group Head | 10. Use the approved Work and Financial Plan of the Group as basis for assessing the group and individual performance commitment and resubmit the revised OPCR and IPCR to the PMT. |
| PMT | <p>11. Review the OPCR and IPCR's targets, measures and budget and ensure that it is aligned with the UNESCO-NATCOM Work and Financial Plan.</p> <p>12. If there are no adjustments on the group and individual performance commitments, return the same to the Head of the Group and concerned individual employee.</p> |
| Group Head | <p>Performance Monitoring and Coaching</p> <p>13. Monitor the work activities by periodically checking on the progress and quality of work output of the employee and address factors that either help or hinder effective work performance design tracking tools or monitoring strategies as may be needed.</p> <p>14. Meet with the ratee at least once a month to review the ratee's progress of work accomplishments and discuss the factors that either help or hinder ratee's effective work performance.</p> |
| Individual Employee | Performance Review and Feedback |

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| | 15. At the end of every evaluation period (June and December), submit performance accomplishment and rating using the UNESCO-NATCOM Mechanics on Rating Individual Performance, to his/her Group Head. |
| Group Head | 16. Schedule a meeting to discuss the employee's accomplishments against the established targets and standards. Both parties give their ratings and discuss differences, if any, and then agree on the final rating. 17. Upon agreeing on the final rating, forward the performance evaluation to the PMT for review and evaluation. |
| PMT | 18. Review documents, evaluate work accomplishments and performance ratings, conduct hearings, provide opportunities for employees or supervisor to defend particular ratings and eventually determine employees' final rating. Determine the period within which to complete the review and approval of employees' ratings based on peculiar structure and operation of the agency 19. Monitor and evaluate the effectiveness of the SPMS and effect and implement improvements essential to ensure its continued suitability to the different positions and needs of the agency. |

Mechanics of Rating

Each employee shall be rated on the basis of his/her levels of performance as follows:

| Numerical Description | Adjectival Rating | Point Score |
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| Performance targets by 100% and above of the planned targets | Outstanding (O) | 10 |
| Performance of 90 - 100% of the planned targets | Very Satisfactory (VS) | 8 |
| Performance of 75% to 89% of the planned targets. | Satisfactory (S) | 6 |
| Performance of 51% to 74% of the planned targets | Unsatisfactory (US) | 4 |
| Performance failing to meet the planned targets by 50% or below | Poor (P) | 2 |

Computation of the rating

At the end of the rating period, the Supervisor shall rate each work/activity by comparing the work targets against the actual work/activity performed. The QL, QN and T standards earlier set shall be used in giving each accomplishment a numerical point rating.

Add all the point scores under QL, QN and T for each work/activity done by each rater and divide by the number of entries to get the respective Average Point Scores (APS).

Then add all the APS to get each respective **Total Equivalent Point Score**.

SANCTIONS

Non-submission of the performance targets to the PMT by the rater within 15 days before the start of the rating period and the IPCR within 30 days after the end of each rating period, unless justification for such has been accepted by the PMT, is 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 productivity incentive bonus if the failure of the submission of the report form is the fault of the employees. Employees who fail to rate themselves will not be given final ratings; and
- 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 said performance targets and PEFs or both.