

## ICAB STRATEGIC PERFORMANCE MANAGEMENT SYSTEM(ISPMS)

### I. BACKGROUND

Intercountry Adoption Board (ICAB) is the agency of the Philippine government mandated to act as the Central Authority in matters relating to intercountry adoption of Filipino children and the policy making body for purposes of carrying out the provisions of the Intercountry Adoption Act of 1995 (R.A. 8043) and the 1993 Hague Convention on the Protection of Children and Cooperation in Respect of Intercountry Adoption (THC). As a government agency, ICAB is mandated to adopt measures to promote morale, efficiency, integrity, responsiveness, courtesy and public accountability among its employees.

Since 1997, ICAB has implemented several performance evaluation and appraisal systems, as follows:

1. CSC Memorandum Circular No. 12, s. 1993, the Performance Evaluation System (PES) sought to establish an objective performance system. The CSC provided specific guidelines on setting the mechanics of the rating system. The PES also measured the employee's performance and behavior in the work environment.
2. CSC Memorandum Circular No. 13, s. 1999 revised the PES and introduced the 360-degree evaluation, a cross rating system in which assessment of performance and behavior comes from the employee's self-evaluation as well as feedback from their subordinates, peers, peers, and clients. The revised PES required each government agency to create a Performance Evaluation Review Committee (PERC) tasked to establish performance standards.

In 2001, through CSC MC No. 13, s. 2001, Agency Heads were given the discretion to utilize the approved PES or devise a Performance Evaluation System based on a combination of the old PES and the revised performance evaluation system.

3. Performance Management System-Office Performance Evaluation System (2005). The Performance Management System-Office Performance Evaluation System (PMS-OPES) sought to align individual performance with organizational goals. It emphasized the importance of linking the performance management system with national goals as stated in the following:
  - Medium-Term Philippine Development Plan
  - Organizational Performance Indicator/Framework (OPIF)
  - Major Final Output (MFO)

## II. RATIONALE

In May 2011 His Excellency President Benigno S. Aquino III issued Executive order No. 43 which described his vision of “a country with a re-awakened sense of right and wrong, through the living examples of our economy through a government dedicated to honing and mobilizing our people’s skills and energies as well as harnessing of our natural resource; a collective belief that doing the right thing does not only make sense morally, but translates into economic value as well; and public institutions rebuilt on the strong solidarity of our society and its communities.”

Pursuant to this deal, President Aquino initiated steps to ensure that service delivery is felt by the people. Among the steps were the issuances of the following directives:

- Establishment of a unified and integrated Results- Based Performance Management System (RBPMS) across all agencies within the Executive Branch;
- Establishment of a Performance-Based Incentives Systems (PBIS) which will motivate higher performance and greater accountability in the public sector to ensure the accomplishment of commitments and targets under the President’s Social Contract with the Filipino People and the Philippine Development Plan (PDP) 2011-2016.

These directives uphold the tenets espoused in prior directives for performance which is to rationalize and ensure alignment of individual performance to organizational performance to achieve major final outputs and outcomes.

## III. LEGAL BASES

The following provides the legal bases for this guideline:

1. The Civil Service Commission (CSC) mandates the establishment of a performance evaluation system in every department or agency. Implementing Rule X, under Book V of Executive Order 292 of the Civil Service law states:

“the system shall be so designed and administered to continuously foster improvement of employee performance; enhance organizational effectiveness and productivity; and provide an objective performance rating which shall serve as basis for incentives and rewards.”

2. Joint Resolution of the House of Congress and Senate No. 4, s. 2008 authorized the modification of the compensation and position classification system for personnel in the bureaucracy in order to motivate personnel and invigorate public service. The Resolution provides the establishment of a performance incentive scheme which integrates individual and organizational performance.

3. President Administrative Order No. 25 s. 2011 or Creating an Inter-Agency Task Force on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems in order to establish a unified and integrated Result-Based Performance Management System (RBPMS) across all departments and agencies within the Executive Branch of Government incorporating a common set performance scorecard, and at the same time, creating an accurate, accessible, and up-to-date government-wide, sectoral, and organizational performance information system.

4. Civil Service Commission (CSC) Memorandum Circular No. 06, s. 2012 or the Strategic Performance Evaluation System (SPMS) focuses on the strategic alignment between the organization's goals and the day-to-day operations of the units particularly to each individual in the organization. It provides a mechanism which assess organizational performance and the collective performance of individuals therein. It seeks to ensure organizational effectiveness and improvement of individual employees by cascading institutional accountabilities to the various levels of organization anchored on the rational and factual basis for performance targets and measures.

5. Executive Order No. 80, 2012. Directing the Adoption of a Performance-Based Incentive System for Government Employees provides for the need to strengthen performance monitoring and appraisal system based on existing systems like the Organizational Performance Indicator Framework (OPIF) and the Result-Based Monitoring and Evaluation System (RBMES).

6. DBM National Budget Circular No. 532, s. 2011. Guidelines on the Review of Major Final Outputs (MFOs) and Performance Indicators (PIs) and Restructuring Programs, Activities and Projects (PAPs) mentions the objectives of the Government to use a results-based budgeting system or the OPIF as bases for allocating the budget and monitoring, reporting and evaluating department/agency performance.

7. Executive Order No. 823, s. 2009. Directing Agencies of the Government to Provide Full Support for Key Process Improvement Projects in order to Achieve Compact Status as Prescribed by the Millennium Challenge Corporation (MCC) among other process improvement projects, key government agencies are enjoined to adopt the Balance Scorecard (BSC) Rating System, install and institutionalize the Performance Governance System (PGS).

8. ICAB Program on Awards and Incentives for Service Excellence (PRAISE) approved by the CSC on June 25, 2015 encourages, recognizes and rewards employee, individually and in groups, for their suggestions, innovative ideas, inventions, discoveries, superior accomplishments, heroic deeds, exemplary behavior, extraordinary acts or services in the public interest and other personal efforts which contribute to the efficiency, economy and improvement in government operations which lead to organizational productivity.

9. Performance-Informed Budgeting (PIB) Structure through the National Budget Memorandum (NBM) No. 117 is the new budgeting approach that uses performance information in the public appropriations to link funding to results and to provide a framework for more informed resource allocation and management. Performance information includes the purpose for the funds, outputs to be delivered, outcomes to be achieved and cost of the programs, activities and projects (PAPs) which make the budget a comprehensive, transparent and accountable document accessible for every Filipino.

#### **IV. OBJECTIVES**

The SPMSS shall be prepared and implemented to:

- a. Concretize the linkage of organizational performance with the Philippine Sustainable Development Plan, the Strategic Plan and the Organizational Performance Indicator Framework;
- b. Ensure the achievement of organizational outcomes by cascading accountabilities to the various levels of the organization anchored on the establishment of rational and factual basis for performance targets and measures;
- c. Promote greater value for money for focusing management effort and resources on outcomes and advances the agenda of inclusive growth;
- d. Promote greater efficiencies through judicious use of resources by enhancing service performance levels, driving out wastes and reducing deliveries risk and addressing various and multiple partner expectations.
- e. Implement the ICAB wide forced ranking relative to an individual evaluation and ranking of delivery units.
- f. Link performance management with Human Resource (HR) to ensure continuous development, improve capacities and adherence to performance based and incentive system.

#### **V. SCOPE and COVERAGE**

SPMSS applies to all employees occupying plantilla positions. The performance evaluation is done annually ending on December 31 of every year.

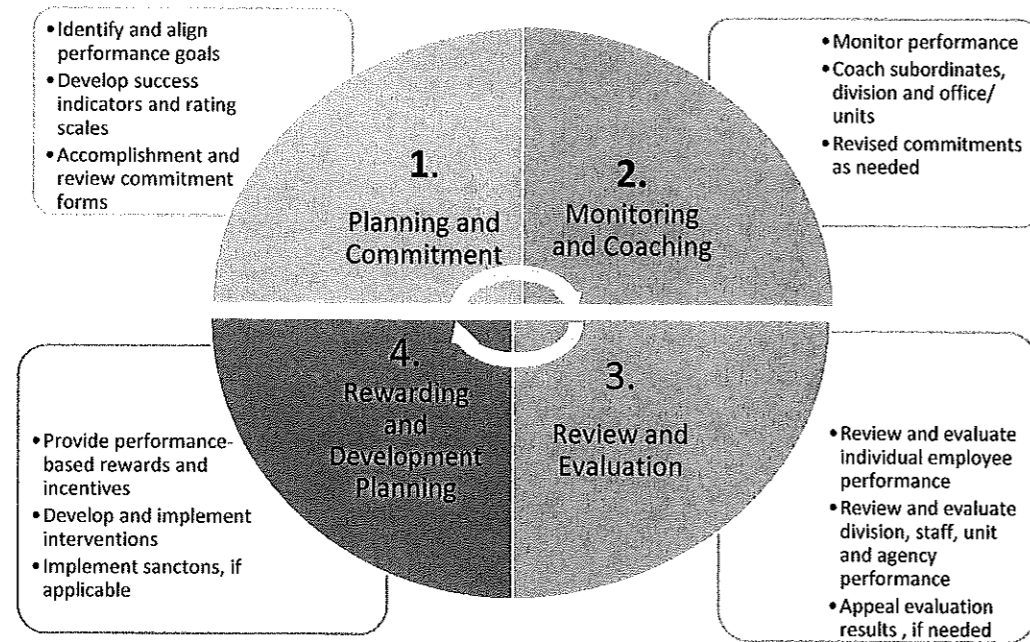
#### **VI. SPMS MONITORING AND MANAGEMENT**

The ICAB-Performance Management Team (ICAB-PMT) monitors and manages the overall implementation of the SPMS. It shall ensure that performance targets and measures, as well as the budget, are aligned together.

The Unit heads are primarily responsible for performance management of their respective units and ensure attainment of their unit's performance objectives and targets. Individual employees act as partners of management and their co-employees in meeting organizational performance goals.

**VII. SPMS CYCLE and TIMELINE**

The SPMS cycle has four stages, shown in **Figure 1**:



**STAGE 1: Planning and Commitment Process**

- Identify and align performance goals
- Develop success indicators and rating scales
- Accomplishment and review commitment forms

| Step  | Documents  | Requirements   | Unit Responsible                                   |
|---|--|--|--|
| <b>Identify and align performance goals</b> |  |  |  |
| 1.1   | List of medium/short term strategic directions, goals, priorities for the year | ICAB Thrusts and Goals for the year  | Operations Division, Planning Unit and Budget Unit |
| 1.2   | ICAB Physical and Financial Plan   | Output of ICAB Strategic Planning and Workshop   | ICAB Unit Heads                                    |
| 1.3   | ICAB Work and Financial Plan (WFP)   | Unit's Work and Financial Plan consisting of goals and outputs (target month of output delivery and budget)  | ICAB Unit Heads                                    |
|   |  | Outputs are categorized as either Major Final Outputs (MFOs) and General Administration and Support (GAS). Currently, ICAB has two (2) MFOs: MFO 1 Regulation of Foreign Adoption Agencies and MFO 2: Entrustment Services |  |

| Step   | Documents                             | Requirements  | Unit Responsible |
|--|---------------------------------------|---|------------------|
| <ul style="list-style-type: none"> <li>Develop success indicators and rating scales</li> </ul> |                                       |   |                  |
| 1.4  | Success indicators per output         | <p>A success indicator should incorporate <b><i>at least two</i></b> of the three dimensions:</p> <p>Inclusion of success indicators with the following dimensions:</p> <ol style="list-style-type: none"> <li>Quality- acceptability, meeting standards, client satisfaction, accuracy, completeness, comprehensiveness, creativity and innovation</li> <li>Efficiency- quantity of outputs, request acted upon over total number of request, standard response time, optimum use of resources and personal initiative</li> <li>Timeliness- meeting the deadline.</li> </ol> <p>Such dimension should be <b>SMART</b>-specific, measurable, attainable, realistic and time-bounded</p> |                  |
| 1.5.   | Rating Scale per dimension per output | <p>Special Order No. 1512-210 Series 2015 "ICAB Standard Guidelines in Crafting and Measure Rating for Individual Performance Contract and Review (IPCR)". Annex A</p> <p>Means of Verification (MOV)- is a documentary evidence that will support claims that an output or service was accomplished. It is a proof that objectives were met and verifies success of performance indicator. MOVs are sources of data such as reports, statistics, observations , monitoring etc.</p>  | ICAB Unit Heads  |

| Step   | Documents  | Requirements   | Unit Responsible              |
|--|--|--|-------------------------------|
| <ul style="list-style-type: none"> <li>Accomplishment and review commitment forms</li> </ul> |  |  |                               |
| 1.6  | SPMS Form 1: Agency Performance Commitment and Review (APCR) | The APCR integrates the ICAB's physical and financial plan, work and financial plan, as well as the success indicators of the outputs. | Planning Unit and Budget Unit |

|     |  |  |  |
|-----|--|--|--|
| 1.7 | SPMS Form 2: Unit Performance Commitment and Review (UPCR)       | The UPCR integrates the success indicators and the Unit's work and financial plan.                                 | Unit Heads                                   |
| 1.8 | SPMS Form 3: Individual Performance Commitment and Review (IPCR) | The IPCR identifies whether the employee partly/ entirely accountable for success indicators in the UPCR and APCR. | Individual employee and Immediate Supervisor |

**STAGE 2: Monitoring and Coaching**

- Monitor performance
- Coach subordinates, division and office/ units
- Revised commitments as needed

| Step   | Documents                                | Requirements   | Unit Responsible                                  |
|--|--|--|---|
| <b>• Monitor performance</b>                             |  |  |   |
| <b>A. Identify and align performance goals</b>           |  |  |   |
| 2.1.   | Performance Monitoring System            | The system aims to support data management for timely, accurate, and reliable program tracking, measurement of dimensions, performance monitoring and reporting. It may establish weekly/monthly report formats, document tracing system and other monitoring tools. | Planning Unit                                     |
| 2.2.   | SPMS Form 4: Performance Monitoring Form | SPMS Form 4 is used in monitoring the actual physical accomplishment against physical targets.   | Planning Unit                                     |
| <b>B. Coach subordinates, division and office/ units</b> |  |  |   |
| 2.3.   | Coaching Sessions                        | Formal or informal sessions to address deficiencies, enhance performance, and manage / develop potentials of employees. Information shared during coaching sessions are kept private and confidential.   | Unit Heads or Immediate Supervisor/Division Chief |
| Step   | Documents                                | Requirements   | Unit Responsible                                  |
| <b>C. Revise commitments as needed</b>                   |  |  |   |
| 2.4.   | Revised SPMS Form 1-3 as needed          | Revisions should not be more than once every six (6) months. Revised Forms may change, delete, or add commitments as discussed between employees and supervisors.  | Employees and supervisors                         |

**STAGE 3: Review and Evaluation**

- Review and evaluate individual employee performance
- Review and evaluate division, staff, unit and agency performance
- Appeal evaluation results, if needed

| Step   | Documents                                      | Requirements  | Unit Responsible  |
|--|--|---|---|
| <b>Review and evaluate individual employee performance</b> |  |   |   |
| 3.1  | Accomplishment column under SPMS Form 3        | Accomplishments will be based on SPMS Form 4 as well as other supporting documents and proof related to the committed output.   | Employees and supervisors                               |
| 3.2  | Rating per dimension under SPMS Form 3         | Ratings will be based on the standards develop per Special Order 1512-210 series 2015. Supervisors will indicate qualitative comments, observations and recommendations as well as competency assessment and critical incidents in the "Remarks" column.  | Employees, Supervisors, Division Chief, Head of Agency  |
| 3.3  | Average ratings under SPMS Form 3              | <p>Compute the following:</p> <ol style="list-style-type: none"> <li><b>Average rating per output:</b> horizontally add the performance dimension rating/s, then, divide it by the number of dimension/s used</li> <li><b>Total rating:</b> Vertically add all the average rating</li> <li><b>Overall average rating:</b> Divide total rating by the number of outputs.</li> </ol> <p>The Form will be approved by the Director as assessed by the Division Chief.</p> <p>Adjectival rating for the summary of ratings:</p> <p>Outstanding- 4.20- 5.00<br/>           Very Satisfactory- 3.40- 4.19<br/>           Satisfactory- 2.60-3.39<br/>           Unsatisfactory- 1.80-2.59<br/>           Poor- 1.00- 1.79</p> | Division Chief, Head of Agency and administrative staff |
| 3.4  | SPMS Form 5: Summary List of Individual Rating | This summarizes the list of individual ratings. It will also group together   | Administrative Unit and PMT                             |



individual ratings of employees under the same division or unit. The PMT validates the average rating of all individual performance assessments.

| Step  | Documents                                     | Requirements   | Unit Responsible                   |
|---|---|--|------------------------------------|
| <b>Review and evaluate division, staff, unit and agency performance</b> |   |  |                                    |
| 3.5   | Accomplishment column under SPMS Form 1 and 2 | Overall accomplishment of the unit and staff will be based on the accomplishments as reflected in the SPMS Form 3 and 4 as well as other supporting documents and proof related to the committed output.<br><br>This will be done on an annual basis for SPMS Form 1 (OPCR).   | Division Chief/Unit Heads/Planning |
| 3.6   | Rating per dimension under SPMS Forms 1 and 2 | Ratings will be based on the standards develop per Special Order 1512-210 series 2015. Supervisors will indicate qualitative comments, observations and recommendations as well as competency assessment and critical incidents in the "Remarks" column.<br><br>This will be done on an annual basis for SPMS Form 1 (OPCR).   | Division Chief/Unit Heads/Planning |
| 3.7   | Ratings per dimension under Forms 1 and 2     | Compute the following:<br><br><ol style="list-style-type: none"> <li><b>Average rating per output:</b> horizontally add the performance dimension rating/s, then, divide it by the number of dimension/s used</li> <li><b>Total rating:</b> Vertically add all the average rating</li> <li><b>Overall average rating:</b> Divide total rating by the number of outputs.</li> </ol><br>The Form will be approved by the Director as assessed by the Division Chief.<br><br>Adjectival rating for the summary of ratings:<br><br>Outstanding- 4.20- 5.00<br>Very Satisfactory- 3.40- 4.19<br>Satisfactory- 2.60-3.39 | Head of Agency/Planning            |

|  |  |  |  |
|--|--|--|--|
|  |  | Unsatisfactory- 1.80-2.59<br>Poor- 1.00- 1.79  |  |
|  |  | SPMS Form 1 is reviewed and approved by the Head of Agency on an annual basis. This is endorsed and submitted to the Cluster Head and the Secretary of the DSWD for review and appropriate action. |  |

| Step  | Documents     | Requirements   | Unit Responsible         |
|---|---------------|--|--------------------------|
| <b>Appeal Evaluation Results, if needed</b> |               |  |                          |
| 3.8   | Formal Appeal | Employees not satisfied with their final ratings may file a formal appeal following existing ICAB policy guidelines and procedures on complaints and grievances. | ICAB Grievance Committee |

**STAGE 4: Reward and Development**

- Provide performance-based rewards and incentives
- Develop and implement interventions
- Implement sanctions, if applicable

| Step  | Documents  | Requirements   | Unit Responsible   |
|---|--|--|--|
| <b>Provide performance-based rewards and incentives</b> |  |  |  |
| 4.1   | Incentives and rewards for deserving employees and units | The grant of incentive and rewards including promotion is performance-based as determined by the results of the SPMS, upon the recommendation of the PMT, PRAISE Committee, Division Chief, Unit Heads and according to relevant Civil Service rules. Employees/units with incentives and rewards will be recognized during the ICAB Anniversary celebration (every June 7). | Division Chief, Unit Heads/Supervisors, PMT and PRAISE Committee |

| Step                                       | Documents                                | Requirements  | Unit Responsible                                      |
|--|--|---|---|
| <b>Develop and Implement Interventions</b> |  |   |   |
| 4.2  | SPMS Form 6: Individual Development Plan | The plan aims to improve or correct the employee's performance, most especially those with <u>poor or unsatisfactory ratings</u> .<br><br>This is developed through a discussion by the concerned supervisor by the | Employees, Unit Heads/Supervisor, Administrative Unit |

|     |   |  |   |
|-----|---|--|---|
|     |   | concerned supervisor and employee, in coordination with the Administrative Unit.   |   |
| 4.3 | Interventions for Divisions, Units and Staffs | The results of the performance evaluation /assessment shall serve as inputs to Administrative Unit interventions based on identified needs for division, unit and staff. | Unit Heads/Supervisor, Division Chief and Administrative Unit |

| Step                                      | Documents                                      | Requirements  | Unit Responsible |
|---|--|---|------------------|
| <b>Implement Sanctions, if applicable</b> |  |   |                  |
| 4.4                                       | Notice of non-submission of SPMS Forms 2 and 3 | <p>Failure of employees to submit the IPCR, UPCR forms within the specified dates shall be grounds for:</p> <ul style="list-style-type: none"> <li>• Employees <u>disqualification for personal actions</u> such as promotion, training or scholarship grants and performance enhancement bonus; or</li> <li>• An <u>administrative sanction</u> for violation of reasonable office rules and regulations against the individual employee</li> </ul>  |                  |
| 4.5                                       | Three-month notice of separation               | <p>If after advice and provision of HR development intervention, the employee still obtains an UNSATISFACTORY or POOR rating immediately succeeding that rating period, the employee may be dropped from the rolls.</p> <p>A three-month notice of separation will be sent to the employee concerned before the end of the current semester.</p> <p>Separated official or employee may file an appeal to the CSC or its regional office within 15 days from receipt of separation notice.</p> |                  |

**INDIVIDUAL DEVELOPMENT PLAN**

A. Personnel Development Actions

1. Managing Low Performance

Performance ratings shall be used as basis for security of tenure, promotion, trainings and scholarship grants and other personnel actions including renewal of contracts.

Employees who obtain Unsatisfactory/Poor rating for one rating periods or needs improvement shall be provided appropriate developmental intervention by the immediate supervisor and/or the Head of the Unit to address competency-related performance gaps.

The following shall apply to employees with low performance ratings:

Table 5: Personnel Actions to Unsatisfactory and Poor Ratings

| Adjectival Rating          | Personnel Development Action  | Remarks   |
|----------------------------|---|---|
| Unsatisfactory rating      | Employee shall be counseled or provided with developmental intervention/s to improve performance.<br><br>Unit Heads shall coach, mentor, counsel and provide developmental intervention/s to employees with close monitoring. | Failure of head of the agency to provide developmental intervention to concerned employee may also be a ground for administrative offense.<br><br>In the same manner, the employee who refuses to follow the intervention for no justifiable reason shall be liable for the consequences. |
| Consecutive unsatisfactory | May warrant dropping from the roll of employees through due process   | Employees may appeal decisions on their ratings   |
| Poor Rating                | May warrant dropping from the roll of employees through due process   | Employees may appeal decisions on their ratings   |

B. Step Increment due to Meritorious Performance

In line with the rules and Regulations on the Grant of Step Increment Due to Meritorious Performance and Step Increment Due to Length of Service or DBM and CSC Joint Circular No. 01-2012, step increment due to meritorious performance shall be given to top ranking 5% of officials and qualified employees. If qualified, step increment shall depend on the employee’s performance rating:

- 2 step increments if Outstanding
- 1 step increment if Very Satisfactory

C. Rewards and Bonuses

Grant of incentives like the Performance Based Bonus, Productivity Enhancement Incentive and other performance-based incentives and awards shall likewise be based on the final ratings of employees approved by the head of the agency and submitted to Administrative Unit. The head of the agency shall validate the Outstanding Performance ratings and may recommend concerned employees to PMT or other committees handling performance-based awards.

i. Program on Awards and Incentives for Service Excellence

Officials and qualified employees with exemplary performance shall be nominated, recognized and/or rewarded according to the ICAB Program on Awards and Incentives for Service Excellence (PRAISE) approved by the CSC on June 25, 2015. These include awards for loyalty or service to the Agency.

ii. Performance-Based Incentive System

Performance-Based Incentive System (PBIS) consisting of Productivity Enhancement Incentive (PEI) and the Performance-Based Bonus (PBB) may be granted subject to the provisions of Executive Order No. 80 s. 2012 and its implementing rules.

Other reward mechanisms can be established if it is deemed necessary and relevant.

D. Considerations regarding Promotions and Incentives

i. Official Travel and Approved Leaves

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 or three (3) consecutive months shall submit the performance commitment and rating report before they leave the office for their official travel. For those with rating period below 90 days, the annual rating in the preceding period shall apply for personnel actions such as application for promotion/other position.

For purposes of benefits/bonus excluding PBB, employees who are on official travel, scholarship or training within a rating period shall use the preceding annual performance rating.

**VIII. INSTITUTIONAL ARRANGEMENT**

A. Composition of PMT- The ICAB PMT shall be composed of the following unit heads:

1. Admin/HR
2. Budget
3. Accounting
4. Cash
5. Planning
6. Records
7. ICABEA President
8. Child Welfare
9. Special Projects
10. Family Welfare
11. Relative Adoption

B. Functions and Responsibilities

1. The PMT shall have the following functions and responsibilities:
  - a. Sets consultations meeting for the purpose of discussing the targets set in the office performance commitment and rating.
  - b. Ensures that Office performance targets and measures, as well as the budget are aligned with those of ICAB and that work distribution of units are rationalized.
  - c. Recommends approval of the office performance commitment and rating to the ICAB Executive Director.
  - d. Acts as appeals body for performance management issues of ICAB.

- e. Identifies potential top performers and provide inputs to the PRAISE Committee for grant of awards and incentives.
- f. Adopts its own internal rules, procedures and strategies in carrying out the above responsibilities including schedule of meetings and deliberations and delegation of authority to representatives in case of its own members.

The Head of the Planning Unit shall serve as the PMT Secretariat. The following are the functions of the PMT Secretariat:

- Monitors submission of Office Performance Commitment and Review (OPCR) and Monitoring Report Form and schedules the review/evaluation of Office Commitments by then PMT before the start of a performance period.
- Consolidates, reviews, validates and evaluates the initial performance assessment of the Unit Heads based on reported Office accomplishments against the success indicators and the allotted budget against the actual expenses. The result of the assessment shall be the basis of PMT's recommendation to the ICAB Executive Director who shall determine the final Office rating.

C. Human Resource Management/Administrative Unit

1. Monitors submission of Individual Performance Commitment and Review (IPCR) and Monitoring Form by Unit Heads.
2. 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.
3. Provides analytical data on retention, skills/competency gaps and talent development plans that align with strategic plans.
4. Coordinates developmental interventions that will form part of the HR Plan.
5. Ensures the continuing reviews of the competencies needed by the organization.
6. Facilitates the process of arriving of competency definitions and behavioral indicators as necessary.
7. Provides management annual report.

D. Unit Heads

1. Assumes primary responsibility for performance management in his/her unit.
2. Conducts strategic planning session with the supervisors and staff and agree on the outputs that should be accomplished based on the goals/objectives of the organization and submits the IPCR Form to the Planning and Development Unit.
3. Reviews and approves employee's IPCR form for the submission to the HR/ Admin Unit before the start of the performance period.
4. Does initial assessment of his/her unit's performance using the approved Office Performance Commitment and Review (OPCR) and Monitoring Report Form
5. Submits annually the Office Performance Commitment and Review (OPCR) and Monitoring Report Form to the Planning and Development Unit based on the SPMS Calendar.
6. Determines final assessment of performance level of the individual employees in his/her Unit based on proof of performance.
7. Informs employees of the final rating and identifies necessary interventions to employees based on the assessment of development needs.

8. Recommends and discusses a Profession Development Plan with the subordinates who obtain unsatisfactory performance during the rating period not later than one (1) month after the end of the said period and prepares written notice/advice to subordinates that a succeeding unsatisfactory performance shall warrant their separation from the service.
9. Provides preliminary rating to subordinates showing Poor performance not earlier than the third (3<sup>rd</sup>) month of the rating period. A Professional Development 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.

E. Division Chief

1. Assumes joint responsibility with the Executive Director in ensuring attainment of performance objectives and targets.
2. Rationalizes distribution of targets/tasks.
3. Monitors closely the status of the performance of their subordinates and provides support and assistance through the conduct of coaching for the attainment of targets set by the Unit and individual employee.
4. Assesses individual employees' performance.
5. Recommends developmental intervention.

F. Individual Employees

1. Acts as partners of management and their co-employees in meeting organizational performance goals.
2. Prepares an Individual Performance Commitment and Review (IPCR) and Monitoring of Report Form to be given to his/her immediate supervisor.
3. Documents at least quarterly mentoring and coaching discussions with his immediate supervisor.

**IX. APPEALS**

1. Written appeals/issues on the results of performance ratings may be raised by the employee to his/her supervisor, HR/Admin and head of the agency or the third party who will serve as a counselor/ mediator. Written appeals should be raised by the concerned personnel within twenty-four hours (24) hours of his or her receipt of the approved or concurred upon performance ratings.
2. The employee and the supervisor or counselor/mediator, shall then meet within three (3) working days of the receipt of the appeal. They will discuss/negotiate the concerns and aim for a constructive agreement on the rating. Decisions on the performance rating shall be based on the evidence presented.
3. The employee must then be given a notice of their performance rating on the same day based on the discussions/negotiations. If no agreement or resolution is reached at the level of the employee with the head of the agency (with or without third party), the issue/appeal shall be elevated to the PMT within five (5) working days from the date of employee's receipt of notice of their (new) performance rating.

4. The PMT must reach a decision about the appeal within five (5) working days from receipt of the appeal.
5. Officials or regular employees who are separated from the service on the basis of Unsatisfactory or Poor performance after 2 consecutive rating periods can appeal their separation to the CSC within fifteen (15) days of receipt of order or notice of separation. The highest level of appeals for non-regular employees is at the PMT; therefore, all appeals of the non-regular employees must be resolved at the PMT level.

**X. SANCTIONS**

Any violation of any provision in this Order shall be dealt with in accordance with existing ICAB and Civil Service rules and regulations.

Unless justified and accepted by the PMT, non-submission of the OPC/R and IPR/R to HR/Admin within the specified dates and non-compliance of the provisions stated herewith shall be grounds for:

1. Deferment of performance-based personnel actions such as promotion, training or scholarship grants, performance incentive bonus, and merit increase, if failure of the submission is the fault of the employees;
2. Administrative sanction, if applicable, of for violation of reasonable office rules and regulations and simple neglect of duty of the supervisors or employees responsible, or for the delay or non-submission of OPC/IPC Review Report;
3. Administrative sanction, if applicable, or for failure on the part of the head of the agency to comply with the required notices to subordinates for unsatisfactory or poor performance during a rating period (i.e. Neglect of Duty).
4. Dropping from the rolls or dismissal from the service.

**XI. EFFECTIVITY**

This order shall take effect immediately upon signing and shall supersede, amend or modify other pertinent provisions of agency orders, issuances and circulars inconsistent herewith.

Copies of this Order shall be disseminated to all ICAB Units. Any issues not covered in this guideline shall be raised to the PMT for resolution.

Issued in Quezon City, this 14<sup>th</sup> day of DEC, 2016.

  
**BERNADETTE B. ABEJO**  
Executive Director



**SPECIAL ORDER**

NO. ~~145-2~~ - 210  
Series of 2015

**SUBJECT: ICAB STANDARD GUIDELINES IN CRAFTING AND MEASURE RATING FOR INDIVIDUAL PERFORMANCE CONTRACT AND REVIEW (IPCR)**

**A. BACKGROUND:**

In 2012, the Civil Service Commission issued Memorandum Circular No. 06 on the Strategic Performance Management System (SPMS) which focused on the strategic alignment between the organization's goals, operations of the units and cascading these to all individuals.

The Performance Review and Evaluation (PRE) assesses the performance of officials and rank and file on approved targets and indicators committed in their CY 2015 Individual Performance Contract (IPC) or Adjusted IPC Forms. The IPC/IPCR Forms were designed to measure performance based on targets and indicators approved during the Performance Planning/Contracting as indicated in their individual Performance Contract (IPC).

In line with the CSC and DSWD guidelines on How to Compute Ratings for Performance Based Component, all ICAB officers and staff are hereby enjoined to use the ICAB Guidelines in Crafting and Measure Rating for Individual Performance Contract and Review (IPCR). The 1-5 rating system shall be used to measure performance and accomplishments to be reflected in the IPCR Form.

**B. OBJECTIVES:**

1. Assess the performance/value added contribution of the officials, rank and file in moving their respective Office/Unit targets.
2. Determine the actual accomplishments of the Official/s, rank and file vis a vis their committed targets for the rating period.

**C. COVERAGE**

This guide covers all officer/s and staff of the Intercountry Adoption Board who are incumbents and are on board as of January 2015 and thereafter.

**D. STEPS IN ACCOMPLISHING THE ICPR**

*Step 1.* Filling up the columns of the KRA and the Performance Indicators

From the approved IPC copy the targets and indicators into the IPCR form.

*Step 2.* Filling up the "Actual Accomplishments" Column

Specify the actual accomplishments for each of the targets in consideration of the performance indicators - Quantity (Qn), Quality (Qi) and Time (T) set.

The accomplishments should be stated as specific as possible since this will primarily serve as the basis for the performance rating for that certain target: the quantity, how well the output has been accomplished and the date of submission/accomplishment should be indicated in this column. The quantity, quality and timeliness of accomplishments should be reflected. If the accomplishment did not meet/feel short of the expected deliverable (i.e. 4 out of 5 report were made) justifications may be placed in this section to guide the Supervisor/Rater in giving the final rating.

**Step 3. Rating the Performance**

IPC targets which were not acted upon or no actions were needed for the year due to some uncontrollable factors, the key result shall not be rated and will not form part of the total average rating.

For targets not accomplished (not caused by uncontrollable factors) the lowest rating of "1" shall be given and not zero (0). The decimal places for the rating shall be stretched up to 5 digits.

To uphold the approved IPC, only the approved indicators shall be rated based on the actual accomplishments indicated. To illustrate: if in the approved IPC, only the Qn and Ql performance indicators were specified, only the Qn and Ql shall be given rating. However, the Supervisor/Rater may give rating on the lacking indicators based on the Means of Verification (MOV) provided by the Ratee.

**Means of Verification (MOV)** is a documentary evidence that will support claims that an output or service was accomplished. It is a proof that objectives were met and verifies success of performance indicator. MOVs are sources of data such as reports, statistics, observations, monitoring, etc.

In giving rating for Quantity, Quality and Time (Qn, Ql, T) the following shall apply:

A. For Quantity – indicators can be classified into:

A.1. Fixed quantity – targets which cannot be exceeded e.g. quarter, semester, annual reports, WFP.

Step 1: Compute the percentage of accomplishment using the formula:  

$$\% \text{ of accomplishment} = \frac{\text{Total of quantity delivered}}{\text{Total no. of targets}} \times 100\%$$

Step 2: Once computed, refer to Table 1 Rating Scale for Fixed Quantity

Table 1. Rating Scale for Fixed/ANA Quantity

| Rating | Indicators                 |
|--------|----------------------------|
| 5      | 100% accomplished          |
| 4      | 76-99% accomplished        |
| 3      | 51-75% accomplished        |
| 2      | 26-50% accomplished        |
| 1      | 25% and below accomplished |

A.2. Non-fixed or Quota Based Quantity – targets which can be exceeded e.g. guidelines, client services

Step1: Compute the percentage of accomplishment using the formula:  

$$\% \text{ of accomplishment} = \frac{\text{Total no. of quantity delivered}}{\text{Total No. of Targets}} \times 100\%$$

Step 2. Refer to Table 2 for Rating for Quantity (Non-Fixed/Quota-Based)

Table 2. Rating Scale for Non-Fixed or Quota Based Quantity

| Rating | Indicators                  |
|--------|-----------------------------|
| 5      | 101% accomplished and above |
| 4      | 76-100% accomplished        |
| 3      | 51-75% accomplished         |
| 2      | 26-50% accomplished         |
| 1      | 25% and below accomplished  |

B. For Quality

General rules:

1. Four (4) point is the full score equivalent to 100% while five (5) is an exceeded or bonus point equivalent to above 100% accomplished.
2. The Rater may give a score of "5" for highly routine type of outputs like template document (e.g. leave, payroll, checks, RIS, etc.) because they have no chance to exceed the form and content of the required template.
3. The Supervisor shall give the rating which the Ratee could negotiate based on means of verification.
4. The general standard for quality rating is as follows:

Table 3. Rating Scale for Quality

| Rating (%)                       | Adjectival Rating | Indicators  |
|----------------------------------|-------------------|---|
| 5<br>101% accomplished and above | Outstanding       | Key result/Performance exceeds the standards/expectations and extends beyond the assignment. Output is considered a model for excellence.   |
| 4<br>76-100% accomplish          | Very Satisfactory | Performance fully met the required standards/expectations in all areas. All targets   |
| 3<br>51-75% accomplished         | Satisfactory      | Performance met required standards/ expectations in most areas. Output is acceptable.   |
| 2<br>26-50% accomplished         | Unsatisfactory    | Performance does not consistently meet expectations/targets. Output needs improvement. Only a few critical goals were met and would require close supervision by direct supervisor in the next rating period. |
| 1<br>25% and below accomplished  | Poor              | Performance was consistently below expectations, and/or unjustifiable. Progress toward critical goals were not made. Significant improvement is needed in one or more important areas.                        |

C. For Time

General Rules:

- Counting of "Days" shall refer to working days, which do not include Saturdays, Sundays or non-working holidays.
- For document/instructions which were received on or later than the required/specified deadline, the document shall be considered "Rush/Urgent" thus, the unit will have to accomplish it within 24 hours. Refer to Table for "Hours" for the corresponding Rating.
- The following is the standard for timeliness rating when the time indicator of an output:

C.1. For outputs delivered that are **12 and below** in quantity, compute the average timeline by:

- Step 1. Using the standard scale for time (Table 4), get the rating for each output.
- Step 2. Add all the ratings of the output and divide it by the total number of outputs to get the average rating. This shall correspond to the final rating for time.

Table 4. Rating Scale for General Time

| RATINGS | INDICATORS                 |  |
|---------|----------------------------|--|
|         | For Days of accomplishment | For Hours within the Day of accomplishment |
| 5       | 1 and more days advance    | 1 and more hours advance                   |
| 4       | On the deadline            | On time                                    |
| 3       | 1-30 days late             | 1 hour to 1 and 30 minutes late            |
| 2       | 31-60 days late            | 2 - 3 hours late                           |
| 1       | 61 and more days late      | 4 hours and 30 minutes and more hours late |

C.2. For Outputs delivered that are **13 or more** in quantity, the following formula shall apply:

Step 1: Determine the average percentage outputs that were delivered on and before deadline by using this formula:

Average % of outputs (within timeline)

$$= \frac{\text{Total no. of outputs submitted not later than the set deadline}}{\text{Total number of target outputs}} \times 100$$

Step 2: Refer to the Table 5 for the corresponding rating.

Table 5. Rating Scale for Time with Voluminous Outputs

| RATING | INDICATORS                          |
|--------|-------------------------------------|
| 5      | 101% accomplished and above on time |
| 4      | 76 - 100% accomplished on time      |
| 3      | 51 - 75% accomplished on time       |
| 2      | 26 - 50% accomplished on time       |
| 1      | 1 - 25% accomplished on time        |

Step 4. Computing the Final Rating

- Determine the average rating of each key result/target.

$$\text{Average Rating} = \frac{\text{Quantity} + \text{Quality} + \text{Time}}{3}$$

(N.B. For targets that has only 2 performance indicators (Qn + Qi) the divisor shall be 2)

- Compute the weighted average of each Section. This could done by getting the total average rating of the all the averages of the targets under each section. When the total average rating for that certain IPCR section has been obtained, multiply it according to its weight allocation.

$$\text{Weighted Rating} = \text{Total Average rating} \times \text{Weight \% of Section}$$

Example (getting the weighted mean of the Strategic Priorities section if the weight allocation is 50%)  
 $4.56 \times 0.50 = 2.28$

3: For the final IPCR rating, add all the weighted average ratings.

4. In determining the corresponding adjectival rating of the obtained score please refer to Step 5.

*Step 5. Adjectival Rating For The Summary Of Rating*

|                   |   |             |
|-------------------|---|-------------|
| Outstanding       | - | 4.20 - 5.00 |
| Very Satisfactory | - | 3.40 - 4.19 |
| Satisfactory      | - | 2.60 - 3.39 |
| Unsatisfactory    | - | 1.80 - 2.59 |
| Poor              | - | 1.00 - 1.79 |

**E. IPCR STANDARD MEASURE RATING FOR QUALITY AND TIME**

| KEY RESULT AREAS/OUTPUTS   | PERFORMANCE INDICATORS (Qn, Ql, T)  |
|--|---|
| <ol style="list-style-type: none"> <li>1. Guidelines/Policy Paper/Projects/Activity Proposal</li> <li>2. Communication letter/Memorandum</li> <li>3. Executive Summaries/Review Forms Child and/or PAs</li> <li>4. Training Modules/Reference Kit/Hotel Matrix</li> <li>5. Presentation Materials, powerpoint, audio, video materials</li> <li>6. Terms of Reference</li> <li>7. MOA</li> <li>8. Documentation Report/Feedback Report</li> <li>9. Preparation of speeches, messages, news articles</li> <li>10. Work and Financial Plans</li> <li>11. Accomplishment Reports</li> <li>12. Country Reports (THC/ISS)</li> <li>13. Statistical Data/Quarterly Report of Units</li> <li>14. Financial Documents</li> <li>15. Procurement</li> <li>16. Liaisoning</li> <li>17. Liquidations/Reimbursement Reports</li> </ol> | <p><b>QUALITY</b><br/>Completeness of forms and substance (clear, comprehensive and concise)</p> <ol style="list-style-type: none"> <li>5 - 100% completeness</li> <li>4 - 75% completeness</li> <li>3 - 50% completeness</li> <li>2 - 25% completeness</li> <li>1 - Not acceptable</li> </ol>  |
| <ol style="list-style-type: none"> <li>1. Type Office communications, letters, memorandum and other correspondence (including proofreading)</li> <li>2. Executive Summaries</li> <li>3. Profile Reports on PAs/Children</li> <li>4. Project/Activity Proposals</li> <li>5. Presentation Materials</li> <li>6. Work and Financial Plans</li> <li>7. Country Report (THC/ISS)</li> <li>8. Documentation Report/Feedback Report</li> <li>9. Training Certificates</li> <li>10. Accomplishments Reports</li> <li>11. Guidelines/Manual/Brochures/IEC Materials</li> </ol>  | <p><b>Quality</b></p> <ol style="list-style-type: none"> <li>5 - 0 revision</li> <li>4 - 1-2 revisions (due to the ratee's error)</li> <li>3 - 3-4 revisions</li> <li>2 - 5-6 revisions</li> <li>1 - 7 and above revisions</li> </ol>   |
| <ol style="list-style-type: none"> <li>1. Inquiries (Letter/Email)</li> <li>2. Dossier of PAs</li> <li>3. Dossier of Child/ren</li> <li>4. Follow-up Letters</li> <li>5. Documentation/Reports</li> <li>6. Comments to Documents</li> <li>7. Incoming/Outgoing Documents</li> <li>8. Liaisoning</li> </ol>   | <p><b>Quality and Time</b></p> <ol style="list-style-type: none"> <li>5 - complete documents/attachments received with action taken within the day (8 hrs)</li> <li>4 - action taken 1 to 2 days later</li> <li>3 - action taken 3 days later</li> <li>2 - action taken 4 days later</li> <li>1 - action taken 5 days later</li> </ol>  |
| <p>Records Management: Maintained systematic filing of official papers and correspondence (Compiles circulars, memoranda and other papers/documents for reference)</p>   | <p><b>Quality</b></p> <ol style="list-style-type: none"> <li>5 - properly arrange &amp; easily retrieved within 2 hours</li> <li>4 - retrieved within 3 hours</li> <li>3 - retrieved within 4 hours</li> <li>2 - retrieved within 5 hours</li> <li>1 - retrieved within 6 hours</li> </ol>  |
| <ol style="list-style-type: none"> <li>1. Answer telephone calls and relay messages</li> <li>2. Walk-in Inquiries</li> </ol>   | <p><b>Quality</b></p> <ol style="list-style-type: none"> <li>5 - accurately (with complete information) relay message within 1 hour</li> <li>4 - accurately (with complete information) relay message within 1 1/2 hours</li> <li>3 - accurately (with complete information) relay message within 2 hours</li> <li>2 - accurately (with complete information) relay message within 3 hours</li> <li>1 - relay message within 4 hours</li> </ol> |

| KEY RESULT AREAS/OUTPUTS  | PERFORMANCE INDICATORS (Qn, QI, T)  |
|---|---|
| Secretariat Works/Services  | <b>Quality</b><br>5 - 100% action items acted upon<br>4 - 75% action items acted upon<br>3 - 50% action items acted upon<br>2 - 25% action items acted upon<br>1 - No Action taken  |
| Act as OIC  | <b>Quality</b><br>5 - 95% - 100% agenda/documents acted upon during the duration as OIC<br>4 - 75% - 95% agenda/documents acted upon during the duration of being an OIC<br>3 - 50% - 74% agenda/documents acted upon during the duration of being an OIC<br>2 - 1% - 49% agenda/documents acted upon during the duration of being an OIC<br>1 - No Action Taken  |
| Act as subject matter expert/Resource Person  | <b>Quality</b><br>Based on the evaluation report of the participant's stakeholders as audience during the activity.<br><br>For 2015 projects that has no evaluation report, the rater and rate should use a reasonable basis for measuring quality and time rating acceptable also to the <b>PMT</b>  |
| Administrative request facilitation (Internal/External Request)<br>Conference Room<br>Request of Vehicle<br>Catering<br>Plane Ticket<br>Purchase Request/Canvass<br>Travel Authority<br>Special Orders<br>Cleanliness of Surroundings<br>Request for Repair and Maintenance of Equipment<br>Driving/Working Attitude<br>Printing (Reports/tarpaulins, etc.) | <b>Quality (based on feedback report of requesting staff or external clients)</b><br>5 - 96% - 100% quality service provided<br>4 - 75% - 95% quality service provided<br>3 - 50% - 74% quality service provided<br>2 - 1% - 25% quality service provided<br>1 - No Action Taken  |
| Messengers  | <b>Quality</b><br>5 - 100% with fully accomplished acknowledgement receipt form<br>4 - 75% with fully accomplished acknowledgement receipt form<br>3 - 50% with fully accomplished acknowledgement receipt form<br>2 - 25% with fully accomplished acknowledgement receipt form<br>1 - Partially accomplished acknowledgement receipt form or No Acknowledgement Receipt/Receiving Copy with printed name and signature and date/time |

| KEY RESULT AREAS/OUTPUTS   | PERFORMANCE INDICATORS (Qn, Qi, T)   |   |
|--|--|---|
| Coordination and Communication with other agencies               | <b>Quality</b><br>5 - 90% - 100% of the invited stakeholders participated in the intended ICAB activities<br>4 - 75% - 89% of the invited stakeholders participated in the intended ICAB activities<br>3 - 50% - 74% of the invited stakeholders participated in the intended ICAB activities<br>2 - 1% - 49% of the invited stakeholders participated in the intended ICAB activities<br>1 - No involvement | <b>Quantity</b><br>No. of ICAB activities conducted with stakeholders and in-house involvement (organizational strengthening) |
| Membership to committees/adhoc team/focal persons/represent ICAB | <b>Quality</b><br>5 - 100% of assignment acted upon<br>4 - 75% of assignment acted upon<br>3 - 50% of assignment acted upon<br>2 - 25% of assignment acted upon<br>1 - No action taken   | <b>Quantity</b><br>No. of attended meetings<br>No. of proposed actions<br>No. of feedback reports                             |

For guidance and compliance.

  
**BERNADETTE B. ABEJO**  
 Executive Director - ICAB

Reference: DSWD Strategic Performance Management System - guide on How to Compute Ratings For Performance Based Component of rank and File Personnel  
 BBA/MTTungol/oldfaithful/IPC PMS PBB/ICA6 Standard Measures Rating IPCR/12212015



**ADMINISTRATIVE ORDER**

No. 1603-047

Series of 2016

**Subject: Guidelines on Ranking ICAB Units and Officials/Officers/ Individuals for the Grant of FY 2015 Performance Based Bonus (PBB)**

On December 21, 2011, President Benigno Aquino III issued Administrative Order No. 25 creating the Inter-Agency Task Force on the Harmonization of the National Government Performance Monitoring Information and Reporting Systems in line with the Administration's thrust to raise transparency and accountability in governance.

On July 20, 2012, the President issued Executive Order No. 80 (EO No. 80) directing the adoption of the Performance-Based Incentive System for government employees starting CY 2102.

Memorandum Circular No. 2014-01 or Guidelines on the Grant of the Performance -Based Incentive System (PBIS) for fiscal year 2014 under EO No. 80 was issued on April 21, 2014. In the MC it is again mandated that government agencies submit their ranking system for office and individual performers. Hence the DSWD issued its internal guidelines on PBB for CY 2014. The guideline covered all Offices, Bureaus, Services and Attached Agencies in the Department; and all its officials and employees holding regular plantilla positions, contractual and casual employees who are in the government service. As such, ICAB adapted the guideline of the Department for the grant of the PBB of Cy 2014.

On August 12, 2015 the AO 25 Inter-Agency Task Force issued Memorandum Circular No. 2015-1 which specified the criteria and conditions for the grant of the Performance Based Bonus (PBB) for CY 2015. It also indicated new requirements for compliance.

This is to provide internal agency guidelines for the ranking of offices/units and individuals of the Intercountry Adoption Board (ICAB) in line with Memorandum Circular (MC) No. 2015-1 of the Inter-Agency Task Force on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems (AO 25 Task Force).

1.0. Conditions to Qualify for the Performance Based Bonus

The Agency and its delivery units must meet the conditions and criteria set by Memorandum Circular No. 2015-1 to qualify for the grant of the PBB for FY 2015 as follows:

- 1.1. Achieve at least 90% of each one of the Congress-approved performance targets for the delivery of Major Final Outputs (MFOs) under the Performance Informed Budget (PIB) of the FY 2015 GAA, and the targets for Support to operations (STO) and General Administration and Support Services (GASS).
- 1.2. Achieve at least 90% of each one of the priority program/project targets agreed with the President under the five Key result Areas of Executive Order (EO) No. 43.
- 1.3. Satisfy 100% of the Good Governance Conditions set by the AO 25 Inter-Agency Task Force (IATF) for FY 2015.
- 1.4. To be eligible for a higher percentage distribution in the ranking of delivery units, the whole Agency must achieve at least 90% of each of the additional targets of the Head of Agency.
- 1.5. Officials must have an annual performance rating of **Very Satisfactory**. While rank and file employees must have an annual performance rating of at least **Satisfactory**
- 1.6. An employee who has rendered a minimum of nine (9) months of service during the fiscal year and with a performance rating of at least "Very Satisfactory" may be eligible to the full grant of the PBB. (Section 6.5 and 6.9 of MC 2015-1)
- 1.7. An employee who rendered a minimum of three (3) months but less than nine (9) months of service and with the required performance rating shall be eligible for the grant of the PBB on a pro-rata basis. The PBB of the employee shall be pro-rated corresponding to the actual length of service rendered as follows: (Section 6.10 of MC 2015-1)

| Length of Service               | % of PBB |
|---------------------------------|----------|
| 8 months but less than 9 months | 90%      |
| 7 months but less than 8 months | 80%      |
| 6 months but less than 7 months | 70%      |
| 5 months but less than 6 months | 60%      |
| 4 months but less than 5 months | 50%      |
| 3 months but less than 4 months | 40%      |

- 1.8. The following are the valid reasons for an employee who may not meet the nine month actual service requirement to be considered for PBB on a pro-rata basis:
  - 1.8.1. Being a newly hired employee
  - 1.8.2. Retirement
  - 1.8.3. Resignation
  - 1.8.4. Rehabilitation Lave
  - 1.8.5. Maternity Leave and/or Paternity Leave
  - 1.8.6. Vacation or Sick Leave with or without pay
  - 1.8.7. Scholarship/Study Leave
  - 1.8.8. Sabbatical Leave
- 1.9. The following are not eligible for the PBB:
  - 1.9.1. An employee who is on a vacation or sick leave with or without pay for the entire year
  - 1.9.2. Personnel found guilty of administrative and/or criminal cases filed against them and meted penalty in FY 2015. If the penalty meted out is only a reprimand, such penalty shall not cause the disqualification to the PBB.

1.9.3. Officials or employees who failed to submit their 014 SALN as prescribed in the rules provided under CSC MC No. 3 (s. 2015).

2.0. Distribution and PBB Incentive Rates

2.1. Delivery units shall be rated and ranked based on the accomplishment rates of the Major Final Outputs and its Performance Indicators.

2.2. If the Agency met the conditions and criteria set per MC 2015-1 under Section 3.0 Eligibility Criteria, all delivery units shall be forced rank according to the following categories:

| RANKING  | PERFORMANCE CATEGORY               |
|----------|------------------------------------|
| 10%      | Best Bureau/Office/Delivery Unit   |
| Next 25% | Better Bureau/Office/Delivery Unit |
| Next 65% | Good Bureau/Office/Delivery Unit   |

2.3. Officials and employees of the delivery units that qualified for the PBB based on the criteria and conditions set per MC 2015-1 in Section 7.0 Ranking of Delivery Units and Individuals specifically Section 7.1 shall be forced ranked according to the following categories:

2.3.1. For the Best Delivery Unit:

| RANKING  | PERFORMANCE CATEGORY |
|----------|----------------------|
| Top 20%  | Best Performers      |
| Next 35% | Better Performers    |
| Next 45% | Good Performers      |

2.3.2. For the Better Delivery Unit:

| RANKING  | PERFORMANCE CATEGORY |
|----------|----------------------|
| Top 15%  | Best Performers      |
| Next 30% | Better Performers    |
| Next 55% | Good Performers      |

2.3.3. For the Good Delivery Unit:

| RANKING  | PERFORMANCE CATEGORY |
|----------|----------------------|
| Top 10%  | Best Performers      |
| Next 25% | Better Performers    |
| Next 65% | Good Performers      |

2.4. PBB Incentives Rates:

| DELIVERY PERFORMANCE CATEGORY | UNIT | PERFORMANCE CATEGORY |           |           |
|-------------------------------|------|----------------------|-----------|-----------|
|                               |      | BEST                 | BETTER    | GOOD      |
| BEST                          |      | Php35,000            | Php20,000 | Php10,000 |
| BETTER                        |      | Php25,000            | Php13,500 | Php7,000  |
| GOOD                          |      | Php15,000            | Php10,000 | Php5,000  |

- 2.5. The Memorandum of DSWD Institutional Development Group dated February 15, 2016 reiterated that the attached agencies while under the supervision of the department, are independent entities and being such have the authority to undergo the IPC review process for their staff.
  - 2.5.1. The IPC Review sessions of the heads of attached agencies shall be coordinated with the respective Undersecretaries/Cluster Group.
  - 2.5.2. As to the eligibility to the PBB, the eligibility of attached agencies is no longer dependent on the eligibility of the department and thus shall coordinate directly with the AO 25 IATF.
- 3.0. All staff are responsible in contributing to the agency and unit accomplishment of targets and goals and submitting the required performance requirements.
- 4.0. The Performance Management Team (PMT) shall prepare the ranking of delivery units following the PBB Form 1.0 which summarizes the number of eligible units ranked for PBB, number of PBB eligible staff, and the total PBB amount required.
- 5.0. The PMT recommends to the Head of Agency the unit ranking, number of PBB eligible employees and the corresponding PBB budget for review and concurrence.
- 6.0. As prescribed under AO 25 Task Force MC No. 2015-1 the herein guidelines and other relevant issuances/documents/information shall be posted in the Transparency Seal page of the ICAB Website. Unit Heads shall ensure that this is disseminated to the employees immediately upon receipt. The Performance management Team (PMT) may organize/participate in forums to facilitate information dissemination, communication and feedback.

This guideline shall take effect for the grant of PBB for CY 2015 rating period and until no other guidelines is issued. For guidance and compliance.

Signed this 9<sup>th</sup> of March 2016.

  
**BERNADETTE B. ABEJO**  
Executive Director

**INDIVIDUAL PERFORMANCE CONTRACT**  
CY 201\_\_

Name of Ratee: \_\_\_\_\_

Position: \_\_\_\_\_ Designation (as applicable) \_\_\_\_\_

Office: \_\_\_\_\_

| <sup>1</sup><br><b>KEY RESULT AREA</b><br>Program, Activity, Project/Deliverable | <sup>2</sup><br><b>SUCCESS /PERFORMANCE INDICATORS/MEASURES</b><br>(Quantity, Quality, Timeliness) |
|--|--|
|  |  |
|  |  |
|  |  |
|  |  |

Prepared by:

Recommending Approval:

\_\_\_\_\_  
**NAME OF RATEE**  
 (signature over printed name)  
 Date:

\_\_\_\_\_  
**NAME OF IMMEDIATE SUPERVISOR**  
 (signature over printed name)  
 Position:  
 Date:

Approved by:

\_\_\_\_\_  
**NAME OF APPROVING AUTHORITY**  
 (signature over printed name)  
 Position:  
 Date:

<sup>1</sup> Key Result Area (KRA)-refers to general areas of outputs or outcomes for which the Department's role is responsible. For individual employee, it is the core area which each person is accountable for. (Reference: AO 11, s. 2015)

<sup>2</sup> Success Indicator-refers to quantifiable measurements agreed to beforehand that describes the critical factors of the Unit/Individual Performance (Reference: AO 11, s. 2015)

**Individual Performance Contract (IPC)**  
CY 201

Name of Ratee: \_\_\_\_\_

Position: \_\_\_\_\_ Designation (as appropriate) \_\_\_\_\_

Office: \_\_\_\_\_

| KEY RESULT AREA/<br>KEY RESULTS <sup>2</sup>  | WEIGHT<br>ALLOCATION<br>(per section) | SUCCESS INDICATOR <sup>3</sup><br>(may be stated as Quantity,<br>Quality, Timeliness) |
|---|---------------------------------------|---|
| <b>I. STRATEGIC PRIORITIES</b>  |                                       |   |
| <i>Note: Please leave blank. The rating for this section will be derived from the score/rating in the OPCR.</i>               |                                       |   |
|   |                                       |   |
| <b>II. KRAs/CORE FUNCTIONS of the OFFICIAL</b>  |                                       |   |
| <i>Note: Please refer to the sample IPC indicators for officials as guide for possible targets/indicators, as appropriate</i> |                                       |   |
|   |                                       |   |
| <b>III. LEADERSHIP AND MANAGERIAL COMPETENCIES</b>  |                                       |   |
| <i>Mahusay<br/>Magiliw<br/>Matapat</i>  |                                       |   |
| <i>Note: Please leave blank. Performance rating will be based on a tool assessing leadership and managerial competencies</i>  |                                       |   |
| <b>TOTAL</b>  | <b>100%</b>                           |   |

Prepared by:

Recommending Approval:

\_\_\_\_\_  
NAME OF OFFICIAL  
(signature over printed name)

\_\_\_\_\_  
CLUSTER HEAD  
(signature over printed name)

Date:

Position:

Date:

Approved by:

\_\_\_\_\_  
SECRETARY  
(signature over printed name)

Date:

<sup>1</sup> Key Result Area (KRA)-refers to general areas of outputs or outcomes for which the Department's role is responsible. For individual employee, it is the core area which each person is accountable for. (Reference: AO 11. s. 2015)

<sup>2</sup> Key Result (KR)-refers to accomplishment, output/outcome or set of outputs/outcomes being measured and described in terms of quantity, quality and time. (Reference: AO 11. s. 2015)

<sup>3</sup> Success Indicator-refers to quantifiable measurements agreed to beforehand that describes the critical factors of the Unit/Individual Performance (Reference: AO 11. s. 2015)

**INDIVIDUAL PERFORMANCE CONTRACT AND REVIEW**

Intercountry Adoption Board  
CY 2016

I, \_\_\_\_\_, commit to deliver and agree to be rated on the attainment of the following targets and indicators for my duties.

| KEY RESULT AREA/<br>Program, Activity, Project/<br>Deliverable | Success/ Performance<br>Indicators/ Measures<br>(Quantity, Quality,<br>Time) | Actual | Rating |    |   |     | Remarks |
|--|--|--------|--------|----|---|-----|---------|
|  |  |        | Qn     | Ql | T | Ave |         |
|  |  |        |        |    |   |     |         |
|  |  |        |        |    |   |     |         |
|  |  |        |        |    |   |     |         |
|  |  |        |        |    |   |     |         |
| Final Average Rating   |  |        |        |    |   |     |         |
| Adjectival Rating  |  |        |        |    |   |     |         |

Prepared by:

Concurred by:

(Name of Ratee)  
(Position)  
Date: \_\_\_\_\_

(Name of Unit Head/Supervisor  
(Position)  
Date: \_\_\_\_\_

(Name of Director  
(Position)  
Date: \_\_\_\_\_

**Office Performance Contract (OPC)  
Inter-Country Adoption Board  
CY 20\_\_**

The Inter-Country Adoption Board, commit to deliver the following targets in accordance with the indicated measures for the rating period January–December 20\_\_

| KEY RESULT AREA                                | INDICATORS  | ALLOTTED BUDGET | ACCOUNTABLE DIVISION/INDIVIDUALS |
|--|-------------|-----------------|----------------------------------|
| <b>A. STRATEGIC PROPERTIES</b>                 |             |                 |                                  |
|  |             |                 |                                  |
|  |             |                 |                                  |
|  |             |                 |                                  |
|  |             |                 |                                  |
| <b>B. CORE FUNCTIONS/OTHER KEY RESULT AREA</b> |             |                 |                                  |
|  |             |                 |                                  |
|  |             |                 |                                  |
|  |             |                 |                                  |
|  |             |                 |                                  |
| <b>C. SECRETARY'S DIRECTIVES</b>               |             |                 |                                  |
|  |             |                 |                                  |
|  |             |                 |                                  |
|  |             |                 |                                  |
|  |             |                 |                                  |
| <b>TOTAL</b>                                   | <b>100%</b> |                 |                                  |

Submitted by:

**Bernadette B. Abejo**  
Executive Director

Recommending Approval:

**Usec. Vilma Cabrera**  
Alternate Chairperson

Approved by:

**Judy M. Taguiwalo**  
DSWD Secretary



**CERTIFICATION OF SUMMARY OF RATINGS**

Regular/Casual/Contractual  
 INTERCOUNTRY ADOPTION BOARD  
 as of December 201\_\_

This is to certify that the following regular, casual and contractual employees of this Office/Bureau/Service/Unit undertook Individual Performance Contract and Review and obtained the following ratings:

| 1  | NAME    |            | Position | Division /Unit | IPCR RATING          |                   | Did staff render government service (as regular/casual /contractual) for at least 3 months during the performance rating period of CY 2015? | REMARKS (e.g. staff was on scholarship, study leave, sick leave; was transferred to a new DSWD OBS, a new employee during nth month; etc.) | PBB Rating |
|----|---------|------------|----------|----------------|----------------------|-------------------|---|--|------------|
|    | Surname | Given Name |          |                | Per 1-5 Rating Scale | Adjectival Rating |   |  |            |
| 2  |         |            |          |                |                      |                   |   |  |            |
| 3  |         |            |          |                |                      |                   |   |  |            |
| 4  |         |            |          |                |                      |                   |   |  |            |
| 5  |         |            |          |                |                      |                   |   |  |            |
| 6  |         |            |          |                |                      |                   |   |  |            |
| 7  |         |            |          |                |                      |                   |   |  |            |
| 8  |         |            |          |                |                      |                   |   |  |            |
| 9  |         |            |          |                |                      |                   |   |  |            |
| 10 |         |            |          |                |                      |                   |   |  |            |
| 11 |         |            |          |                |                      |                   |   |  |            |
| 12 |         |            |          |                |                      |                   |   |  |            |
| 13 |         |            |          |                |                      |                   |   |  |            |
| 14 |         |            |          |                |                      |                   |   |  |            |
| 15 |         |            |          |                |                      |                   |   |  |            |
| 16 |         |            |          |                |                      |                   |   |  |            |
| 17 |         |            |          |                |                      |                   |   |  |            |
| 18 |         |            |          |                |                      |                   |   |  |            |
| 19 |         |            |          |                |                      |                   |   |  |            |
| 20 |         |            |          |                |                      |                   |   |  |            |
| 21 |         |            |          |                |                      |                   |   |  |            |
| 22 |         |            |          |                |                      |                   |   |  |            |
| 23 |         |            |          |                |                      |                   |   |  |            |
| 24 |         |            |          |                |                      |                   |   |  |            |
| 25 |         |            |          |                |                      |                   |   |  |            |
| 26 |         |            |          |                |                      |                   |   |  |            |
| 27 |         |            |          |                |                      |                   |   |  |            |
| 28 |         |            |          |                |                      |                   |   |  |            |
| 29 |         |            |          |                |                      |                   |   |  |            |
| 30 |         |            |          |                |                      |                   |   |  |            |
| 31 |         |            |          |                |                      |                   |   |  |            |
| 32 |         |            |          |                |                      |                   |   |  |            |
| 33 |         |            |          |                |                      |                   |   |  |            |

Summary (PMS Focal Person to fill up this portion):

|   |  |
|---|--|
| Total Number of Employees with Ratings    |  |
| Total Number of Employees without ratings |  |
| Total Number of Regular Employees         |  |
| Total Number of Casual Employees          |  |
| Total Number of Contractual Employees     |  |

Prepared and Submitted by the PMT:

MARIVIR T. TUNGOL  
 PDO III

ANGELITA N. GUERINIA  
 AO V BUDGET

JANET T. SANTOS  
 AO V ADMIN/RECORDS

Noted by:

BERNADETTE B. ABEJO  
 ICAB EXECUTIVE DIRECTOR

Department of Social Welfare and Development  
**DSWD Strategic Performance Management System (DSPMS)  
 PERFORMANCE REVIEW AND EVALUATION (PRE)**

**GUIDE ON HOW TO COMPUTE RATINGS FOR PERFORMANCE-  
 BASED COMPONENT FOR RANK AND FILE PERSONNEL**

**I. BACKGROUND**

In 2012, Memorandum Circular No. 06 or the Strategic Performance Management System (SPMS) was issued by the Civil Service Commission, to focus on the strategic alignment between the organization's goals, operations of the units and cascading to all individuals.

The Performance Review and Evaluation (PRE) is the third stage of the DSPMS where accomplishments are assessed based on performance indicators/measures identified for performance targets/key results made during the Performance Planning stage.

The 1-5 rating system shall be used to measure performance and accomplishments to be reflected in the Individual Performance Contract and Review (IPCR) Form.

**II. GROUNDRULES**

1. Basis for the performance assessment is the approved Individual Performance Contract (IPC) or Adjusted IPC, if any, for the rating period.  
 The 1 to 5<sup>1</sup> point system shall be used. Refer to Part III for details.
2. Ratings shall be based on critical evidences.
3. For key result/outputs with "as the needs arise" (ANA) or "100% accomplished" targets but no actions was needed for the year, the key result shall not be rated and will not form part of the total average rating.
5. For targets not accomplished (not caused by uncontrollable factors), the lowest rating of "1" shall be given and not 0 (zero).
6. The decimal places for the ratings shall be stretched up to 5 digits. No manual computation. Only the excel-based auto-computation shall be used.
7. OBS could establish its standard for Quality and Timeliness considering the peculiarities of its deliverables.

**III. COMPUTATION OF RATING FOR PERFORMANCE-BASED AREA**

All outputs are measured vis-à-vis the standards set in terms of performance indicator: quantity, quality and time.

**A. For Quantity**

Indicators for quantity can be classified into:

**A.1. Fixed Quantity** – targets which cannot be exceeded e.g. Quarter, semester, annual report, WFP.

**A.2. Non-Fixed or Quota-Based Quantity** – targets which can be exceeded e.g. guidelines, client services.

Step 1: Compute the percentage of accomplishment using the formula:

$$\% \text{ of accomplishment} = \frac{\text{Total no. of quantity delivered}}{\text{Total no. of targets}} \times 100\%$$

Step 2: Once computed, refer to Table 1. Rating Scale for Fixed Quantity while or Table 2. Rating Scale for Non-Fixed or Quota-Based Quantity to identify the rating for quantity

Table 1. Rating Scale for Fixed/ANA Quantity

| RATING | INDICATORS                 |
|--------|----------------------------|
| 5      | 100% accomplished          |
| 4      | 76 - 99% accomplished      |
| 3      | 51 - 75% accomplished      |
| 2      | 26 - 50% accomplished      |
| 1      | 25% and below accomplished |

Table 2. Rating Scale for Non-Fixed or Quota-Based Quantity

| RATING | INDICATORS                  |
|--------|-----------------------------|
| 5      | 101% accomplished and above |
| 4      | 76-100% accomplished        |
| 3      | 51-75% accomplished         |
| 2      | 26-50% accomplished         |
| 1      | 25% and below accomplished  |

<sup>1</sup> The 1-5 rating system replaced the 1-7 rating system as prescribed by the Career Executive Service Board (CESB) interfacing with the Civil Service Commission (CSC) for the rating of CES eligible.

**B. For Quality**

General Rules:

- 1) A score of 5 (four) point is the full score equivalent to 100% while "5" is an expedited or bonus point equivalent to above 100% accomplished.
- 2) However, the Rater may give a score of "5" for highly routine type of outputs like template document (e.g. leave, payroll, checks, RIS, etc.) because they have no chance to exceed the form and content of the required template.
- 3) The Supervisor/Rater shall give the rating which the Ratee could negotiate based on means of verification.
- 4) The general standard for quality rating is as follows however, the Office may use its own established standard of performance measure, if any.

Table 1: For Quality Indicators

| Rating (%)         | Adjectival Rating | Indicators  |
|--------------------|-------------------|---|
| 5 (100% and Above) | Outstanding       | Key result/Performance exceeds the standards/expectations and extends beyond the assignment. Output is considered a model for excellence.   |
| 4 (76-100%)        | Very Satisfactory | Performance fully met the required standards/expectations in all areas. All targets were achieved. Output is effective and efficient.   |
| 3 (51-75%)         | Satisfactory      | Performance met required standards/expectations in most areas. Output is acceptable.  |
| 2 (26-50%)         | Unsatisfactory    | Performance does not consistently meet expectations/targets. Output needs improvement. Only a few critical goals were met and would require close supervision by direct supervisor in the next rating period. |
| 1 (25% and below)  | Poor              | Performance was consistently below expectations and/or unjustifiable. Progress toward critical goals were not made. Significant improvement is needed in one or more important areas.                         |

<sup>2</sup> Following the discussion during the PMS and PBB orientation with FOs/AAs, the suggestion to have another table for highly template outputs is duly noted and shall be placed as an agenda in the next PMT meeting.

**C. For Time**

General Rules:

- 1) Counting of "Days" shall refer to working days which do not include Saturdays, Sundays or non-working holidays.
- 2) For document/instructions which were received on or later than the required/specified deadline, the document shall be considered "Rush/Urgent" thus, the unit will have to accomplish it within 24 hours. Refer to Table 3 for the corresponding Rating.

3) The following is the standard process for computing timeliness rating when the time indicator of an output. The indicator can be further classified into:

- o Outputs that are 12 and below
- o Outputs that are 13 and more

C.1. For outputs delivered that are 12 and below in quantity, compute the average timeline by:

Step 1. Using the standard scale for time (Table 3), get the rating for each output.

Step 2. Add all the ratings of the output and divide it by the total number of outputs to get the average rating. This shall correspond to the final rating for time.

Table 3. Rating Scale for General Time

| Rating | INDICATORS                 |  |
|--------|----------------------------|--|
|        | For Days of accomplishment | For Hours within the Day of accomplishment |
| 5      | 1 and more days advance    | 1 and more hours advance                   |
| 4      | On the deadline            | On time                                    |
| 3      | 1-30 days late             | 1 hour to 1 and 30 minutes late            |
| 2      | 31-60 days late            | 2-3 hours late                             |
| 1      | 61 and more days late      | 4 hours and 30 minutes and more hours late |

C.2. For outputs delivered that are 12 or more in quantity, the following formula shall apply:

Step 1: Determine the average percentage outputs that were delivered on and before deadline by using this formula:

$$\text{Ave \% of outputs (within timeline)} = \frac{\text{Total no. of outputs submitted not later than the set deadline}}{\text{Total number of target outputs}} \times 100$$

Step 2: Refer to the Table 4 for the corresponding rating.

Table 4: Rating Scale for Time with Voluminous Outputs

| RATING | INDICATORS                          |
|--------|-------------------------------------|
| 5      | 101% accomplished and above on time |
| 4      | 76-100% accomplished on time        |
| 3      | 51-75% accomplished on time         |
| 2      | 26-50% accomplished on time         |
| 1      | 1-25% accomplished on time          |

**D. For the Final Rating**

D.1. To obtain the average rating for key result:

Step: Determine the average rating of a key result.

$$\text{Average Rating} = \frac{\text{Quantity} + \text{Quality} + \text{Time}}{3}$$

For target that has only 2 performance indicators, the divisor shall also be 2.

D.2. To obtain the final rating, get the average rating of all the average ratings.

Step 1: Add all the average ratings.

Step 2: Divide this to the number of items/key results/deliverables.

$$\text{Final Rating} = \frac{3.33521 + 5 + 4.45178 + 4 + 2.31943 + 3 + 2.98571}{7} = 3.58459$$

**IV. ADJECTIVAL RATING<sup>3</sup> FOR THE SUMMARY OF RATING**

|                   |             |
|-------------------|-------------|
| Outstanding       | 4.20 - 5.00 |
| Very Satisfactory | 3.40 - 4.19 |
| Satisfactory      | 2.60 - 3.39 |
| Unsatisfactory    | 1.80 - 2.59 |
| Poor              | 1.00 - 1.79 |

WATER MATERIAL REPORT  
Inter-Country Regional Board

30  
 25  
 30  
 83.83%  
 X 100 = 16.66

<sup>3</sup> Based on the CESB prescribed adjectival rating.

Form 1.0  
REPORT ON RANKING OF OFFICES/DELIVERY UNITS (CY 201\_\_\_)

Department/Agency: INTERCOUNTRY ADOPTION BOARD (ICAB)

| <b>1.0 Summary of Information Required</b>   |                                    |         |                      |         |                                  |          |                                    |          |                                  |         |                      |         |                                  |          |                                    |          |                                  |
|--|------------------------------------|---------|----------------------|---------|----------------------------------|----------|------------------------------------|----------|----------------------------------|---------|----------------------|---------|----------------------------------|----------|------------------------------------|----------|----------------------------------|
| 1.1 Total No. of Bureau/Offices/Attached Agencies/Delivery Units:  |                                    |         |                      |         |                                  |          |                                    |          |                                  |         |                      |         |                                  |          |                                    |          |                                  |
| 1.2 Total No. of Bureaus/Attached Agencies/Delivery Units that achieved at least 90% of performance targets:   |                                    |         |                      |         |                                  |          |                                    |          |                                  |         |                      |         |                                  |          |                                    |          |                                  |
| 1.3 Total No. of Filled Positions as of November 30, 201___:   |                                    |         |                      |         |                                  |          |                                    |          |                                  |         |                      |         |                                  |          |                                    |          |                                  |
| 1.4 Total No. of Officials and Employees Entitled to PBB:  |                                    |         |                      |         |                                  |          |                                    |          |                                  |         |                      |         |                                  |          |                                    |          |                                  |
| 1.5 Has achieved at least 90% of each one of the FY 201___ targets of Secretary/Head of Agency other than those in the Congress-approved PIB as reflected in the OP Planning Tool Form 1 and under the Ease of Doing Business Targets? (please check whichever applies)  |                                    |         |                      |         |                                  |          |                                    |          |                                  |         |                      |         |                                  |          |                                    |          |                                  |
| <p>YES_____, the following ranking distribution applies</p> <table border="1"> <thead> <tr> <th>Ranking</th> <th>Performance Category</th> </tr> </thead> <tbody> <tr> <td>Top 15%</td> <td>Best Bureau/Office/Delivery Unit</td> </tr> <tr> <td>Next 30%</td> <td>Better Bureau/Office/Delivery Unit</td> </tr> <tr> <td>Next 55%</td> <td>Good Bureau/Office/Delivery Unit</td> </tr> </tbody> </table> <p>NO_____, the following ranking distribution applies</p> <table border="1"> <thead> <tr> <th>Ranking</th> <th>Performance Category</th> </tr> </thead> <tbody> <tr> <td>Top 10%</td> <td>Best Bureau/Office/Delivery Unit</td> </tr> <tr> <td>Next 25%</td> <td>Better Bureau/Office/Delivery Unit</td> </tr> <tr> <td>Next 65%</td> <td>Good Bureau/Office/Delivery Unit</td> </tr> </tbody> </table> |                                    | Ranking | Performance Category | Top 15% | Best Bureau/Office/Delivery Unit | Next 30% | Better Bureau/Office/Delivery Unit | Next 55% | Good Bureau/Office/Delivery Unit | Ranking | Performance Category | Top 10% | Best Bureau/Office/Delivery Unit | Next 25% | Better Bureau/Office/Delivery Unit | Next 65% | Good Bureau/Office/Delivery Unit |
| Ranking  | Performance Category               |         |                      |         |                                  |          |                                    |          |                                  |         |                      |         |                                  |          |                                    |          |                                  |
| Top 15%  | Best Bureau/Office/Delivery Unit   |         |                      |         |                                  |          |                                    |          |                                  |         |                      |         |                                  |          |                                    |          |                                  |
| Next 30%   | Better Bureau/Office/Delivery Unit |         |                      |         |                                  |          |                                    |          |                                  |         |                      |         |                                  |          |                                    |          |                                  |
| Next 55%   | Good Bureau/Office/Delivery Unit   |         |                      |         |                                  |          |                                    |          |                                  |         |                      |         |                                  |          |                                    |          |                                  |
| Ranking  | Performance Category               |         |                      |         |                                  |          |                                    |          |                                  |         |                      |         |                                  |          |                                    |          |                                  |
| Top 10%  | Best Bureau/Office/Delivery Unit   |         |                      |         |                                  |          |                                    |          |                                  |         |                      |         |                                  |          |                                    |          |                                  |
| Next 25%   | Better Bureau/Office/Delivery Unit |         |                      |         |                                  |          |                                    |          |                                  |         |                      |         |                                  |          |                                    |          |                                  |
| Next 65%   | Good Bureau/Office/Delivery Unit   |         |                      |         |                                  |          |                                    |          |                                  |         |                      |         |                                  |          |                                    |          |                                  |
| 1.6 Total Amount Required for Payment of PBB P_____  |                                    |         |                      |         |                                  |          |                                    |          |                                  |         |                      |         |                                  |          |                                    |          |                                  |

**REPORT ON RANKING OF OFFICES/DELIVERY UNITS**

**Department/Agency: INTERCOUNTRY ADOPTION BOARD (ICAB)**

*(Please indicate applicable percentagedistribution of bureaus/offices as provided in Section 7.2 or Section 7.3)*

| Ranking              | Names of Bureaus/ Offices/Attached Agencies/ Delivery Units | Rate of Accomplishment of Targets (in %) | Ranking of Employees |                   |                      |                              |               |  |
|----------------------|---|--|----------------------|-------------------|----------------------|------------------------------|---------------|--|
|                      |   |  | Ranking              | Names of Employee | Salary Grade         | Months in service in 201____ | Amount of PBB |  |
| 2.1 Best (10%)       | Delivery Unit 1   | 90%                                      | Best Performer (20%) | 1.                |                      |                              |               |  |
|                      | 2.  |  |                      |                   |                      |                              |               |  |
|                      | 3.  |  |                      |                   |                      |                              |               |  |
|                      | Better Performer (35%)                                      |  | 1.                   |                   |                      |                              |               |  |
|                      |   |  | 2.                   |                   |                      |                              |               |  |
|                      |   |  | 3.                   |                   |                      |                              |               |  |
|                      |   |  | 4.                   |                   |                      |                              |               |  |
|                      |   |  | 5.                   |                   |                      |                              |               |  |
|                      | Good Performer (45%)  |  | 1.                   |                   |                      |                              |               |  |
|                      |   |  | 2.                   |                   |                      |                              |               |  |
|                      |   |  | 3.                   |                   |                      |                              |               |  |
|                      |   |  | 4.                   |                   |                      |                              |               |  |
|                      |   |  | 5.                   |                   |                      |                              |               |  |
|                      | <b>TOTAL BEST</b>   |  |                      |                   |                      |                              |               |  |
|                      | 2.2 Better (25%)  |  | Delivery Unit 1      | 90%               | Best Performer (15%) | 1.                           |               |  |
| 2.                   |   |  |                      |                   |                      |                              |               |  |
| OPERATIONS ((13)     |   | Better Performer (30%)                   | 1.                   |                   |                      |                              |               |  |
|                      |   |  | 2.                   |                   |                      |                              |               |  |
|                      |   |  | 3.                   |                   |                      |                              |               |  |
|                      |   |  | 4.                   |                   |                      |                              |               |  |
| Good Performer (55%) |   | 1.                                       |                      |                   |                      |                              |               |  |
|                      |   | 2.                                       |                      |                   |                      |                              |               |  |
|                      |   | 3.                                       |                      |                   |                      |                              |               |  |

|  |  |            |                        |                   |  |  |  |
|--|--|------------|------------------------|-------------------|--|--|--|
|  |  |            |                        | 4.                |  |  |  |
|  |  |            |                        | 5.                |  |  |  |
|  |  |            |                        | 6.                |  |  |  |
|  |  |            |                        | 7.                |  |  |  |
| <b>TOTAL BETTER</b>                      |  |            |                        |                   |  |  |  |
| 2.3 Good (65%)                           | Delivery Unit 1<br>Admin and Finance (7) | <b>90%</b> | Best Performer (10%)   | 1.                |  |  |  |
|  |  |            | Better Performer (25%) | 1.                |  |  |  |
|  |  |            |                        | 2.                |  |  |  |
|  |  |            | Good Performer (65%)   | 1.                |  |  |  |
|  |  |            |                        | 2.                |  |  |  |
|  |  |            |                        | 3.                |  |  |  |
|  |  |            |                        | 4.                |  |  |  |
| <b>TOTAL GOOD</b>                        |  |            |                        |                   |  |  |  |
| 2.4 Did not meet 90% of Targets (No PBB) | Delivery Unit 1                          |            |                        |                   |  |  |  |
|  | Delivery Unit 2                          |            |                        |                   |  |  |  |
|  |  |            |                        | <b>TOTAL POOR</b> |  |  |  |
| <b>TOTAL</b>                             |  |            |                        |                   |  |  |  |

|   |                 |  |  |              |  |  |  |
|---|-----------------|--|--|--------------|--|--|--|
| 2.5 Did not submit SALN                                       | Delivery Unit 1 |  |  |              |  |  |  |
|   | Delivery Unit 2 |  |  |              |  |  |  |
|   |                 |  |  | <b>TOTAL</b> |  |  |  |
| 2.6 Did not liquidate Cash Advance within reglementary period | Delivery Unit 1 |  |  |              |  |  |  |
|   | Delivery Unit 2 |  |  |              |  |  |  |
|   |                 |  |  | <b>TOTAL</b> |  |  |  |

**GUIDELINES/MECHANICS IN RANKING OFFICES/DELIVERY UNITS AND INDIVIDUAL  
FOR THE GRANT OF PERFORMANCE-BASED BONUS (PBB) FY 2015**

*(Agency should provide the guidelines and process in determining and evaluating the performance ranking and rating of offices and employees within the department/agency.)  
See attached*

1. ICAB Special Order No. 1512-210  
*ICAB Standard Guidelines in Crafting and Measure Rating for Individual Performance Contract and Review (IPCR)*
2. ICAB Administrative Order No. 1603-047  
*ICAB Guidelines on Ranking Officials/Officers/Employees/Individuals for the Grant of FY 2015 Performance Based Bonus (PBB)*

Prepared by:

PBB Focal Person  
**Date:**

PMT  
**Date:**

PMT  
**Date:**

**BERNADETTE B. ABEJO**  
Executive Director- ICAB  
**Agency Head**