



SPECIAL ORDER

NO. ~~1512-210~~ 1512-210
Series of 2015

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

A. BACKGROUND:

In 2012, the Civil Service Commission issued Memorandum Circular No. 06 or 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/ICPR 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 (ICPR). The 1-5 rating system shall be used to measure performance and accomplishments to be reflected in the ICPR 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 ICPR 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 QI performance indicators were specified, only the Qn and QI 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, QI, 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
5 101% accomplished and above	Outstanding	Key result/Performance exceeds the standards/expectations and extends beyond the assignment. Output is considered a model for excellence.
4 76-100% accomplish	Very Satisfactory	Performance fully met the required standards/expectations in all areas. All targets
3 51-75% accomplished	Satisfactory	Performance met required standards/ expectations in most areas. Output is acceptable.
2 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 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

1. 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)

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

KEY RESULT AREAS/OUTPUTS	PERFORMANCE INDICATORS (Qn, Ql, T)
Secretariat Works/Services	Quality 5 - 100% action items acted upon 4 - 75% action items acted upon 3 - 50% action items acted upon 2 - 25% action items acted upon 1 - No Action taken
Act as OIC	Quality 5 - 95% - 100% agenda/documents acted upon during the duration as OIC 4 - 75% - 95% agenda/documents acted upon during the duration of being an OIC 3 - 50% - 74% agenda/documents acted upon during the duration of being an OIC 2 - 1% - 49% agenda/documents acted upon during the duration of being an OIC 1 - No Action Taken
Act as subject matter expert/Resource Person	Quality Based on the evaluation report of the participant's stakeholders as audience during the activity. 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 PMT
Administrative request facilitation (Internal/External Request) Conference Room Request of Vehicle Catering Plane Ticket Purchase Request/Canvass Travel Authority Special Orders Cleanliness of Surroundings Request for Repair and Maintenance of Equipment Driving/Working Attitude Printing (Reports/tarpaulins, etc.)	Quality (based on feedback report of requesting staff or external clients) 5 - 96% - 100% quality service provided 4 - 75% - 95% quality service provided 3 - 50% - 74% quality service provided 2 - 1% - 25% quality service provided 1 - No Action Taken
Messengers	Quality 5 - 100% with fully accomplished acknowledgement receipt form 4 - 75% with fully accomplished acknowledgement receipt form 3 - 50% with fully accomplished acknowledgement receipt form 2 - 25% with fully accomplished acknowledgement receipt form 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, Ql, T)	
Coordination and Communication with other agencies	<p>Quality</p> <p>5 – 90% - 100% of the invited stakeholders participated in the intended ICAB activities</p> <p>4 – 75% - 89% of the invited stakeholders participated in the intended ICAB activities</p> <p>3 – 50% - 74% of the invited stakeholders participated in the intended ICAB activities</p> <p>2 – 1% - 49% of the invited stakeholders participated in the intended ICAB activities</p> <p>1 – No involvement</p>	<p>Quantity</p> <p>No. of ICAB activities conducted with stakeholders and in-house involvement (organizational strengthening)</p>
Membership to committees/adhoc persons/represent ICAB team/focal	<p>Quality</p> <p>5 – 100% of assignment acted upon</p> <p>4 – 75% of assignment acted upon</p> <p>3 – 50% of assignment acted upon</p> <p>2 - 25% of assignment acted upon</p> <p>1 – No action taken</p>	<p>Quantity</p> <p>No. of attended meetings</p> <p>No. of proposed actions</p> <p>No. of feedback reports</p>

For guidance and compliance.

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