

**SYSTEM OF RANKING INDIVIDUALS**  
**2016 Interim Performance Based-Bonus**

The National Development Company (NDC) adopts the 2015 Implementing Guidelines per GCG Memorandum Circular 2015-05, 2015 Interim Performance PBB, subject to amendments as may be necessary, upon GCG's 2016 issuance of the subject.

**I. Coverage**

The permanent and co-terminous employees, who have rendered at least three (3) to nine (9) months of service for the year and a rating of at least Satisfactory.

- A. An employee who rendered a minimum of nine (9) months of service during the year shall be eligible to the full grant of the PBB.
- B. An employee who rendered a minimum of three (3) months but less than nine (9) months of service shall be eligible for the grant of the PBB on a pro-rata basis:

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%

**II. Grouping of Personnel**

The GCG grouping shall be applied to NDC ranks/position as follows:

GCG Grouping	Salary Grade
Highest Ranking Official **	30
Senior Management	29
Middle Management	26
Professional and Supervisory	18-25
Clerical / General Staff	8-10

*\*\*Shall be ranked separately on his/her own; Shall not be included in the forced ranking of Officers and Employees*

### III. Distribution for Qualified Officers and Employees

The NDC's Strategic Performance Management System Rating Scale validated, deliberated and approved by the Performance Management Team, Management Committee and General Manager respectively, shall be used and aligned with the GCG's distribution per grouping of personnel for purposes of the grant of PBB:

Percentile Distribution Per GCG	Multiple of Monthly Basic Salary
Top: Maximum 10%	2.5X
Next: Maximum of 25%	1.5X
Remaining: Minimum 65%	1.0X
Below Satisfactory: Open	-


### IV. The grant of PBB is subject to the maximum amounts of PBB for profitable GOCCs based on NDC's existing organizational and salary structures as shown below:

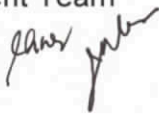
GCG Grouping	Salary Grade	Multiple of Basic Salary		
		2.5x	1.5x	1.0x
General Manager	30	206,195.00	123,717.00	82,478.00
Senior Management	29	190,920.00	114,552.00	76,368.00
Middle Management	26	151,560.00	90,936.00	60,624.00
Professional and Supervisory	25	137,295.00	82,377.00	54,918.00
	24	127,125.00	76,275.00	50,850.00
	22	112,625.00	67,575.00	45,050.00
	20	92,425.00	55,455.00	36,970.00
	19	85,577.50	51,346.50	34,231.00
Clerical / General Staff	18	81,882.50	49,129.50	32,753.00
	10	44,455.00	26,667.00	17,778.00
	8	37,702.50	22,621.50	15,081.00

### V. Exclusion from the Grant of PBB

- A. Personnel found guilty of administrative and/or criminal cases filed against them and meted penalty in FY 2016 shall not be entitled to PBB. If the penalty meted out is only a reprimand, such penalty shall not cause the disqualification to the PBB.

- B. Officials and employees who failed to submit the 2015 SALN as prescribed in the rules provided under CSC MC no. 3 (2015)
- C. Officials and employees who failed to liquidate Cash Advances within the reglementary period as stated in the prevailing COA Circular.

  
**LILIA L. ARCE**  
Chairperson,  
Performance Management Team



  
**MA. LOURDES F. REBUENO**  
General Manager

Attachments:  
Approved SPMS  
OPCR  
WPCR  
IPCR Form

National  
Development  
Company's  
Strategic  
Performance  
Management  
System (NDC  
SPMS)





*Para sa taumBAYAN*

## NATIONAL CAPITAL REGION

April 27, 2015

### GENERAL MANAGER MA. LOURDES F. REBUENO

National Development Company  
NDC Bldg., 116 Tordesillas St., Salcedo Village  
Makati City

*Dear General Manager Rebueno:*

Thank you for resubmitting the Strategic Performance Management System (SPMS) of the National Development Company (NDC) in compliance with our letter dated December 5, 2014.

Evaluation of the NDC-SPMS shows its conformance with CSC Memorandum Circular No. 6, s. 2012. Thus, the same is hereby approved for implementation. A report of implementation of this SPMS shall be submitted to CSC-NCR, together with the following sample documents, as required in our previous letter dated February 4, 2014:

- Communication materials
- Accomplished OPCR, DPCR and IPCR or their equivalent
- Accomplished Performance Monitoring and Coaching Forms
- Accomplished Professional Development Plan

We look forward to the successful implementation of the System in that Company.

Very truly yours,

  
**LYDIA ALBA CASTILLO**  
Director IV

Cc: Director II Henry B. Peliño  
CSCFO-DBP

ndc/spms

*d Effective Public Service*



# National Development Company



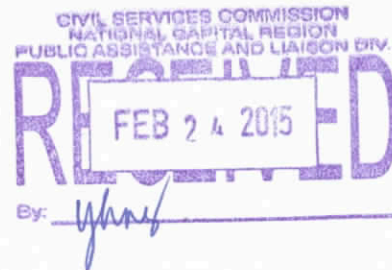
12 February 2015

**ATTY. LYDIA ALBA-CASTILLO**

Director IV

Civil Service Commission-National Capital Region

25 Kaliraya Street, Quezón City



**Dear Director Castillo:**

We thank you for the meeting we held on February 6, 2015.

We clarified during said meeting that the National Development Company (NDC)'s Strategic Performance Management System (SPMS) was initially approved by that Commission on February 4, 2014.

With regards to your letter dated December 5, 2014, we are providing your office with a copy of the approved NDC-SPMS together with the duly modified Workgroup Performance Commitment and Review (WPCR) and Individual Performance Commitment and Review (IPCR), and the rating scale in accordance with CSC MC No. 13, s. 1999 wherein the specific range of rating (in terms of percentage of performance) indicated therein as **"Annex E"**.

We hope we are fully compliant with CSC Memorandum Circular Nos. 6, s. 2012 and 13, s. 1999.

Thank you.

Truly yours,

  
**LILIA L. ARCE**  
Assistant General Manager  
PMT Chair



# NATIONAL DEVELOPMENT COMPANY'S STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (NDC-SPMS)

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## **I. BACKGROUND**

The National Development Company (NDC) is a government-owned and controlled corporation organized and existing pursuant to P.D. 1648, as amended, with principal office at NDC Building, 116 Tordesillas Street, Salcedo Village, Makati City. NDC was organized on March 10, 1919 with its revised charter taking effect on October 25, 1979.

Under its Charter, NDC, as the corporate vehicle of the government, is tasked to promote overall economic development through assistance to commercial, industrial, agricultural, or mining ventures. NDC, over the years, has provided capital and managerial expertise in projects and enterprises spurring socio economic development and growth.

NDC's existence is anchored on a cycle of investment, operations (direct and indirect) and divestment. Its current mandates are the following:

- Equity Investment;
- Project Financing; and
- Fund Generation through divestment, sale of asset and bond issuances.

With its mandates, NDC has become an enabler and a catalyst for development in its unchartered undertakings representing government participation in partnership with private sector and other GOCCs or other government agencies. These undertakings have a multiplier effect on the economy in both local and national levels.

### **NDC Mandate and the Functional Groups**

1. Equity Investment and Project Financing
  - a. NDC's Portfolio consists of
    - Investments P1.56B
    - Loan Receivables P4.89B
  - b. Projects in the Pipeline for 2013-2014 P1.20B

The Investment and Special Projects Groups perform the following to fulfil the above-mentioned mandate:

- Formulate, develop, recommend and implement policies, guidelines, plans and strategies for NDC business/investment portfolio ventures;



- Implement strategic ventures/special projects of the government;
  - Ensure that appropriate measures are installed and implemented to improve the performance of NDC's business portfolio and investments as well as preserve the value of NDC's investments.
2. Fund Generation through divestment, sale of assets and bond issuances for projects (including liquidation of assets).
- |                                     |        |
|-------------------------------------|--------|
| a. Total Assets (non-cash)          | P10.9B |
| b. Number of Assets for Disposition |        |
| 58 with FMV of                      | P5.09B |
| c. Authority to Issue NDC Bonds     |        |
| (E.O. No. 83)                       | P50.0B |

The Asset Management (Investment Group) and the Fund Management Groups handle the following functions:

- Provide fund sourcing and support and structuring of financial packages for Investment Groups including loan syndication, bond floatation and securitization, coordinating financing from foreign and local financial institutions;
- Formulate and implement exit strategy and divestment plans for NDC's investments in projects and subsidiaries to ensure maximization of returns/recovery of investment; and
- The Asset Management Group is responsible for the management, preservation and protection of NDC Assets to safeguard the financial and physical value of the assets. It also identifies the properties for disposition either through sale or lease and undertakes the disposition of these assets.

### ***Mandate***

- Invest in areas where investment gaps exist in synergy with the government's economic agenda.
- Attain optimum efficiency in the allocation of resources.

### ***Vision***

By 2019, the preferred government investment arm serving as an effective catalyst for inclusive growth.

### ***Mission***

- NDC invests in strategic areas where supply chain gaps exist.
- NDC manages a financially sustainable investment portfolio responsive to public interest and priorities.
- NDC undertakes joint venture arrangements to promote and enhance the competitiveness in the industry and agriculture sector.

### **Core Values**

- Passion
- Integrity
- Commitment
- Excellence
- Financial Prudence

## **II. The NDC-SPMS CONCEPT**

NDC is currently using the Performance Evaluation System (PES) prescribed by the Administrative Code of 1987 under the rules, regulations and standards promulgated by the Civil Service Commission. The PES, however, targets only individual appraisals that are required for promotion and other personnel actions including separation and performance based rewards. As such, there is no verifiable alignment whether the individual employee's performance directly contributes to the overall goals and mandate of his/her agency.

To better determine and assure the linkages between employee performance and the agency's performance, NDC will adopt the NDC Strategic Performance Management System or the NDC-SPMS. The NDC-SPMS addresses the misalignment and shortcomings found in the PES and provides quantifiable basis on the rating of the individual employee and the agency as a whole. This system is envisioned to reinforce the culture of high-performance and accountability vis-a-vis the mandates and goals of the company.

The NDC SPMS focuses on the direct relation of employees' individual performance and measures them against the company's vision, mission and strategic objectives. It is envisioned as a tool composed of strategies and methods to ensure the fulfilment of the functions of the various Workgroups, Departments and its personnel as well to assess the accomplishments.<sup>1</sup>

It is a top to bottom approach that ensures each employee has his/her share in the performance and accomplishment of the goals set by the NDC and, corollary, achieve its objectives outlined in its strategic plan.

The Performance Management System (PMS) is the core of human resource systems because information generated from it is very crucial in human resource planning, management, and decision-making processes.

The NDC-SPMS follows four (4) stage PMS cycle:<sup>2</sup>

- (a) Performance Planning and Commitment;
- (b) Performance Monitoring and Coaching;
- (c) Performance Review and Evaluation; and
- (d) Rewarding and Development Planning.

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<sup>1</sup> "The PMS-OPES: Re-Inventing the Performance Management System of the Bureaucracy". Annex A of CSC Resolution no. 1100224

<sup>2</sup> Annex G, NDC-SPMS Process Flowchart



To reinforce and complement the NDC-SPMS, the following enabling procedures shall be utilized and maintained:

- (a) A Recruitment System that identifies competencies, qualifications and other attributes required for the particular jobs or functional groups;
- (b) Rewards and Incentives System that keeps every employee highly motivated;
- (c) Monitoring and coaching Program;
- (d) A Management Information System that supports project documentations, knowledge management, monitoring and evaluation; and
- (e) Policy Review and Formulation.

### **III. GENERAL OBJECTIVES**

The NDC-SPMS shall be prepared and administered to:

- (a) Align the organizational performance with the Philippine Development Plan, the Agency Mandate and Program Thrusts, and the Organizational Performance Indicator Framework;
- (b) Ensure organizational effectiveness and continuous development of individual employee efficiency by delegating institutional accountabilities to the various levels of the organization based on the establishment of rational and factual basis for performance targets and measures; and
- (c) Bond performance management with corresponding human resource systems and ensure adherence to the principle of Performance-Based Tenure and Incentive System.

### **IV. BASIC ELEMENTS**

The NDC-SPMS shall include the following basic elements:

#### **(A) ALIGNMENT OF GOAL TO AGENCY MANDATE AND PRIOROTIES**

The National Development Plans, agency mandate/vision/mission and strategic priorities and/or organizational performance indicator framework will be the bases and will run in parallel with the performance goals and measurements. The standards are determined before the implementation of NDC-SPMS to guarantee the proficient use and management of inputs and work processes. These standards are embedded into the Success Indicators as organizational objectives and are delegated to the operational level.

## **(B) OUTPUTS/OUTCOMES-BASED**

NDC-SPMS supports the major final outputs that contribute to the attainment of organizational mandate, mission/vision, strategic priorities, outputs and outcomes.

## **(C) TEAM-APPROACH TO PERFORMANCE MANAGEMENT**

Individual roles and accountabilities in the achievement of organizational goals are specifically defined to facilitate collective goal setting and performance rating, individual's commitment, work plan or rating form to establish clear connection between organizational and personnel performances.

## **(D) USER-FRIENDLY**

The forms used for the organizational and individual performance are similar and easy to accomplish. The organizational and individual major final outputs and success indicators are aligned to facilitate the delegation of the organizational goals to the individual staff members and the synchronization of organizational and individual performance ratings.

## **(E) INFORMATION SYSTEM THAT SUPPORTS MONITORING AND EVALUATION**

Monitoring and Evaluation (M&E) processes and Information System (IS) are vital components of the NDC-SPMS in order to catalyze the linkage between organizational and employee performance. The M&E and IS will ensure generation of timely, accurate, and reliable information for both performance monitoring/tracking, accomplishment reporting, program improvement and policy decision making.

## **(F) COMMUNICATION PLAN**

A well-structured program to orient the Agency's officials and employees on the new policies of NDC-SPMS shall be conducted. This is to promote awareness and facilitate the acceptance of the change involved in introducing this new system that highlights their quantifiable personal contribution to the Agency's goals. It is also intended to increase the employee's appreciation of the NDC-SPMS as a management tool for performance planning, control and improvement, and to guarantee employees' ownership of their roles as partners of management and co-employees in meeting organizational performance goals.

## **V. KEY PLAYERS AND RESPONSIBILITIES<sup>3</sup>**

### **(A) NDC-SPMS CHAMPION**

- The NDC-SPMS Champion is the NDC General Manager;
- The Champion is primarily responsible and accountable for the establishment and implementation of the SPMS;
- Sets Agency's performance goals/objectives and performance measures for approval by the Board;
- Determines the Agency's target setting period;
- Recommends Agency's performance commitment and rating for approval by the Board; and
- Assesses the performance of the Agency.

### **(B) PERFORMANCE MANAGEMENT TEAM**

- The Chairperson shall be designated by the SPMS Champion from the incumbent Assistant General Managers;
- Members are as follows:
  - o Department Manager of Finance and Admin;
  - o Corplan Officer;
  - o President of the NDC's Employees Association;
  - o Human Resource Officer
- Sets consultation meetings with all Offices for the purpose of discussing the targets set in the office performance commitment and rating form;
- Ensures that the Offices' performance targets and measures, as well as the budget are aligned with those of the Agency and the work distribution of the Offices is rationalized;
- Recommends the approval of the Office performance commitment and rating to the Management Committee;
- Acts as appeals body and final arbiter for Office performance management issues of the Agency;
- Identifies top performers and provide inputs to the Management Committee for the grant of awards and incentives; and
- Adopts its own internal rules, procedures and strategies in carrying out the above responsibilities including the schedule of meetings and deliberations, and delegation of authority to representatives in case of absence of its members.

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<sup>3</sup> Annex N NDC Office Order No. 66 Composition of NDC Performance Management Team (PMT) and PMT Secretariat



**(C) THE PMT SECRETARIAT**

- The PMT Secretariat will be appointed by the SPMS Champion.
- Monitors the submission of Office Commitment and Review (OPCR) Form and schedules the review and evaluation of the Office commitments by the PMT before the start of the performance period;
- Consolidates, reviews, validates the initial performance assessment of the Offices based on the accomplishments against success indicators, and the allotted budget against actual expenses. The results of the assessment shall be the basis of PMT's recommendation to the SPMS Champion who shall determine the final Agency's rating;
- Provides each workgroup and department with the final Office assessment to serve as basis for their assessment of individual staff members;
- Monitors the submission of Individual Performance Commitment and Review (IPCR) form by the Workgroup and Department Heads; and
- Reviews the Summary List of Individual Performance Rating (SLIPR) to ensure that the average performance rating of employees is equivalent to or not higher than the Office's performance rating as recommended by the PMT and approved by the SPMS Champion.

**(D) WORKGROUP/DEPARTMENT HEAD**

- Assumes primary responsibility for the performance management in his/her Office;
- 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 Agency and submits the Office Performance Commitment and Review Form to the PMT Secretariat;
- Reviews and approves employee's IPCCR Form for submission to the PMT before the start of the performance period;
- Submits a quarterly accomplishment report to the PMT Secretariat;
- Rationalizes the distribution of targets/tasks;

- Informs employees of the final rating and identifies and recommends necessary interventions to employees based on the assessment of development needs;
- Recommends and discusses a developmental plan with subordinates who obtain **UNSATISFACTORY** performance or **POOR** performance during the rating period not later than one (1) month after the conclusion of the aforementioned period and prepares written notice/advice to subordinates that a succeeding Unsatisfactory performance shall warrant their separation from the service approved and signed by the NDC SPMS Champion; and
- Provides initial rating to subordinates showing Poor Performance not later than the fourth (4<sup>th</sup>) month of that rating period. A development plan shall be discussed with the concerned subordinate and issues a written notice that failure to improve their performance shall warrant their separation from the service approved and signed by the NDC SPMS Champion.

#### **(E) INDIVIDUAL EMPLOYEES**

- Acts as partners of management and their co-employees in meeting organizational performance goals.

### **VI. THE NDC-SPMS CYCLE**

The NDC-SPMS shall follow the PMS cycle that stresses the importance of Performance Management.

#### **STAGE 1: PERFORMANCE PLANNING AND COMMITMENT<sup>4</sup>**

This is executed at the beginning of the performance period where the NDC-SPMS Champion meets with the various Workgroups and Department Heads and staff to agree on the outputs that should be attained based on the goals/objectives of the organization.

At this stage, SUCCESS INDICATORS<sup>5</sup> are determined. Success indicators are performance level benchmarks that is composed of PERFORMANCE MEASURES AND PERFORMANCE TARGETS.

**PERFORMANCE MEASURES** are those that contribute or provide a supporting mechanism to the outcomes the Agency aims to achieve. The performance measures must be continuously refined and revisited.

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<sup>4</sup> Annex H, NDC Performance Planning and Commitment Chart

<sup>5</sup> Annex D, NDC Success Indicators



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

CATEGORY	DEFINITION
Quality/ Effectiveness	<p>The extent by which the actual performance compares with targeted performance.</p> <p>The degree by which objectives are achieved and the extent to which targeted problems are solved.</p> <p>In management, effectiveness relates to <i>getting the right things done</i>.</p>
Quantity/Efficiency	<p>The extent by which time or resources is used for the intended task or purpose. Measures whether or not targets are accomplished with a minimum amount or quantity of waste, expense or unnecessary effort.</p>
Timeliness	<p>Measures whether the deliverable was done on time based on the requirements of the law and/or clients/stakeholders.</p> <p>Time -related performance indicators evaluate such as project completion deadlines, time management skills and others.</p>

The NDC SPMS Champion shall initiate the determination of the agency target setting period<sup>6</sup>, a period within which the office and employees targets are set and discussed by the raters and the ratees, reviewed and concurred by the Workgroup and Department Heads and submitted to the PMT.

The Agency's Mandate, Program Thrusts and Major Final Outputs (MFOs)<sup>7</sup> shall be the foundation of the targets of NDC's respective workgroups/departments. Aside from the Agency commitments explicitly ascertained under each strategic priority and MFOs that fosters the realization of organizational mission/vision shall form part of the **CORE FUNCTIONS**.<sup>8</sup>

The targets shall factor in any combination or all of the following:

<sup>6</sup> Before the start of the performance period.

<sup>7</sup> MFOs are projects and services that a department/ agency is mandated to deliver to external clients through the implementation of programs, activities and projects (per DBM published Organizational Performance Indicators Framework (OPIF) Book of Outputs for 2011.

<sup>8</sup> Core functions are those performed by the Office, inherent in its mandates.

**(a) HISTORICAL DATA**

Data used in the determination of the targets shall be based on previous performance.

**(b) BENCHMARKING**

This process involves identifying and comparing the best practices within the Agency. Benchmarking may also involve recognizing present standards on the basis of provisions on the requirements of the law.

**(c) CLIENT DEMAND**

This involves a bottom-up approach wherein the Agency sets targets on the requirements of its clientele. The various Workgroups/Departments may consult with stakeholders and assess the feedback on its projects and services.

**(d) TOP MANAGEMENT INSTRUCTION**

The NDC SPMS Champion may set targets and give special assignments.

**(e) FUTURE TREND**

Targets can also be derived from the comparative analysis of the actual performance of the Agency against its potential performance.

Plans and programs without budget are ineffective and rarely see the attainment of its intended objectives. In establishing work targets, the agency shall likewise indicate the detailed budget requirements per expense account to assist the NDC SPMS Champion in ensuring a strategy-based budget allocation and also to measure cost efficiency. The Agency shall also indicate a specific Workgroup/ Department/Committee/Individuals as mainly accountable for producing a specific target output per program/project/activity. These targets, performance measures, budget and responsibility centres are summarized in the Organizational Performance Commitment and Rating (OPCR) Form.<sup>9</sup>

The approved OPCR form shall in turn be the material where individual performance targets and measures will be derived from. These are to be summarized in the Individual Performance Commitment and Review (IPCR) Form.<sup>10</sup>

Standards shall be agreed upon by the supervisors and the ratees except if predetermined standards for a work output of a particular job have been by the management.

Individual employees' performance standards shall not be lower than the NDC's standards in its approved OPCR Form.

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<sup>9</sup> Annex A, NDC Office Performance commitment and Review (OPCR) Form

<sup>10</sup> Annex C, NDC Individual Performance Commitment and Review (IPCR) Form

## **STAGE 2: PERFORMANCE MONITORING AND COACHING**

There shall be regular monitoring on the various levels of the Agency during the performance Monitoring and Coaching Phase. Performance of NDC and every employee shall be observed by the Office of the General Manager Level, Workgroup Level, Department Level and individual employee level.

Monitoring and evaluation mechanisms shall be in place to keep the programs on track, to ensure that its goals and objectives are attained in the most effective and efficient manner and to guarantee timely and appropriate steps will be performed. Performance Monitoring and Coaching Journal (PMCJ) Form<sup>11</sup>, Performance Rewarding and Development for Targets (PRDT) Form<sup>12</sup>, and Performance Rewarding and Development for Assignments (PRDA) Form<sup>13</sup> shall be used as monitoring tools.

An Information System shall be created to manage data and information to provide and support the SPMS process. The system shall be able to produce timely, accurate and reliable information for program tracking and performance monitoring / reporting.

Supervisors and coaches are the main movers at this stage in the NDC-SPMS process. Their main agenda is on the crucial function of managers and supervisors as coaches and mentors who should provide enabling environment/intervention to develop team performance and synergy and manage and improve individual potentials. The main task of supervisors is for their team and team members to perform satisfactorily or better every rating period. The Supervisors and individual employees are jointly responsible for the latter's performance. Poor performance of individual employees shall be considered, in part, as a shortcoming of the supervisor or coach when not all reasonable and proper avenues are utilized to improve his/her subordinates' performance.

## **STAGE 3: PERFORMANCE REVIEW AND EVALUATION**

The primary focus of this stage is to measure both the Agency and the individual employee/s performance levels based on performance targets and measures as approved in the Workgroup/Department and individual performance commitment contracts.

The outcomes of the assessment of NDC and individual performance shall be unbiased since it will be derived from quantifiable and verifiable bases indicated during the target setting period.

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<sup>11</sup> Annex I, NDC Performance Monitoring and Coaching Journal (PMCJ) Form

<sup>12</sup> Annex J, NDC Performance Rewarding and Development for Targets (PRDT) Form

<sup>13</sup> Annex K, NDC Performance Rewarding and Development for Assignments (PRDA) Form



## **• OFFICE PERFORMANCE ASSESSMENT**

The Corporate Planning Unit (CORPLAN) shall consolidate, evaluate, review, and validate the initial performance assessment of the Workgroups/Departments based on the reported Workgroup/Department accomplishments alongside the success indicators, and the allotted budget versus actual expenses. The outcome of the assessment shall be submitted to the PMT for calibration and recommendation to the NDC SPMS Champion. The NDC SPMS Champion shall determine the final rating of Workgroups/departments.

An Agency Performance Review Conference shall be held on an annual basis by the PMT and CORPLAN for the purpose of discussing the Office assessment with respective Heads of Workgroups/Departments. This shall include the participation of the Budget Officer with regard to budget utilization. To ensure complete and detailed performance review, all Workgroups/Departments are to submit a quarterly accomplishment report to the PMT based on the NDC- SPMS calendar.<sup>14</sup>

Any issue/appeal/protest on the Office assessment shall be articulated by the respective Head of workgroup/Department and decided by the NDC-SPMS Champion during its conference. The final rating shall no longer be appealable/contestable after the conclusion of the conference.

The PMT shall provide each Workgroup/Department with the final Office Assessment to be their basis in the performance of individual employees.

## **• PERFORMANCE ASSESSMENT FOR INDIVIDUAL EMPLOYEES**

The commitments made at the start of the rating period shall be the basis of the immediate supervisor's assessment of the individual employee's performance. The performance rating shall be based exclusively on records of accomplishment; hence, there is no need for self-rating.

The NDC-SPMS puts premium on MFOs and towards the realization of organizational mandate and mission/vision. For this reason, the rating for planned and/or intervening tasks shall always be supported by reports, documents or any outputs as proofs of actual performance. In case there is a deficiency on the completeness of these reports, bases of proofs, a particular task shall not be rated and shall be disregarded.

The immediate supervisor shall indicate qualitative observations, comments and recommendations in the Individual Employee's Performance Commitment and Review (IPCR) Form to include the competency

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<sup>14</sup> Annex E, NDC-SPMS Calendar is the timetable for the preparation, review and approval of performance targets, standards and ratings.

assessment<sup>15</sup> and critical incidents<sup>16</sup> which shall be used for human resource development purposes such as promotion and other interventions.

Employee's assessment shall be discussed by the immediate supervisor with the concerned ratee prior to the submission of the IPCR to the Head of Workgroup/Department.

The Workgroup/Department Head shall determine the final assessment of the performance level of individual employees in his/her Workgroup/Department based on proofs of performance. The final assessment shall correspond to the adjectival description of Outstanding, Very Satisfactory, satisfactory, Unsatisfactory, or Poor.

The immediate superior may devise appropriate system to assist him/her in distinguishing performance level of individuals, such as but not limited to client feedback and peer ranking.

The average numerical score of all individual performance assessments shall not go higher than that of the overall performance assessment of the workgroup/Department.

The Head of the Workgroup/Department shall make certain that each employee is notified of his/her final performance assessment and that the Summary List of Individual Performance Ratings<sup>17</sup> (SLIPR) with the attached IPCRs are submitted to the PMT within the prescribed period as indicated in the NDC SPMS calendar.

#### **STAGE 4: PERFORMANCE REWARDING AND DEVELOPMENT PLANNING**

A component of the individual employee's evaluation is the competency assessment alongside the competency requirements of the job item. The outcome of the assessment shall be discussed by the Heads of Workgroups/Departments and immediate supervisors with the individual employees at the conclusion of each rating period. The discussion shall concentrate on the strengths, competency-related performance gaps and the opportunities to deal with these gaps, career paths and alternatives.

The result of the competency assessment shall be treated independently of the performance rating of the employee.

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<sup>15</sup> Competencies are observable, measurable and vital behavioral skills, knowledge and personal attributes that are translations or organizational capabilities deemed essential for success. Competencies shall be identified for a particular position or job family.

<sup>16</sup> Records of events, happenings or actual information affecting the overall accomplishments of the employee during the particular rating period.

<sup>17</sup> Annex F, NDC Summary of List of Individual Performance Ratings (SLIPR) Form



Corresponding development interventions shall be made available by the Workgroup/Department Head and immediate supervisors in coordination with Personnel Development Committee (PDC)/FAD and approved by NDC SPMS Champion.

A Professional Development Plan (PDP)<sup>18</sup> Form shall be used to improve or perform corrective measures on employee's performance with **UNSATISFACTORY** and **POOR** performance rating of the employee.

The results of the performance evaluation/assessment shall be the basis for the inputs of the:

- (a) Heads of workgroups/Departments in identifying and providing the kinds of interventions needed, based on developmental needs;
- (b) FAD/PDC in consolidating and coordinating developmental interventions that will form part of the HR Plan and the basis for incentives and rewards;
- (c) PMT in identifying potential PRAISE Awards nominees for various awards and categories; and
- (d) PRAISE Committee in determining top performers of the Company who qualify for awards and incentives.

## ***VII. NDC-SPMS RATING PERIOD***

Semi-annual Performance Evaluation shall be conducted. However, if there is a need for a shorter and longer period, the minimum appraisal period is at least ninety (90) calendar days or three (3) months while the maximum is not to exceed one (1) calendar year.

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<sup>18</sup> Annex L, NDC Professional Development Plan (PDP) Form

### VIII. NDC-SPMS RATING SCALE

The Rating Scale for NDC-SMPS shall use the 1 to 5 rating scale, 5 being the highest and 1, the lowest as shown in the following table:

RATING		DESCRIPTION
NUMERICAL	ADJECTIVAL	
5	Outstanding	Performance exceeded expectations by 30% and above of the planned targets.  Performance demonstrated was exceptional in terms of quality, technical skills, creativity, and initiative, showing mastery of the task.  Accomplishments were made more than expected in aspects related to the target.
4	Very Satisfactory	Performance exceeded expectations by 15 – 29% of the planned target.
3	satisfactory	Performance met 100% to 114% of the planned targets. For accomplishments requiring 100% of the targets such as those pertaining to money or accuracy or those which may no longer be exceeded, the usual rating of either 5 for those who met targets or 4 for those who failed or fell short of the targets shall still be enforced.
2	Unsatisfactory	Performance only met 51% to 99% of the planned targets.
1	Poor	Performance failed to meet the planned targets by 50% or below.

### IX. PERFORMANCE RATINGS

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

Employees who obtained **UNSATISFACTORY** rating for a single rating period or have shown poor performance shall be provided appropriate developmental intervention by the Head of Office and or immediate supervisor with the approval of the NDC SPMS Champion, in coordination with FAD/PDC, to address competency-related performance gaps.

If after coaching and implementing appropriate developmental intervention, the employee still obtains *Unsatisfactory* rating or *Poor* rating for the immediate succeeding rating period, he/she may be dropped from the rolls.

Written notice/advice from the Head of Office signed by the NDC SPMS Champion is required and shall be issued three (3) months before the end of the rating period. And only after doing so, can the Agency drop a permanent employee from the rolls.

- b) The PMT shall review and validate the *Outstanding* performance ratings and may recommend concerned employees for performance-based awards. The granting of performance-based incentives shall be based on the final ratings of employees as approved by the Head of Office and the NDC SPMS Champion.
- c) The performance ratings shall be used as basis for promotion, training and scholarship grants and other personnel actions.

Employees with Outstanding and Very Satisfactory performance ratings shall be considered for the aforementioned personnel actions and other related matters.

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

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

- e) NDC employees who are on detail or secondment to other Office or government agency shall be rated in their present or actual office, copy furnish NDC, attention FAD. The ratings of those who were detailed or seconded to another office during the rating period shall be consolidated in the office, either in the mother (plantilla) office or present office, where the employees have spent majority of their time during the rating period.

## **X. SANCTIONS**

Non-submission of the Office Performance Commitment Form (OPCR) to the PMT, and Individual Performance Commitment form (IPCR) to the FAD within the specified dates as per NDC-SPMS calendar, unless justified and accepted by the PMT, shall be ground for:



- a) Disqualification for performance-based personnel actions which requires the performance rating for a given period such as promotion, training, scholarship grants and performance enhancement bonus, if non-submission is due to the omission of the particular employee.
- b) An administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty for the supervisors and employees responsible for the delay or non-submission of the duly accomplished OPCR and IPCR forms.
- c) Failure on the part of the Head of Office to comply with the required notices to their subordinates for their unsatisfactory or poor performance during a rating period shall be a ground for an administrative offence for neglect of duty.

## ***XI. APPEALS***

An employee may appeal the performance feedback appraisal where it is believed that the overall rating or individual performance factor ratings do not represent a true evaluation of the employee's work performance during the appraisal period.

- a) Office performance assessment as discussed in the performance review conference shall be final and not appealable. Any issue/appeal on the initial performance assessment of an office shall be discussed and decided during the performance review conference.
- b) Individual employees who feel aggrieved or dissatisfied with their final performance ratings can file a Performance Rating Appeal form<sup>19</sup> with the PMT within ten (10) working days from the date of receipt of notice of their final performance evaluation rating from the Head of Office. Individual employees are not allowed to protest performance ratings of other Office or co-employees but it can be used as basis or reference for comparison in appealing one's individual performance rating.
- c) The PMT shall decide on the appeals within thirty (30) calendar days from the receipt of an Appeal Form. The decision of the PMT can be appealed to the NDC SPMS Champion.
- d) Officials or employees who are separated from the service on the basis of **UNSATISFACTORY** or **POOR** performance rating can appeal their separation to the CSC within 15 days from the receipt of the order or notice of separation.

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<sup>19</sup> Annex M, NDC Performance Rating Appeal (PRA) Form

## ***XII. ANNEXES***

- A. OFFICE PERFORMANCE COMMITMENT AND REVIEW (OPCR) FORM
- B. WORKGROUP PERFORMANCE COMMITMENT AND REVIEW (WPCR) FORM
- C. INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR) FORM
- D. NDC SUCCESS INDICATORS
- E. NDC-SPMS CALENDAR
- F. SUMMARY LIST OF INDIVIDUAL PERFORMANCE RATINGS (SLIPR)
- G. NDC-SPMS PROCESS FLOWCHART
- H. NDC PERFORMANCE PLANNING AND COMMITMENT
- I. PERFORMANCE MONITORING AND COACHING JOURNAL (PMCJ) FORM
- J. PERFORMANCE REWARDING AND DEVELOPMENT FOR TARGETS (PRDT) FORM
- K. PERFORMANCE REWARDING AND DEVELOPMENT FOR ASSIGNMENT (PRDA) FORM
- L. NDC PROFESSIONAL DEVELOPMENT PLAN (PDP) FORM
- M. NDC PERFORMANCE RATING APPEAL (PRA) FORM
- N. NDC INTERNAL OFFICE ORDER No. 66
- O. OTHERS
  - a. Rating Scale Per Output



The undersigned Head of \_\_\_\_\_ Department/Group commits to deliver and agrees to be rated on the attainment of the following targets in accordance with the indicated measures for the period \_\_\_\_\_ to \_\_\_\_\_.

Prepared by:

Name and Signature of Department/  
Group Head \_\_\_\_\_ Date \_\_\_\_\_

Approved by:

Name and Signature of Agency Head \_\_\_\_\_ Date \_\_\_\_\_

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

MFO	Success Indicators		Allotted Budget	Division/Individuals Accountable	Actual Accomplishment	Rating			
	Measures	Targets				Q <sup>1</sup>	E <sup>2</sup>	T <sup>3</sup>	A <sup>4</sup>
STRATEGIC PRIORITY									
SUPPORT FUNCTIONS									

19

Category	MFO			Rating		
	Q <sup>1</sup>	E <sup>2</sup>	T <sup>3</sup>	A <sup>4</sup>		
Strategic Priority						
Support Functions						
Total Overall Rating						
Final Average Rating						
Adjectival Rating						
Assessed by:						
Final Rating by:						
Planning Office	Date	PMT	Date	Head of Agency	Date	

Legend: Q<sub>1</sub> = Quality; E<sub>2</sub> = Efficiency; T<sub>3</sub> = Timeliness; A<sub>4</sub> = Average

Prepared by:

Approved by:

Name and Signature of Department/  
Group Head

Date \_\_\_\_\_

Name and Signature of Agency Head \_\_\_\_\_

Date \_\_\_\_\_

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

[illegible]

AVERAGE RATING

Category	MFO				Rating			
					Q <sup>1</sup>	E <sup>2</sup>	T <sup>3</sup>	A <sup>4</sup>
Strategic Priority								
Support Functions								
Total Overall Rating								
Final Average Rating								
Adjectival Rating								
Assessed by:	Final Rating by:							
Planning Office	Date	PMT	Date		Head of Agency			
					Date			

**Legend:**  $Q_1$  = Quality;  $E_2$  = Efficiency;  $T_3$  = Timeliness;  $A_4$  = Average

**NATIONAL DEVELOPMENT COMPANY**  
Individual Performance Commitment and Review (IPCR)

Name : \_\_\_\_\_ Rating Period : \_\_\_\_\_  
Position : \_\_\_\_\_ Department : \_\_\_\_\_

The undersigned employee commits to deliver and agrees to be rated for the rating period indicated above on the attainment of the following targets in accordance with the indicated measures.

Name and Signature of Employee	Date	Name and Signature of Supervisor	Date	Head of Office	Date
<b>Rating Scale</b>					
5 - Outstanding					
4 - Very Satisfactory					
3 - Satisfactory					
2 - Unsatisfactory					
1 - Poor					

MFO	Success Indicators		Allotted Budget	Division/Individuals Accountable	Actual Accomplishment	RATING*				Remarks
	Measures	Targets				Q <sub>1</sub>	E <sub>2</sub>	T <sub>3</sub>	A <sub>4</sub>	
STRATEGIC PRIORITY **										

SUPPORT FUNCTIONS (SF) **									
Individual Tasks/Assignments (1)	Performance Measures (2)	Performance Targets (3)	Actual Accomplishment (4)	RATING*				Remarks	
				Q <sub>1</sub>	E <sub>2</sub>	T <sub>3</sub>	A <sub>4</sub>		
Final Average Rating									
							--	--	--
Core Functions (CF)									
Strategic Priorities (SP)									
Support Functions (SF)									
Final Rating									

Comments and recommendations for Development Purposes:

Discussed with	Date	Assessed by:	Date	Final Rating by:	Date
Name/Signature of Employee		I certify that I discussed my assessment of the performance with the employee			
		Immediate Supervisor		Head of Office	

\* Q<sub>1</sub> = Quality; E<sub>2</sub> = Efficiency; T<sub>3</sub> = Timeliness; A<sub>4</sub> = Average      \*\* Operations Group: SP – 70%; SF – 30%      Support Group: SP – 60%; SF – 40%

ANNEX C



# NATIONAL ELECTRICITY COMPANY Individual Performance Commitment and Review (IPCR)

**Name :** \_\_\_\_\_ **Rating Period :** \_\_\_\_\_  
**Position :** \_\_\_\_\_ **Department :** \_\_\_\_\_

The undersigned employee commits to deliver and agrees to be rated for the rating period indicated above on the attainment of the following targets in accordance with the indicated measures.

Name and Signature of Employee	Date	Name and Signature of Supervisor	Date	Head of Office	Date
<div> <div>Rating Scale</div> <div>                     5 - Outstanding                      4 - Very Satisfactory                      3 - Satisfactory                      2 - Unsatisfactory                      1 - Poor                 </div> </div>					

Company Goal	Strategic Priorities	Measures	Targets	Strategic Initiatives

Individual Tasks/Assignments (1)	Performance Measures (2)	Targets (3)	Actual Accomplishment (4)	Q <sub>1</sub>	E <sub>2</sub>	T <sub>3</sub>	A <sub>4</sub>	Remarks
Final Average Rating								
Core Functions (CF)								
Strategic Priorities (SP)								
Support Functions (SF)								
Final Rating								

Comments and recommendations for Development Purposes:

Discussed with	Date	Assessed by:	Date	Final Rating by:	Date
Name/Signature of Employee		I certify that I discussed my assessment of the performance with the employee			
		Immediate Supervisor		Head of Office	

Legend: Q<sub>1</sub> = Quality; E<sub>2</sub> = Efficiency; T<sub>3</sub> = Timeliness; A<sub>4</sub> = Average



## NATIONAL DEVELOPMENT COMPANY

## Strategic Performance Management System (SPMS) Calendar

Activity	Submit to	Schedule														
		2013			2014											
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Orientation on SPMS Cascading Session					x											
Pilot Implementation								x	x	x	x	x	x	x	x	x
PERFORMANCE PLANNING AND COMMITMENT																
• Workgroups prepare OPCR	PMT				x											
• Employees prepare IPCR	PMT				x											
• PMT Reviews OPCR and IPCR	ManCom					x										
Mancom Approves OPCR and IPCR	Head of Office					x										
• Approval of OPCR and IPCR						x										
PERFORMANCE MONITORING AND COACHING																
• Workgroups prepare Quarterly Accomplishment Report for Monitoring	CORPLAN				x						x			x		
• Head of Workgroup prepare Monitoring and Coaching Journal	Head of Office								x	x	x	x	x	x	x	x
PERFORMANCE REVIEW AND FEEDBACK																
• Employees prepare Accomplishment Report vs. IPCR (Targets)	Immediate Supervisor										x					
• Immediate Supervisor evaluates performance of Employee and give Ratings	PMT										x					
• Workgroups prepare Final Accomplishment Report vs. OPCR (Targets & Ratings)	PMT										x					
PERFORMANCE REWARDING AND DEVELOPMENT PLANNING																
• Personnel Development Committee (PDC) to prepare Professional Development Plan and Competency Assessment	Head of Office				x	x										
• PMT to submit Top performers list for Rewards/Incentives	PRAISE Committee				x	x										
• PRAISE Committee to endorse final list of recipients of Rewards/Incentives	Head of Office				x	x										



## NATIONAL DEVELOPMENT COMPANY

## Summary List of Individual Performance Ratings

Office A

Performance Assessment:

Very Satisfactory

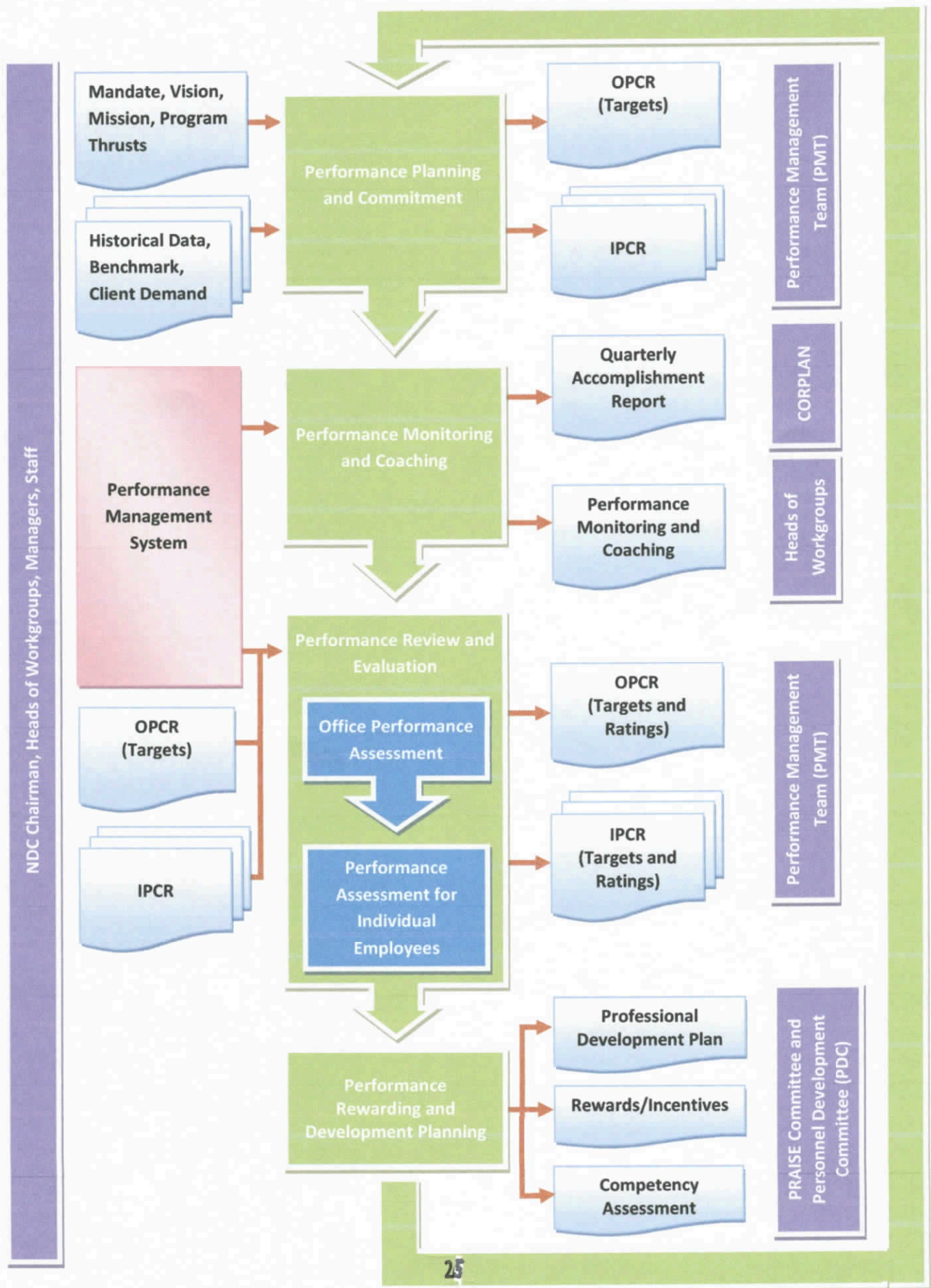
Department/Group A	RATING	
	NUMERICAL	ADJECTIVAL
Department/Group A Rating	4	Very Satisfactory
Employee 1	4	Very Satisfactory
Employee 2	5	Outstanding
Employee 3	3	Satisfactory
Employee 4	4	Very Satisfactory
Employee 5	4	Very Satisfactory
<b>No of Employees = 5</b> <b>Average ratings of staff</b>	<b>(20/5) = 4</b>	<b>Very Satisfactory</b>

Department/Group B	RATING	
	NUMERICAL	ADJECTIVAL
Department/Group B Rating	3	Satisfactory
Employee 1	3	Satisfactory
Employee 2	4	Very Satisfactory
Employee 3	2	Unsatisfactory
Employee 4	3	Satisfactory
<b>No of Employees = 4</b> <b>Average ratings of staff</b>	<b>(12/4) = 3</b>	<b>Satisfactory</b>

Department/Group C	RATING	
	NUMERICAL	ADJECTIVAL
Department/Group C Rating	5	Outstanding
Employee 1	5	Outstanding
Employee 2	4	Very Satisfactory
Employee 3	5	Outstanding
Employee 4	4	Very Satisfactory
<b>No of Employees = 4</b> <b>Average ratings of staff</b>	<b>(18/4) = 4.5</b>	<b>Outstanding</b>

SUMMARY	RATING	
	NUMERICAL	ADJECTIVAL
Department/Group A	4	Very Satisfactory
Department/Group B	3	Satisfactory
Department/Group C	5	Outstanding
<b>Average</b>	<b>(12/3) = 4</b>	<b>Very Satisfactory</b>

## NDC-SPMS PROCESS FLOWCHART



# NDC PERFORMANCE PLANNING AND COMMITMENT CHART

N  
D  
C

## Mandate

- Invest in areas where investment gaps exist in synergy with the government's economic agenda.
- Attain optimum efficiency in the allocation of resources

## Vision

By 2019, the preferred government investment arm serving as an effective catalyst for inclusive growth

## Mission

- NDC invests in select strategic projects of national importance that optimize shareholder value and generate optimal development impact.
- NDC manages a prudent investment portfolio in line with, and responsive to national public interests and priorities.
- NDC strictly adheres to international best management practices in serving its stakeholders.

### STRATEGIC PRIORITY 1

Strategic Investments in Supply Chain Gaps  
Generated

### STRATEGIC PRIORITY 2

Financial Sustainability and Effective Resource  
Allocation Enhanced

O  
F  
F  
I  
C  
E

## OFFICE OF THE GENERAL MANAGER

i. To —

## ASSET MANAGEMENT

- i. To sell or lease at least 6 NDC properties by 2014;  
ii. To generate at least P368.8M in income from sale or lease of properties;

## SPECIAL PROJECTS

- i. To forge 3 Joint Ventures/Partnerships in 2014;  
ii. To have at least 7 projects endorsed by the Mancom to the Board in 2014;

## FUND MANAGEMENT

- i. To maintain 100% funding for project financing requirement in 2014;  
ii. To provide 100% coverage for bond repayment in 2014;

## CORPORATE PLANNING

- i. To maintain 100% funding for project financing requirement in 2014;  
ii. To provide 100% coverage for bond repayment in 2014;

## FINANCE AND ADMINISTRATION

- i. To conduct at least 25 trainings for the year 2014;  
ii. To have an income of at least P319.6M in 2014;

## LEGAL DEPARTMENT

- i. To achieve a 100% on time delivery of legal opinions in 2014;  
ii. To —

E  
M  
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S

## PROJECT DEVELOPMENT

- i. To review at least \_\_\_ number of project proposals/feasibility studies in 2014;  
ii. To present to the Mancom at least \_\_\_ projects in 2014

## INVESTMENT/FINANCING

- i. To prepare at least \_\_\_ number of loan terms and conditions in 2014;  
ii. To review at least \_\_\_ number of project financial statements in 2014;

## PORTFOLIO MANAGEMENT

- i. To prepare at least \_\_\_ number of update reports to Mancom in 2014;  
ii. To —

## FUND GENERATION

- i. To prepare at least \_\_\_ number of update reports to Mancom in 2014;  
ii. To —

## ORGANIZATIONAL EFFECTIVENESS AND SUSTAINABILITY

- i. To request at least \_\_\_ number of trainings to be funded in 2014;  
ii. To review at least \_\_\_ number of computer systems to be introduced in 2014;



# ANNEX I

## PERFORMANCE MONITORING AND COACHING JOURNAL (PMCJ) FORM

	Quarter
	1st
	2nd
	3rd
	4th

Name of Office \_\_\_\_\_  
 Name of Department \_\_\_\_\_  
 Name of Department/ Workgroup Head \_\_\_\_\_  
 Number of Personnel in the Department/Workgroup \_\_\_\_\_

ACTIVITY	MEETING		MEMO	OTHERS (PLS. SPECIFY)	REMARKS
	ONE-ON-ONE	GROUP			
MONITORING					
COACHING					

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

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

**ANNEX J****PERFORMANCE REWARDING AND DEVELOPMENT FOR TARGET (PRDT) FORM**

MAJOR FINAL OUTPUT	TASKS	ASSIGNED TO	DURATION	TASKS STATUS				REMARKS
				WEEK K 1	WEEK K 2	WEEK K 3	WEEK 4	

**NDC PERFORMANCE REWARDING AND DEVELOPMENT FOR ASSIGNMENT  
(PRDA) FORM**

PERFORMANCE MONITORING FORM						
TASK ID No.	SUBJECT	ACTION OFFICER	OUTPUT	DATE ASSIGNED	DATE ACCOMPLISHED	REMARKS
Document No. or Task No. If Taken From WFP	Subject Area of the Task or the Signatory of the Document and Subject Area			Date the Task Was Assigned to the Drafter	Date the Output was Approved by the Approver	



**NDC PROFESSIONAL DEVELOPMENT PLAN (PDP) FORM**

DATE	
AIM	
OBJECTIVE	
TARGET DATE	
REVIEW DATE	
ACHIEVE DATE	
COMMENTS	
TASK	
OUTCOME	
NEXT STEP	
<b>IMMEDIATE SUPERVISOR</b>	<b>NDC GENERAL MANAGER</b>

## RATING Scale Per Output

RATING SCALE	QUANTITY OF WORK	QUALITY OF WORK	TIMELINESS	OVERALL LEVEL OF ACHIEVEMENT
1	Slow, lags far behind, demonstrates no effort	Does not demonstrate enough concern to meet standards. Has numerous mistakes. Improvement needed immediately	Does not accomplish work on time and does not meet deadlines	Inadequate performance
2	Completes less than average or standard amount of work	Has some difficulty in producing work of acceptable quality or standard. Work is often returned for major revisions	Does not meet deadlines. Works accomplished are most of the time delayed	Performance, which on the basis of comparative effectiveness, requires certain improvement in one or more major areas of responsibilities
3	Meets standards. Completes regular amount of work.	Produces satisfactory work/output. Meets standards. Generally accurate, and work shows thoughtful preparation.	Work accomplishment is consistently on time. Deadlines are always met.	Performance, which consistently meets the requirements of the job.
4	Completes more than average or standard amount of work.	Work is generally high in quality, as against standards. Checks and corrects own work and revision is seldom required. Looks for ways to improve present output.	Work is always accomplished ahead of deadlines.	Performance, which is definitely better than normally expected, producing results, which exceed the requirements of the job.
5	Complete exceptionally large amount of work. Able to handle more than one assignment considering regular responsibility and present level.	Work is exceptionally through.	Work is usually accomplished beyond what is expected and with excellence.	Outstanding or exceptional performance.

**NDC PERFORMANCE RATING APPEAL (PRA) FORM**

EMPLOYEE NAME:	DATE:
EMPLOYEE POSITION TITLE:	NAME OF DEPT. HEAD / AGM:
NAME OF DEPT./WORKGROUP:	NAME OF SUPERVISOR:
APPRAISAL PERIOD:	DATE COPY RECEIVED;

1. IDENTIFY THE SPECIFIC PERFORMANCE FACTOR RATING(S) YOU ARE CONTESTING e.g. quality of work, multi-tasking, productivity, etc.

PERFORMANCE FACTOR	REASON FOR APPEALING

2. IDENTIFY:

- a) THE IMMEDIATE SUPERVISOR RATING FOR EACH FACTOR YOU ARE APPEALING;  
b) THE RATINGS YOU PROPOSE FOR EACH FACTOR YOU ARE APPEALING.

PERFORMANCE FACTOR	IMMEDIATE SUPERVISOR'S RATING	EMPLOYEE'S PROPOSED RATING

3. DESCRIBE THE SPECIFIC FACTS TO SUPPORT YOUR APPEAL OF EACH PERFORMANCE FACTOR RATING. Attach additional sheets, if necessary. (Attach applicable evidence)

PERFORMANCE FACTOR	DESCRIPTION AND EVIDENCE

\_\_\_\_\_  
Signature of Appellant

\_\_\_\_\_  
Date Submitted to Immediate Supervisor

\_\_\_\_\_  
Signature of Immediate Supervisor

\_\_\_\_\_  
Date of receipt of this completed appeal form



**NDC PERFORMANCE RATING APPEAL (FORM 2)**

EMPLOYEE NAME: \_\_\_\_\_

IMMEDIATE SUPERVISOR: \_\_\_\_\_

☐

The following solution was reached and the revised performance feedback appraisal form is attached:

PERFORMANCE FACOTR	SOLUTION/S

☐

We have not resolved this appeal; the employee may forward appeal to Dept. or Workgroup Head.

Appellant Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Immediate Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

DEPARTMENT / WORKGROUP HEAD:

Date appeal was received: \_\_\_\_\_

☐

The following solution was reached and the revised performance feedback appraisal form is attached:

PERFORMANCE FACOTR	SOLUTION/S

☐

We have not resolved this appeal; the employee may forward appeal to the Civil Service Commission.

Appellant Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Dept./Workgroup Head Signature: \_\_\_\_\_ Date: \_\_\_\_\_



# National Development Company



## • INTER-OFFICE MEMORANDUM •

25 July 2014

**OFFICE ORDER NO. 51**  
Series of 2014

**SUBJECT : Reconstitution of NDC Performance Management Team (PMT) and PMT Secretariat**

In the interest of the service and in compliance with CSC Memorandum Circular No. 6, s. 2012, the following NDC Officers and Employees are hereby directed to constitute the NDC Performance management Team (PMT) and PMT Secretariat:

### **Performance Management Team (PMT)**

Chairperson : AGM Lilia L. Arce  
Members : DM Josephine G. Lopez  
Ms. Ma. Christina D. De Castro  
Ms. Colette H. Cordial  
Ms. Margarita G. Reyes  
Mr. Laylord Xyrchez R. Taganas

### **Performance Management Team (PMT) Secretariat**

Velayda M. Buenaventura  
Sarah Grace C. Banal  
Rowena R. Roseos

The following are their functions and responsibilities:

### **Performance Management Team (PMT)**

1. Sets consultation meeting of all heads of Offices for the purpose of discussing the targets set in the office performance commitment and rating form.
2. Ensures that office performance targets and measures, as well as the budget are aligned with those of the agency and that work distribution of offices/units is rationalized.
3. Recommends approval of the office performance commitment and rating to the Head of Agency.
4. Acts as appeals body and final arbiter for performance management issues of the agency.


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

#### **PMT Secretariat**

1. Monitors submission of Office Performance Commitment and Review (OPCR) Form and schedule the review/evaluation of Office Commitments by the PMT before the start of a performance period.
2. Consolidates, reviews, validates and evaluates the initial performance assessment of the Heads of offices 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 Head of Agency who shall determine the final Office rating.
3. Conducts an agency performance planning and review conference annually for the purpose of discussing the office assessment for the preceding performance period and plans for the succeeding rating period with concerned heads of offices. This shall include participation of the Finance Office as regards budget utilization.
4. Provides each office with the final office assessment to serve as basis of offices in the assessment of individual staff members.
5. Monitors submission of Individual Performance Commitment and Review (IPCR) Form by heads of offices.
6. 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.
7. Provides analytical data on retention, skills/competency gaps and talent development plans that align with strategic plans.
8. Coordinates developmental interventions that will form part of the HR Plan.

This amends Office Order Nos. 39, s. 2014 and 66, series of 2013.

This order takes effect immediately and shall remain in force until sooner revoked in writing by the undersigned.

  
**MA. LOURDES F. REBUENO**  
General Manager

*Le*