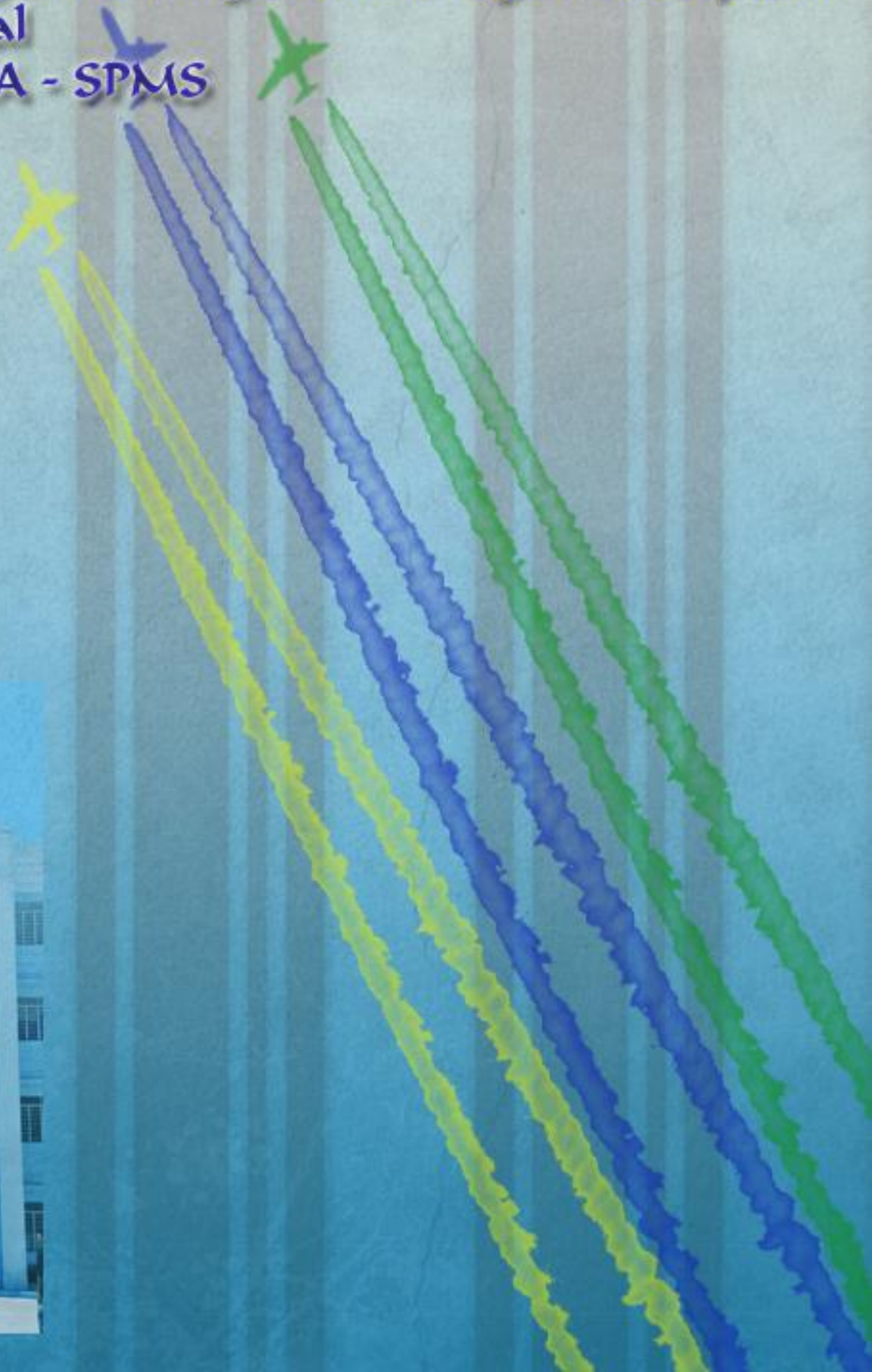




Philippine State College of Aeronautics Strategic Planning and Management System Manual PhilSCA - SPMS



ARTICLE 1 PRELIMINARY PROVISIONS

Section 1. **Short Title.** This Manual shall be known as the Philippine State College of Aeronautics Strategic Performance Management System or PhilSCA – SPMS, for brevity.

Section 2. **Legal Bases.** This Philippine State College of Aeronautics Strategic Performance Management System or PhilSCA – SPMS Manual is confirmed and endorsed by the PhilSCA Board of Trustees to the Civil Service Commission (CSC) pursuant to the provisions of the 1987 Philippine Constitution and enabling laws, rules and regulations promulgated by the duly constituted competent authorities of the Republic of the Philippines, to wit:

1. **Section 3. Article IX-B of the 1987 Philippine Constitution**, mandates among others, the Civil Service Commission, as the central personnel agency of the Government, *“shall establish a career service and adopt measures to promote morale, efficiency, integrity, responsiveness, progressiveness, and courtesy in the civil service. It shall strengthen the merit and rewards system, integrate all human resources development programs for all levels and ranks, and institutionalize a management climate conducive to public accountability x x x.”*

2. **Section 33. Chapter 5, Book V of Executive Order No. 292**, provides that *“there shall be established a performance evaluation system, which shall be administered in accordance with rules, regulations and standards, promulgated by the Commission for all officers and employees in the career service. Such performance evaluation system shall be administered in such manner as to continually foster the improvement of individual employee efficiency and organizational effectiveness.”*

3. **Joint Resolution No. 4 Item 1 (d.) Governing Principles of the modified Compensation and Position Classification Standard Base Pay Schedule of the Congress of the Philippines** states that *“a performance-based incentive scheme which integrates personnel and organizational performance shall be established to reward exemplary civil servants and well performing institutions.”*

4. **Joint Resolution No. 4 Item 4 Steps Increment**, *“an employee may progress from Step 1 to Step 8 of the salary grade allocation of his/her position in recognition of meritorious performance based on a Performance Management System approved by the CSC and/or through length of service, in accordance with the rules and regulations to be promulgated jointly by the DBM and the CSC.”*

5. **Joint Resolution No. 4 Item 17 Functional Responsibilities**, states *“the CSC, in developing the Performance Management System, shall ensure that personnel performance shall be linked with organizational performance in order to enhance the performance orientation of the compensation system.”*

6. **Administrative Order No. 241 Section 5 Institution of a Performance Evaluation System Based on Output**, provides that *“agencies shall institute a Performance Evaluation System based on objectively measured output and performance of personnel and units, such as the Performance Management System-Office Performance Evaluation System developed by the CSC.”*

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

8. **CSC Resolution No. 1200481** promulgated on March 16, 2012 and circularized per **MC No. 6, s. 2012** provides for the *“Guidelines in the Establishment and Implementation of Agency Strategic Performance Management System (SPMS)”*.

9. **DBM Circular Letter No. 2012-9 dated June 13, 2012**, provides for the Organizational Performance Indicator Framework (OPIF) Reference Guide *“wherein supports the Aquino Administration’s efforts towards good governance as the way towards achieving the country’s’ economic growth and poverty reduction objectives”*.

10. **Executive Order No. 80**, entitled *“Directing the Adoption of a Performance-Based Incentive System for Government Employees”* issued by his Excellency President Benigno S. Aquino III, mandates among others, the adoption of the PBI (Section I) and the *“Performance Categories and Rates of Incentives”* (Section 3) beginning Fiscal Year 2012.

11. **Commission en banc Resolution No. 243-2012** issued by the Commission on Higher Education (CHED) providing for the **“Supplemental Implementing Guidelines on Cascading Performance Targets of State Universities and Colleges (SUCs)”** implemented through CHED Memorandum Order No. 35, s. 2012 pursuant to Executive Order No. 80, Series of 2012 and the Inter Agency Task Force (IATF) Memorandum Circular (MC) No. 2012-01.

Section 3. **Applicability and Coverage.** PhilSCA-SPMS Manual shall apply to all officials, faculty and staff with permanent employment status (plantilla positions) of the various administrative and academic units of the Philippine State College of Aeronautics (PhilSCA) comprised of the PhilSCA Villamor Campus, PhilSCA FAB Campus, PhilSCA BAB Campus, PhilSCA MAB Campus and other external or extension campuses.

Section 4. **Suppletory Application of Relevant Laws, Rules and Regulations and Subsequent Issuance.** The provision of Joint Resolution No. 4, Administrative Order No. 241, Administrative Order No. 25 dated December 21, 2011, CSC Resolution No. 1200481 promulgated on March 16, 2012 and circularized per MC No. 6, s. 2012, DBM Circular Letter No. 2012-9 dated June 13, 2012, Executive Order No. 80, CHED Memorandum Order No. 35, s. 2012 and their respective subsequent issuances shall serve as integral components and be applied suppletorily in this Manual.

ARTICLE 2

VISION, MISSION, GOALS AND OBJECTIVES OF THE COLLEGE

Section 5. The vision and mission of the College shall be as follows:

Vision:

PhilSCA is a leader institution committed to the scientific and technological advancement of aeronautical sciences responsive to the dynamic and emerging demands for world-class professionals of the industry.

Mission:

To produce world class aeronautics professionals imbued with commitment, excellence, responsibility and integrity through advance level of instruction and research.

Section 6. **Goals and Objectives of the College.** The programs of the College shall be undertaken in such a manner as to reflect its aspiration to be the center for: (a) professional and advanced technical training in the field of aeronautics and liberal arts; (b) research and advanced studies, and (c) progressive leadership in its field of specialization as mandated by its charter.

In view of the above, the college shall strive to implement programs and project that shall:

1. Transmit, and disseminate knowledge and skills relevant to the manpower needs of the country;
2. Discover and disseminate new knowledge/technology needed for the development of the country;
3. Enhance, preserve and disseminate national culture and sports; and produce progressive leaders, trained, skilled and semi-skilled manpower for national development.

The College shall primarily provide professional and advance technological training in the preparatory field of aeronautics and liberal arts. It shall also provide research and advance studies and progressive leadership in aeronautics. Towards this end, the college shall ensure maximum contribution of its educational resources to the realization of the goals of national development through coordination with other agencies within the context of free and democratic processes.

The goals and objectives of the different institutes, academic departments and administrative units shall be attuned with the goals and objectives of the College. The same shall be reviewed by the PhilSCA-PMT and by the Academic Council and Administrative Council and be submitted to the College President for approval.

**ARTICLE 3
DEFINITION OF TERMS**

Section 7. **Definition of Terms.** Except as may be prescribed in applicable laws, rules and regulations, the following terms shall construe and be interpreted in this Manual, as hereunder provided:

Activity – a work process that contributes to a program or sub-program or project of the College.

Agency Budget Matrix – a document showing the disaggregation of the College budget into components such as by source of appropriations, by allotment class and by need of clearance, i.e., amount to be comprehensively released (not needing clearance) and amount to be covered by a special allotment release order (SARO) (needing clearance for later release), among others.

Appropriation – authorization made by law or other legislative enactment, directing the payment of goods and services out of government funds under specific conditions of for specific purposes.

Appropriation, Automatic – an authorization made annually or for some other period prescribed by law, by virtue of standing legislation which does not require periodic action by the Congress of the Philippines.

Appropriation, Continuing – an authorization to support obligations for a specified purpose or project, even when these obligations are incurred beyond the budget year.

Appropriation, General – an authorization for incurring obligations during a specified budget year pertains to the annual appropriations under the General Appropriations Act (GAA) which are presented by Programs, Activities and Projects (PAP).

Appropriation, Supplemental – additional appropriations authorized by law to augment the original appropriations which proved to be inadequate or insufficient for the particular purpose intended, due to current economic, political or social conditions supported by a Certification of Availability of Funds from the Bureau of Treasury and/or the Accountant of the College, as the case may be.

Budget – an estimated schedule of expenditures, based on either obligations or cash concepts and sources of financing, either from revenues, borrowings, or cash balance drawdowns.

Budget Accountability Report (BAR) – report of the College actual financial and physical accomplishments/performance for a given period.

Budget Execution Documents (BEDs) – annual documents required at the onset of the budget execution phase which contain the College targets and plans.

Budget Performance Review (BPR) – the process of monitoring and evaluating the performance of the College in delivering its MFOs with respect to the budget provided, and reporting evaluation results to the President and Congress.

Business Plan (BP) – an extension of the Corporate Plan (CP) designed to operationalize the strategies identified in the CP by breaking down the strategies into their component activities or tasks, which should be completed within a time-bound action plan.

Capital Outlay (CO) – appropriations for the purchase of goods and services, the benefit of which extend beyond the fiscal year and which add to the assets of the government, including investment in the capital stock of the College.

CSC - refers to the Civil Service Commission created pursuant to Article IX-B of the 1987 Philippine Constitution which serves as the central personnel agency of the government.

CHED – refers to the Commission on Higher Education created pursuant to the provisions of Republic Act No. 7722, which has jurisdiction over all Higher Education Institution's (HEIs), public or private in the Philippines.

College - refers to PhilSCA which consist of PhilSCA Villamor (Main campus) located at Piccio Garden, Villamor, Pasay City; PhilSCA-Basa Air Base in Floridablanca, Pampanga; PhilSCA-Fernando Air Base in Lipa City, Batangas and; PhilSCA-Mactan Air Base in Lapu-Lapu City, Cebu.

Employees – refers to the faculty members or non-teaching personnel of the College with permanent and job order employment status. Faculty members are those assigned in instructional or academic services and performs research and extension services. Non- teaching personnel are those assigned in administrative and support services of the College.

Division Chief – refers to the Vice President for Academic Affairs and Vice President for Administration and Finance.

General Administration and Support Services (GASS) – activities dealing with the provision of overall administrative management support to the entire College operations, e.g., general management and supervision, legislative liaison services, human resource development and financial and administrative services. Fund provided for GASS are management overhead expenses and are therefore costs of delivering MFOs.

Head of Agency – refers to the College President of Philippine State College of Aeronautics or PhilSCA.

Head of Office – shall be the head of office for academic and administrative branches of the College respectively. The Deans of the Institutes, Dean of Student and Alumni Affairs, Director for Flying School, Campus Directors, Function Directors for Research and Development, Extension Services, Auxiliary Services, Finance Services, Administrative Services and Institutional Development Planning.

Individual Work Plan – a summary of activities/tasks allocated to individuals (reporting to their respective Head of Office) to implement strategies in the Unit Work Plan. At this level, College strategies are broken down into tasks for individuals so that concredited actions are identified and responsibility allocated.

Internal Output – the output delivered from one part to the other parts of the College; contributes to the production of a Major Final Output (MFO), but does not form part of the performance measure for the MFO to which it contributes.

Logical Framework – management tool to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes and impact) and their casual relationships, indicators, and the assumptions or risks that may influence success and failure. It thus facilitates planning, execution and evaluation of a development intervention.

Maintenance and Other Operating Expenses (MOOE) – expenditures to support the operations of the College, such as expenses for supplies and materials; transportation and travel utilities (water, power, etc.) and repairs, etc.

Mandated/Priority Programs – refers to the curricular programs or offerings of the College that are needed for regional and national priority development, aligned with the College vision.

Major Final Output (MFO) – a good or service that the College is mandated to deliver to external clients through the implementation of programs, activities and projects.

Operations – activities directed toward fulfilling the College mandates, e.g., regulatory services, provision of goods, delivery of services such as, some activities classified GASS or Support to Operation (STO) may represent the core functions of the College administrative division/units/sections.

OPIF Cascading – the process of aligning plans from the Office Performance and Individual Employee's Performance (OPIF) level downwards to the corporate, business, unit and individuals levels.

OPIF Agency Logical Framework (OPIF Log frame) – a planning and budgeting tool used to established the link of MFOs that PhilISCA delivers or produces through the implementation of PAPs to sector to the sector outcomes and societal goals it seeks to influence. As part of the results framework, it shows the focus of resource allocation, spending, monitoring, reporting and evaluation of results based on a set of performance indicators and targets.

PAPs (Programs, Activities and Projects) – activities undertaken by the College to achieve the purpose for which it is established or created or to deliver its MFOs.

Performance Indicator (PI) for MFO – a characteristic of performance (quantity, quality, timeliness or cost) that will be measured and will illustrate the standard of performance by which the College has delivered its MFO .

Performance Indicator Set (PI Set) – consists of interrelated performance indicators from each class i.e., quantity, timeliness, and cost to describe a single MFO.

Personal Services (PS) – provisions for the payment of salaries, wages and other compensation (e.g., merit, salary increase, cost-of-living-allowances, honoraria, and commutable, and casual employees of the College).

Philippine State College of Aeronautics – the Philippine State College of Aeronautics, formerly Philippine Air Force College of Aeronautics, hereinafter called PhilISCA, is a public, non-stock and non-profit tertiary institution of learning created by virtue of the R. A. 7605.

Project – a special College undertaking carried out within a definite time frame and intended to result in some predetermined measure of goods and services.

SPMS – refers to Strategic Performance Management System

Support to Operations (STO) – activities that provide technical and substantive support to the operations and projects department/agency, e.g., planning and policy formulation, program monitoring and evaluation, public information programs, research and development, statistical services, and information systems development. The types of services included under Support to Operations (STO) are likewise common across agencies, and are considered indirect costs of delivering MFOs.

ARTICLE 4 CONCEPT, GENERAL OBJECTIVES AND BASIC ELEMENTS OF THE PHILSCA – SPMS

Section 8. **Concepts.** The SPMS of the College is focused on linking individual performance vis-à-vis the College organizational, vision, mission and strategic goals. It is envisioned a technology composed of strategies, methods and tools for ensuring fulfilment of the functions of the officials and personnel of the College as well as for assessing the accomplishments.

SPMS is a mechanism that ensures that the employees of the College achieves the objective set by the College and the College, on the other hand achieves the objectives that it has set itself in the strategic plan.

Performance Management System is the heart of the human resource system because information produced from it is useful in human resource planning, management and decision making processes.

The SPMS follows the four-stage PMS cycle as follows:

1. Performance planning and commitment;
2. Performance monitoring and coaching;
3. Performance review and evaluation; and
4. Performance rewarding and development.

To complement and support the SPMS, the College shall ensure that the following mechanisms must be present, operational and maintained:

1. A Recruitment System that identifies competencies and other attributes required for particular jobs or functional groups;
2. An adequate Rewards and Incentive System;
3. Mentoring and Coaching Program;
4. An Information Communication Technology (ICT) that supports project documentation, knowledge management, monitoring and evaluation;
5. Change management program ; and
6. Policy review and formulation.

Section 9. **General Objectives.** The PhilSCA-SPMS shall be prepared and administered to:

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

Section 10. **Basic Elements.** The PhilSCA-SPMS shall include the following basic elements:

1. **Goal Aligned to College Mandate and Organizational Priorities.** Performance goals and measurement are aligned to the national development plans, College mandate/vision/mission and strategic priorities and/or organizational performance indicator framework. Standards are predetermined to ensure efficient use and management of inputs and work processes. These standards are integrated into the success indicators as organizational objectives are cascaded down to operational level of the College.
2. **Outputs/Outcome-based.** The system puts premium on major final outputs that contributes to the realization of College mandate, vision/mission, strategic priorities, outputs and outcomes.
3. **Team-approach to Performance Management.** Accountabilities and individual roles in the achievement of College goals are clearly defined to give way to collective goal setting and performance rating. Individual's work plan or commitment and rating formed is linked to the division/college/unit/office work plan or commitment and rating form to establish clear linkage between College performance and personnel performance.
4. **User-friendly.** The forms used for both the College and individual performance are similar and easy to accomplish. The College and individual major final outputs and success indicators are aligned to facilitate cascading of organizational goals to the individual faculty or staff members and the harmonization of College and individual performance ratings.
5. **Information System that Supports Monitoring and Evaluation.** Monitoring and Evaluation Mechanisms and Information System are vital component of the PhilSCA-SPMS in order to facilitate linkage between College and employee performance. The M&E and Information System for

both performance monitoring/tracking, accomplishment reporting, program improvement and policy decision-making.

6. **Communication Plan.** A program to orient the College officials and employees (comprised of faculty members and non-teaching personnel) on the new and revised policies of the PhilSCA SPMS shall be continually implemented. This is to promote awareness and interest on the system, generate employees' appreciation for the PhilSCA-SPMS as a management tool for performance planning, control and improvement and guarantee employees internalization of their roles as partners of management and co-employees in meeting College performance goals.

ARTICLE 5 RESPONSIBILITIES OF THE KEY PLAYERS OF THE PHILSCA-SPMS

Section 11. **College President: SPMS Champion.** The College President shall be the SPMS champion with the following responsibilities:

1. Primarily responsible and accountable for the establishment and implementation of the SPMS;
2. Sets College performance goals/objectives and performance measures;
3. Determines College target setting period;
4. Approves office performance commitment and rating; and
5. Assesses performance of offices.

Section 12. **Performance Management Team (PMT).** The Performance Management Team of the Philippine State College of Aeronautics hereinafter referred to as the PhilSCA-PMT shall be composed of the following:

1. Executive official designated by the Head of Agency as Chairperson.
2. Highest Human Resource Management Officer or the career service employee directly responsible for human resource management.
3. Highest Human Resource Development Officer or the career service employee directly responsible for personnel training and development.
4. Highest Planning Officer of the career service employee directly responsible for organizational planning.
5. Highest Finance Officer or the career service employee directly responsible for financial management.
6. President of the accredited employee association in the agency or the authorized alternate representative. In offices where there are no accredited

or recognized employee associations/unions, the rank and file representative shall be chosen through a general election or assembly.

Provided, That the College President may reconstitute the composition of the PhilSCA-PMT in accordance with the provisions of relevant Civil Service Commission (CSC) laws, rules and regulations.

At the Campus level, the PMT shall, whenever applicable, be composed of the following:

1. Campus Director as Chairperson
2. Highest Officer-in-Charge of Human Resource Management
3. Highest Officer-in-Charge of Financial Management
4. Highest Officer-in-Charge of Organizational Planning
5. President of the accredited employee/faculty associations in the Campus or the authorized alternate representative.

The duly constituted PhilSCA-PMT shall have the following functions and responsibilities:

1. Sets consultation meeting of all Head of Offices for the purpose of discussing the targets set in the office performance commitment and rating form.
2. Ensures the office performance targets and measures, as well as the budget are aligned with those of the agency and that work distribution of office/units is rationalized.
3. Recommends approval of the office performance commitment and rating to the College President.
4. Acts as appeals body and final arbiter for performance management issues of the College.
5. Identifies potential top performers and provide inputs to the PRAISE Committee for grant of awards and incentives in accordance with appropriate CSC laws, rules and regulations.
6. 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 absence of its members.

Section 13. The Planning Office shall serve as the Secretary of the PhilSCA-PMT and shall discharge the following duties and responsibilities:

1. Monitors submission of Office Performance Commitment and Review 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 College President who shall determine the final Office rating.
3. Conducts a College 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 Financial Office as regards to budget utilization.
4. Provides each office with the final Office Assessment to serve as basis of offices in the assessment of individual faculty or staff members, as the case may be.

Section 14. **Human Resource Management Office.** The Human Resource Management Office shall discharge the following duties and responsibilities:

1. Monitors submission of individual Performance Commitment and Review Form by heads of offices.
2. Reviews the Summary List of Individual Performance Rating to ensure that the average performance rating of employees are equivalent to or not higher than the Office Performance Rating as recommended by the PMT and approved by the College President.
3. Provides analytical data on retention, skill/competency gaps, and talent development plans that align with strategic plans.
4. Coordinates developmental interventions that will form part of the HR plan.

Section 15. **Division Chief.** The Division Chief shall discharge the following duties and responsibilities:

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

Section 16. **Head of Office.** The Head of Office shall discharge the following duties and responsibilities:

1. Assumes primary responsibility for performance management in his/her office.

2. Conducts strategic planning session with the supervisors, faculty members and staff and agree on the outputs that should be accomplished based on the goals/objectives of the College and submits the Office Performance Commitment and Review Form to the Office of the PhilSCA PMT Secretariat.
3. Reviews and approves individual employee's Performance Commitment and Review form for submission to the HRM Office before the start of the performance period.
4. Submits a quarterly accomplishment report to the Office of the Director for Institutional Development and Planning based on the PMS calendar.
5. Does initial assessment of offices performance using the approved Office Performance Commitment and Review Form.
6. Determines final assessment of performance level of the individual employees in his/her office 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.
 - a. Recommends and discusses a 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 notices/advice to subordinates that a succeeding unsatisfactory performance shall warrant their separation from the service.
 - b. Provides preliminary rating to subordinates showing **Poor** performance not earlier than the third (3) month of the rating period. A 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.

Section 17. **Individual Employees.** The individual employees shall act as partners of management and their co-employees in meeting College performance goals.

ARTICLE 6 THE PHILSCA-SPMS PROCESS

Section 18. **The SPMS Cycle.** The PhilSCA-SPMS shall follow the same four stage PMS cycle that underscores the importance of performance management.

Stage 1: Performance Planning and Commitment

This is done at the start of the performance period where heads of offices meet with the supervisors, faculty members and staff and agree on the outputs that should be accomplished based on the goals/objectives of the College.

During this stage, success indicators are determined. Success indicators are performance level yardsticks consisting of performance measures and performance targets. This shall serve as bases in the office and individual employee's preparation of their performance contract and rating form.

Performance measures need not be many. Only those that contribute to or support the outcomes that the College aims to achieve shall be included in the office performance contract, i.e., measures that are relevant to the College core functions and strategic priorities. The performance measures must be continuously refined and reviewed.

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

Table 1
GENERAL CATEGORIES OF PERFORMANCE MEASURES

Category	Definition
Effectiveness/Quality	The extent to which actual performance compares with targeted performance. The degree to which objectives are achieved and the extent to which targeted problems are solved. In management, effectiveness relates <i>to getting the right things done</i>
Efficiency	The extent to which time or resources is used for the intended task or purpose. Measures whether targets are accomplished with a minimum amount or quantity of waste, expense, or unnecessary effort.
Timeliness	Measures whether the deliverable was done on time based on the requirements of the law and/or clients/stakeholders. Time-related performance indicators evaluate such things as project completion deadlines, time management skills and other time-sensitive expectations.

***Table 1 is based on CSC MC no.6, s. 2012 and or NBC 532**

The College President shall cause the determination of the College target setting period, a period within which the office and employees' targets are set and discussed by the raters and the ratees, reviewed and concurred in by the head of offices and submitted to the PMT.

The College Road Map, Agency Strategic Plan, Annual Investment Plan, etc. shall be the basis of the targets of offices. Aside from the office commitments explicitly identified under each Strategic Priority in the Road Map, major final outputs that contribute to the attainment of the College vision/mission which form part of the core functions of the office shall be indicated as performance targets.

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

- a. **Historical data.** The data shall consider past performance.
- b. **Benchmarking.** This involves identifying and comparing the best Institute or department or units within the College with similar functions or processes.

- c. Benchmarking may also involve recognizing existing standards based on provisions or requirements of the law.
- d. **Client demand.** This involves a bottom-up approach where the office sets targets based on the needs of its clients. The office may consult with stakeholders and review the feedback on its services.
- d. **Top Management instruction.** The College President may set targets and give special assignments.
- e. **Future trend.** Targets may be based from the results of the comparative analysis of the actual performance of the office with its potential performance.

In setting work targets, the office shall likewise indicate the detailed budget requirements per expense account to help the College President in ensuring a strategy driven budget allocation and in measuring cost efficiency. The College shall also identify specific unit/group/individuals as primarily accountable for producing a particular target output per program/project/activity. These targets, performance measures, budget and responsibility centers are summarized in the Office Performance Commitment Review (OPCR) form.

The approved Office Performance Commitment Review Form shall serve as basis for individual performance targets and measures to be prepared in the Individual Employee's Performance Commitment and Review (IPCR) Form.

Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed by the immediate head of offices and the ratees.

Individual employee's performance standards shall not be lower than the College standards in its approved Office Performance Commitment Review form.

Stage 2: Performance Monitoring and Coaching

During the performance monitoring and coaching phase, the performance of the Offices and every individual shall be regularly monitored at various levels: i.e., the College President, Planning Office, Head of Office, and individual on a regular basis.

Monitoring and evaluation mechanisms should be in place to ensure that timely and appropriate steps can be taken to keep a program on track and to ensure that its objectives or goals are met in the most effective manner. Also a very vital tool of management at this stage is an information system that will support data management to produce timely, accurate and reliable information for program tracking and performance monitoring/reporting.

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

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

This phase aims to assess both office and individual employee's performance level based on performance targets and measures as approved in the office and individual performance commitment contracts.

The results aims to assess both office and individual performance shall be impartial owing to scientific and verifiable basis for target setting and evaluation.

a. Office Performance Assessment

The Planning Office shall consolidate, review, validate and evaluate 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 submitted to the PMT for calibration and recommendation to the College President. The College President shall determine the final rating of offices/units.

A College performance review conference shall be conducted annually by the Office of the Planning Office for the purpose of discussing the Office assessment with concerned Heads of Offices. This shall include the participation of the Financial Office as regards to budget utilization. To ensure complete and comprehensive performance review, all Offices shall submit a quarterly accomplishment report to the Planning Office based on the SPMS calendar.

Any issue/appeal/protest on the Office assessment shall be articulated by the concerned head of office and decided by the College President during this conference; hence the final rating shall no longer be appealable/contestable after the conference.

The Planning Office shall provide each Office with the final Office assessment to serve as basis of offices in the assessment of individual faculty or staff members, as the case may be.

b. Performance Assessment for Individual Employees

The immediate superior shall assess individual employee performance based on the commitments made at the beginning of the rating period. The performance rating shall be based solely on records of accomplishment; hence there is no need for self rating.

The SPMS puts premium on major final outputs towards realization of the College vision/mission. Hence, rating for planned and/or intervening tasks shall always be supported by reports, documents or any outputs as proofs of actual performance. In the absence of said bases or proofs, a particular task shall not be rated and shall be disregarded.

The immediate superior shall indicate qualitative comments, observations and recommendations in the individual employee's performance commitment and review form to include competency assessment and critical incidents which shall be used for human resource development purposes such as promotion and other interventions.

Employee's assessment shall be discussed by the supervisor with the concerned ratee prior to the submission of the individual employee's performance commitment and review form to the head of office.

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

The Head of Office may adopt appropriate mechanism to assist him/her distinguish performance level of individuals, such as but not limited to peer ranking and client feedback. Such mechanism shall be submitted to the duly constituted PMT for further review and to the College President for approval.

The **average** of all individual performance assessments shall not go higher than the collective performance assessment of the Office.

The Head of Office shall ensure that the employee is notified of his/her final performance assessment and the Summary List of Individual Ratings with the attached IPCRs are submitted to the HRM Office within the prescribed period.

Stage 4: Performance Rewarding and Development Planning

Part of the individual employee's evaluation is the competency assessment vis-à-vis the competency requirements of the job. The result of the assessment shall be discussed by the Head of Office and immediate supervisor with the individual employee at the end of each rating period.

The discussion shall focus on the strengths, competency-related performance gaps and the opportunities to address these gaps, career paths and alternatives.

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

Appropriate developmental interventions shall be made available by the Head of Office and immediate supervisor in coordination with the HRM Office.

A professional development plan to improve or correct a performance of employees with Unsatisfactory and Poor performance ratings must be outlined, including timeliness and monitored to measure progress.

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

- a. Heads of Offices in identifying and providing the kinds of interventions needed, based on the developmental needs indentified;
- b. College HRM Office in consolidating and coordinating developmental interventions that will form part of the HR Plan and the basis for rewards and incentives;
- c. PMT in identifying potential PRAISE Awards nominees for various awards categories; and
- d. PRAISE Committee in determining top performers of the College who qualify for awards and incentives.

Section 19. **Performance Rating.** The following mechanism shall be strictly observed:

1. **Rating Period.** Performance evaluation shall be done semi-annually. However, if there is a need for a shorter or longer period, the minimum appraisal period is at least ninety (90) calendar days or three (3) months while the maximum is not longer than one (1) calendar year.

For Faculty Members: The rating period shall be on a semestral basis for each academic year.

For Administrative Staff or non-teaching personnel: The rating period shall be January to June and July to December for every calendar year thereafter.

For faculty members with administrative designations: The rating period shall be January to June and July to December for every year thereafter for administrative functions and June to October and November to March for every year thereafter for instruction, research, extension and production functions.

To ensure proper implementations of the rating period, the PMT shall devise the appropriate forms and mechanisms in accordance with the provisions of this manual and other relevant laws, rules and regulations.

2. **Rating Scale.** A five-point rating scale (1 to 5), 5 being the highest and 1, the lowest shall be used in the rating or grading the performance of the employees of the College with the corresponding range for weighted mean or scores, adjectival and descriptions as provided hereunder:

Table 2
RATING SCALE

Numerical	Ranges for Weighted Mean or Scores	Adjectival	Description
5	4.51 – 5.0	Outstanding	Performance represents an extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity, creativity and initiative. Employees at this performance level should have demonstrated exceptional job mastery in all major areas of responsibility. Employee achievement and contributions to the organization are of marked excellence.
4	3.51 – 4.50	Very Satisfactory	Performance exceeded expectations. All goals, objectives and targets were achieved above the established standards.
3	2.50 – 3.50	Satisfactory	Performance met expectations, and/or one or more of the most critical goals were not met.
2	1.50 – 2.49	Unsatisfactory	Performance failed to meet expectations, and/or more of the most critical goals were not met.

* Table 2 is based on CSC MC no.6, s. 2012

** no rounding off of ratings shall be allowed

3. **Allowable Number/Sample Size of Raters.** In addition to the immediate superior, the ratees' raters shall be selected by random sampling method in accordance to the allowable number/sample size:

a. **For Faculty Members:**

Table 3
ALLOWABLE NUMBER/SAMPLE SIZE OF RATERS OF FACULTY MEMBERS

Type of Rater	Population of Raters	Sample Size of Raters
Immediate Superior	1 – 2	1
Peers	5 and below	2
	6 and above	50% of the total
Students	15 and below	100%
	16 – 30	75% of the total
	31 – 45	60% of the total

a. For Administrative Employees/Non-teaching Personnel:

Table 4
ALLOWABLE NUMBER/SAMPLE SIZE OF RATERS OF ADMINISTRATIVE
EMPLOYEES/NON-TEACHING
PERSONNEL

Type of Rater	Population of Raters	Sample Size of Raters
Immediate Superior	1 – 2	1
Peers	5 and below	2
	6 and above	50% of the total
Students	150 below	15% of the total
	151 – 300	10% of the total
	301 – 450	8% of the total
	451 – 600	7% of the total
	601 and above	5% of the total
Other clienteles	By sector whenever applicable	At least ten (10) per sector whenever applicable

Section 20. **Submission of the College SPMS to CSC.** The College SPMS shall be submitted to the CSC for review and approval.

Section 21. **Application of the SPMS to the Human Resource Movements/Developments/Interventions.** Effective upon approval of this SPMS and thereafter, all performance based human resource movements and/or developments/interventions such as promotion, scholarship, training, rewards and incentives shall only be based on this Manual duly approved by the PhilSCA-Board of Trustees and of the Civil Service Commission (CSC).

Section 22. **Uses of the Performance Ratings.** Effective upon approval of this Manual, the performance ratings shall be used on the following:

1. Security of tenure of those holding permanent appointments is not absolute but is based on performance. Employees who obtained Unsatisfactory rating for one rating period or exhibited poor performance shall be provided appropriate developmental intervention by the Head of Office and supervisor

(Institute/Department/Unit), in coordination with the HRM Office, to address competency-related performance gaps.

If after advise and provision of developmental intervention, the employee still obtains two (2) Unsatisfactory ratings or Poor rating he/she may be dropped from the rolls. A written notice/advise from the Head of Office duly approved by the College President at least three (3) months before the end of the rating period is required.

2. The PMT shall validate the Outstanding performance ratings and may recommend concerned employees for performance-based awards. Grant of performance-based incentives shall be based on the final ratings of employees as approved by the Head of Office and of the College President.

3. Performance rating shall be used as bases for promotion, training and scholarship grants and other personnel actions as provided in Section 21 above of this Manual. Employees with Outstanding and Very Satisfactory performance ratings shall be considered for the above mentioned personnel actions and other related matters.

4. 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 ninety (90) days shall submit the performance commitment and rating report before they leave the office.

For the purpose 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.

5. Employees who are on detail or secondment to another office or agency shall be rated in their present or actual office; copy furnished the College PMT through the HRMO. The ratings of those were detailed or seconded to another office or agency during the rating period shall be consolidated in the office, either the College (plantilla) office or present office, where the employees have spent majority of their time during the rating period.

6. The ratings obtained by the faculty members shall be used in the compliance of their respective documents for NBC 461. The Office of the PMT Secretariat shall be competent authority to certify as to the authenticity of the forms and documents for this purpose.

ARTICLE 7

CASCADING OF THE PERFORMANCE TARGETS BASED ON THE MAJOR FUNCTIONS OF THE COLLEGE AND ITS OFFICES AND EMPLOYEES

Section 23. **Cascading of the Performance Targets Based on the Major Functions of the College and its Offices and Employees.** Pursuant to the **Commission en banc Resolution No. 243-2012** issued by the Commission of Higher Education (CHED) implemented through CHED Memorandum Order No. 35, s. 2012 in

consonance to Executive Order No. 80, s. of 2012 and the Inter-Agency Task Force (IATF) Memorandum Circular (MC) No. 2012-01, the performance targets of the College and its Offices and Employees shall be cascaded based on its major functions/operations and performance indicators provided hereunder:

Table 5
MAJOR FUNCTIONS/OPERATIONS AND PERFORMANCE INDICATORS OF THE
COLLEGE AND ITS CAMPUSES/DEPARTMENT/UNITS
AND EMPLOYEES

Major Functions/Operations	Performance Indicators
I. Operations	
1. Instruction (Advanced and Higher Education Services)	<ul style="list-style-type: none"> • Percentage of FTEs in mandates/priority programs. • Average percentage passing in licensure examinations in mandated/priority programs. • Percentage of accredited programs among mandated/priority programs relative to total • Percentage of graduates in the mandated/priority programs graduated with the prescribed period.
2. Research Services	<ul style="list-style-type: none"> • Percentage of research projects conducted and completed on schedule • Number of outputs presented locally (within the College) • Number of outputs published in College and/or CHED accredited journals/internationally indexed journals • Number of research outputs patented/copyrighted
3.Extension Services	<ul style="list-style-type: none"> • Number of persons-day trained (man-hour) weighted by length of training • Number of LGUs/communities/other clientele assisted • Number of technologies transferred/adopted • Number of training/extension activities conducted on schedule
II. Support to Operations (STO)	<ul style="list-style-type: none"> • Percentage of poor/disadvantaged students served by support services for non-academic needs • Personnel development and welfare support of personnel enabled to pursue studies/training and provided other support services • Number of students/personnel provided with non-academic related services (e.g., Library Services, Medical/Dental Services, Guidance Services, ICT

	Services, etc.)
III. General Administration and Support Services (GASS)	<ul style="list-style-type: none"> • Percentage and total amount of internally generated income to total operating budget/cost • Cost/amount of infrastructure projects and other physical facilities out of internally generated income.

*** Table 5 is based on CHED Memorandum Order No.35, Series of 2012 and or NBC 532**

Appropriate report shall be prepared and submitted to the proper authorities such as Commission on Higher Education (CHED), Department of Budget and Management (DBM) and Civil Service Commission (CSC).

Section 24. **Weighted Allocation of the Performance Targets and Major Final Outputs of the Faculty Members.** The weighted allocation of the Performance Targets and Major Final Outputs of the Faculty Members shall be allocated based on the academic rank as reflected in the following schedules:

Table 6
WEIGHTED ALLOCATION OF THE PERFORMANCE TARGETS
AND MAJOR FINAL OUTPUTS OF THE FACULTY MEMBERS

ACADEMIC RANK	WEIGHTED ALLOCATION OF PERFORMANCE TARGETS AND MAJOR FINAL OUTPUTS						TOTAL	
	Instruction		Research		Extension		Hrs/wk	%
	Hrs/wk	%	Hrs/wk	%	Hrs/wk	%		
Instructor	18	60	9	30	3	10	30	100
Assistant Professor	18	60	9	30	3	10	30	100
Associate Professor	13	44	11	38	6	18	30	100
Full Professor	5	15	19	62	6	23	30	100
College/University Professor	3	7	21	70	6	23	30	100

Furthermore, the Individual Performance Commitment and Review Forms (IPCRF) for Faculty Members shall be prepared based on the academic rank and weight allocations provided above.

Section 25. **Weighted Allocation of the Performance Targets and Major Final Outputs of the Faculty Members with Administrative Position/s.** The weight allocation of the Performance Targets and Major Final Outputs of the Faculty Members with Administrative Position/s shall be based on the deloading or reduced workload of designated position/s provided under Section 4, Article 60, Chapter 5 of the College Code.

Table 7
WEIGHTED ALLOCATION OF THE PERFORMANCE TARGETS
AND MAJOR FINAL OUTPUTS OF THE FACULTY MEMBERS
WITH ADMINISTRATIVE POSITION/S

ACADEMIC RANK	WEIGHTED ALLOCATION OF PERFORMANCE TARGETS AND MAJOR FINAL OUTPUTS								TOTAL	
	Instruction		Research		Extension		Administrative Designation/s			
	Hrs/wk	%	Hrs/wk	%	Hrs / wk	%	Hrs/wk (max)	% (max)	Hrs/wk	%
Vice Presidents	3	7.5	6	15	3	7.5	28	70	40	100
Deans/ Function Directors	6	15	9	22.5	6	15	19	47.5	40	100
Campus Directors	6	15	9	22.5	6	15	19	47.5	40	100
Program/Unit Coordinators	9	22.5	15	37.5	6	15	10	25	40	100
Disciplinary Chairs	9	22.5	15	37.5	6	15	10	25	40	100

As provided above, faculty members designated to administrative position/s shall be rated in instruction, research, extension and administration. Hence, the duly constituted PhilSCA-PMT shall devise the SPMS evaluation instrument by adjusting the weight allocations in accordance with Table 7 above.

Section 26. Integration of the Performance Targets and Indicators, and the Major Final Outputs in the Individual Performance Commitment and Review (IPCR) Forms and Workload of Faculty Members and Non-teaching Personnel. The performance targets and indicators and the major final outputs provided in Section 22, Section 23 and Section 24 above shall be integrated in the Individual Performance Commitment and Review (IPCR) Forms and Workload of faculty members and non-teaching personnel, as the case may be, in accordance with the forms attached in this Manual.

Section 27. Adjustments of the Performance Targets Based on the Major Functions of the College and its Offices and Employees. Adjustments of the performance targets based on major functions of the College and its offices and employees may be adjusted by the College President upon the recommendation by the duly constituted PMT in accordance with subsequent issuances thereof promulgated by the Office of the President of the Philippines, CSC, CHED and DBM.

Section 28. **Implementations of CHED Memorandum Order No. 20, s. 2011 (Policies and Guidelines for the Use of Income, Special Trust Fund and Programs of Receipts and Expenditures of the State Universities and Colleges (SUCs)).** It shall be the policy of the College to provide budgetary requirements of the different offices, colleges, departments, units and individual employees.

ARTICLE 8 TECHNICAL ASSISTANCE, SANCTIONS AND APPEALS

Section 29. **Technical Assistance.** The College may, upon the recommendation by the duly constituted PhilSCA-PMT, request assistance from the CSC on the development, implementation or refinement of the PhilSCA-SPMS.

Section 30. **Sanctions.** Unless justified and accepted by the PMT, non-submission of the Office Performance Commitment and Review (OPCR) Form to PMT and the employees Individual Performance Commitment and Review (IPCR) Forms to the HRM Office within the specified dates shall be a ground for:

1. Employees' disqualification for performance-based actions which would require the rating for the given period such as promotion, training or scholarship grants and performance enhancement bonus. If the failure of the submission of the report form is the fault of the employees.
2. An administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty for the supervisors or employees responsible for the delay or non-submission of the office and individual performance commitment review report.
3. Failure on the part of the Head of Office to comply the required notices with their subordinates for their unsatisfactory or poor performance during a rating period shall be a ground for an administrative offense for neglect of duty.

Section 31. **Appeals.** The following mechanism shall be strictly followed on appeals relative to the SPMS:

1. Office performance assessment as discussed in the performance review conference shall be final and not appealable.

Provided, that any issue/appeal on the initial performance assessment of an Office shall be discussed and decided during the performance review conference.

2. Individual employees who feel aggrieved or dissatisfied with their final performance ratings can file an appeal with the PMT within ten (10) days from the date of receipt of notice of their final performance evaluation or rating from the Head of Office. An office/unit or individual employee, however, shall not be allowed to protest the performance ratings of other office/unit or co-employees. Ratings obtained by other office/unit or employees can only be used as basis or reference for comparison in appealing one's office or individual performance rating.

3. The PMT shall decide on the appeal within one (1) month from receipt.
4. Officials or employees who are separated from the service on the basis of Unsatisfactory or Poor performance rating can appeal their separation to the PhilSCA Board of Trustees and to the CSC within fifteen(15) days from receipt of the order or notice of separation.

ARTICLE 9 MISCELLANEOUS PROVISIONS

Section 32. **Constitution of the PhilSCA-PMT.** Immediately upon approval, the College President shall constitute the PhilSCA-PMT in accordance with the provisions of this Manual. The duly constituted PhilSCA-PMT shall undertake appropriate steps to ensure its proper, efficient and effective implementation.

Section 33. **Employees' Job/Tasks Description Audit and Realignment.** Within fifteen (15) days upon approval of this Manual, the duly constituted PhilSCA-PMT, in coordination with the Head of Offices, shall conduct job/tasks description audit to realign or harmonize with the requirements provided under this Manual. The results of the said audit shall be submitted to the College President and CSC for review and to CSC-NCR for approval.

Section 34. **Mandatory Orientation and Workshop on SPMS.** Within five (5) days upon approval of this Manual, the PhilSCA-PMT shall conduct a mandatory orientation and workshop on SPMS to be participated in by all Head of Offices, faculty members and non-teaching personnel of the College. The said activity shall focus on the understanding and appreciation of the SPMS and the accomplishments of the required forms provided in this Manual. Subsequent orientation, workshop or consultations shall be carried out in accordance with the provisions of this Manual.

The College President may, upon the recommendation of the duly constituted PhilSCA-PMT, invite officials or technical experts from the CSC, DBM, CHED and civil society organizations to assist in the implementation of this Manual. All expenses necessary for the conduct of the said activities shall be charged against the appropriate fund/s of the College subject to the usual accounting and auditing rules and regulations.

Section 35. **Design of Forms.** The design of forms labelled as appendices shall form as integral parts of this Manual.

The duly constituted PhilSCA-PMT shall design such other forms or may revise or modify the existing forms on PhilSCA-SPMS subject to the further review and approval by the College President.

Section 36. **Performance Instrument for Job-Order and Part-time Faculty Members.** The performance instruments for Job-Order Part-time Faculty Members shall be the same being used by the regular Faculty Member of the College.

Section 37. **Implementing Guidelines.** The duly constituted PhilSCA-PMT shall recommend to the College President, from time to time, to promulgate guidelines necessary to fully implement any or all provisions of this Manual in accordance with the existing laws, rules and regulations.

The PhilSCA-PMT may also recommend to the College President for the promulgation of rules and regulations necessary to fully implement any subsequent issuances by the Office of the President, DBM, CSC, CHED and Inter-Agency Task Force (IATF) which shall be integrated to this Manual.

Section 38. **Entitlement of the Copy of this Manual.** Each Head of Office, faculty members and non-teaching personnel of the College shall be provided initial copy of this manual together with its attachments. Replacement of lost copies may be allowed only upon payment of the amount upon the recommendation by the duly constituted PhilSCA-PMT to cover the cost of printing or production thereof.

Section 39. **Separability Clause.** If, for any reason, any part or provision of this Manual is declared invalid or unconstitutional, the remaining part or provision not effected thereby shall remain in full force and effect.

Section 40. **Amendment and Revision.** Amendment or revision of any provision of this Manual may be proposed in writing and endorsed to the members present of the duly constituted PhilSCA-PMT, there being a quorum and be submitted to the College President and the CSC for review and approval subject to applicable laws, rules and regulations.

Section 41. **Repealing Clause.** Pertinent provisions of the College Code, Faculty Manual, Administrative Manual, the Performance Evaluation System, all Board Resolutions and all orders, issuances and the like which are inconsistent with any or all provision/s of this Manual are hereby modified or repealed accordingly.

Section 42. **Effectivity.** This Strategic Performance Management System Manual of the Philippine State College of Aeronautics shall take effect immediately upon approval or adoption by the Board of Trustees of the Philippine State College of Aeronautics and by the Civil Service Commission.

APPROVED/ADOPTED: _____.

We hereby certify that this Strategic Performance Management System Manual of the Philippine State College of Aeronautics has been approved by the Board of Trustees per Resolution No. _____.

Certified Correct:

MARIA SISA T. DELA CRUZ
Acting Board Secretary, PhilSCA Board of Trustees

Recommending for Attestation:

BERNARD R. RAMIREZ, Ed.D.
College President
Vice Chairperson, PhilSCA Board of Trustees

ATTESTED:

CYNTHIA ROSE B. BAUTISTA, Ph.D.
Commissioner, Commission on Higher Education
Chairperson and Presiding Officer, PhilSCA Board of Trustees

COMMITMENT:

I hereby commit to implement the provisions of this Strategic Performance Management System Manual of the Philippine State College of Aeronautics in accordance with applicable laws, rules and regulations.

BERNARD R. RAMIREZ, Ed.D.
College President

APPROVED BY THE CIVIL SERVICE COMMISSION:

LYDIA A. CASTILLO
Director IV
Civil Service Commission National Capital Region

Date

ANNEXES:

A. OFFICE PERFORMANCE COMMITMENT and REVIEW FORM

I, _____, Philippine State College of Aeronautics, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period _____.

Head of Department

Reviewed by: Immediate Supervisor	Date	APPROVED:Head of Office	Date
--------------------------------------	------	-------------------------	------

Functions	Major Final Output	Success Indicators (Targets + Measures)	Activity/ies	Allotted Budget	Person/s Accountable	Actual Accomplishment/s	Rating				Remarks
						Expenses					
							Q	E	T	A	
STRATEGIC FUNCTION: 45%											

CORE FUNCTIONS: 45%											

SUPPORT FUNCTIONS: 10%											

TOTAL					
--------------	--	--	--	--	--

Rating Legend: 1-Quantity 2-Efficiency 3-Timeless 4-Average

Category	MFO	Rating
Strategic Function		
Core Function		
Support Function		
Total Overall Rating		
Final Average Rating		
Adjectival Rating		

Discussed with:	Date	Assessed by:	Date	Final Rating by:	Date

Employee

Immediate Supervisor

Head of Office

B. INDIVIDUAL PERFORMANCE COMMITMENT and REVIEW FORM

I, _____, Philippine State College of Aeronautics, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period _____.

_____ Employee

Reviewed by: Immediate Supervisor	Date	APPROVED: Head of Office	Date
--------------------------------------	------	--------------------------	------

Functions	Major Final Output	Success Indicators	Activity/ies	Allotted Budget	Person/s Accountable	Actual Accomplishment/s	Rating				Remarks
		(Targets + Measures)				Expenses					
STRATEGIC FUNCTION: 45%							Q	E	T	A	

CORE FUNCTIONS: 45%										

SUPPORT FUNCTIONS: 10%										

TOTAL

Rating Legend: 1-Quantity 2-Efficiency 3-Timeless 4-Average

Category	MFO	Rating
Strategic Function		
Core Function		
Support Function		
Total Overall Rating		
Final Average Rating		
Adjectival Rating		

Discussed with:	Date	Assessed by:	Date	Final Rating by:	Date

Employee Immediate Supervisor Head of Office

C. SUCCESS INDICATORS

MAJOR FINAL OUTPUT	PERFORMANCE TARGETS	SUCCESS INDICATOR <i>Measures + Targets</i>
MFO 1: Advanced and Higher Education Services		Globally Competitive Aviation Professionals and Highly Specialized Airline Manpower
MFO 2: Research Services		
MFO 3: Extension Services		
MFO 4: Support to Operations (STO), General Administration and Support Services (GASS)		

D. PHILSCA SPMS CALENDAR

ACTIVITY	SUBMITTED TO	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. Performance Planning and Commitment													
OPCR for Review	PMT	15 TH											
PMT Review Report	President		15 TH										
Commission Approval of OPCR	HRM Office			15 TH									
OPCR	Planning Office				15 TH								
2. Performance Monitoring and Coaching													
Monitoring by	PMT												
1. President													Once a year
2. Director for Planning													Per Semester
3. Vice-Presidents													Quarterly
4. Campus													Monthly
5. Head/Dean/Division													
6. Chief/Services													
7. Head/Department													
8. Head													
9. Individual Staff													Bi-monthly
Form	Planning Office												After EO Quarter
3. Performance Review and Feedback													
OPCR	Planning Office						15 TH						15 TH
Planning Office to consolidated OPCR submitted from the different Campuses, Sectors, Colleges, Divisions, Service, Units/Departments							15 TH						15 TH
Planning Office to submit the consolidated OPCR to the PMT for further review and finalization							15 TH						15 TH
Annual Performance Review every 4 th Quarter	President										15 TH		
IPCR	Campus Directors						15 TH						15 TH
Head of Units submit IPCR							15 TH						15 TH
4. Performance Re warding and Development Planning													
PMT to submit Top Performers List	President												15 TH
HRMO's individual Performance Assessment	VPAF												15 TH

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

SAMPLE SUMMARY LIST OF INDIVIDUAL PERFORMANCE RATINGS

OFFICE A SATISFACTORY

PERFORMANCE ASSESSMENT: VERY

Division A	RATING	
	Numerical	Adjectival
<i>Division A Rating</i>	4	Very Satisfactory
Employee 1	4	Very Satisfactory
Employee 2	5	Outstanding
Employee 3	3	Satisfactory
Employee 4	4	Very Satisfactory
Employee 5	4	Very Satisfactory
No. of Employees = 5 Average ratings of staff	$20/5 = 4$	Very Satisfactory

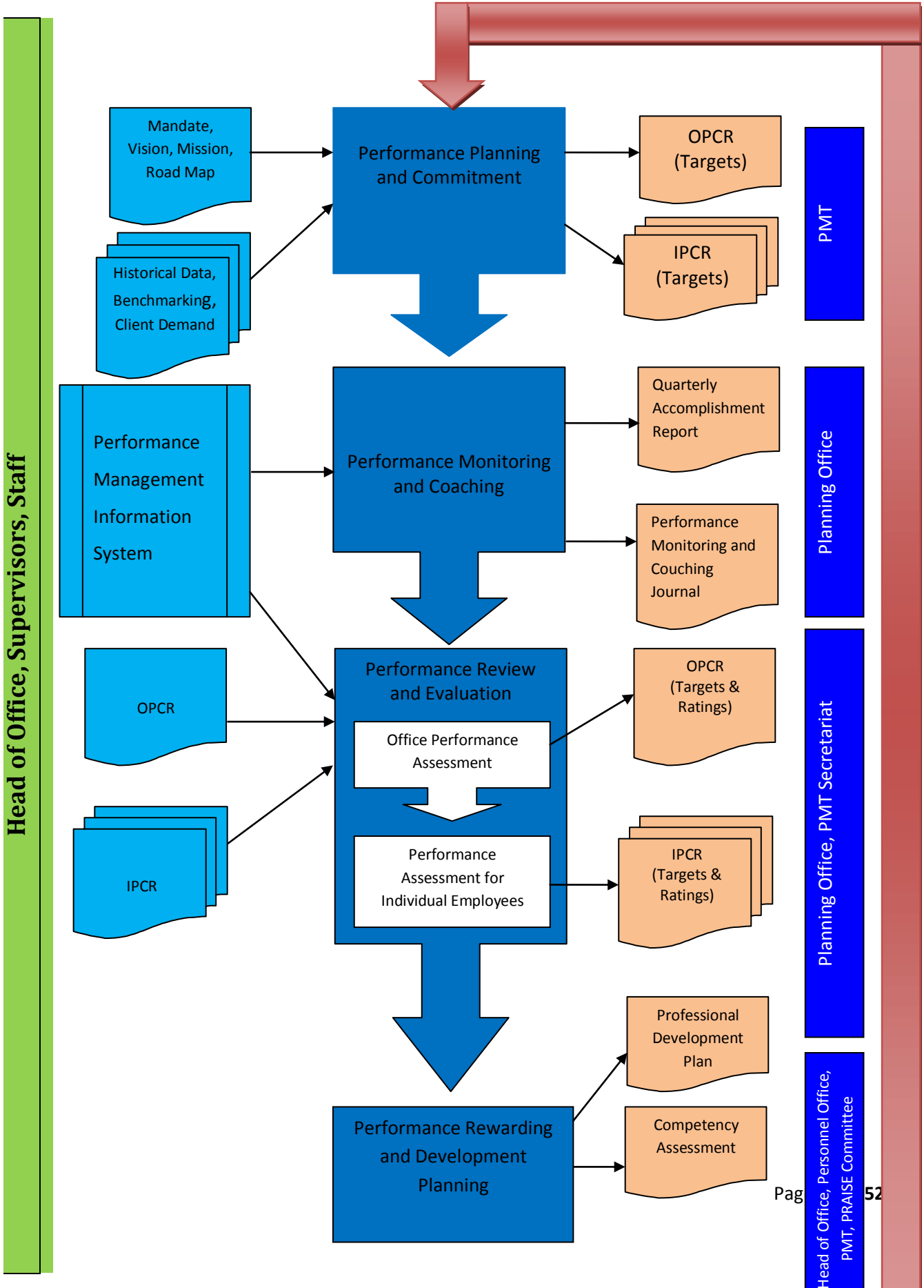
Division B	RATING	
	Numerical	Adjectival
<i>Division B Rating</i>	3	Satisfactory
Employee 1	3	Satisfactory
Employee 2	4	Very Satisfactory
Employee 3	2	Unsatisfactory
Employee 4	3	Satisfactory
No. of Employees (Including DC)= 4 Average ratings of staff	$12/4 = 3$	Satisfactory

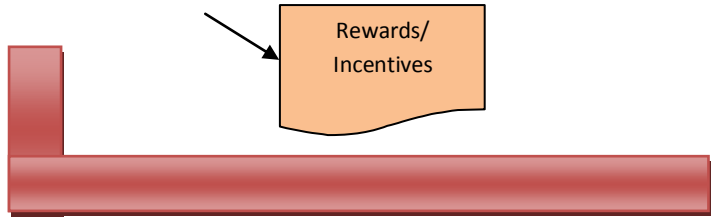
Division C	RATING	
	Numerical	Adjectival
<i>Division B Rating</i>	5	Outstanding
Employee 1	5	Outstanding
Employee 2	4	Very Satisfactory
Employee 3	5	Outstanding
Employee 4	4	Very Satisfactory
No. of Employees (Including DC) = 4 Average ratings of staff	$18/4 = 4.5$	Outstanding

Summary:

Division A	4		Very Satisfactory
Division B	3		Satisfactory
Division C	5		Outstanding
Average 12/3	4		Very Satisfactory

PHILSCA SPMS PROCESS FLOWCHART





PERFORMANCE MONITORING and COACHING JOURNAL

	1 st	Quarter
	2 nd	
	3 rd	
	4 th	

Name of Division/Field Office _____

Division Chief/Director _____

Number of Personnel in the Unit _____

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

Please indicated the date in the appropriate box when the monitoring was conducted

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

PERFORMANCE MONITORING and COACHING
 (Illustration showing a Sample Tracking Tool for Monitoring Targets)

Major Final Output	Tasks	Assigned to	Duration	Task Status				Remarks
				Week 1	Week 2	Week 3	Week 4	

PERFORMANCE MONITORING and COACHING
(Illustration showing a Sample Tracking Tool for Monitoring Assignments)

Performance Monitoring Form						
Task ID No	Subject	Action Officer	Output	Date Assigned	Date Accomplished	Remarks

PERFORMANCE REWARDING AND DEVELOPMENT
 (Illustration showing a Professional Development Plan Template)

Professional Development Plan

Date:

Target Date	
Review Date	
Achieved Date	

Aim	
Objective	

Task	Next Step
Comment	

Professional Development Plan

Date	
Aim	
Objective	
Target Date	
Review Date	
Achieved Date	
Comment	
Task	
Outcome	
Next Step	



Republic of the Philippines
PHILIPPINE STATE COLLEGE OF AERONAUTICS

PERFORMANCE APPRAISAL REPORT

EMPLOYEE: _____ POSITION: _____ ORGANIZATIONAL UNIT: _____
 ADJECTIVAL RATING: _____

PERFORMANCE FACTORS (70%)					OTHER BEHAVIORAL FACTORS (30%)						
Responsibility Area	Rating				Factors	Rating					
1.	1	2	3	4	5	Punctuality	1	2	3	4	5
2.	1	2	3	4	5	Attendance	1	2	3	4	5
3.	1	2	3	4	5	Public Relations	1	2	3	4	5
4.	1	2	3	4	5	Promotional Potential	(to any position even if not existing within the agency)				
5.	1	2	3	4	5						
6.	1	2	3	4	5	Development Needs	(for affecting personnel/organization growth)				
7.	1	2	3	4	5						
8.	1	2	3	4	5						
9.	1	2	3	4	5						
10.	1	2	3	4	5						

RATED BY _____ Date: _____

DISCUSSED WITH: _____

Employee

CONDURRED BY: _____ Date: _____

1.0 – 1.7 - Outstanding
 1.8 – 2.5 - Very Satisfactory
 2.6 – 3.5 - Satisfactory
 3.6 – 4.5 - Fair
 4.6 – 5.0 - Unsatisfactory



Republic of the Philippines
PHILIPPINE STATE COLLEGE OF AERONAUTICS

FACULTY PERFORMANCE EVALUATION SHEET

I. CLASSROOM OBSERVATION (Student Ratee)

NAME OF RATEE: _____
 COLLEGE/DEPARTMENT: _____
 DATE & TIME OBSERVED: _____
 LESSON PRESENTED: _____
 SUBJECT TAUGHT: _____

DIRECTION: Check the cell under the rating column that corresponds to your evaluation.

SCALE:

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

CRITERIA

A. Commitment

RATING COLUMN

	5	4	3	2	1
1. Demonstrates sensitivity to students' ability to attend to and absorb content information.					
2. Integrates sensitively his/her learning objectives with those of the students in a collaborative process.					
3. Makes self available to students beyond official teaching hours.					
4. Coordinates students' need with internal and external enabling groups.					
5. Supplements available resources.					

Points: _____

Sub-Total: _____

B. Knowledge of Subject:

RATING COLUMN

	5	4	3	2	1
1. Demonstrates mastery of the subject matter without completely relying on the prescribed reading.					
2. Explains subject matter with depth.					
3. Integrates topics discussed in the lesson and relates the topic being discussed to concepts previously learned by the students in the same course.					
4. Relates the subject matter to other pertinent topics.					
5. Raises problems and issues relevant to the topic (s) discussed.					

Points: _____

Sub-Total: _____

C. Teaching for Independent Learning

RATING COLUMN

	5	4	3	2	1
1. Creates teaching strategies that allow students to practice using concepts they need to understand (interactive discussion).					
2. Provides exercises which develop analytical thinking among the students.					
3. Enhances student's self-esteem through the proper recognition of his abilities (praising the student).					
4. Allows students to create their own course with the use of well-defined objectives & realistic students-professors rules (encourage students to be creative).					
5. Allows students to make their own decisions and be accountable for their performance.					

Points: _____

Sub-Total: _____

D. Management of Learning

RATING COLUMN

	5	4	3	2	1
1. Creates opportunities for expensive contribution for students (e.g breaks class into dyards, triads, or buzz/task groups).					
2. Assumes roles as facilitator, resource, coach inquisitor, integrator, and refers in drawing students to contribute to knowledge and understanding of the concepts of hands.					
3. Designs and implements learning conditions and experience that promote healthy exchange and/or confrontations..					
4. Structures/re-structures learning and teaching-learning context to enhance attainment of collective learning objectives.					
5. Stimulates students' desire and interest to learn more about the subject matter.					

Points: _____

Sub-Total: _____

RATER: _____

Signature Over Printed Name

....COMPUTATION GUIDE....

CRITERIA	SUB TOTAL	WEIGHT	SCORE
A. COMMITMENT	_____	x 0.20 =	_____
B. KNOWLEDGE OF SUBJECT	_____	x 0.20 =	_____
C. TEACHING FOR INDEPENDENT LEARNING	_____	x 0.30 =	_____
D. MANAGEMENT OF LEARNING	_____	x 0.20 =	_____



Republic of the Philippines
PHILIPPINE STATE COLLEGE OF AERONAUTICS

I. PEER RATER

NAME OF RATEE: _____

ACADEMIC RANK: _____

COLLEGE/DEPARTMENT: _____

DIRECTION: Encircle the item under the rating column that corresponds to the presence of apparent manifestation by the ratee.

SCALE: O = Outstanding, 5 points U = Unsatisfactory, 2 points
 VS = Very Satisfactory, 4 points P = Poor, 1 point
 S = Satisfactory, 3 points

PERFORMANCE (.30)	RATING COLUMN				
	O	VS	S	VS	P
1. Makes himself/herself available to students beyond official teaching hours					
2. Explain the subject matter without completely relying on the prescribed reading					
3. Creates teaching strategies that allow students to practice using concepts they need to understand (interactive discussion)					
POINTS					
EARNED POINTS					

PEER RELATION (.20) (Please select (1) which best described the rate)	RATING COLUMN				
	O	VS	S	VS	P
1. Gets along easily and demonstrates concern for peers; initiative team effort and harmonies and working relationship					
2. Generally friendly and helpful cooperates well with peers					
3. Normally cooperative and helpful carrying out tasks; at time needs some support and advice from supervisors and peer groups					
4. Often times, works at his own, seldom regards peer concerns					
5. Has difficulty in dealing with peers, draws negative impression, uncooperative, not a team player					
POINTS					
EARNED POINTS					

COURTEOUS AND PUBLIC RELATIONS (.20) (Please select (1) which best described the rate)	RATING COLUMN				
	O	VS	S	VS	P
1. Always go all the way to make people comfortable and satisfied even under pressure and occupied with work					
2. Usually goes out of the way even when occupied with work in giving assistance to the public					
3. Normally goes out of the way to assist the public					
4. Occasionally assists the public; at time discourteous, show lack of patience in dealing with the public					
5. Most of the times, discourteous, often times complained about due to inconsideration attitude					
POINTS					
EARNED POINTS					

PUNCTUALITY AND ATTENDANCE (.30) (Please select (1) which best described the rate)	RATING COLUMN				
	O	VS	S	VS	P
1. Not more than 3 times tardy/under time and 4 days absent; stays in office even after office hours to complete assigned responsibilities; at hand when needed all the time					
2. 2-4 times tardy/under time and 5-8 days absent; generally present when needed					
3. 7-10 times tardy/under time and 9-12 days absent; normally present when needed					
4. 11-15 times tardy/under time and 13-16 times absent; at times missing without informing staff about his/her whereabouts					
5. More then 15 times tardy and more than 16 days absent; leaving the workplace without notice and attending to unofficial matters most of the time					
POINTS					
EARNED POINTS					

RATER: _____
Signature Over Printed Name

RATEE: _____
Signature Over Printed Name

CRITERIA

...COMPUTATION GUIDE...
SUB TOTAL WEIGHT SCORE

- | | |
|---------------------------------|---------------------|
| A. PERFORMANCE | _____ x 0.3 = _____ |
| B. PEER RELATION | _____ x 0.2 = _____ |
| C. COURTESY AND PUBLIC RELATION | _____ x 0.2 = _____ |
| D. PUNCTUALITY AND ATTENDANCE | _____ x 0.3 = _____ |



Republic of the Philippines
PHILIPPINE STATE COLLEGE OF AERONAUTICS

PERFORMANCE REPORT FOR FACULTY MEMBERS
SUMMARY OF RATINGS

NAME: _____ COLLEGE/DEPARTMENT: _____
 ACADEMIC RANK: _____ EVALUATION PERIOD: _____

I.	Classroom Observation	(10%)	_____
II.	Student Evaluation	(40%)	_____
III.	Records & Report Management	(10%)	_____
IV.	Punctuality and Attendance	(20%)	_____
V.	Personality & Human Relations	(10%)	_____
VI.	Potentials	(5%)	_____
VII.	Peer	(5%)	_____
Sub-Total		(100%)	

VIII. Intervening Tasks Accomplished
 [(2 pts. Exclusive of I-VII)] _____

TOTAL SCORE _____

ADJECTIVAL RATING _____

COMMENTS/SUGGESTION/RECOMMENDATIONS:

*****SCALE*****

	POINTS		ADJECTIVAL RATING
90	- 100	=	Outstanding
80	- 89	=	Very Satisfactory
50	- 79	=	Satisfactory
30	- 49	=	Unsatisfactory
29	- below	=	Poor

CRITERIA FOR EVALUATION
(Standard form for each Area Evaluation)

I. CLASSROOM OBSERVATION (Dean/Head Rater)

NAME OF RATEE : _____
 COLLEGE DEPARTMENT : _____
 DATE & TIME OBSERVE : _____
 LESSON PRESENTED : _____
 SUBJECT TAUGHT : _____

Direction: Check the cell under the rating column that corresponds to your observations.

SCALE: O = Outstanding US = Unsatisfactory
 VS = Very Satisfactory P = Poor

CRITERIA

	RATING COLUMN				
	O	VS	S	US	P
	5	4	3	2	1
A. Communication Skills (.20)					
1. Ability to convey ideas.					
2. Facility to expression.					
3. Diction, Pronunciation, Voice Modulation					
4. Appropriate language used					
POINTS					
SUB TOTAL					

B. Methods & Strategies of Teaching (.30)					
1. Preparation (Review Drill).					
2. Presentation/Discussion of Topic.					
a. Instructional Materials Used					
b. Art of Questioning					
c. Mastery of subject matter					
3. Evaluation					
a. Paper and Pencil Test					
b. Oral Questioning					
c. Mastery of subject matter					
4. Assignment					
a. Appropriately giving at of assignment at the end of lesson					
b. Proper checking of previously given assignments					
POINTS					
SUB TOTAL					

C. Treatment of subject (.15)					
1. Relevance and appropriateness					
2. Maximum time utilization					
POINTS					
SUB TOTAL					

D. Students Participation (.25)					
1. Student participation encouraged					
2. Achievement – At least majority of the class discussions					
3. Proficiency – At least majority of the class understood the lesson presented as revealed by their recitation					
4. Class discipline					
POINTS					
SUB TOTAL					

Rater: _____

Formula	Sub Total	x	Weight	=	Score x 5
Criteria	Sub Total		Weight		Score
I. Communication Skills	_____	x	.20	=	_____
II. Methods/Strategies	_____	x	.30	=	_____
III. Treatment of Subject Matter	_____	x	.15	=	_____
IV. Student Participation	_____	x	.25	=	_____
V. Personality Traits	_____	x	.10	=	_____
			Total Score	=	_____
			x 5	=	_____

III. RECORDS AND REPORTS MANAGEMENT

NAME OF RATEE : _____
 COLLEGE DEPARTMENT : _____
 RATING PERIOD : _____
 ACADEMIC RANK : _____
 SUBJECT TAUGHT : _____

Direction: Encircle the item that corresponds to your observation.

1. Keeps complete, accurate, neat and up-to date records and submits neat and accurate reports and forms before the due date during the school (15pts).
2. Keeps complete and up-to-date records except for not more than three (3) instances of delayed entries and submits required reports on due dates with not more two (2) instance of reports and errors in the form/reports during the school year (12pts).
3. Keeps complete and up-to-date records except for not more than five (5) instances of delayed entries and reports submitted 3 days after due dates with a total of 2 revisions and five (5-10) errors in the forms/reports during the school year (9 pts).
4. Keeps up-to-date record with eight (8) or more instances of delayed entries and reports submitted five (5) days after the due date with a total (2) revisions and five to ten (5-10) errors in the forms/reports during the school year (6pts).
5. Does not keep up-to-date records with eight (8) or more instances of delayed entries and submits reports the following week or more later with more than 10 errors in all forms/reports during the school year (3pts)

SCORE EARNED : _____

RATED BY : _____
Signature Over Printed Name

N.B. "Delayed Entries" means failure to record the needed data promptly in grating sheets, students' record, schedule of teaching load and office hours, and other required reports.

"Revision" would mean a major in the form/report already submitted.

IV. PUNCTUALITY AND ATTENDANCE

NAME OF RATEE : _____
COLLEGE DEPARTMENT : _____
RATING PERIOD : _____
ACADEMIC RANK : _____

Direction: Encircle the item that corresponds to your observation.

1. Did not occur more than two (2) absences, (authorized or not) leaves, tardiness or under time during the year/semester in class or other required activities like meetings, programs or assemblies (20pts)
 - 1.1. Arrives in school or in place or activity on the specific time whenever there is a need for it.
 - 1.2. Voluntarily renders services beyond official time whenever there is a need for it.

(All of the above must be present in order to merit a rating of 20 except for situations like force major, calamities and other justified official business.
2. Did not occur more than four (4) instances of absences or not and more than five (5) instances of tardiness during the year; did not incur one instance of tardiness or justified absence such as maternity or sick leave provided the former shall not exceed 60 calendar days and matter shall not exceed 20 working days (16pts).
 - 2.1. Was noted leaving classes or other school activities at least 10 minutes before schedule;
 - 2.2. Rendered services beyond official time only when instructed.
3. Incurred more than six (6) instances of absences and tardiness during the year; or had more than one (1) instance of justified leave of absence such as maternity or sick leave (8pts).
4. Incurred more than eight (8) instances and tardiness during the year; or had more than one (1) instance or justified leave of absence such as maternity leave (8pts).
5. Incurred more than ten (10) instances of absences and tardiness during the year; or had more than one instance of justified leave of absence such as maternity or sick leave (4pts).

SCORE EARNED : _____

RATED BY : _____
Signature Over Printed Name

V. PERSONALITY, HUMAN RELATIONS AND ATTITUDE

NAME OF RATEE : _____
 COLLEGE DEPARTMENT : _____
 LESSON PRESENTED : _____

Direction: Check the cell under the rating column that corresponds to your observation.

SCALE: O = Outstanding, 5 pts US = Unsatisfactory, 2pts
 VS = Very Satisfactory, 4 pts P = Poor, 1 pt
 S = Satisfactory, 3pts.

CRITERIA

	RATING COLUMN				
	O	VS	S	US	P
	5	4	3	2	1
1. Observes the highest standard of morality					
2. Observes rules and regulations affecting public services					
3. Is of unquestioned honesty and integrity					
4. Exemplifies sound physical and mental health					
5. Demonstrates stress of responsibility, self-confidence and self-reliance					
6. Demonstrate stress and frustration tolerance					
7. Exercises self-control					
8. Makes sound decisions					
9. Display reasonable independence of mind and conviction					
10. Exhibits open-mindedness to suggestion and criticisms					
11. Maintain harmonious relationship with people he deals with					
12. Enjoys the esteem and respect of administrators, peers, students and community					
13. Manifest love and concern for students					
POINTS					
SUB TOTAL					

RATED BY : _____
 Signature Over Printed Name

- Subject to the ethical standards for government officials and employees.

VI. POTENTIAL

NAME OF RATEE : _____
 COLLEGE DEPARTMENT : _____
 DATE AND TIME OBSERVE : _____
 LESSON PRESENTED : _____
 SUBJECT TAUGHT : _____

Direction: Encircle the item under the rating column that corresponds to the presence of overt manifestation by the rate.

Scale: One (1) point for each checked item (maximum 10pts)

CRITERIA

Leadership

1. Can encourage his peers and subordinates to contribute and participate in problem solving and decision making.
2. Can influence the thinking, attitude, behaviour of his peers.
3. When assigned with external groups, can lead the members to do willingly the assigned tasks/projects
4. When assigned to be the leader/chairman of the working groups, assumes responsibility for the workload of members.

Ingenuity and Innovations

5. Positive, intellectual, criticism of existing standards, system and politics.
6. Can take the initiative to organize or develop programs, systems and procedures, and standards that will benefit the organization, etc.

Stress Tolerance

7. Has high degree of tolerance for tension resulting from increasing volume of work, organizational change, pressure and conflicts in the working environment.
8. Able to control and handle his anger and negative emotions.
9. Accepts criticisms objectively from his subordinates, peers and superiors.

Decisiveness

10. When the need to make decisions is immediate, he cannot quickly and make the best decision possible.

SCORE EARNED : _____

RATED BY : _____

Signature Over Printed Name

VII. INTERVENING TASKS

Directions: Any faculty member who is involved in the activities outside of his official; time listed below will be credited under this evaluation components with the corresponding number of points (maximum 2 pts).

CRITERIA	WEIGHT	EARNED POINTS
1. Conduct researches/problem-solving activities/ Analysis/case studies/innovations for the school	0.05	
2. Organized, trained, conducted/sports/musical and related activities	0.05	
3. Accepted additional assignments lie classes or in case of emergency	0.05	
4. Organized special projects.	0.05	
5. Made projects for the good image of the school to the public	0.05	
6. Solicited public support in terms of money or in kind	0.05	

EARNED POINTS : _____
(Maximum 10 points)

RATED BY : _____
Signature Over Printed Name