



REPUBLIC OF THE PHILIPPINES
MINISTRY OF PUBLIC WORKS AND HIGHWAYS
OFFICE OF THE MINISTER
MANILA

April 15, 1982

MINISTRY ORDER)

NO. **25**)

Series of 1982)

-X-X-X-X-X-X-X

SUBJECT: MPWH Performance
Appraisal System

TO: All Officials and Employees
This Ministry

Pursuant to the provisions of Section 31 of Presidential Decree No. 807, otherwise known as the Civil Service Decree of the Philippines and Civil Service Resolution No. 652, dated March 29, 1978, promulgating the Civil Service Rule on Performance Appraisal System, there is hereby established a New Performance Appraisal System of this Ministry.

1.0 Purpose

The New Performance Appraisal System shall continually foster the improvement of individual employee efficiency and organizational effectiveness. More specifically, it aims:

1.1 To provide systematized opportunity for self-motivated growth and development for each employee.

1.2 To assist both supervisor and employee in appraising individual contributions to organizational effectiveness.

1.3 To provide a base for facilitating congruence between achievement and reward in merit increases and incentive awards, training opportunities, promotions and other personnel actions.

2.0 Policy Guidelines

2.1 This Performance Appraisal System is hereby made an integral part of the personnel management and development program of this Ministry.

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2.2 Employees shall be given appropriate recognition for the merit of their performance and their contributions to efficiency and economy in the operation of the Office.

2.3 Appraisal shall focus on results/outputs rather than on activities/processes.

2.4 All supervisors shall assist each of their employees in the establishment of objectives/results which are linked to organizational goals and which provide verifiable measures of work performance.

2.5 Each employee shall be periodically advised of his progress in meeting his objectives/results on pre-arranged dates.

2.6 Each employee performance appraisal shall include a description by the supervisor of the employee's potential for promotion and his needs for training and career development.

2.7 Each supervisor/employee shall be informed of his rights and obligations under the New Performance Appraisal System.

2.8 Appropriate training opportunities shall be continually provided to facilitate effective implementation of the Performance Appraisal System.

3.0 Scope

The Performance Appraisal System shall apply to all officers and employees of this Ministry except those in the Career Executive Service.

4.0 Rating Periods

4.1 Performance Appraisal shall be made semi-annually, one from January to June and the other from July to December. However, initial ratings for new employees or those on probationary status shall be given upon completion of the first six months of service.

4.2 Performance Reports on the prescribed form shall be submitted to the Administrative/Personnel Office within 15 days after each rating period.

5.0 Who Shall Rate

5.1 As a general rule, each official or employee shall be rated by his immediate supervisor, subject to review or concurrence by the next higher supervisor. The initial rating of a probationary employee shall, however, be subject further to the concurrence/approval of the Head of the Office.

5.2 In the case of the District Engineer and other officials of equivalent or higher rank, multiple appraisals shall be made by the Assistant Regional Office concerned/immediate supervisor and other supervisors concerned.

6.0 Appraisal Procedure

The Performance Appraisal procedure shall follow the following steps:

6.1 Preparation of M.O.R.E. Commitment Sheets

At the beginning of each rating period, not later than the third week of January or July as the case may be, each Officer or employee shall accomplish his Management by Objectives and Results Evaluation (M.O.R.E.) Commitment Sheet (Annex A) in four (4) copies and his M.O.R.E. Action Plan (M.A.P.) (Annex B) in case he has targetted improvement/s for which written action plan/s is/are necessary.

6.2 Agreement on Commitment

After discussion with his immediate supervisor and the concurrence of the next higher supervisor, the M.O.R.E. Commitment Sheet shall be signed and the employee concerned shall be under obligation to comply with his commitments. Of the four (4) copies prepared, the Officer or employee shall keep the original; the supervisor, the duplicate; the next higher supervisor, the triplicate; and the administrative/personnel office, the quadruplicate.

6.3 Discussion of Performance Progress

Each employee shall accomplish a Monthly Performance Output Report (Annex C) and submit it to his immediate supervisor within three (3) working days of the succeeding month. Should the supervisor disagree with the report, he shall dialogue with the employee on how the latter's commitments are being met and shall provide counseling or training or even temporary reassignment as may be deemed necessary. The latter may, however, take the initiative in seeking his supervisor's counsel as often as necessary.

6.4 Review of Objectives/Results

Whenever necessary, the supervisor and the employee shall dialogue on any changes of objectives/results. Any agreement on such change/s shall be reflected in amendment, modification, or revision of the M.O.R.E. Commitment Sheet.

6.5 Documenting Ratings

6.5.1 At the end of each rating period, the supervisor shall record his assessment of the employee's performance on the prescribed rating form (Annex D). The supervisor may, if he desires, ask each of the employees to rate his own performance. The rating form shall be accomplished in four (4) copies and shall be distributed as follows: the original to the administrative/personnel office, the duplicate to the employee concerned, the triplicate to the supervisor, and the quadruplicate to the next higher supervisor.

6.5.2 It is understood that before the rating report is submitted, the supervisor and the employee shall have discussed any differences in the assessment of the latter's performance.

6.6 Appeals

Since an employee's performance rating may influence many vital personnel decisions affecting him, the ratee has the right to appeal if he is not satisfied with the supervisor's evaluation. Within five (5) days from receipt of his copy of the performance appraisal report, an employee who is dissatisfied with the rating given him may appeal his case through the duly established Grievance Procedure of the Office.

7.0 Adjective Ratings

There shall be five (5) adjective ratings as follows:

7.1 Outstanding

An employee shall be given this rating when he exceeds his performance commitments by at least 25% and if his rating in the behavior factors so warrants and he possesses certain personal qualities relevant to the accomplishment of such commitments. An employee who gets an outstanding rating deserves commendation or award.

7.2 Very Satisfactory

An employee shall be given this rating when he also exceeds his performance commitments but falls short of what is considered outstanding performance and if his rating in the behavior factors so warrants and he possesses personal attributes relevant to the accomplishment of such commitments.

7.3 Satisfactory

An employee shall be given this rating when he meets his performance commitments together with the behavior factors considered and personal qualities relevant to the accomplishment of such commitments.

7.4 Fair

An employee shall be given this rating when his achievement of his performance commitments, together with the behavior factors considered and personal qualities relevant to the accomplishment of such commitments, falls short to the minimum requirements but shows potential for improvement. Since in giving this rating, the supervisor has considered the employee's potential for improvement in his work performance, it is expected that in the next performance appraisal period, the employee, under close supervision, will either improve his performance for which he shall be given a higher rating, or fail to meet work requirements for which he must now get a lower rating. For this reason, fair rating cannot be given to the same employee for two or more successive performance appraisal periods. If on the next rating period the employee has not improved his performance, he should be given training on the particular job he is assigned to or provided with other forms of assistance, depending upon the difficulty or problem he is encountering. However, such employee with fair rating shall not be entitled to promotion or step increase in pay until he gets a satisfactory rating.

7.5 Unsatisfactory

An employee shall be given this rating when he fails to meet his performance commitments and there is no evidence to show that he can improve his performance. Such employee with unsatisfactory rating shall not be entitled to promotion or step increase in pay until he gets a satisfactory rating.

8.0 Responsibilities

8.1 Personnel Officers

The Personnel Division, Administrative Service of the Central Office and the Personnel Officers/Administrative Officers of the Regional or Field Offices shall have overall responsibility for the administration of the New Performance Appraisal System and custody of rating reports. They shall be responsible for providing staff assistance to supervisors and for initiating and/or

coordinating training programs for raters and ratees to insure effective implementation of the System.

8.2 Supervisors

Each supervisor shall be responsible for:

8.2.1 Assuring that the objectives/results of each employee under his supervision accurately reflect the significant responsibility areas of his position.

8.2.2 Evaluating performance on a continuing basis and keeping employees currently informed on how they are measuring up to the objectives/results set.

8.2.3 Giving guidance and assistance to each employee, helping the promising worker progress and assisting the low performers to improve.

8.2.4 Providing opportunity for advancement within the service/bureau/office/corporation or inter-bureaus/corporations.

8.2.5 Insuring that all rating reports are submitted to the head of the Administrative/Personnel Office concerned within 15 days after each rating period.

9.0 Training for Raters and Ratees

Each Service, Bureau or Office shall periodically conduct training courses for raters and ratees on the effective implementation of this New Performance Appraisal System. It shall, when necessary, seek the assistance of the Manpower Development Service of the Ministry and/or the Civil Service Commission in the preparation and conduct of such training.

10.0 Effectivity

The New Performance Appraisal System shall be implemented starting the rating period July - December, 1982 and shall remain in use until further notice.



JESUS S. HIPOLITO
Minister

INSTRUCTIONS FOR ACCOMPLISHING THE M.O.R.E. ACTION PLAN (MAP)

At the beginning of each rating period, not later than the third week of January or July as the case may be, each officer or employee, shall accomplish his M.O.R.E. Action Plan (MAP) in case he has targetted improvement/s for which written plan/s of action/s are necessary.

The targetted improvement/s are taken from the M.O.R.E. Commitment Sheet. There shall therefore be as many MAPs as there are targetted improvements in the M.O.R.E. Commitment Sheet. A MAP or MAPs are attached to the M.O.R.E. Commitment Sheet.

Action Steps

... action steps are individual step-by-step plans of carrying out the Targetted Improvement in order to achieve the objective/result. These are numbered in the sequence of implementation.

2. Completion of the Action Steps

Each action step has a target time and an actual time of completion. Thus under Target Time shall be recorded the projected time the action step is completed; and in the column Completed shall be written the actual time of completion. The Remarks column is where a brief explanation of the delay of the accomplishment of any action step may be written.

3. Actual Performance

At the end of the time allotted for the targetted improvement, the supervisor makes an overall assessment of the action steps and their time allotments. The MAP is thereafter signed by both the employee or officer and his immediate supervisor.

INSTRUCTIONS FOR ACCOMPLISHING THE MONTHLY PERFORMANCE OUTPUTS REPORT

1. Each official and employee, including section chief and division chief, shall prepare each month his individual output report in one (1) copy of the Monthly Performance Outputs Report (MPOR) form. Accomplishments shall be stated in a brief but concise manner. Weekly entries can be handwritten. The employee shall submit the accomplished MPOR to the immediate supervisor within three (3) working days of each succeeding month. He shall indicate the date of submittal in the box after his signature.
2. Each section chief shall summarize the accomplishments of his workforce and his own in two (2) copies of the MPOR form. The MPORs of his workforce and his own shall be attached to one (1) copy of the consolidated section report and the other copy shall be submitted to the division chief.

The division chief shall summarize on the other hand the accomplishments of each section and his own in two (2) copies of the MPOR form. Only the consolidated section reports and his own shall be attached to one copy of the consolidated division report and the other copy shall be submitted to the higher supervisor. (Note: In the case of district offices, the Assistant District Engineer shall prepare, based on consolidated section reports, the consolidated output report of the district office.)

3. Each section/division/service chief/bureau/regional director shall return the accomplished individual MPOR submitted in No. 1 above, after appropriate initial to indicate concurrence/after whatever needed performance dialogue has been conducted. The supervisor shall indicate the date of return in the box after his signature.
4. Each official and employee shall keep the initialed Monthly Performance Outputs Reports and shall attach them to the Performance Appraisal Report prepared at the end of each performance rating period.

INSTRUCTIONS FOR COMPLETING THE PERFORMANCE APPRAISAL REPORT

To the Supervisor.

At your discretion, you may ask each of your employees to rate himself on the basis of the Monthly Performance Output Reports for the six (6) months covered by the Rating Period. Ask the employee concerned to indicate his self-ratings in pencil.

Before starting to accomplish this form, set before you the employee's M.O.R.E. Commitment Sheet, his M.A.P. if any, and your unit accomplishment reports (or review the employee's self-rating). Recollect the highlights of your monthly dialogue with the employee. Remember that the Performance Appraisal Report is a summation, in writing, of your assessment of how the employee has met his commitments over the last six months.

1. The listing of Responsibility Areas shall parallel that in the M.O.R.E. Commitment Sheet.
2. Encircle the appropriate numerical value for each Responsibility Area according to the following scale:

| | Value |
|---|-------|
| <u>Outstanding performance.</u> This means the employee has met at least 125% of his commitments. | 1 |
| <u>Very satisfactory performance.</u> This means the employee has exceeded his commitments but short of 125% performance. | 2 |
| <u>Satisfactory.</u> This means the employee has met his commitment 96% - 100%. | 3 |
| <u>Fair.</u> This means the employee has met his commitment only between 75% - 95%. | 4 |
| <u>Unsatisfactory.</u> This means the employee has met less than 75% of his commitments. | 5 |

3. On the Other Behavioral Factors encircle the appropriate numerical value according to the following scale:

| <u>Punctuality:</u> | Value |
|--|-------|
| ° Not more than 3 times tardy during the last 6 months | 1 |
| ° 4 - 6 times tardy | 2 |
| ° 7 - 10 times tardy | 3 |
| ° 11 - 15 times tardy | 4 |
| ° More than 15 times tardy | 5 |

Attendance:

| | |
|---|---|
| ° Not more than 2 times absent; absences applied for in accordance with regulations | 1 |
| ° 3 - 5 times absent | 2 |
| ° 6 - 8 times absent | 3 |
| ° 9 - 10 times absent | 4 |
| ° More than 10 times absent | 5 |

Times absent rather than days absent shall be the basis of reckoning; e.g. a half-day's absence shall be counted one time; an approved vacation leave for 15 consecutive days shall likewise be considered one absence.

Public Relations:

Value

- ° Employee is very effective in dealing with the public; gets along easily with other members of the workforce; highly respected in the organization. 1
 - ° Employee can be relied upon to deal with the public and is generally courteous and accomodating; cooperative with peers and respectful of leaders. 2
 - ° Employee has the ability to deal with the public and peers, although he needs some advice at times. 3
 - ° Employee has some difficulty in dealing with the public; is occasionally discourteous except when attending to important or influential persons; needs further improvement. 4
 - ° Employee has considerable difficulty in dealing with the public; draws negative reaction; is often discourteous and irritable. 5
5. The supervisor shall write out a brief description of the employee's Promotional Potential and Development Needs, including in such assessment any remarks regarding the employee's personal qualities, e.g. cooperation, creativity, dependability, initiative and other characteristics relevant to organizational contributions.
6. To arrive at the over-all adjective rating, compute the average for the ratings on Responsibility Areas and multiply by 75%; compute the average for the ratings on Other Behavior Factors and multiply by 25%. The combined weighted average shall be evaluated in accordance with the following conversion table:

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

Except for employees with probationary status, this form shall be accomplished in four (4) copies not later than 15 days after June 30 and December 31 each year. The original shall, after signing of all concerned, be forwarded to the Personnel/Administrative office; the duplicate shall be given to the employee; the triplicate to the supervisor and the quadruplicate to the next higher supervisor.

| FORM NO. | | Republic of the Philippines MINISTRY OF PUBLIC WORKS & HIGHWAYS Port Area, Manila | | M.O.R.E. COMMITMENT SHEET | | REPORTING PERIOD | |
|---------------------|------|---|-----------|---------------------------|----------------------------------|------------------|------|
| EMPLOYEE | | | POSITION | | OFFICE (DIVISION/SERVICE/BUREAU) | | |
| RESPONSIBILITY AREA | | OBJECTIVE/RESULT | | SUCCESS INDICATOR | TARGETTED IMPROVEMENT | | |
| P | AREA | | | | IMPROVEMENT | P | |
| | | | | | | | |
| COMMITMENT | | Date | AGREEMENT | | Date | CONCURRENCE | Date |
| POSITION | | | POSITION | | POSITION | | |

| | | | | | | |
|------------------------|---|--|---|----------------------|---------------|----------|
| FORM NO. | Republic of the Philippines MINISTRY OF PUBLIC WORKS & HIGHWAYS Port Area, Manila | | M.O.R.E. ACTION PLAN | | RATING PERIOD | |
| EMPLOYEE | | | OFFICE (Division/Service/Bureau/Region) | | | |
| RESPONSIBILITY AREA | | | | | | PRIORITY |
| OBJECTIVE/RESULT | | | | | | |
| TARGETTED IMPROVEMENT | | | | | | PRIORITY |
| ACTION STEPS | | | TARGET TIME | COMPLETED | REMARKS | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| ACTUAL PERFORMANCE | | | | | | |
| SUPERVISOR'S SIGNATURE | | | DATE | EMPLOYEE'S SIGNATURE | | DATE |

| | | | | | |
|---|---|--|--------------|--|-------------------|
| FORM NO. | Republic of the Philippines MINISTRY OF PUBLIC WORKS & HIGHWAYS Port Area, Manila | <h2 style="margin: 0;">PERFORMANCE APPRAISAL REPORT</h2> | | RATING PERIOD : | |
| EMPLOYEE | | POSITION | | OFFICE (DIVISION/SERVICE/BUREAU) | |
| ADJECTIVE RATING | | 1 - Outstanding 3 - Satisfactory 5 - Unsatisfactory 2 - Very Satisfactory 4 - Fair | | | |
| | | | | | |
| P E R F O R M A N C E O U T P U T S (75%) | | | | O T H E R B E H A V I O R A L F A C T O R S (25%) | |
| RESPONSIBILITY AREA | | RATING | | FACTOR | RATING |
| | | 1 2 3 4 5 | | PUNCTUALITY | 1 2 3 4 5 |
| | | 1 2 3 4 5 | | ATTENDANCE | 1 2 3 4 5 |
| | | 1 2 3 4 5 | | PUBLIC RELATIONS | 1 2 3 4 5 |
| | | 1 2 3 4 5 | | PROMOTIONAL POTENTIAL DEVELOPMENT NEEDS | |
| | | 1 2 3 4 5 | | | |
| | | 1 2 3 4 5 | | | |
| | | 1 2 3 4 5 | | | |
| | | 1 2 3 4 5 | | | |
| | | 1 2 3 4 5 | | | |
| | | 1 2 3 4 5 | | | |
| | | 1 2 3 4 5 | | | |
| | | 1 2 3 4 5 | | | |
| RATED BY | | DATE | CONCURRED BY | | DATE |
| POSITION | | POSITION | | | DISCUSSED WITH |
| | | | | | POSITION |
| | | | | | |

| | | | | | | | |
|---|--|---------------------------------------|---|---------------|----------------------|--------|-------|
| Republic of the Philippines MINISTRY OF PUBLIC WORKS & HIGHWAYS Port Area, Manila | | MONTHLY PERFORMANCE OUTPUTS REPORT | | FOR THE MONTH | | | |
| EMPLOYEE | | | OFFICE (Division/Service/Bureau/Region) | | | | |
| P E R F O R M A N C E O U T P U T S | | | | | | | |
| WEEK 1 | | | WEEK 2 | | | | |
| WEEK 3 | | | WEEK 4 | | | | |
| MAN-DAY(S) LOST THRU ABSENCE | | | Week 1 | Week 2 | Week 3 | Week 4 | TOTAL |
| MAN-HOURS/MINUTES LOST THRU TARDINESS | | | | | | | |
| OBSERVATIONS/REMARKS | | | | | | | |
| SUPERVISOR'S SIGNATURE | | | DATE | | EMPLOYEE'S SIGNATURE | | DATE |