



REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF PUBLIC WORKS AND HIGHWAYS
OFFICE OF THE SECRETARY
MANILA

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August 28, 1989

Department Order)
No. **124**
Series of 1989 **8/31**

SUBJECT: REVISED PERFORMANCE
APPRAISAL SYSTEM FOR
DISTRICT ENGINEERS

In view of the criticality of the performance of District Engineers in the planning and prosecution of all public works and highways projects in their respective jurisdictions, the herein revised Performance Appraisal System for District Engineers is hereby prescribed:

1.0 Areas of Evaluation and Weight

All District Engineers shall be evaluated on the following major responsibility areas:

<u>Responsibility Areas</u>	<u>Weight</u> (Maximum Points)
1.1 Maintenance Programs	20
1.2 Construction Schedules	20
1.3 Materials Quality Control	10
1.4 Equipment Utilization & Mgt.	10
1.5 Project Design	10
1.6 Funds Utilization & Control	8
1.7 Plans and Programs	7
1.8 Personnel Management	5
1.9 Public Relations	5
1.10 Work Attitude	5

Overall Point Score 100
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2.0 Categorization of Performance Levels

The performance of District Engineers shall be evaluated in accordance with the rating scale below:

<u>Adjective Rating</u>	<u>Numerical Rating</u> (Overall Point Score)
2.1 Outstanding	95 - 100
2.2 Very Satisfactory	85 - 94
2.3 Satisfactory	75 - 84
2.4 Fair	65 - 74
2.5 Unsatisfactory	64 and below

3.0 In assessing the performance of the district engineers on each of the 10 major responsibility areas, a number of sub-responsibilities/tasks/functions are to

be rated first and the total points earned shall be their performance rating under that particular major responsibility area.

The Performance Criteria and Standards shall serve as basis in rating the District Engineers along the major responsibility areas (Please see Annex "B").

4.0 Assessment of Ratee

4.1 Performance

4.1.1 The ratee shall be assessed on the basis of his actual performance during the specific evaluation period taking into account the established standards prescribed in 3.0 for the accomplishment of specific tasks/functions.

4.1.2 Multiply the points obtained under the sub-responsibility/task/function with the corresponding percentage weight; the result is the point earned for this particular sub-responsibility/task/function with the total thereof as the point earned for the particular responsibility area. Do the same for the rest.

4.1.3 To arrive at the point score for each major responsibility area, multiply the points earned (4.1.2) with their corresponding percentage weight.

4.2 Performance Rating

4.2.1 Overall Point Score

4.2.1.1 Add the equivalent point scores of all the responsibility areas. The total obtained constitute the ratee's Overall Point Score.

4.2.1.2 Determine the adjectival rating by matching the Overall Point Score with the corresponding adjectival rating indicated in 2.0.

5.0 Appraisal Procedure

5.1 Documenting Ratings

At the end of each rating period the PAC members or their authorized representative shall go to the district offices and validate the actual accomplishments of the district engineers based on

the reports, e.g. S-curve, and other data sources under their respective areas of concern and record it on the attached rating form (Annex "A" AMMS Form No. _____, Performance Appraisal Report for District Engineers). Per instructions prescribed at the back of the form, they shall determine the corresponding point earned for each sub-responsibility/task/function, and come up with the ratee's overall performance rating in accordance with 4.2.

5.2 Confirmation of Rating

The PAC Chairman shall affix his signature on the endorsement of all the PAC members as evidenced by their initials.

The District Engineer concerned shall likewise affix his signature signifying his acceptance of his rating.

5.3 Remarks

Based on the comments/recommendations of the PAC members, the Chairman shall state a brief description of the Ratee's Promotional Potentials and Development Needs, if any.

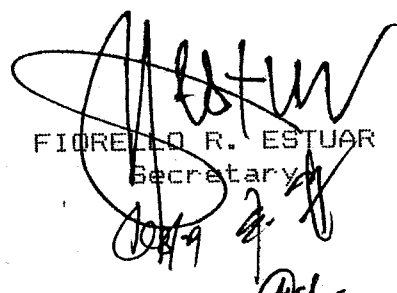
5.4 Appeals from Ratings

Appeals from ratings shall be addressed to the Secretary thru the Undersecretary concerned.

6.0 Rating Period

The performance appraisal of District Engineers shall be conducted by semester, right after the end of the months of June and December of each year.

This order supersedes Ministry Order No. 36 dated May 12, 1983, and all other issuances inconsistent therewith and this order takes effect on the second semester, 1989.


FIORELLO R. ESTUAR
Secretary

AMMS : Republic of the Philippines	PERFORMANCE APPRAISAL REPORT	Rating Period
FORM NO.: Dept. of Public Works & Highways:	FOR DISTRICT ENGINEERS	Semester 19__
REGION _____		
RATEE:	POSITION TITLE:	DISTRICT OFFICE:
ADJECTIVE RATING:	TOTAL PTS.	RATING POINTS CONVERSION
		95-100 OUTSTANDING 75-84 SATISFACTORY
		84-94 VERY SATISFACTORY 65-74 FAIR
		64 & below UNSATISFACTORY

RESPONSIBILITY AREAS	POINTS EARNED	WEIGHTS	POINT SCORE
1.0 MAINTENANCE PROGRAMS -----		20%	_____
1.1 Overall conditions of National Roads (55%)	_____		
1.2 Maintenance of other infra projects (30%)	_____		
1.3 Technical supervision of local roads (7%)	_____		
1.4 Timely submittal of reports (8%)	_____		
	100%		
2.0 CONSTRUCTION SCHEDULES -----		20%	_____
2.1 Completion of programmed projects according to approved schedules (55%)	_____		
2.2 Project completion Cost (35%)	_____		
2.3 Timely submittal of reports (10%)	_____		
	100%		
3.0 EQUIPMENT UTILIZATION & MANAGEMENT -----		10%	_____
3.1 Equipment Utilization (30%)	_____		
3.2 Proper utilization of equipt. (30%)	_____		
3.3 Rental Remittance (20%)	_____		
3.4 Submittal of reports (30%)	_____		
	100%		
4.0 MATERIALS QUALITY CONTROL -----		15%	_____
4.1 Compliance with required minimum no. of tests per project (35%)	_____		
4.2 Adherence to specifications (35%)	_____		
4.3 Submission of report (30%)	_____		
5.0 PLANS AND PROGRAMS -----		7%	_____
5.1 Project proposals' evaluation and investigation (60%)	_____		
5.2 Project proposals' documentation (30%)	_____		
5.3 Submittal of reports (10%)	_____		

(Please see instructions at the back)

RESPONSIBILITY AREAS	POINTS EARNED	WEIGHTS	POINT SCORE
6.0 PROJECT DESIGN -----		10%	_____
6.1 Exercise of delegated authority on design (30%)	_____		
6.2 Design Approval (30%)	_____		
6.3 Enforcement of building code and water rights (20%)	_____		
6.4 Acquisition of road right-of-way (20%)	_____		
6.4.1 Timeliness (7%)	_____		
6.4.2 Manner of acquisition (13%)	_____		
7.0 FUNDS UTILIZATION AND CONTROL -----		8%	_____
7.1 Funds utilization (55%)	_____		
7.1.1 Funds obligation (35%)	_____		
7.1.2 Disbursement (20%)	_____		
7.2 Settling of money claims in accordance with "Operation Streamline" (30%)	_____		
7.3 Submittal of financial statement and reports (15%)	_____		
7.3.1 Accuracy (8.25%)	_____		
7.3.2 Timeliness (5.25%)	_____		
7.3.3 Format (2.50%)	_____		
8.0 PERSONNEL EFFECTIVENESS -----		5%	_____
8.1 Minimal absence of man-days/ hours lost (35%)	_____		
8.2 Absence of personnel problems (35%)	_____		
8.3 Personnel development (25%)	_____		
8.4 Personnel turnover (5%)	_____		
9.0 PUBLIC RELATIONS -----		5%	_____
9.1 Inter-agency coordination (20%)	_____		
9.2 Information dissemination (20%)	_____		
9.3 Relationship with subordinates (20%)	_____		
9.4 Involvement in local civic/ professional activities (20%)	_____		
9.5 Absence/presence of legitimate complaints (20%)	_____		
OVERALL POINT SCORE			=====

PROMOTIONAL POTENTIAL: : DEVELOPMENT NEEDS:

SIGNATURE OF PAC CHAIRMAN: DATE : SIGNATURE OF RATEE: : DATE

RESPONSIBILITY AREAS	POINTS EARNED	WEIGHTS	POINT SCORE
10.0 WORK ATTITUDE -----		5	_____
10.1 Commitment to service (40%) _____			
10.2 Initiative and resourcefulness (40%) _____			
10.3 Punctuality and attendance (20%) _____			
OVERALL POINT SCORE			=====

PROMOTIONAL POTENTIAL:	:	DEVELOPMENT NEEDS:
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SIGNATURE OF PAC CHAIRMAN: DATE	:	SIGNATURE OF RATEE:	:	DATE
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INSTRUCTIONS FOR ACCOMPLISHING THE
PERFORMANCE APPRAISAL REPORT FOR DISTRICT ENGINEERS

Before accomplishing this form, the PAC members (Division Chiefs) shall go over the reports submitted by the District Engineers such as the S-Curves, financial statements, and other relevant data. Each of them shall list down the highlights of the District Engineers' performance related to the sub responsibilities/tasks/functions under the major responsibility area where their respective area of responsibility is concerned. They shall visit the district offices to conduct interviews, go over office records, undertake ocular inspections of construction and maintenance works and perform other related tasks to validate/determine actual accomplishments:

1. Based on the results of the evaluation, the PAC member concerned shall determine the actual accomplishment in terms of percentage/degree/extent in each of the sub responsibility/task/function under his area of responsibility based on the Performance Criteria and Standards.
2. Convert the percentages/degree/extent of accomplishments (A) into points by using the following formula:

$$A = \frac{LL + (d1 \cdot d2)}{d1}$$

Where:

LL - is the lower limit of the overall rating points where accomplishment of the ratee falls.

d1 - is the difference between the lower and upper limits of the overall rating points where the accomplishment of the ratee falls.

d2 - is the difference between the lower and upper limits of the percentage/degree/extent of accomplishment of the ratee on a particular sub responsibility/task/function.

d3 - is the difference between the lower limit of the percentage/degree/extent of a sub responsibility/task/function and the actual accomplishment rating obtained by the ratee.

3. Get the Points Earned of each sub responsibility/task/function by multiplying the accomplishment point (A) with its corresponding weight.
4. Add the Points Earned under each major responsibility area.
5. On the duplicate copy, the PAC member concerned shall initial after the point earned corresponding to his area of responsibility.
6. Determine the Point Score for each major responsibility area by multiplying the total Points Earned with its corresponding weight.
7. Get the summation of all the "Point Score."
8. Get the equivalent adjective rating of the Overall Point Score based on 2.0 of the DO #.---
9. Based on the comments/recommendations of the PAC members, the Chairman shall write out a brief statement of the District Engineer's "Promotional Potential" and "Development Needs," if any.
10. The two Vice-Chairmen shall go over the performance rating and initial below the name of the Chairman to show that they have reviewed the performance report.
11. The Chairman shall call for a dialogue with the District Engineer concerned to discuss the performance report, after which, they shall affix their signatures.

This form shall be accomplished in 4 copies not later than 15 days after June 30 and Dec. 31 of each year. The Original shall be forwarded to the Adm. Div. of the Reg'l. Office, the duplicate to be submitted to Personnel Div., AMMS the triplicate to the Dist. Engr. concerned, the quadruplicate to the PAC Chairman.

PERFORMANCE CRITERIA AND STANDARDS

AREA OF EVALUATION	95 - 100 Points (= 5)	85 - 94 Points (2 = 9)	75 - 84 Points (2 = 9)	65 - 74 Points (2 = 9)	64 Points - Below
1. Maintenance Programs					
1.1 Overall conditions of national roads	96%-100%	91% - 95%	80% - 90%	50% - 79%	49% - below
1.2 Maintenance of other infra projects	96% - 100%	86% - 95%	76% - 85%	51% - 75%	50% - below
1.3 Technical supervision of local roads	96% - 100%	86% - 95%	76% - 85%	51% - 75%	50% - below
1.4 Submittal of reports	5-10 days submitted before required date	1-4 days submitted before required date	Submitted within 0-4 days after required date	5-11 days after required date	12 days and beyond after required date
2. Construction Schedules					
2.1 Completion of programmed projects according to approved schedule	100% - 125% ahead of schedule ^{according to}	91% ± 100%	80% - 90%	70% - 79%	69% - below
2.2 Project completion Cost within ±	± 0	± 1 - 15%	± 16 - 25%	± 26 - 35%	± over 36%
2.3 Submittal of Reports	Submitted 5-10 days before required date	Submitted 1-4 days before required date	Submitted on or 5 days after required date	Submitted 6-11 days after required date	Submitted 12 days and more after required date
3. Equipment Utilization and Management					
3.1 Equipment Utilization	96% - 100%	90% - 95%	81% - 89%	71% - 79%	70% - below
3.2 Proper utilization of Equipment	No breakdown, equipt. in A-1 condition	No breakdown, equipt in good condition	No breakdown, but equipt. not properly maintained	Equipt. needs minor repairs	Equipt. needs major repairs and not properly maintained.
3.3 Rental remittance	96% - 100% remitted within the month	86%-95% remitted within the month	76% -85% rental remitted within the month	65% - 75 rental remitted within the month	64% - below
3.4 Utilization Reports	6 - 10 days before required date	11-15 days before required date	reports submitted within 5 days after required date	Reports submitted 6-11 days after required date	Reports submitted after 12 days and beyond the required date

AREAS OF EVALUATION	(95 - 100 Points)	(85 - 94 Points)	75 - 84 Points	65 - 74 Points	64 pts. - below
4.0 Materials Quality Control					
4.1 Compliance with minimum no. of tests required per project	101% - 110% Compliance	95% - 100% Compliance	90% - 94% Compliance	80% - 89% Compliance	79% - below Compliance
4.2 Adherence to specifications	Adherence	Adherence 100%	Adherence 95 - 99%	Adherence 90% - 94%	Adherence 85% - 89%
4.3 Submittal of reports	3 - 4 days before EO month	1-2 days before EO month	0-5 days after EO month	6 - 8 days after EO month	9 days and more after EO month
5.0 Plans and Programs	95% - 100%	85 - 94%	75% - 84%	65% - 74%	64% - below
5.1 Project ID, selection/assessment	Proposals accepted in Regional Infra- structure Program	Proposals accepted in Regional Infra- structure Program	Proposals accepted in Regional Infra- structure Program	Proposals accepted in Regional Infra- structure Program	Proposals accepted in Regional Infra- structure Program
5.2 Project documentation			100% Compliance with rec. document	95%-89% Compliance with rec. document	90% - 94% Compliance with rec. document.
5.3 Submittal of DPWH Infrastructure program	Submitted Feb. 1 - 4	Submitted Feb. 5 - 14	Submitted Feb. 15 - 22	Submitted Feb. 21 - Mar. 2	Submitted Mar. 3 - 12
6.0 Project Design		100% of delegated autho- rity exercised	95% - 99% of delegated autho- rity exercised	90% - 94% of delegated autho- rity exercised	85% - 89% of delegated authority exercised
6.1 Exercise of delegated authority on design					
6.2 Design approval	91% - 100% of designs approved without revision	81% - 90% of designs approved without revision	71% - 80% of designs approved w/out revision	61% - 70% of designs approved w/out revision	51% - 60% of designs approved w/out revision
6.3 Enforcement of building code and water rights	96% - 100% enforcement	91% - 95% enforcement	86% - 90% enforcement	81% - 85% enforcement	76% - 80% enforcement
6.4 Acquisition of road right-of-way					
6.4.1 timeliness	86% - 100% w/ owners consent before bidding	61% - 85% of property needed w/ owners consent before bidding	50%-60% of area property needed w/ consent of owner/s before bidding	40%-49% of area/ property needed w/ owners consent before bidding	25%-39% of area/ property needed w/ owners consent before bidding
6.4.2 Manner of acquisition	area/property 100% donated	area/property at least 50% donated and 50% purchased	area/property at fair and reason- able price	area/property at- quired through expropriation	area/property overpriced

AREAS OF EVALUATION	(95 - 100 Points)	(85 - 94 Points)	75 - 84 Points	65 - 74 Points	64 pts. - below
7.0 Funds Utilization and Control					
7.1 Funds utilization	99% - 100%	90% - 98%	80% - 89%	70% - 79%	69% and below
7.1.1 Funds obligation	of funds for the period obligated	of funds for the period obligated	of funds for the period obligated	of funds for the period obligated	of funds for the period obligated
7.1.2 Funds disbursement	39% - 40%	36% - 38%	33% - 35%	30% - 32%	29% - below
	of funds for the period disbursed	of funds for the period disbursed	of funds for the period disbursed	of funds for the period disbursed	of funds for the period disbursed
7.2 Settling of money claims per "Operation Streamline"	99% - 100%	90% - 98%	80% - 89%	70% - 79%	69% and below
	claims settled w/ in "Operation Streamline"	claims settled w/ in "Operation Streamline"	claims settled w/ in "Operation Streamline"	claims settled w/ in "Operation Streamline"	claims settled w/ in "Operation Streamline"
7.3 Submission of financial statements and reports	99% - 100%	90% - 98%	80% - 89%	70% - 79%	69% and below
7.3.1 Accuracy	Accurate	Accurate	Accurate	Accurate	Accurate
7.3.2 timeliness	0 - 2 days before due date	1-4 days after due date	5-10 days after due date	11-15 days after due date	16-30 days after due date
7.3.3 Format	99% - 100% conformity	90% - 98% conformity	80% - 89% conformity	70% - 79% conformity	69% - below conformity
8.0 Personnel Effectiveness					
8.1 Minimal/absence of mandays/hrs lost	0-2% man-days/hrs lost due to absences/tardiness	3%-4% man-days hrs. lost due to absences/tardiness	5%-10% man-days/ hrs. lost due to absences/tardiness	11%-15% man days/ hrs. lost due to absences/tardiness	16% and more man-days/hrs. lost due to absences/tardiness
8.2 Absence of personnel problems	0% occurrence of personnel problems	1%-2% of personnel disciplined administratively	3%-5% of personnel disciplined administratively	6%-7% of personnel disciplined administratively	8%-10% of personnel disciplined administratively
8.3 Personnel development	31%-40% of personnel recommended for relevant training.	21%-30% of personnel recommended for relevant training.	10%-20% of personnel recommended for relevant training.	5%-9% of personnel recommended for relevant training.	0-4% of personnel recommended for relevant training.
8.4 Personnel turnover (voluntary exits/dismissals)	0-4% annual turnover rate	5%-8% annual turnover rate	9%-12% annual turnover rate	13%-16% annual turnover rate	17% - 20% annual turnover rate

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AREAS OF EVALUATION	(95 - 100 Points)	(85 - 94 Points)	75 - 84 Points	65 - 74 Points	64 pts. - below
9. Public Relations	100% of projects	95%-99% of projects	90%-94% of projects	85%-89% of projects	80%-84% of projects
9.1 Interagency coordination	implemented w/out conflict w/ dev't. projects of other agencies	implemented w/out conflict w/ dev't. projects of other agencies	implemented w/out conflict w/ dev't. projects of other agencies	implemented w/out conflict w/ dev't. projects of other agencies	implemented w/out conflict w/ dev't. projects of other agencies
9.2 Information dissemination	Compliance with Nos. 1-9 of DO 23, s. 1988	Compliance with Nos. 1,3,5,8, 2 DO 23, s. 1988	Compliance with Nos. 1,3,5 of DO 23, s. 1988	Compliance with Nos. 1 and 8 of DO 23, s. 1988	Compliance with Nos. 1 s. 1988
9.3 Relationship with subordinates	Absence of complaints; ratee well liked, respected, and obeyed by all employees	Absence of complaints; ratee respected by employees	Absence of complaints from the rank-and-file	Presence of some complaints	Numerous complaints and grievances against the ratee
9.4 Involvement in local civic/professional activity	Involvement in 4 or more civic/professional activities organizations in the locality	Involvement in 2-3 civic/professional activities organizations in the locality	Involvement in 1 civic/professional activity organization in the locality	No involvement in any civic/professional activity/organization in the locality	Negative/passive attitude towards civic/professional activities
9.5 Absence/presence of legitimate complaints from the public/public offices and government agencies	4- or more commendations/awards from NGO/LG for outstanding service	2-3 commendations/awards from NGOs/LG for outstanding service	No legitimate complaints against ratee	with one pending cases during the rating period	with 2 or more cases during the rating period

AREAS OF EVALUATION	(95 - 100 Points)	(85 - 94 Points)	75 - 84 Points	65 - 74 Points	64 Pts. - below
10. Work Attitude					
10.1 Commitment to service	Responsive; performs tasks without expecting reward; selfless devotion to duty; always takes the lead in every endeavor; and, efficient and effective in implementing office rules, regulation and policies.	Efficient and effective; responsive; performs task without reward; devoted to duty unmundful of the risk involved; and oftentimes takes the lead.	Efficient and effective; responsive; performs task without expecting remuneration; reward or prospect for promotion; and, sometimes take the lead.	Efficient and effective in implementing office policies; responsive to urgent calls.	Efficient in implementing office rules, regulation and policies
10.2 Initiative and Resourcefulness	Has established work system with less wasted time, effort and resources.	Does things without being told most of the time; ingenuous in meeting situations with satisfactory result; oftentimes original and unique in his approaches.	Does things without being told sometimes; sometimes original and unique in doing things and solving problems.	Follow instructions to the letter; shows no sign of originality.	Constantly reminded of deadline and needs encouragement and prodding.
10.3 Punctuality and Attendance	Serves as a model to the staff, always punctual and never absent.	Most of the time punctual and never absent.	Most of the time punctual and sometimes absent.	Sometimes goes to the office late and oftentimes somewhere else.	Always late in coming to the office and always have a ready answer whenever he is not around.