



Republic of the Philippines

PHILIPPINE HEALTH INSURANCE CORPORATION

Citystate Centre, 709 Shaw Boulevard, Pasig City

६ (02) 8662-2588 ⊕www.philhealth.gov.ph

☐ Phili-lealth Official X teamphilhealth

:

TO

ALL PHILHEALTH OFFICES (HEAD OFFICE AND

PHILHEALTH REGIONAL OFFICES) AND

ALL OTHERS CONCERNED

SUBJECT:

Strategic Performance Management System for

PRIME-HRM

RATIONALE I.

The Strategic Performance Management System (SPMS) is a mechanism that cascades the Philippine Development Plan or societal goals on health sector to the PhilHealth's Strategic Plan. It also ensures that PhilHealth's Strategic Plan is cascaded to Officers and Employees to support the achievement of organizational goals and objectives.

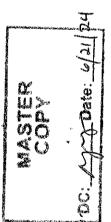
This SPMS is designed in consideration of the following performance management system policies and guidelines:

Section 33 of the Revised Administrative Code of 1987 on the Civil Service Commission, provides that there shall be an established performance evaluation system, which shall be administered in accordance with rules, regulations and standards, promulgated by the Civil Service Commission (CSC) 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.

Each department or agency may, after consultation with the CSC, establish and use one or more performance evaluation plans appropriate to the various groups of positions in the department or agency concerned. No performance evaluation shall be given, or used as a basis for personnel action, except under an approved performance evaluation plan. Provided, that each employee shall be informed periodically by his/her supervisor of his/her performance evaluation;

CSC Memorandum Circular No. 6, 2012 and Resolution No. 1200481 dated March 16, 2012, provides a mechanism for assessing organizational performance and the collective performance of individuals within the organization. It directs agencies to establish and implement a SPMS based on the guidelines set by the CSC;





- C. Executive Order No. 80 dated July 20, 2012 directs the adoption of a Performance-based Incentive System for Government Employees; and
- D. Governance Commission for GOCCs (GCG) Memorandum Circular No. 2013-02, dated June 24, 2014 provides the framework of setting the organizational targets of a GOCC through institutionalization of a Performance Evaluation System (PES) for GOCC Sector. It also prescribed guidelines on the Strategy Map where strategic objectives shall focus on outcomes or breakthrough results.

II. OBJECTIVES

The SPMS is implemented in the Corporation to:

- A. Concretize the linkage of organizational performance with the Philippine Development Plan, the Corporate Strategic Plan, and Office Performance Measures¹;
- B. Ensure organizational effectiveness and improvement of individual employee efficiency by cascading the corporate-level performance measures to the various levels of the organization anchored on the establishment of rational and factual basis for performance targets and measures;
- C. Institutionalize a system on coaching and mentoring roles of performance raters, formal dialogues and effective communication between supervisors and subordinates, as critical exercise for employee development and performance improvement;
- Integrate competency-based framework as the vital link between the performance management system and other human resource structures and systems;
- E. Link organizational and individual performance with other human resource structures and systems in adherence to the principle of performance-based tenure and incentive system²;
- F. Integrate gender, equal opportunity principles and governance perspective in the performance management system to eliminate biases as to age, sex, language, religion, ethnicity, ideology, disability and status;³ and

¹ Equivalent to the CSC Strategic Performance Management System (SPMS) Organizational Performance Indicator Framework (OPIF)

² CSC MC No. 6, s. 2012 Guidelines in the Establishment of Agency SPMS General Objectives (c)

³ CSC MC No. 8, S. 1999 Equal Representation of Women and Men in 3rd Level Positions in Government; RA 7192 An Act Promoting the Integration of Women as Full Equal Partners of Men in Development and Nation Building and for Other Purposes; RA 9710 An Act Providing for the Magna Carta of Women; RA 7277 An Act Providing for Rehabilitation, Self-Development and Self-Reliance of Disabled Persons and their Integration; CSC MC No. 7, S. 2017 Encouraging Government Agencies to Hire PWDs; RA 8371 An Act to Recognize, Protect and Promote the Rights of Indigenous Peoples

G. Ensure adherence to the principle of performance-based tenure and incentive system

III. SCOPE

This policy shall be applied to all Officers and Employees, regardless of employment status, who have rendered at least ninety (90) calendar days or three (3) months service within an appraisal period.

IV. DEFINITION OF TERMS

- Balanced Scorecard (BSc) 4 a strategic planning and management system used to align business activities to the vision statement of an This system attempts to translate the organization's organization. vision/mission statement into the practicalities of managing the business better at every level.
- Business Process Owners (BPO)5 refers to the accountable individuals who directly signs off or owns the output of the responsible individuals (individuals who design/develop, ensure implementation and monitor processes).

Responsible individuals are classified into two - (1) individuals responsible in the build or development phase of a project-conduct the necessary activities such as develop policies and procedures, process flows and work instructions that are necessary to deliver the output; and, (2) individuals responsible in the implementation phase of the project.

- Coaching 6 Formal or informal sessions aim to address deficiencies, enhance performance and manage/develop potentials of employees. Information shared during coaching sessions is kept private and confidential.
- D. Competencies 7 are observable, measurable and vital behavior skills, knowledge and personal attributes that are translations or organizational capabilities deemed essential for success. Competencies shall be identified for a particular position or job family.
- Critical Incidents⁸ Record of events, happenings or actual information E. affecting the overall accomplishments of the employee during the particular rating period.

⁸ Ibid.

⁴ CO No. 2016-0073 Strategic Performance Management System (Revision 2)

⁵ Office Order No. 0051-2014 Quality Procedures on the Implementation of the PhilHealth Quality Management System, Definition of Terms

⁶ Corporate Order No. 2018-0090 Learning and Development Management System 7 CSC MC No. 6, s. 2012 Guidelines in the Establishment of Agency SPMS

- F. **Developmental Intervention**⁹ refers to appropriate learning activities which may include coaching, mentoring, cross-posting program, job rotation, temporary assignment, secondment, team building, knowledge sharing and learning session, shadow, counseling, among others.
- G. Executive-Managerial Officers (EMO)¹⁰- are those belonging to the positions in the second level with a broader scope and requirement that includes professional, technical and scientific positions, the functions of which are managerial in character, exercising management over people, resource, and/or policy and exercising functions such as planning, organizing, directing, coordinating, controlling and overseeing the activities of the organization, a unit thereof or of a group, requiring some degree of professional, technical or scientific knowledge and experience, application of managerial skills required to carry out basic duties and responsibilities involving leadership, functional guidance and control. These positions require intensive and thorough knowledge of a specialized field.

In the Corporation, the Executive-Managerial Officers are officials who are incumbents and designated to EMO positions, i.e., Executive Vice Presidents and Chief Executive Officer, Senior Vice Presidents, Group or Area Vice Presidents, Vice Presidents, Regional Vice Presidents, Senior Managers and Branch Managers.

- H. Executive and Managerial Officers Performance Scorecard (EMOPS) an individual performance scorecard for the Executive-Managerial Officer (EMO) containing objectives, measures, targets and possible performance result scenarios.
- I. Individual Learning and Education for Accelerating Performance Plan -ILEAP refers to a meeting by the rater and ratee to identify the ratee's learning and education plan to improve the latter's future performance.
- J. **Individual Performance Scorecard (IPS) -** an SPMS Tool designed for individual performance commitment, monitoring and appraisal, applicable to EMOs, Supervisors and Non-Supervisors
- K. **Mentoring** ¹¹ these interventions refer to constructed development programs for the benefit of identified employees. It helps employees focus on both short and long-term professional/personal goals. A mentor is often a person who is at least one level higher in the organization than the targeted employee, and is not within the mentee's direct supervisory line of management
- L. **Office Level Objectives**¹² are strategies of an office or a department needed to be performed as part of the Corporation. These include the functional statements, which are specific and unique for an office or a department.

L. (

⁹ 2017 Rules on Administrative Cases in the Civil Service, Section 4 (i)

¹⁰ CSC MC 13 s. 2011Section 1 (c)

¹¹ Corporate Order No. 2018-0090 Learning and Development Management System

¹² Corporate Order No. 2021-0065 Office Level Scorecards for CYs 2021-2023

- M. **Office Performance Scorecard (OPS)** an SPMS Tool, which consist of a set of measures, targets and initiatives that facilitate the achievement of breakthrough results and performance through the effective and efficient monitoring and coordination of the strategic objectives of the Office, which may be at the level of a Sector, Group or Department
- N. **Performance/Success Measure** refers to quantifiable expression of how much, how well, and at what level, products or services are provided to internal/external clients during a given time period and it shows how success in achieving the strategy will be measured, to see if the strategic goals and objectives have been attained. Performance measures can be represented by single dimensional units like hours, meters, peso equivalent/amount, number of reports/outputs, number of errors, length of time/turn-around time to develop a software or process claims and the like.
- O. **Performance weight** is a percentage unit assigned to a performance target, which indicates its importance relative to other targets. The sum of all weights is equal to 100%. The target with the greatest weight means that it is the most critical of all the performance commitments, which can make or break the achievement of the office or individual performance commitments.
- P. **Preliminary Performance Rating** is the rating determined during the offices' Mid-Year Assessment, which is scheduled between June and July of every annual appraisal period. The unofficial rating is done specifically for rates who show unsatisfactory or poor performance in the early months of the appraisal period, which is made in the form of a memorandum addressed to the ratee concerned stating the unsatisfactory or poor performance that the rater duly observed. The said memo also serves as official warning to the concerned rate for his/her to improve his/her performance in the succeeding months of the appraisal period.
- Q. **Progress, Accomplishments and Coaching Engagement Records** (PACER) –This is a supplementary form of the IPS designed for recording the progress, initial accomplishments and coaching sessions of the officers/employees.
- R. **Ratee** any regular or casual employee/officer in the Corporation whose performance are appraised using the SPMS tools.
- S. **Rater/Supervisor** any regular or casual employee in the Corporation who has at least one (1) Staff under his/her supervision. Casual employee may only supervise co-casual employees with the same or lower salary grade (SG) as him/her.
- T. **Strategic Objectives** ¹³ are strategic priorities that PhilHealth must undertake within the key facets of operations to achieve the Vision. The strategic objectives are mutually reinforcing and linked with each other, leading to the Vision. These are action statements that will clarify how the

MASTER COPY COPY Date: 4/21/2#

¹³ Corporate Order No. 2021-0065 Office Level Scorecards for CYs 2021-2023

organization will implement the strategy and govern the direction of the Corporation. Strategy is defined through the objectives. An objective is not a project; rather, it is a principle. These are not immediate outputs.

- U. **Success Indicators** ¹⁴ are performance level yardsticks consisting of performance measures, performance targets, performance weights, possible performance results scenarios and resultant score.
- V. **Target** refers to the goal, level of performance or rate of needed performance improvement intended to be attained at the end of the performance rating period.

V. POLICY STATEMENTS

A. Enabling Mechanisms

To complement and support the SPMS, the following enabling 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 Incentives System;
- 3. Mentoring and Coaching program;
- 4. An Information Communication Technology (ICT) that supports project documentation, knowledge management, monitoring and evaluation;
- 5. Change and communication plans and program; and
- 6. Policy formulation and continual review/improvement.

B. Basic Elements

The SPMS shall include the following six (6) basic elements:

- 1. Goal aligned to PhilHealth's mandate and organizational priorities. Performance goals and measurements are aligned to the national development plans, PhilHealth mandate, vision, mission and strategic priorities and/or organizational performance indicator framework. Standards are pre-determined 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.
- 2. System that is output-oriented¹⁵/ result-oriented¹⁶/outcomes-oriented¹⁷. The system puts premium on strategic priorities/themes that contributes

¹⁴ CSC MC No. 6, s. 2012 Guidelines in the Establishment of Agency Strategic Performance Management System, The SPMS Cycle, Stage 1: Performance Planning and Commitment

Administrative Order No. 241, s. 2008 Section 5 and CSC MC No. 6, s. 2012 states that Agencies shall institute a Performance Evaluation System based on objectively measured output and performance of personnel and units

Administrative Order No. 25, s. 2011 was issued to establish a unified and integrated Results-Based Performance Management System across all departments and agencies within the Executive Branch of Government incorporating a common set of performance scorecard

¹⁷ GCG MC No. 2013-02 Performance Evaluation System for the GOCC Sector Section 4.1 (b) states that strategic

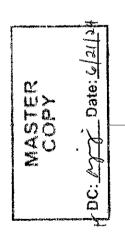
to the realization of organizational mandate, mission/vision, strategic priorities, outputs, results and outcomes.

- 3. Team approach to performance management. Accountabilities and individual roles in the achievement of organizational goals are clearly defined to facilitate collective goal setting and performance rating. Individual's performance scorecard, where individual's work plan or commitment is linked to the OPS to establish clear connection between organizational performance and employee performance. Therefore, the individual's targets and accomplishments are contributory to the achievement of office targets.
- 4. Forms that are user friendly. The SPMS forms for both the organization and individual performances are almost similar, easy to accomplish and shows alignment of organizational goals and individual performance measures.
- 5. Information System that supports Monitoring and Evaluation (M&E). Monitoring and evaluation mechanisms and information systems shall facilitate generation of timely, accurate and reliable information for both performance monitoring or tracking, accomplishment reporting, program improvement and policy enhancement and decision-making.
- 6. An effective communication plan. The SPMS policy, process and standards shall be communicated to PhilHealth officers and employees through various effective and efficient means in order to promote/ensure awareness, understanding, acceptance and commitment on its proper and timely use, processing and reporting/submission.

C. The SPMS Process

The SPMS involves four (4) phases of performance management cycle, as follows:

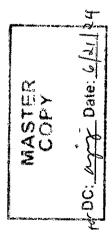
- 1. Performance Planning and Commitment
 - a. There shall be three (3) levels of performance planning and commitment, as follows:
 - a.1. Corporate Strategic Planning
 - a.1.1. The performance planning and commitment phase starts with the development of Corporate Strategic Plan, wherein the President and Chief Executive Officer (PCEO) shall cause the determination of the planning and target-setting period.
 - a.1.2. The Corporate Planning Department (CorPlan) shall facilitate the strategic planning process, which also



reflects the annual targets, in collaboration with all the BPOs/Office/Department Heads up to the approval process.

a.2. Office Performance Scorecard (OPS)

- a.2.1. In this stage, the Head of Office and their Ratees meet and agree on the Strategic Objectives related to the function of their Office/Department/PRO, determine the appropriate measures, targets (e.g., outputs/result and outcomes), performance weight and scenarios.
- a.2.2. In preparing the OPS (Annex A), the Highest Officer within the Sector (or Group for Offices not supervised by a Sector) ensures that the Sectoral targets are anchored on the Corporate Performance Scorecard and properly discussed / cascaded to the OPS of organizational units directly under his/her supervision. The target program/project shall also be within the function of the office/department and includes initiatives as assigned/directed by the Management.
- a.2.3. In setting the work targets, the budget utilization rate shall be indicated as commitment of the office/department to help the PCEO in ensuring a strategy driven budget allocation and in measuring cost efficiency. The budget allocated for the office/department shall be reflected in the performance target and possible scenarios and score for budget utilization. Supporting evidence such as work and financial plan with corresponding planned activities and budget of the office shall be reflected.
- a.2.4. The performance measures and targets in the OPS shall not be lower than the applicable Corporate Performance Scorecard commitments.
- a.2.5. The agreed commitments in the OPS signed by both the Rater and the Ratee shall be submitted to the CorPlan for validation.
- a.2.6. The CorPlan shall review the OPS to ensure that each commitment in the Corporate Performance Scorecard has accountable and responsible organizational unit. It shall also review and validate if all the commitments indicated in the OPS are contributing to the objectives and commitments of their Sector/Group/Office, related to the function of the Office/Department and includes special projects/initiatives as directed by the Management.
- a.2.7. The CorPlan shall return the validated OPS to the concerned offices. It shall also shall keep a copy of the

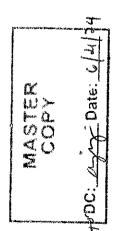


validated OPS for recording and progress monitoring during the appraisal period and for reference in the office performance rating validation process.

a.3. Individual Performance Scorecard (IPS)

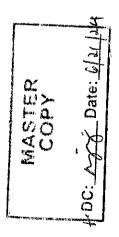
There shall be two (2) types of IPS, as follows:

- a.3.1. The IPS for the Executive-Managerial Officer (IPS-EMOPS, Annex B), which could be at the Sector, Group and Office/Department Level, shall be anchored on the OPS (Annex A) reviewed and validated by CorPlan.
 - a.3.1.1 The EMOs shall prepare their EMOPS based on the CorPlan-validated OPS;
 - a.3.1.2 The commitments for the client perspective, internal processes and sustainable funds are the expected results and outcomes reflected in the OPS shall be the same with that of the EMOPs.
 - a.3.1.3 The commitments of the EMO for the learning and growth perspective shall be their individual commitments in the area of competencies, leadership, values, character, behavior/attitude, culture, compliance with corporate policies/rules/regulations, alignment, teamwork and other factors supporting strong foundation of the organization.
 - a.3.1.4 The EMOPS shall reflect the specific division/unit/group/individuals reporting directly to the EMO. The said direct reports are primarily responsible for producing a particular target output and delivering results reflected in the OPS and EMOPS.
 - a.3.1.5 The EMO and his/her Rater shall mutually agree on the Success/Performance Measures and sign the EMOPS. Upon signing, the Rater shall forward the same to the next-higher Supervisor of the Ratee for review and signature. Signature of the Next-Higher Supervisor is no longer needed if the Ratee is directly reporting to the PCEO.
 - a.3.1.6 The EMO shall keep his/her originally-signed EMOPS for monitoring of performance progress and evaluation. He/she shall provide copy of the EMOPS to his/her immediate supervisor to serve as a reference during performance monitoring and evaluation/appraisal. An electronic copy shall be submitted to the HRD for safekeeping, reference for random compliance or quality



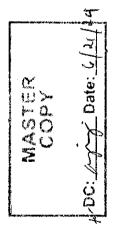
checking, internal quality audit and other human resource actions.

- a.3.2. IPS for Supervisors and Non-Supervisors (Annex B)
 - a.3.2.1 The approved commitments in the EMOPS shall be cascaded down to the supervisory and/or non-supervisory employees. This process shall ensure that all performance commitments of supervisors and non-supervisors support the OPS.
 - a.3.2.2 The performance measures and targets in the IPS for supervisors and/or non-supervisor staff members shall be aligned with the commitments of his/her Supervisor, who is either at the EMO level or Division/Section/Unit level.
 - a.3.2.3 Unless the work output of a particular position has been assigned pre-set standards, the success indicators shall be mutually agreed upon by the rater and ratee.
 - a.3.2.4 The final IPS for Supervisor and Non-Supervisor Staff Members must be signed by the ratee, the immediate supervisor (rater) and the Next-Higher Supervisor of the Ratee. Signature of the Next Higher Supervisor is no longer needed if the Immediate Supervisor is directly reporting to the PCEO.
 - a.3.2.5 The Ratee shall keep the originally-signed IPS for Supervisor / Non-Supervisor for progress monitoring and evaluation. He/she shall provide copy to his/her immediate supervisor and send electronic copy of the same to the HRD/PRO HRU for safekeeping, reference for random compliance or quality checking, internal quality audit and other human resource actions.
- b. The office and individual performance plans and commitments shall consist of the four (4) Balanced Scorecard perspectives, as follows:
 - b.1 Customer Perspective – consist of performance commitment ensures the Office/Department/PRO/individual responsive to the needs and expectations clients/customers and partners, e.g., reduced claims processing time and zero client contact for membership enrolment (for the operations units); improved processing time for the request to conduct training(for the human resource management units); development of computerized system/program/application to support the operating units (for Information Technology and Management Department); and, 100% accuracy of budget



reports (for units handling fund utilization monitoring). The commitment for this perspective shall be aligned with the strategic priorities of the Corporation.

- b.2 Financial Perspective this commitment, as reflected in the approved work and financial plan Office/Department/PRO, ensures that financial resources are adequately allocated and shall be utilized prudently to deliver quality products and services to the clients while ensuring a sustainable fund. These resources include the funding for the support processes of and the physical resources allocated to all Offices/ Departments/PROs/ Supervisors/Staff Members. For units/individuals without project funding to utilize, the performance rating may include the proper and efficient use, care and maintenance of office properties and supplies that will have impact on the maximization of funds utilized for its purchase and/repair and the percentage of completed annual work targets of the unit/individual.
- b.3 Internal Processes this perspective covers commitments of Office/Department/ PRO/Supervisor/Staff focusing on improving the business/internal processes, which may include among others, activities for the improvement of records keeping or retrieval, automation or change from manual to electronic processing to reduce processing time and/or documentary requirements to be able to effectively and efficiently produce and deliver the expected products and services. For instance, to be able to fulfill the client expectation of "100% Reliability of Member Data Record", the concerned Office/Department /PRO/staff commits to "Clean up member database by end of CY 2019"
- Learning and Growth Perspective these are commitments that cover: 1) human capital, which looks into gaps between available and required competencies in the workforce; 2) organizational capital, which looks into the leadership, values, character, behavior/attitude, culture, compliance with Corporate policies/rules/regulations, alignment and teamwork; and 3) information capital (for Corporate-level targets accomplishments), which looks into the systems information technology applications that shall developed/implemented/improved to help achieve the targets of the Corporation. All the commitments under the learning and growth perspective contribute to make the organization gain a "Strong Foundation", leading to a capability to produce and deliver the commitments under the first three (3) perspectives. The performance measures for this perspective shall be set, managed, calibrated and communicated through a Corporate Memorandum by the Human Resource Department in close coordination with other players for the learning and growth of the Corporation, e.g., CorPlan, Information Management Sector, Project Management Team for Risk



Management and others. For sample possible performance scenarios, see Annex G.

The management may rename or redefine the four (4) perspectives to be released through an appropriate corporate issuance. The CorPlan shall facilitate the efforts to rename, redefine and/ or rearrange the said perspectives.

- c. There shall be at least one strategic objective per balanced scorecard perspective. The strategic objectives of the Office/Department as issued by the CorPlan, shall be reflected in the OPS, EMOPs, SPS and IPS of all the individuals in the Office/Department to clearly indicate the cascading of the same from the higher-level office/department down to the individuals in the team;
- d. For the performance commitment of the Offices, Officers and Employees, the total performance weight for each perspective should not be less than 15%. The "Client Perspective", "Internal Process" and "Sustainable Fund/Financial Perspective" may be assigned performance weight up to 55%. The "Learning and Growth" on the other hand shall range from 15% to 25%, giving importance to competency of the human resource, leadership and information technology initiatives. Refer to the following illustration:

Balance Scorecard (BSc) Perspective	EMOs, Supervisors and Non-Supervisors
a. Customer	
b. Internal Process	Ranges from 15% to 55%
c. Financial	8
d. Learning & Growth	Ranges from 15% - 25%
TOTAL	100%

Table 1: Performance Distribution per BSc Perspective

- e. There can be one or more performance measures for each strategic objective. Each Performance measure shall be assigned Performance weight. The total performance weights for all the performance measures shall be 100%.
- f. Performance measures and targets may be limited only to those that contribute to the production/delivery of target outputs, achievement of target results and outcomes that support the PhilHealth mandate, functions and strategic plan. These performance measures must be refined and reviewed as the priorities of the organization change.
- g. The PCEO may issue a corporate memorandum prescribing specific performance weight distribution and performance scenarios per perspective on a yearly basis or as the need arises.
- h. Performance targets may include any combination of, or all of the following:

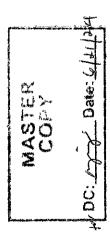
- h.1. Historical data. The data shall consider past performance.
- h.2. Benchmarking. This involves identifying and comparing the best agencies or institutions or units within the Corporation with similar functions or processes. Benchmarking may also involve recognizing existing standards based on provisions or requirements of the law.
- h.3. Client Demand. This involves a bottom-up approach where the Office/Department/PRO sets targets based on the needs of its clients. The Office may consult with stakeholders and review the feedback on its services.
- h.4. Strategic objectives with definition and corresponding points, as issued by the Management.
- h.5. Top Management Instruction. PCEO may set targets and give special assignments.
- h.6. Future Trend. Targets may be based from the results of the comparative analysis of the actual performance of the Office/Department/PRO with its potential performance.
- i. Performance measures and targets shall be clear to include any combination of, or all of the following general categories, whichever is applicable:

CATEGORY	DEFINITION							
Effectiveness/	The extent to which actual performance compares							
Quality	with targeted performance.							
	The degree to which objectives are achieved and the extent to which targeted problems are solved.							
	when to which targeton problems are solved.							
	In management, effectiveness relates to "getting the right things done"							
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 output was delivered 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 or Carreral	Catagoria f D. f							

Table 2: General Categories of Performance Measures and Targets

The scenarios must contain any of the following combinations:

- a. Quality/Effectiveness and Timeliness
- b. Quantity/Efficiency and Timeliness
- c. Quality/Effectiveness, Quantity/Efficiency and Timeliness



- j. There shall be pre-set performance standards to be determined and approved by the management based on the recommendation of the highest BPO, usually the Executive Vice President/Chief Operating Officer for the operations units and Sector Head (or Group Head for functional units classified as a group). In the absence of the pre-set performance standards, its standards shall be agreed upon by the manager, supervisors and the ratees.
- k. Conflict that may arise between the rater and ratee pertaining the assignment of measures, targets and/or weights shall be referred to the next-higher supervisor for resolution.
- l. In the performance planning and commitment phase, both the OPS and the IPS shall be prepared, discussed and signed by the ratee and rater.
- m. For validation and safekeeping, the OPS shall be submitted to the CorPlan while the IPS shall be submitted to the HRD.
- n. As a general rule, a rater shall be assigned with a maximum of seven (7) ratees. However, exemption may be granted to supervisors of ratees performing routine tasks or quota-based jobs, e.g., claims processing, call center services, offices performing the same functions, i.e., LHIOs and PhilHealth Express, frontlines services and similar activities/tasks.
- o. Designation as Officer-in-Charge (OIC) or in Acting Capacity is an inherent function of the next-in-rank employees. Ex. a Division Chief will act as OIC for the department/office in the absence of the EMO. This task shall be reflected in the respective IPS of concerned officer/employee as part of regular tasks.
- p. Employees who are scheduled to compulsorily retire or female employees who are expecting to give birth within a specific performance rating period shall have their performance target adjusted, taking into consideration the retirement date or period of maternity leave.
- q. Supported with formal request and valid proof, employees with disability or those belonging to specialized groups such as those recuperating from life-threatening illnesses, undergoing chemotherapy or radiation, shall not be given targets that are difficult for them to deliver.
- r. All employees shall not be forced to perform or deliver targets that are inconsistent with their religious beliefs or practices. The concerned officer/employee shall submit a formal request and valid proof to support the request to his/her Office/Department Head for consideration in the performance target setting.



- s. The original approved EMOPS, SPS and IPS must be kept by the concerned employee/officer. A copy of which must also be kept by the immediate supervisor which will be used as reference during performance monitoring and evaluation/appraisal. Electronic copy of the same shall be submitted to the HRD/HRU through email for random quality checking and auditing purposes.
- t. Target of the PROs requiring support of the Head Office Program Offices such as development of policy, systems, and standards required to achieve the target of the PROs or vice versa, shall be reflected in the OPS, EMOPS, SPS and IPS of all responsible offices and individuals.

2. Performance Monitoring, Coaching and Mentoring

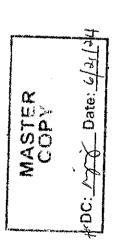
- a. The status of accomplishments shall be regularly monitored at various levels, i.e., PCEO, EVP/COO, Sector/Group Head, Head of Office/Department/PRO, Supervisor and Individual.
- CorPlan shall facilitate a Mid-Year Review to monitor the status of targets and accomplishments of the office/departments.
- c. All raters shall ensure that no subordinate is unduly favored in terms of workload.
- d. EMOs and supervisors as raters, shall provide coaching and/or mentoring ¹⁸ service to support the provision of an enabling environment or interventions to improve team and individual performance, considering but not hindered by attributes such as age, gender, civil status, disability, religion, ethnicity, social status, economic standing, medical condition as certified and cleared by the Physician of the Corporation, paternity and filiation, political affiliation or pregnancy of the employee.
- e. The coaching and mentoring sessions shall be recorded in the Progress, Accomplishment and Coaching Engagement Record or PACER (Annex C). Additional sheet may be attached to the PACER as necessary. Documentation may also be done through other forms, which may be prescribed by the management. The rater may accept coaching and mentoring requests from Staff of other Office/Department/PRO.
- f. During the performance monitoring, coaching, counseling and mentoring activities, the approved OPS and/or IPS shall serve as the rater's and ratee's guide when discussing and reporting the status of the targets and accomplishments and in determining the action needed to achieve the targets. The rater and ratee shall:
 - f.1. Determine the status of each Success Indicator in the performance scorecard by indicating a descriptive status, i.e.,

MASTER COPY + DC: Lyz Date: 6/24

¹⁸ Must have attended training on coaching and mentoring

Not yet started, Started, Ongoing and Done. Percentage status of project/deliverable completion, e.g., 10%, 50%, or 80% may also be used as applicable.

- f.2. Identify hindrance in accomplishing the targets set and plan the solutions to eliminate it;
- f.3. Agree on the output status and schedule to ensure the achievement of the targets;
- f.4. Refine the Success Indicators by correcting the performance measures, adjusting the targets and the weights and updating and completing the possible performance scenarios and resultant scores, when necessary:
- f.5. Determine additional target/s in the light of new directions/projects and adjust the percentage weights accordingly;
- f.6. Use the competency evaluation result as one of the bases;
- f.7. Determine the action needed to achieve the goals and objectives; and
- f.8. Document the progress/status monitoring, coaching, counseling, mentoring sessions using the PACER (additional sheet may be used as needed) or other forms, which may be prescribed by the management.
- g. The frequency of monitoring, coaching and mentoring varies depending on the need of the organizational unit/individuals. It may be done on a monthly, quarterly, semestral, annual basis but some may require daily or weekly schedule as well, especially in the operations units.
- The status of program/project/initiatives shall be discussed during the rater-and-ratee discussion, either through one-on-one or staff meeting via face-to-face or remote/virtual communication modes. The performance monitoring done through other possible and effective means such as email/text/sms exchanges, handwritten reminders/notes and others shall be considered valid proof of performance monitoring. The discussions and agreements during a staff meeting shall be recorded either in a minutes of the meeting or PACER as evidence of progress monitoring of team or individual performance. The said evidences shall be signed by all concerned parties/individuals and systematically kept as records of the Rater and Ratee, ready for retrieval anytime needed for decision-making, auditing and other human resource actions. As applicable, the PACER may be supported (as an attachments) by other forms and documentary evidence of agreements on performance and/or competency improvements, coaching sessions, mentoring sessions and change in measures/targets



- i. When adjusting the Success Indicators during the performance monitoring phase, the rater shall be guided by the following conditions:
 - i.1. Changes must be brought about by new mandate and program of the corporation in general and the organizational unit in particular;
 - i.2. Presence of new special assignments that are necessary and would significantly affect the accomplishment of the corporate and office/department goals and objectives;
 - i.3. Synchronized with the corporate and office targets;
 - i.4. Adjustments are done prior to the deadline of the new or revised performance targets and made only during the progress review and performance coaching phase. No adjustments of the success indicators during the performance review and appraisal proper; and,
 - i.5. Approved by the next higher supervisor.
 - i.6. All refinements in the individual's success indicators, which do not fall under the above-mentioned conditions, must be disregarded during the performance review and appraisal proper phase.
- j. All assigned tasks (i.e., participation/membership to sports/culture and arts activities/committees/Technical Working Groups, assignment of new tasks, designation to other functions, etc.), which may not fall into the regular function of the office/department/unit where the ratees belong determined either during or after the performance planning and commitment phase shall be included and will still form part of the 100% performance weights.
- k. All adjustments/refinements made in the success indicators and additional tasks shall be recorded in the Targets Adjustment/Performance Commitments Adjustment section of the performance scorecard.
- 3. Performance Review and Evaluation
 - a. The performance review and evaluation phase aims to assess both office and individual employee's performance level based on the approved performance measures, targets and possible scenarios in the office and individual commitments. The results of assessment of office and individual performance shall be impartial owing to verifiable basis for target setting and evaluation.
 - b. Changes in the Success Indicators are prohibited while the initial performance rating is being determined.

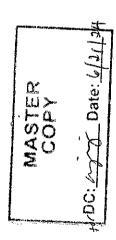


- Part of the individual employee's evaluation is the competency assessment vis-à-vis the competency requirements of the job. The assessment shall focus on the strengths, competency-related performance gaps and the opportunities to address these gaps, career paths, and alternatives. The result of the competency assessment/evaluation through the AKAPP Rating 19 including the iob-level competency assessment other performance/competency feedback mechanism/objective-type evaluation tool, as may be determined by the HRD and Head of Office/Department/PRO shall be used as bases in determining the individual developmental plan.
- d. Performance review and evaluation shall be done covering the period from January to December of every year. However, for those who rendered service less than a year, performance review and evaluation may be done after at least three (3) months of continuous job performance.
- e. There shall be two (2) levels of performance review and evaluation, as follows:
 - e.1. Office Performance Assessment
 - e.1.1. The CorPlan shall consolidate, review, validate and evaluate the initial Office performance rating based on the submitted periodic accomplishment reports, i.e., monthly/quarterly, mid-year and year-end reports.
 - e.1.2. The Fund Management Sector shall provide CorPlan with summary report of budget utilization status for each Office/Department/PRO. CorPlan shall use the said report in reviewing and validating the OPS including the allotted budget against the budget utilized.
 - e.1.3. To get the score for the "Learning and Growth" Perspective, the average rating of all members of the team/office in each measure shall be the office performance score.
 - e.1.4. For Offices/Units directly under the Office of the PCEO, the Office Performance Scores shall not include the performance rating of the PCEO as his/her performance rating is measured at the level of the Board of Directors and subject to validation of the GCG. Hence, the OPS of the Internal Audit Group for instance, shall be computed only within the Office including the performance rating of the Head of Office.



¹⁹ Corporate Order No. 2016-0094 Guidelines on the Conduct of AKAPP

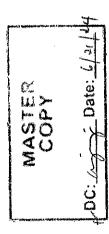
- e.1.5. CorPlan shall facilitate performance review conference through Year-End Assessment to discuss the office assessment with concerned Heads of Offices. The latest rater and ratee-agreed refinements on the success indicators and the periodic accomplishment reports submitted to CorPlan shall be the reference documents for the performance review.
- e.1.6. Once the CorPlan has validated the initial office performance ratings, it shall forward the scores to the concerned rater who shall finalize the OPS performance ratings of the offices directly under him/her.
- e.1.7. The OPS with finalized rating shall be signed by both the Rater and the Ratee. Once signed, this shall be forwarded to the CorPlan for their final review and recording.
- e.1.8. All OPS signed by raters and ratees that are submitted to the CorPlan for review shall no longer be modified, unless the needed changes are based on the result of the validation. It is assumed that during the performance monitoring meetings/activities, all performance results were discussed and recorded using the prescribed forms.
- e.1.9. The CorPlan shall determine the validation process and turn-around-time for each step for the guidance of officers and employees during the implementation of the SPMS.
- e.1.10. CorPlan shall submit the result of the final assessment of the office performance ratings to the Head Office PMT for validation and calibration. The CorPlan shall communicate the result of the validation to the concerned Office/Department/PRO.
- e.1.11. The CorPlan may issue a corporate memorandum relative to the validation of Office Performance Ratings.
- e.1.12. Any issue/appeal/protest on the Office/Department/PRO rating shall be discussed by the concerned Head of Office/Department to the PCEO through the Head Office PMT.
- e.1.13. The CorPlan shall convene the Head Office PMT for the calibration of OPS rating and for any issue/appeal/protest of the OPS rating.
- e.1.14. The Head Office PMT shall process and manage all issues, appeals and protest and recommends the final



rating of Office/Department/PRO to the PCEO for final evaluation / approval.

e.2. Individual Performance Assessment

- e.2.1. The individual performance of the EMOs, Supervisors and Staff shall be assessed using the IPS Form (Annex B). In this phase, all officers, supervisors and staff shall gather the performance results/accomplishments pertinent to each of the Success Indicators and shall indicate the initial performance rating on his/her performance scorecard based on the commitments during the performance planning commitment phase. The Rater shall indicate qualitative comments, observations and recommendations in the IPS to include critical incidents and competency assessment (knowledge, skills, attitude and behavior) that shall serve as bases for human resource management and development actions/initiatives such as placement, training and other interventions.
- e.2.2. The rater, upon receipt of the IPS from the ratee with initial rating, shall thoroughly review the evidence of performance and confirm or propose revision of the performance rating. The rater and ratee shall discuss the performance assessment result, regardless if the initial performance rating is confirmed or with proposed revision. The discussion shall include the ratee's strengths, competency-related performance gaps and the opportunities to address these gaps, career paths and alternatives. The agreements during the discussion shall be recorded in the individual career development plan using the ILEAP (Annex D). After the discussion, the ratee and the rater shall sign the IPS in their respective designated area in the form.
- e.2.3. The next-higher supervisor may adopt appropriate mechanism to assist him/her distinguish performance level of individuals, such as but not limited to client feedback and interview. He/she may also call for a meeting with the ratee and supervisor-rater to discuss/agree on the performance assessment and determine the final performance rating.
- e.2.4. Changes in the success indicators are prohibited while the individual performance rating is being determined.
- e.2.5. The Head of the Office/Department shall ensure that the average performance rating of all IPS within his/her office/department, including his/her own performance rating does not exceed the Office performance rating.



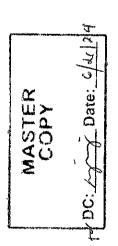
Otherwise, adjustments to the individual performance ratings shall be made.

e.2.6. The formula below shall be used to determine the value to be deducted from the initial performance ratings in case the average of all individual performance ratings, including the IPS-EMO is higher than the respective office performance rating:

Adjustment Average of - Office
value initial Performance
= individual Rating
performance
ratings

For sample computation, refer to Annex F.

- e.2.7. The performance scorecards with finalized performance ratings must be duly signed by the ratee, rater and next higher supervisor prior to submission HRD/HRU. Any erasures on the score must be duly countersigned.
- e.2.8. The Head of Office/Department/PRO shall ensure that the employee is notified of his/her final performance assessment and the Summary List of Individual Ratings (Annex E) with the attached Office Scorecard is submitted to the HRD within the prescribed period in the SPMS Calendar or as officially advised by the Management.
- e.2.9. All OUTSTANDING performance ratings shall be submitted to the PMT with all the evidence and justification as supporting documents for evaluation and confirmation.
- 4. Performance rewarding and development planning
 - a. The result of the performance review and evaluation shall serve as inputs to the following:
 - a.1. HRD in various human resource actions such as selection and placement, learning and development, rewards and recognition, compensation and/benefits, among other HR initiatives:
 - a.2. Heads of Offices/Departments/PROs and supervisors in planning for the development needs of their organizational unit/team for implementation in the next three (3) years as well as the yearly learning and development plan;
 - a.3. PMT in identifying potential PRAISE Awards nominees for various awards categories; and



- a.4. PRAISE Committee in determining top performers in the organization who qualify for awards and incentives that the management shall determine.
- b. The developmental planning is usually done before the next performance period. The rewarding aspect on the other hand is usually done after the annual performance rating. The schedule, however is subject to change on a yearly basis as approved by the PCEO.

D. SPMS Rating Scale

The following rating scale shall be used for setting the performance possible scenarios and in evaluating performance results:

		Rat	ing		
R	CSC's lating Scale	PhilHealth's Numerical Rating Scale	Decimal point Equival ent	Adjectival	Description Decimal point Equivalent
	5	130	1.3	Outstanding	Performance exceeding targets by 30% and above of the planned targets, 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	115	1.15	Very Satisfactory	Performance exceeding targets by 15% to 29% of the planned target.
Jate: 0/2/112	3	100	1.0	Satisfactory	Performance met expectations of 100% to 114% of the planned targets in terms of quality of work, efficiency and timeliness.
	2	51	.51	Unsatisfactory	Performance failed to meet expectations by 51% to 99% and/or one or more of the

	Rat	ing				
CSC's Rating Scale	PhilHealth's Numerical Rating Scale	Decimal Adjectival point Equival ent		Description Decimal point Equivalent		
				most critical goals were not met.		
1	50 and below	.50	Poor	Performance was consistently below expectations with 50% or below the targets met and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important		

Table 3: Rating Scale and Performance Scenarios

E. Computation of Performance Rating

1. To compute for the initial performance rating, the following formula shall be applied:

 $\begin{array}{ccc}
\text{Performance} \\
\text{Rating}
\end{array} = \begin{array}{c}
\text{Performance Weight} \\
\text{X}
\end{array}$

Decimal point equivalent of applicable possible scenario of the Performance Result

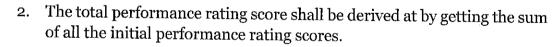
To illustrate:

Performance weight = 10%

Applicable possible Scenario = Very Satisfactory

Performance Rating = 10×1.15

= 11.5



- 3. In determining the final total performance rating score, use the calibrated performance rating. Determine the adjectival rating using the table for the SPMS Rating Scale on section V.D. of this order.
- 4. The performance rating for each perspective and the total performance rating shall be subjected to rounding off of decimal points to the nearest.
- F. The performance of employees under probationary status shall be monitored using the PACER, as follows:²⁰
 - To facilitate the review and monitoring of performance of employees under probationary, the performance targets and work output standards

MASTER COPY COPY Date: 424/14

²⁰ CSC MC No. 14, s. 2018 ORAOHRA, Rule V, Section 15

shall be set, agreed upon and duly signed by the employee, the immediate supervisor (rater) and the PCEO within five (5) days upon appointee's assumption to duty.²¹

- 2. The immediate supervisor (rater) shall regularly gather feedback on the appointee's performance, and conduct feedback sessions to determine appropriate interventions to improve the appointee's performance;
- 3. The performance appraisal/evaluation shall be done at least twice during the probationary period and within every three (3) or six (6) months depending on the duration of the probationary period as required by the position.
- 4. The performance review shall be conducted within 10 days before the end of every rating period during the probationary period.
- 5. The critical factors to be reviewed shall be based on the performance dimensions indicated in this Order and may include competency (knowledge, skills and attitude), and job-related critical incidents, such as habitual tardiness and continuous absence from work.
- 6. The immediate supervisor shall prepare a performance evaluation report to be reviewed and certified by the PMT.
- 7. The immediate supervisor shall provide the ratee who is under probationary period the copies of records of feedback, job-related critical incidents, and performance evaluation reports with comments on their capability to meet the performance targets and work output standards and/or recommendation for the continuity of the permanent appointment. He/she shall send copy to the HRD for 201 file.
- G. Employees belonging to the rank-and-file level designated as Officer-in-Charge or in an acting capacity to EMO level concurrent to their position, shall submit IPS-EMO only.
- H. The ratings of those who are newly appointed, promoted, reassigned to another office/department during the rating period shall be consolidated in the office where the employees have spent majority of their time during the rating period. In the case of equal duration of stay, the performance ratings shall be done separately and the average of all ratings shall be considered as the rating. The performance rating in the case of multiple assignments within the rating period is subject to the rule of at least 90 days working time spent in a particular office. If in case the working time spend in each of the reassignment, which are done in the exigency of the service is equivalent to less than 90 days spent working time, the previous performance rating shall be used as performance record.
- I. Officers and Employees who will be reassigned to another Office/Department/PRO with at least 3 months of stay in the originating

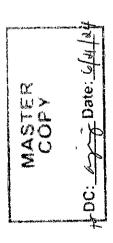
MASTER COPY COPY Date: 421/04

office/department shall accomplish the OPS and/or IPS as applicable, before reporting to his/her new job assignment.

- J. Employees who are on detail or secondment to another office shall be rated in their present or actual office, copy furnished PhilHealth. The ratings of those who were detailed or seconded to another office during the rating period shall be consolidated in the office, either in PhilHealth or present office where the employees have spent majority of their time during the rating period.
- K. Raters who will be separated from the service shall review and evaluate the performance of his/her ratees within the performance period until the date of separation. If his/her service as rater is less than 3 months or it is no longer possible for the rater to review and evaluate performance, the one who will replace him/her as rater will review and evaluate the performance of the ratees based on the evidence/proof of targets and accomplishments.
- L. Performance Rating Period and SPMS Calendar

Performance evaluation shall be done annually. However, if there is a need for a shorter period as deemed appropriate by the Head of Office/Department, the minimum performance rating period is at least ninety (90) calendar days or three (3) months. The organization shall observe the following SPMS Calendar to ensure that reporting to the oversight agencies and preparation for related human resource actions and programs shall be maintained as scheduled or otherwise modified by the Management through an official issuance i.e., Corporate Memorandum, HRD Advisory:

SPMS ACTIVITIES	TIMEFRAME
A. Performance Planning and Commitment Phase (Performance Rating Period - January 1 to December 31) Preparation of and submission of	
Commitments	
1. Offices/Department Heads and PhilHealth Regional Office Heads to submit OPS to CorPlan	December of year before the Performance Rating Period up to January 15 within the performance rating period
2. EMOs, Supervisors and Non- Supervisors to submit IPS to HRD/HRU	January 16 – 31



SPMS ACTIVITIES	TIMEFRAME
B. Performance Planning and Commitment	
Phase (Performance Rating Period -	•
January 1 to December 31)	
Preparation of and submission of	
Commitments	
1. Offices/Department Heads and	December of year before
PhilHealth Regional Office Heads to	the Performance Rating
submit OPS to CorPlan	Period up to January 15
	within the performance
	rating period
2. EMOs, Supervisors and Non-	January 16 - 31
Supervisors to submit IPS to HRD/HRU	
C. Performance Monitoring, Coaching,	January to December
Mentoring, Counseling Phase	,
Raters and Ratees to Adjust Performance	March to November of the
Target as necessary	Rating Period
D. Performance Review and Evaluation Phase	Starting December of the
Offi /D	Rating Period
a. Offices/Department Heads and	December of the Rating
PhilHealth Regional Office Heads to	Period until end of March
submit OPS with initial performance	the next rating period
rating and submit the same to CorPlan b. CorPlan to validate the OPS	TT : I I C : II
c. CorPlan to release of the validated OPS	Until end of April
d. EMOs, Supervisors and Non-	Until end of May
Supervisors to prepare IPS and submit	Until end of June
the same to HRD/HRU	
e. HRD/HRU to validate received IPS	Until end of July
f TTT - /	Month of August
Reports, e.g., Forced Ranking and other	Month of August
performance reports,	
E. Performance Rewarding and Development	
Planning Phase	
a. HRD to facilitate nomination to awarding	August to October
b. HRD to submit Nominees to the CSC Awarding	November - December

Table 4: Annual SPMS Calendar

M. Key Players and Responsibilities

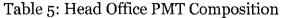
1. SPMS Champion (PCEO)

- a. Primarily responsible and accountable for the establishment and implementation of the SPMS;
- b. Sets Corporate performance goals/objectives and performance measures and endorses the duly Board-approved Corporate

Strategic Plan containing strategic objectives, measure profiles and targets;

- c. Determines Office Groupings in terms of Office Performance Scoring to be released through a Corporate Memorandum;
- d Determines corporate target setting period/schedule;
- e. Affirms/approves the OPS of Offices/Departments;
- f. Reviews/approves the targets/commitments reflected in the EMOPS of the Officers and IPS of individuals directly reporting to him/her; and
- g. Monitors and assesses the office and individual performance of his/her direct reports.
- 2. Performance Management Team (PMT) a PMT shall be established with the following composition:
 - a. Head Office PMT Composition

Composition	Head Office PMT
based on CSC MC No. 6, s. 2012	Composition
Executive official designated by the Head of Agency as Chairperson	Chairperson to be designated by the PCEO
Highest Human Resource Management Officer or the career service employee directly responsible for human resource management Highest Finance Officer or the career service employee directly responsible for financial	Senior Vice President, Management Services Sector Senior Vice President, Fund Management Sector
management Highest Human Resource Development Officer or the career service employee directly responsible for human resource training and development	Senior Manager, Human Resource Department
Highest Planning Officer or the career service employee directly responsible for organizational planning	Senior Manager, Corporate Planning Department
President of the accredited employee association in the agency or the authorized alternate representative.	President of the accredited employee association or the authorized alternate representative.
Planning Office shall serve as the PMT Secretariat	Human Resource Department and Corporate Planning Department shall both serve as the PMT Secretariats



The names of the position title holder shall be released through a corporate issuance.

- b. The Head Office PMT shall have the following functions and responsibilities:
 - b.1. Periodically reviews the SPMS and recommends improvements of the same.
 - b.2. As necessary, the PMT sets consultation meeting of all Heads of Offices/Departments for the purpose of discussing the Office Groupings and targets set in the OPS.
 - b.3. Sets protocols on the processes involved in the adoption of the SPMS.
 - b.4. Formulates and recommends standardized performance measures and targets for similar positions
 - b.5. Validates performance standards (or Success Indicators) for unique tasks/functions.
 - b.6. Sets consultation meeting of all Heads of Offices/Departments for the purpose of discussing the appropriate Office Groupings and targets set in the OPS.
 - b.7. Ensures that Office performance targets and measures, as well as the budget are aligned with those of the organization and the work distribution of Offices/units is rationalized
 - b.8. Evaluates/validates "Outstanding" Performance Ratings of the OPS and Individual Performance Scorecards in the Head Office;
 - b.9. Recommends approval of the office performance commitment and rating to the PCEO;
 - b.10. Acts as appeals body and final arbiter for performance management issues of the Corporation;
 - b.11. Identifies potential top performers and provide inputs to the PRAISE Committee for appropriate recognition and rewards; and
 - b.12. Formulate and adopts its own internal rules, procedures and strategies in carrying out the PMT responsibilities including schedule of meetings, procedure on appeals/deliberations, delegation of authority to representatives in case of absence of its members and other protocols.

c. Regional PMT Composition

Composition based on CSC MC No. 6, s.	Regional PMT Composition						
2012							
Executive official designated by the Regional Head as							
Chairperson							
Highest officer in charge of human resource management	Division Chief, Management Services Division						
Highest officer in charge of financial management	Head, Fund Management Section						



Highest officer in charge of	Head, Planning Unit
organizational planning	
Representative of the rank-and-	To be designated by accredited
file employee	employee association

Table 6: Regional PMT Composition

The names of the position title holder shall be released through a corporate issuance.

- d. The Regional PMT shall have the following functions and responsibilities:
 - d.1. Periodically review the SPMS and recommends improvement of the same to the Head Office PMT.
 - d.2. Sets consultation meeting of all Heads of Division/Sections/Units for discussing the targets set in the OPS.
 - d.3. Validates performance standards (or Success Indicators) for unique tasks/functions at the PRO level.
 - d.4. Ensures that Office performance targets and measures, as well as the budget are aligned with those of the organization and the work distribution of offices/units in the PRO is rationalized;
 - d.5. Recommends approval of the office performance commitment and rating to the Head Office PMT;
 - d.6. Evaluates/validates "Outstanding" Performance Ratings in the Individual Performance Scorecards in the region;
 - d.7. Acts as appeals body for performance management issues in the PRO first level rank and file employees and recommend action/resolution to Head Office PMT for validation and endorsement to the PCEO;
 - d.8. Identifies potential top performers and provide inputs to the PRO- PRAISE Committee for appropriate recognition and rewards;
 - d.9. Adopts internal rules procedures and strategies in carrying out the responsibilities of the Regional PMT such as, schedule of meetings and deliberations, delegation of authority to representatives in case of absence of its members and handling of complaints and implementation of SPMS policies duly established by the PMT-Head Office; and,
 - d.10. For the PMT PRO, the HRU and Planning Unit shall share the secretariat responsibilities.

3. Corporate Planning Department

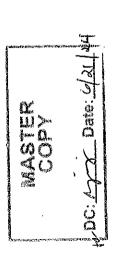
- a. Facilitates the conduct of strategic planning, crafting of Corporate Scorecard and/or updating of the Corporate Strategy Map and conduct of periodic assessments;
- b. Monitors submission of OPS and schedule the review/evaluation of the same by the PMT before the start of the performance period. Validates the OPS to ensure that the Corporate-level Scorecard is appropriately cascaded. It shall also review and validate if all the

commitments indicated in the OPS are contributing to the objectives and commitments of the Sector or Office where it is directly reporting to;

- c. Consolidates reviews, validates and evaluates the initial performance rating of the Office/Department/PRO based on reported Office accomplishments against 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 PCEO who shall determine the final Office rating;
- d. Conducts impact evaluation studies and related researches to provide concrete bases of office performance assessment;
- e. Comes up with knowledge management initiatives to ensure reliability of data/information as basis of the corporate performance and share relevant information to support the enhancement of staff members' knowledge and skills;
- f. Conducts 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;
- g. Adjusts plans as necessary based on the result of budget deliberation facilitated by the Fund Management Sector;
- h. Consolidates periodic Accomplishment Reports of Offices/Departments as part of the periodic performance monitoring of the corporate performance;
- i. Provides each Office/Department with the final Office assessment to serve as basis in the assessment of individual staff members;
- j. Prescribes templates/formats for office periodic reports through Corporate Planning Department Memorandum/Advisory; and
- k. Functions as PMT secretariat and provides the following services:
 - k.1. Issues reminders and advisories on timely submission of accomplished forms/reports for all OPS concerns:
 - k.2. Consolidates and reviews OPS;
 - k.3. Drafts PMT resolutions on OPS concerns; and
 - k.4. Maintains records and files of OPS and other pertinent SPMS documents on OPS concerns.

4. Fund Management Sector

- Ensures that Corporate and Office Plans, Performance-Based Bonus and Incentives and all performance and rewards activities are provided with budget;
- b. Settles issues on the performance measures relative to budget allocation and utilization under financial perspective/sustainable fund; and
- c. Provides copy of approved budget and budget utilization report of all Offices/Departments to the following:
 - c.1. CorPlan to serve as reference in validating the targets and accomplishments indicated in the OPS



- c.2. All Offices/Departments as reference in the monitoring of their targets and accomplishments
- 5. Human Resource Department/PRO Human Resource Unit
 - a. Issues advisories/memoranda/correspondence to signal the start / end of the performance period and schedule of the submission of SPMS forms for the individual performance scorecards;
 - b. Ensures that all individuals have submitted the prescribed SPMS forms on time, ready for quality monitoring and auditing purposes;
 - c. Reviews the individual scorecard (targets and performance rating) in terms of completeness of the elements for the Balance Scorecard Perspectives, distribution of weights, accomplishments, computation of scores and others to ensure that SPMS policy and standards are observed;
 - d. Reviews the Summary List of Individual Performance Rating to ensure that the average performance rating of employees is equivalent to or not higher than the Office Performance Rating;
 - e. Provides analytical data on retention, skill/competency gaps, and talent development plans that align with strategic plans;
 - f. Coordinates developmental interventions that will form part of the HR plan;
 - g. Prepares/submits management and oversight agency reports pertaining to the individual performance scorecard;
 - h. Designs SPMS templates/format as may be deemed necessary to aid the implementation of this order to be released through HRD Memorandum; and
 - i. Functions as PMT secretariat and provides the following services:
 - i.1. Review items for presentation to the PMT pertaining to individual scorecards;
 - i.2. As needed, provides input to CorPlan on matters pertaining to OPS;
 - i.3. Organize and document PMT Meetings
 - i.4. Drafts PMT resolutions;
 - i.5. Facilitates conduct of the review/revision of the SPMS;
 - i.6. Maintains records and files of individual performance scorecards and assures its confidentiality;
 - i.7. Link SPMS data to HRD system (i.e. recruitment and selection, training and career development, rewards and incentives); and
 - i.8. Prepares and disseminates information and communication on the SPMS policy, standards, SPMS guide and sample, and organization-wide performance reports.
- 6. Head of Sector/Group/Office/Department/PRO
 - a. Assumes primary responsibility for performance management in his/her organizational unit;
 - b. In sync with the Corporate Calendar approved by the Management, conducts strategic planning session with Head of Organizational Unit directly under his/her supervision to agree on the outputs that

should be accomplished based on the goals/objectives of the organization and submits OPS on time;

Ensures that the OPS is aligned with that of the organizational unit

where it is directly reporting to;

d. Ensures that the work distribution of organizational units under him/her is rationalized;

- e. Reviews the performance commitment of organizational unit/s and staff directly under his/her supervision and submits OPS to CorPlan on time;
- f. Submits accomplishment reports to CorPlan as part of periodic performance progress monitoring and evaluation of OPS and the Corporate Performance Scorecard;

g. Performs coaching, mentoring and counseling to his/her ratee/s;

- h. Conducts performance progress meeting with direct reports and records the agreements in the prescribed form and submits copy of the same to the HRD/PRO HRU at the end of the rating period;
- i. Does initial assessment of office performance base on the Office Performance Commitment and submits the same to CorPlan for validation;
- j. Determines the initial assessment of performance level (as immediate supervisor) of the individual employees directly reporting to him/her based on proof of performance;
- k. Determines final assessment of performance level (as next-higher supervisor) of the individual employees in his/her office based on proof of performance:
- l. As immediate supervisor, he/she informs employees of the final rating and identifies necessary interventions to address the employees' developmental needs;
 - l.1. Recommends and discuss a development plan with the subordinates who obtained UNSATISFACTORY PERFORMANCE during the rating period not later than one (1) month after the end of the said period and prepares written notice or advice to subordinates that a succeeding Unsatisfactory performance shall warrant their separation from the service.
 - 1.2. Provides preliminary rating to subordinates showing Poor performance not earlier than the third (3rd) 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.

7. Immediate Supervisor

- a. Assumes joint responsibility with the Next-higher supervisor and Head of Office/Department/PRO in ensuring the attainment of performance objectives and targets;
- b. Ensures the proper distribution of targets/tasks and warrants that targets/tasks are aligned to the corporate/office objectives.

- Monitors closely the status of the performance of their subordinateratees and provides support and assistance through the conduct of coaching and other necessary developmental interventions;
- d. Conducts preliminary performance assessment (as determined during progress monitoring and coaching phase), prepares an intervention plan (e.g. catch-up plan, training etc.) and issues written notice/advice to employees showing unsatisfactory or poor performance;
- e. Determines the subordinate-ratees' final performance rating based on agreed scorecards and proof of performance;
- f. Monitors the competency development/enhancement of staff;
- g. Identifies appropriate developmental training activities of subordinates based on competency gaps and career development of employees;
- h. Assumes joint responsibility with the Next-higher supervisor and Head of Office/Department/PRO in ensuring the attainment of performance objectives and targets; distribution of targets/tasks among staff members and warrants that targets/task are aligned with the corporate/office level objectives; and
- i. Ensures the proper assistance through the conduct of coaching and other necessary developmental interventions.

8. Officers and Employees (as Ratee)

- a. Partners with the supervisor and Head of Office/Department/PRO in achieving the unit/office commitments/targets;
- Performs his/her job in accordance with the rules, regulations and standards for public servant and PhilHealth officers and employees;
- c. Conducts him/herself in accordance with the Corporate policies/standards, code of conduct and professional ethics in the performance of his/her duties and responsibilities and in relating with clients, partners, peers, staff, supervisors and managers;
- d. Ensures that the individual performance targets are attained or exceeded;
- e. Prepares and submits on time all the required SPMS documents, appropriately and accurately filled-out forms with validated supporting documents;
- f. Discusses and agrees with performance raters his/her needed competency (knowledge, skills and attributes) and/or performance improvement interventions, including self-learning/study initiatives and commits himself/herself to implement such development plans as agreed; and
- g. Improves competencies through self-development, formal and informal learning and development.

9. IT – Support requirements

The Information Management Sector shall provide information technology support to run the whole SPMS cycle effectively and efficiently. Likewise, the information technology system support shall make performance data management faster and easier to produce



timely, accurate and reliable information for program tracking and performance monitoring/reporting.

N. Uses of Performance Ratings

- 1. Performance ratings shall be used as basis for selection and placement, learning and development interventions, rewards and recognition, compensation and benefits and other human resource actions.
- 2. Those who obtained unsatisfactory rating for one rating period or exhibited poor performance for at least one (1) semester shall be provided appropriate developmental intervention by the Immediate Supervisor and the Next Higher Supervisor, in coordination with the HRD for the Head Office and HRU for the employees in the PhilHealth Regional Offices. If after advice and provision of developmental intervention, the employee still obtains Unsatisfactory Ratings in the immediately succeeding rating period or Poor Rating for the remaining months the rating period, he/she may be dropped from the rolls. In this case, a written notice/advice from the Head of Office/Department/PRO at least three (3) months before the end of the rating period is required.
- 3. The PMT shall validate the outstanding performance ratings and may recommend concerned employees for rewards and recognition or performance-based incentives²². Grant of performance-based incentives shall be based on the final ratings of employees as approved by the raters (immediate supervisor and the next-higher supervisor).
- 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 90 days shall submit the performance scorecard before they leave the office.

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

O. Appeals

- 1. Office performance assessment as discussed in the performance review conference shall be final and not appealable. Any issue/appeal on the initial performance assessment of an Office shall be discussed and decided during the performance review conference.
- 2. Individual employees who feel aggrieved or dissatisfied with their final performance ratings can file an appeal with the PMT within ten (10) days

MASTER COPY COPY Date: 6/21/24

²² CSC MC No. 6, s. 2012 SPMS Guide Section V (b)

from the date of receipt of their final performance evaluation rating from the Head of Office. An Office/Department/PRO or individual employee, however, shall not be allowed to protest the performance ratings of other office/department or co-employees. Ratings obtained by other office/department 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 appeals within one (1) month from receipt.

Appeals lodged at Regional PMT are appealable to the Head Office PMT. The decision of Head Office PMT may be appealed to the PCEO.

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 CSC or its regional offices within fifteen (15) days from receipt of the order or notice of separation.

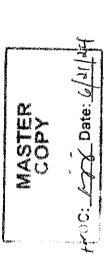
VI. PENALTY CLAUSE

Unless justified and accepted by the PMT, non-submission of Performance Scorecards to the HRD and PRO HRU (Regional Office) within the specified dates shall be ground for:

- A. Employees' disqualification for performance-based human resource actions which would require the rating for the given period, such as promotion, training or scholarship grants and performance-based incentives, if failure of the submission of the performance scorecard is the fault of the employee.
- B. 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, supervisor and individual performance scorecards.
- C. Failure on the part of the Head of Office/Department/PRO to comply with the required notices to their subordinates for their Unsatisfactory or Poor performance during a rating period shall be a ground for an administrative offense for neglect of duty.
- D. Non-submission of SPMS to the CSC for review/approval shall be ground for disapproval of promotional appointments.
- E. Other applicable sanctions based on Rules on Administrative Cases in the Civil Service (RACCS) for actions resulting to non-compliance with PhilHealth's SPMS.

VII. SEPARABILITY CLAUSE

Should parts of the policy be deemed invalid, illegal and unenforceable, the rest of the policy unaffected by the provision/s is still in full force and effect.



VIII. REPEALING CLAUSE

This Corporate Order shall supersede Corporate Order No. 2016-0073 dated August 30, 2016 re: PhilHealth Strategic Performance Management System (SPMS) Revision 2.

IX. DATE OF EFFECTIVITY

The Strategic Performance Management System for PRIME-HRM policy and its subsequent amendments shall take effect immediately upon approval by the CSC.

EMMANUEĽ Ř. LEDESMA, JR.

Acting President and Chief Executive Officer

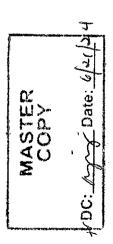
Date signed: 03/20 M24

Approved:

VICTORIA F. ESBER

Director IV, Civil Service Commission National Capital Region

Date: MAY 27 2024



Strategic Performance Management System for PRIME-HRM

Civil Service Commission National Capital Region (CSC NCR) Action for PHILIPPINE HEALTH INSURANCE CORPORATION Strategic Performance Management System (SPMS)

Reviewed by:

MA. FERLITA L. GUILLERMO

Chief Human Resource Specialist Policies and Systems Evaluation Division

Recommended by:

ATTY. VLADEMIRE. VILLACORTA

Director III

Approved by:

VICTORIA F. ESBER

Director IV MAY 2.7 2024





OF	ur Partner in Health FICE PERFO me of Office/D	RMANIC	E SCORE	CARD (I	Performa	nce Period fr	AN	NEX To:	A: OFI	FICE PERI	FORMANCE SC	ORECARD
Perspective	Strategic Objectives	Office/ Division/ Section/ Unit/ Team/Staff Responsible	Measure	Success I		Possible Scenarios and Score		Targets /	Adjustmen	ts Possible	Performance	Rating

듛	Strategic	Office/ Division/ Section/		Success I	ndicators			- <u>-</u>						
Perspective	Objectives	Unit/ Team/Staff Responsible	Measure	Performance	Performance	Possible Scenario		Targets Adjustme			Performance Rating			
8 %	 	Responsible		Target	Weight	and Score	Measure Measure	Target	Performance Weight	Scenarios and	Performance Results	Ţ 	Score	
Satisfied Clients										Resultant Score	, leaves negative	Initial	Fir	
Sustainable Fund														
Excellent Process														
Foundation													 -	
				nance Weight										
tee's sign	ature and date signed	I					The officer-ratee at herein and the co certify that these ac (1) necessary, (2) n and (3) have the ap	t'	a and next-	the SPMS policy,	Total Office-Level Performance Rating Score Adjectival Rating			
	d herein are aligned			next-higher su maps and hav -supervisor sign			Ratee's signature an	_			The Office-level Performance herein has been discussed and m by the ratee and the rater con- confirmed by the next-higher suj Ratee's signature and date signed	pervisor.	icated upon duly	
				ű		to digned	Next-higher supervi	sor's signatur	e and date si		Rater's signature and date signed		į	



ANNEX B: INDIVIDUAL PERFORMANCE SCORECARD

		700 J	Name	e of Ratee:	-		Position:		Office/D	rom: Supervisor epartment:			
e e		Office/ Division/ Section/		Succes	s Indicato	rs	T	Targets /	Adjustment				
Perspective	Strategic	Unit/ Team/Staff		İ				Targets	-ujustinent	<u> </u>	Performance	Rating	
Pers	Objectives	Responsible (this column is for EMOs and Supervisors Only)	Measure	Performance Target	Performance Weight	Possible Scenarios and Score	Measure	Performance Target	Performance Weight	Possible Scenarios and Resultant Score	Performance Results	s	Score
Satisfied Clients												fnitlal	Fín
Sustainable Fund													
Process													
Foundation													
Total Performance Weight ,, commit to deliver and agree to be rated on the attainment of he targets contained herein for year in accordance with the indicated measures.								Total Performa	nce Weight		Total Individual Performance Rating Score Adjectival Rating Office-Level Performance		
	s contained herein gnature and date si		to deliver a	nd agree to be ordance with t	e rated on the he indicated r	e attainment of measures.	with the concentre	u rater and next-	nigher supervis	gets reflected herein or certify that these ance with the SPMS ion.	Rating Score The Office-level Performance Rahas been discussed and mutually ratee and the rater concerned arby the next-higher supervisor.		
together with my ratee's next-higher supervisor, confirm that udget allocation.						r, confirm that he appropriate	Ratee's signature and date signed Rater's signature and date signed				Ratee's signature and date signed Rater's signature and date signed		



PROGRESS, ACCOMPLISHMENTS and COACHING ENGAGEMENT RECORD (PACER)

CHECKPOINT MEETING NO: _____ DATE: ____

ID. No	Ratee:			F	Rater:		Office:		
It is very important for raters (officers and supervisors) to regularly track the performance and accomplishments of their ratees. They must apply the supervisors' essential skiils on coaching, mentoring, and counseling to ensure that the following are achieved:									
a.	Timely and appropriate steps are taken to keep a program/project/activity on track;								
b.	The office's objectives or goals are met in the most effective manner;								
c.									
d.	d. Enabling environment / Intervention is fostered to improve team performance; and								
e.									
PACER is	PACER is used during CHECKPOINT meeting.								
	-		-						
A. PRO	OGRESS and AC	COMPLI	SHMENT MONI	TORING					
	O O NEOO and Ac			1011110					
TARO	SETS/COMMITMEN	NTS	STATUS (Not yet started; On-going; Done)	PRO	BLEM / ISSUES E	ENCOUNTERED	A	GREED ACTION PLAN	
B. Bate: CAN	ERFORMANCE (I G	use additiona	al sheet if necessary)		PROCESS	
COACHING GOAL COMPET		EDBACK on SSERVED ETENCY FOR ACHING and ROVEMENT	ACTION PLAN		KEYPOINTS OF WHAT WAS SHARED		OBSERVATIONS (Observable behaviours and general disposition of ratee. Changes in attitude since the last coaching)		
				use addition	al sheet if necessary	·)			
·						<u></u>			
I confirm that the above information has been fully discussed with me by my rater and I commit to the identified action plans for the improvement of my performance.				I hereby certify t the ratee for the	hat the above informal improvement of his/he	ion has r perfor	been fully discussed with mance.		
Ratee's Signature					Rater's Signatur	re			

As applicable, the PACER may be supported (as an attachments) by other forms and documentary evidence of agreements on performance and/or competency improvements, coaching sessions, mentoring sessions and change in measures/targets.



INDIVIDUAL LEARNING AND EDUCATION FOR ACCELERATING PERFORMANCE PLANS (ILEAPs)

ID No.: Employee	o:	Supervisor:		Office:
Directions: Please follow the ins 1. Write down development pl 2. Identify the competency gap 3. Identify learning and development 4. Describe the expected results	ans or short-term goals. os based on the employee pment interventions for co	mpetency enhan	cement a	nd professional growth.
CAREER GOALS				
Short-Term Goals (1-2 Years): Long-Term Goals:				
PLANS FOR COMPETEN	CY DEVELOPMENT/	ENHANCEM	ENT	
Competency Gaps Skill, ability or behavlor to be acquired/developed	Developmental A How the learning can be acqu assignment, training, co (Please refer to the me	uired e.g. special aching, etc.	Target Date	Expected Results/Outcomes Specific outcome or evidence that demonstrate completion of the planned developmental activities
Date:				
DC: My Date: 6/2/		-		
:20				
 -				
Monu of Davidonment Activities	(use additional	sheet if necessary)		
Menu of Development Activities Development activities/interventions Special work project on <topic> Added responsibilities on <technica assignment="" or="" work=""> Cross-Program, Rotational assignment assignment to <function assignme="" coaching="" committee="" employees<="" force="" level="" lower="" of="" or="" shadowing="" stewardship="" task="" td="" the="" under=""><td> competency</td><td>on the job <supervis> ye sharing and learnir n <topic></topic></supervis></td><td>or/senior</td><td>Self-Development Self-study on <topic> Taking evening or weekend courses on <topic> Watching educational or training videotapes on <topic> Reading books and other publications or journals on <topic> Working on PC tutorials or computer assisted training programs on <topic></topic></topic></topic></topic></topic></td></function></technica></topic>	competency	on the job <supervis> ye sharing and learnir n <topic></topic></supervis>	or/senior	Self-Development Self-study on <topic> Taking evening or weekend courses on <topic> Watching educational or training videotapes on <topic> Reading books and other publications or journals on <topic> Working on PC tutorials or computer assisted training programs on <topic></topic></topic></topic></topic></topic>
We hereby certify that the above ide his/her professional growth.	ntified learning and education	plans are essentia	ifor accele	erating the ratee's performance and
Signature of Ratee and Date Signed	_	Signature of Ra	ter and Do	to Signed



ANNEX E: SUMMARY LIST OF INDIVIDUAL PERFORMANCE RATINGS

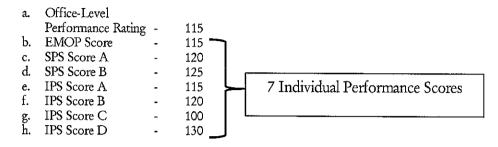
SUMMARY LIST OF INDIVIDUAL PERFORMANCE RATINGS

No.	Base	Actual Department	Position	SG	HRIS Number	FORMANCE RATINGS Employee's Name	Numerical Rating	Adjectival Rating
2				_ _				
3				-				
4								
5								
6			· · · · · · · · · · · · · · · · · · ·	_				
7				_				
8				-				
9				-				
10								
11				_ _				
12				- - -				
13								
14				+-+				
15				+				
	· · · · · · · · · · · · · · · · · · ·							
						Average of Individual Performance Ratings		
I hereb	y certify that th	ne information contained in this do	cument are true and co	otrect and	that apple	Office-Level Performance Rating		
		performa	ance planning and com	mitment st	mat employees unde age and notified of t	ergone assessment of performance results be their final performance assessment.	ased on commitmen	nts made during the
				TY and a C	Office/Departmen			



Annex F: How to compute for the value to be deducted to all IPS Rating

Given:



Formula:

		Adjustment value	=	Average of initial individual performance ratings	-	Office-level performance rating
ala a di Santa de la companya da de a	Helle	Adjustment value	=	115 + 120 + 125 +115 +120 + 100 + 130 7	<u>-</u>	115
TER	Date: 6	Adjustment value	=	115 + 120 + 125 +115 +120 + 100 + 130	<u>-</u>	115
MASTE	J.L.	Adjustment value	=	825 7	.	115
	Sc:	Adjustment value		117.86	-	115
	T-	Adjustment value	=	2.86 to be deducted to all Inc		

ADJUSTMENTS TO INDIVIDUAL PERFORMANCE SCORES

			Initial	Adjusted
			Performance	Performance
			Rating	Score
a.	EMOP Score	-	115 - 2.86 =	112.14
Ъ.	SPS Score A	_	120 - 2.86 =	117.14
c.	SPS Score B	-	125 - 2.86 =	122.14
d.	IPS Score A	-	115 - 2.86 =	112.14
e.	IPS Score B	-	120 - 2.86 =	117.14
f.	IPS Score C	-	100 - 2.86 =	97.14
g.	IPS Score D	-	130 - 2.86=	<u>127.14</u>
			Total	$804.98 \div 7 = 114.99$ or 115 New Average not higher than the
				Office-Level Performance Rating



Annex G: Sample Success Indicators for Strong Foundation (Compliance to Corporate Policy and / or Team Norms)

Sample Measures	<u> </u>	Performance Scenarios
Desirable Pattern of	Outstanding Poor	Rarely absent/late from work, always present in a meeting and on time
Attendance and Punctuality	POOI	With established pattern of absences and tardiness/under time although below the number considered a violation of rules but is significantly affecting the productivity of the team
Compliance with policy on Wearing of Corporate uniform	Outstanding	Consistently abides with the policy on wearing of uniform; observes proper grooming and projects a professional image in normal office work condition and in any events attended; readily seeks exemption from not wearing corporate attire when called for and not waiting for supervisors to ask him/her reason for not wearing proper corporate uniform/attire
	Satisfactory	Occasionally comes to office/event not in proper uniform/attire but humbly seeks the supervisor's exemption without the need to remind him/her
	Poor	Occasionally comes to office/event not in proper uniform/attire but not humbly seeking the supervisor's exemption without prompting
Compliance with policy on Attendance to flag ceremony	Outstanding	Perfect attendance to weekly flag ceremony; does not leave the flag ceremony until it is finished; need not be reminded by peers or supervisor to attend the flag ceremony
	Unsatisfactory	Regularly attending flag ceremony but observed at times to be leaving the ceremony before it is completed; consistently attending flag ceremony late and needs prompting from peers or supervisor
Responsible use of social media or any employee communication system/platform	Outstanding	Has not observed using social media to the detriment of PhilHealth's reputation and/or brand; engaging in social media activities and message exchange displaying good manners and decency
Date: 6/21 24	Poor	Observed to engage in social media activities (e.g. posting information/comments) that pose risks on PhilHealth's reputation and/or brand including PhilHealth employees' image/reputation.
Pa		



	Sample Measures	Performance Scenarios				
	Effective Team Communication	Outstanding	Consistently exhibits good manners and right conduct and respect for clients and teammates; Communicates with clients, peers, supervisors, managers and clients with respect; No observed inappropriate behavior at work, e.g., aggression, sarcasm, side remarks and others; Provides timely feedback to supervisors on status of projects/tasks without being told.			
	Date: 6/24/34	Unsatisfactory	Frequently exhibits good manners and right conduct and respect for clients and teammates; Frequently communicates with clients, peers, supervisors, managers and clients with respect; Occasionally observed exhibiting inappropriate behavior at work, e.g., aggression, sarcasm, side remarks and others; Seldom provides timely feedback to supervisors on status of projects/tasks; there is a need for supervisors to do occasional follow ups on status of the projects/tasks			
RASTER CODY	DC: Chi Date	Poor	Seldom exhibits good manners and right conduct and respect for clients and teammates; Sometimes, he/she communicates with clients, peers, supervisors, managers and clients with respect; Frequently observed exhibiting inappropriate behavior at work, e.g., aggression, sarcasm, side remarks and others; Rarely provides timely feedback to supervisors on status of projects/tasks; there is a need for supervisors to do frequent follow ups on status of the projects/tasks; changes deadlines and activities without discussing with or requesting for approval of the supervisor and manager concerned			
	Attendance to Corporate Social Responsibility activities	Outstanding Poor	Volunteering and actively participating in Corporate Social Responsibility (CSR) activities as part of his/her personal growth and good corporate culture Non-attendance to Corporate Social Responsibility (CSR)			
	Participation to Employee Engagement activities (e.g. Employees Day, PhilHealthy activities, Family Day, PhilHealth Anniversary, Corporate	Outstanding Satisfactory Poor	activities Has attended all Employee Engagement activities, prescribed by the Corporation Attendance to at least 80% Employee Engagement activity for the year Non-attendance to all Employee Engagement activities without a valid reason			
	Christmas/Yearend Party, Gender and Development Activities)		without a valid itasoff			



27 May 2024

MR. EMMANUEL R. LEDESMA, JR. Acting President and Chief Executive Officer Philippine Health Insurance Corporation Citystate Center, 709 Shaw Boulevard Pasig City

Dear Director Acting President and CEO Ledesma:

This refers to the proposed Strategic Performance Management System (SPMS) of the Philippine Health Insurance Corporation (PHIC), which was submitted to this Office, for appropriate action.

Evaluation of the proposed PHIC SPMS shows its compliance with Civil Service Commission Memorandum Circular No. 6, s. 2012¹. Thus, the same is hereby APPROVED.

We look forward to the successful implementation of the PHIC SPMS.

Very truly yours,

VICTORIA F. ESBER Director IV

Director II CESAR R. GARDUQUE, JR. C: CSCFO-Makati

cscncrpsed/vev/mflg/srp

¹Guidelines in the Establishment and Implementation of Agency Strategic Performance Management System (SPMS)