



Republic of the Philippines
CIVIL SERVICE COMMISSION
National Capital Region
25 Kalayaan Street, Quezon City

January 02, 2006

Ms. EDITA S. BUENO

Administrator
National Electrification Administration
57 NIA Road, Government Center
Diliman, Quezon City

Dear Administrator Bueno:

Thank you for resubmitting the Performance Evaluation System (PES) of the National Electrification Administration (NEA) for approval by this Office.

A review of the NEA PES shows substantial compliance with **Civil Service Commission Memorandum Circular Nos. 13 and 25 series of 1999**. The same is hereby approved with the Commission's seal affixed on every page thereof for authentication.

We fully support your endeavor in effecting sound personnel management at the National Electrification Administration.

Very truly yours,


AGNES D. PADILLA
Director IV

NATIONAL ELECTRIFICATION ADMINISTRATION

PERFORMANCE EVALUATION SYSTEM

Pursuant to CSC Resolution No. 99-1792 and CSC Memorandum Circular No. 13, s. 1999, the National Electrification Administration hereby adopts this Revised Performance Evaluation System (PES):

I. POLICIES

1. The system adheres to the principle of performance-based security of tenure. It provides motivation and basis for incentives to high performers and applies sanctions to those who do not comply with the timely submission of the Performance Evaluation Report (PER) and for unjustifiable unsatisfactory and poor performance.
2. The system operates on shared commitments and objective measures of performance results. Performance targets and standards are attuned to the organizational mandate and goals, synchronized with the action plan of the units concerned and agreed upon by management, supervisors and employees.
3. The system recognizes the utilization of a cross rating scheme which involves multiple rates other than the supervisor.
4. The system promotes transparency and provides mechanism for appeals and resolution of conflicts and/or disagreements.
5. The system serves as a tool in determining appropriate training and/or development programs for employee performance/improvement.
6. The system provides appropriate employee orientation to facilitate effective system implementation.

II. OBJECTIVES

1. To measure objectively the individual performance vis-a-vis the targets and standards set, in line with the agency's objectives and targets;
2. To improve the management of staff resources by helping employees realize and utilize their full potentials in carrying out the agency's vision, mission and goals;
3. To provide information to employees, supervisors and managers for use in work-related decisions;
4. To foster an effective working partnership among supervisors, employees, subordinates, and peers;

5. To meet employees' needs for growth and development including training and other career development programs;
6. To provide an objective performance rating which serves as basis for personnel actions such as promotion, transfer, reassignment, demotion, separation, etc., and administrative sanctions; and
7. To serve as reference in the grant of performance- based incentives and rewards provided under the approved Program on Awards and Incentives for Service Excellence (PRAISE) and other related programs of this Agency.

III. DEFINITION OF TERMS

1. **Performance Evaluation System (PES)** is a system employing a formal process of setting performance targets and performance standards, the evaluation of employees' performance and the implementation of a built-in feedback mechanism in appraising individual results.
2. **Performance** refers to the accomplished outputs of an individual employee measured against work standards and targets.
3. **Critical Factors** refer to the competency and behavioral dimensions that affect the job performance of the employee.
4. **Performance Standards** refer to the yardstick against which performance is measured.
5. **Performance Measures** refer to the elements of quantity, quality and timeliness by which employee performance is appraised.
6. **Performance Indicators** refer to the specifications of the kind of outputs to be achieved.
7. **Organizational Targets** refer to the annual expected accomplishment set to achieve objectives.
8. **Employee Targets** refer to the number of planned activities/tasks to be performed by the ratee within a given rating period.
9. **Quantity** refers to the number or units of expected outputs done or services rendered within a given period.
10. **Quality** refers to the goodness, accuracy, reliability, effectiveness, acceptability, etc. of the accomplished tasks.
11. **Time** refers to the speed by which the output/service is done or delivered.
12. **Percent of Working Time** refers to the rate of time apportioned for every task to be undertaken, based on the unit's priorities

13. **Weight** refers to the point allocated for every critical factor to be evaluated.
14. **Overall Rating Scale** refers to the series of ratings with equivalent adjectival rating for every score acquired by summing up the performance and critical point scores.
15. **Critical Rating Scale** refers to the graduated ratings with equivalent description of each critical factor to be rated.
16. **Self-Rater** refers to the employee whose performance will be assessed, evaluated and rated. He/she rates himself /herself in both Performance and Critical factors.
17. **Supervisor Rater** refers to the immediate and direct superior of the Employee-Ratee who rates the latter in both Performance and Critical Factors.
18. **Subordinate Rater** refers to the employee/s under the immediate or direct supervision of the employee ratee concerned. He/she rates the latter under the item of critical factors.
19. **Peer Rater** refers to the co-employee with the same position title or functionally- related positions of comparable level who may have either direct or indirect working relationship with the peer ratee. He/she rates the latter under the item of critical factors.
 - Direct working relationship. The works of the self rater and peer rater are dependent upon each other for support or in producing an output or achieving each other's target.
 - Indirect working relationship. The peer rater and peer ratee perform similar work wherein each others' output is not necessarily dependent on each one but can be noticed or observed by either of the two.
20. **First level** positions shall include clerical, trades, craft and custodial service positions, which involve non-professional or sub-professional work in a non-supervisory or supervisory capacity requiring less than four years of collegiate studies.
21. **Second level** shall include professional, technical and scientific positions which involve professional, technical or scientific work in a non-supervisory or supervisory capacity requiring at least four years of college work up to Division Manager level.

IV. SCOPE AND COVERAGE

The system applies to all career and non-career employees under the first and second level positions.

V. RATING PERIOD

Performance evaluation is done from a minimum of three (3) months (for those who go on leave) to a maximum of one (1) year.

VI. PROCEDURES

A. Creation and Operation of Performance Evaluation Review Committee (PERC)

By virtue of Office Order No. 2004-093, a Performance Evaluation Review Committee (PERC) and a Sub-Performance Evaluation Review Committee (Sub-PERC) are hereby created with composition and responsibilities hereunder enumerated:

I. Composition

The PERC is composed of the following:

Chairman	Deputy Administrator for Corporate Resources and Financial Services
Vice Chairman	Dept Manager, HR and Administration
Members	Department Managers or permanent authorized representatives: <ul style="list-style-type: none">• Internal Audit & Quality Standards Management• Corporate Planning• Finance• Engineering• Institutional Development• Management Assistance Group• Legal• 2nd Level Representative• 1st Level Representative
Secretariat	HRMD Manager and one (1) staff

The Sub-PERC is composed of the following:

Chairman	HRMD Manager
Vice Chairman	MAG Representative
Members	Division Managers or authorized representatives: <ul style="list-style-type: none">• Strategic Planning• Electric Coop Financial Management Audit• Financial and Special Audit• Technical Operations• Organization and Management Development• Database Management and Program Control

Secretariat

Two (2) HRMD staff

The heads of office/division managers are automatic members of the Sub-PERC during the review of their subordinates' performance target, standards and ratings.

2. Responsibilities

The PERC is tasked to:

- a. review the system periodically and recommend modifications relevant to existing situations and concerns;
- b. review performance targets;
- c. evaluate work accomplishments and performances;
- d. review automatically and determine the final rating of the employees;
- e. delegate authority to representatives in case of absences of its members;
- f. adopt its own internal rules, procedures and strategies in carrying out the above responsibilities;
- g. review and act with finality on the submitted outputs of Sub-PERC; and
- h. act as an adjudication board in cases of appeals.

The Sub-PERC is tasked to:

- a. review the performance standards adopted for each duty of a position in the different organizational units in the Agency;
- b. ensure the adoption of uniform standards of measurements in rating employees holding similar positions, performing similar functions and working under the same conditions; and
- c. design the Performance Target Form (PTF) and the Performance Evaluation Form (PEF).

The Secretariat is tasked to:

- a. schedule meetings
- b. prepare the minutes of meeting; and
- c. prepare the format of the revised system.

B. Setting of Performance Targets and Standards

1. Organizational Targets

The preparation of and setting of organizational targets is not later than the last quarter of the year.

2. Employee Targets

The submission of the employee targets to the HRM Division is not later than the second week of January for the January - June rating period and not later than the second week of July for the July-December rating period, using the (PTF).

Employee targets are based on the Agency targets and measured with a standard in quantity, quality and time set by the mutual agreement of the rater and the ratee.

3. Setting of Performance Standards

The Performance Standards are products of the mutual agreement among the employees by occupational groupings and in close coordination with the sub-PERC. The latter is responsible in preparing and submitting the written copy of the uniform performance standards for every job classification.

For this purpose, a set of General Standards is hereby included (Annex A)

4. Confirmation

- Submitted employee performance targets are confirmed by the PERC within 15 days after receipt
- Failure to act on them within the prescribed period will make them final and valid
- The PERC stamps certification of review and confirmation to all acceptable targets

5. Modifications

Confirmed planned targets can be modified and retargeting can be allowed before the end of every rating period for the following:

- For employees assigned to other units or to special task forces or are given additional assignments related to their actual functions within the given rating period (These assignments are not treated as intervening tasks)
- For targets which become unattainable due to unavoidable internal and external impediments

- For targets which need to be modified due to agency-mandated priorities

The PERC and the HRM Division shall be provided with a copy of the modified targets for reconfirmation.

C. Program Review

This process involves a discussion between the supervisor and the subordinate using the following steps:

- Subordinate reviews the progress of all the jobs assigned to him/her;
- The supervisor reinforces progress on the job goals already accomplished by recognizing employee's efforts and praising him/her for specific achievements;
- Both discuss goals and standards not being met and identify causes; and
- Both identify and agree on appropriate action to overcome causes of difficulties.

D. Appraisal Discussion

A highly-interactive performance appraisal discussion and feedback mechanism are required to foster better working relationship between supervisor and subordinates.

The supervisor is expected to undertake the following major steps in the appraisal discussion:

- Establish rapport with the subordinate employee
- Get the employee's views of his/her own performance
- Present his/her overview with emphasis on strengths and development areas
- Get reactions from the subordinate
- Discuss areas of agreement and disagreement, if any
- Resolve any differences
- Summarize and conclude
- Write down agreements re: rating, strengths and development areas for improvements
- Acknowledge agreement by signing the Report Form

E. Roles

To ensure the success of the discussion, the specific roles that the supervisor and employee must play are hereby set.

a. Ratee's Role:

- Summarize his/her achievements and/or failures for the whole rating period;
- Defend the rating he/she thinks he/she deserves;
- Offer suggestions to improve his/her own performance;
- Offer suggestion on how his/her supervisor can help to make him/her more productive and effective; and
- Listen to the manager's concerns and make full use of developmental programs that the manager may recommend to improve his/her performance.

b. Rater's Role:

- Make the employee feel at ease during the discussion;
- Inform the ratee and the rater's supervisor on whether or not the ratee is meeting job expectations;
- Summarize the employee's performance during the rating period; and
- Defend the rating he/she thinks the employee deserves.
- Give proper degree of praise and constructive criticism
- Listen to employee's concerns
- Provide encouragement and motivation
- Counsel on improvement areas
- Secure employee's acknowledgement of the employee's rating

3. Role of Rater's Supervisor: (Division Manager, Department Manager or Deputy Administrator)

- Write a notice to an employee who obtains an unsatisfactory rating within one month after the end of the given rating period with a warning that a succeeding unsatisfactory performance shall warrant his/her separation from the service.

Write a notice to an employee with a poor performance not later than the 4th month of the current rating period with sufficient warning that failure to improve his/her performance shall warrant his/her separation from the service.

Failure on his/her part to comply with the required notice shall be a ground for an administrative offense of neglect of duty.

VII. MECHANICS OF RATING

A. Levels of Performance:

Each employee is rated on the basis of the levels of performance set below:

<u>Numerical Rating</u>	<u>Adjectival Rating</u>	<u>Description</u>
100	Outstanding	This rating is given to an employee whose performance exceeded his/her targets by 30%. The employee surpassed job requirements with minimal guidance and direction. His/her generated outcomes are definitely superior and have positively affected the over-all performance of his/her unit.
90	Highly Commendable	This rating is given to an employee whose performance surpassed his/her expected outputs by 25%-29%. He/she met the critical job requirements beyond expectation with minimal supervision. His/her general performance produced positive results in the unit's objectives.
80	Commendable	This rating is given to an employee whose performance overshot his/her planned targets by 20%-24%. His/her overall performance was within the expected level of productivity and work quality. He/she occasionally exceeded outputs and generally accomplished his/her objectives and job responsibilities.
70	Acceptable	This rating is given to an employee whose performance met 100% or exceeded by at most 19% of his/her required tasks. He/she achieved objectives in a satisfactory manner.

although the quality of output or timing of accomplishments or both may be further improved. Closer supervision may be needed to streamline priority tasks.

60

Unsatisfactory

This rating is given to an employee whose performance met below 100% but not less than 51% of his/her job requirements. Results were less than the projected objectives and were not met within the targeted expectations. Closer supervision, among others, is needed to correct performance deficiencies and refocus the employee's attention to the unit's work objectives and the agency's standard of performance.

50

Poor

This rating is given to an employee whose performance failed to meet the planned targets by 50% and below. His/her outputs did not contribute even minimally to the unit's objectives. There is no evidence to show he/she can improve his/her performance.

B. Components of Rating

The overall rating of employees for a given rating period consists of two (2) parts:

1. Part I - Performance
Part I - Performance is given a weight of 70% of the overall rating of the employee
2. Part II - Critical Factors
Part II - Critical Factors is given a weight of 30% of the overall rating of the employee

C. How to compute the Rating

1. Supervisor and Employee Ratings on Part I- Performance
 - a. Add the scores under Quantity, Quality and Time for each work/activity for each rater and divide them by the number of entries to get their respective Average Point Score (APS).

- b. Multiply each Average Point Scores by the assigned % of working time for each work/activity to get the Equivalent Point Scores (EPSs).
 - c. Add all EPSs of both the Supervisor Rater and Self Rater SEPARATELY to get their respective total EPS for Part I.
 - d. Multiply SEPARATELY the total EPS of both Supervisor Rater and Self Rater by 70% to get their respective Weighted Average Scores (WASs).
2. Supervisor and Employee Ratings on Part II - Critical Factors
- a. The rating scale presents six (6) critical factors for non-supervisors and ten (10) for supervisors and managers.
 - b. For each factor, there are five levels of measurements with the corresponding description for each level (Annex B).
 - c. The following equivalent point weights which are assigned to the corresponding level of measurements shall be used:

LEVELS	3%	5%	7%	9%
2	0.6	1.0	1.40	1.80
4	1.2	2.0	2.80	3.60
6	1.8	3.0	4.20	5.40
8	2.4	4.0	5.60	7.20
10	3.0	5.0	7.00	9.00

LEVELS	14%	15%	20%
2	2.80	3.00	4.00
4	5.60	6.00	8.00
6	8.40	9.00	12.00
8	11.20	12.00	16.00
10	14.00	15.00	20.00

- d. Rate each critical factor based on the above table.
 - e. Add all corresponding scores SEPARATELY for Supervisor Rater and Self Rater and enter the sum on the respective space provided.
 - f. Multiply SEPARATELY the total EPS of both Supervisor Rates and Self Rates by 30% to get their respective total EPS for Part II.
3. Subordinate(s) and Peer(s) Ratings on Part II – Critical Factors
- a. The above raters shall rate separately the Employee Rates on the Critical Factors using the above table.
 - b. Add all the corresponding scores SEPARATELY and enter the sum on the respective space provided for.
4. Overall Rating
- a. Add SEPARATELY the Supervisor's and Employee's Weighted Average Scores for Part I and Part II and multiply them SEPARATELY by the Rater's Percentage Weight Allocation to get their respective Overall Weighted Scores.
 - b. Multiply separately the Subordinate's and Peers Weighted Average Scores for Part II by the Rater's Percentage Weight Allocation to get their respective Overall Weighted Scores.
 - c. Add the rating for Intervening Task, if any.
 - d. Add all Overall Weighted Scores to get the Total Overall Score or Final Numerical Performance Rating. Convert it to Adjectival Rating using the table below.

Numerical Description	Adjectival Rating	Overall Rating
Performance exceeding targets by 30% and above of the planned targets	Outstanding	95 - 100
Performance exceeding targets by 25 % - 29% of the planned targets	Highly Commendable	85 - 94
Performance exceeding targets by 20% - 24% of the planned targets	Commendable	75 - 84
Performance of 100% to 119% of the planned targets	Acceptable	65 - 74
Performance of 51% to 99% of the planned targets	Unsatisfactory	55 - 64
Performance failing to meet the planned targets 50% or below	Poor	54 and below

D. Overall Performance Rating

Outstanding

The employee surpassed job requirements with minimal guidance and direction. His/her generated outcomes are definitely superior and have positively affected the overall performance of his/her unit. He/she observed very high standards of critical factors related to job performance.

Highly Commendable

He/she met significant job requirements beyond expectation with some supervision as well as conformed to high standards of work-related critical factors. His/her general performance produced positive results in the unit's objectives.

Commendable

He/she occasionally exceeded outputs with overall performance a little above the expected level of productivity. He/she adhered to the average standards of critical factors affecting job performance.

Acceptable

He/she achieved objective in a satisfactory manner although the quality or timing of output may be improved. Supervision may be needed to streamline priority tasks. He/she observed the basic standards of work-related critical factors.

Unsatisfactory

Results were less than the projected objectives and not within the targeted expectations. Closer supervision is needed to correct performance deficiencies and refocus employee's attention to the unit's work objectives and the agency's standard of performance. He/she also needs to improve on adherence to basic standards of critical factors affecting job performance.

Poor

His/her outputs were way below the projected objectives and did not contribute even minimally to the unit's objectives. There is no evidence to show he/she can improve his/her performance. He/she did not adhere to basic standards of work-related critical factors.

E. Cross rating

This Agency uses a cross rating scheme which involves multiple raters such as: self-rater, supervisor rater, subordinate rater or peer rater. Each rater is allocated the following percentage weight:

Rater	Overall Weight
Supervisor Rater	50%
Self Rater	25%
Subordinate Rater(s)/ Peer Rater(s)	25%
<hr/>	
100%	

Percentage weights shall vary depending on the following cases:

1. If the rater does not have subordinates, the percentage weights are distributed as follows:

Supervisors Rater	-	50%
Self-Rater	-	25%
Peer Rater (s)	-	25%
<hr/>		
		100%

2. If the ratee does not have a peer, the percentage weights are distributed as follows:

Supervisor Rater	-	50%
Self - Rater	-	25%
Subordinate Rater (s)	-	25%
		<hr/>
		100%

F. Additional Factors

1. Intervening Task (IT) - refers to additional assignments which are not inherent nor directly related to the employee's plantilla or designated position and which have been done simultaneously with the regular targets for a period of seven (7) working days up to two (2) months. The tasks are technical in nature, may or may not undergo research work but require special skills. There is urgency in their completion, which have impact on the unit concerned or on the entire organization. Non-compliance of these tasks will be detrimental to the unit and/or organizational operation and service.

A maximum of one (1) point shall be added to the ratee's overall rating provided that the above criteria are met.

It may also include membership in short-lived committees (created within or outside of the agency) which will require employee's effort and time and are duly covered by an Office Order or by an Office Memorandum. The outputs of the said Committees have been completed within the given rating period.

The committee chairpersons are responsible in giving the additional point to their respective members based on their contribution /participation and attendance during meetings. The additional point can be given to regular substitute attendees rather than those commissioned officially to sit in the committees concerned but seldom attend.

The ratings of an employee with more than one committee membership are added up but not in any case to exceed one (1) point. The same is applicable to employees performing intervening tasks with several committee memberships.

The PERC is responsible in monitoring the submission of outputs of all committees concerned.

2. When to Give an Overall Rating of Outstanding

An overall numerical rating of "Outstanding" obtained by an employee does not give him/her the guarantee that he/she will eventually acquire such rating unless all of the following conditions are fulfilled:

- in all the aspects of his/her work, the employee far exceeds requirements that he/she should be considered for commendation for each aspect
- in all the critical factors to be evaluated, the employee gets a perfect score
- The employee's outputs have an impact on the organization

After a thorough evaluation, and in consultation with the supervisors concerned, the PERC determines the finality of granting an Outstanding rating to employees concerned.

VIII. PERFORMANCE TARGET FORMS (PTFs) AND PERFORMANCE EVALUATION FORMS (PEFs)

The Human Resources and Administration Department (HRAD) is responsible in orienting all officials and employees on how to accomplish properly the performance target and evaluation forms (Annex C).

IX. SUBMISSION OF PEFs

Accomplished PEFs are submitted to the HRM Division not later than the 30th day after the end of the rating period to give ample time to those who are regularly on field work to prepare their reports.

The HRM Division consolidates all the employee ratings and prepare a report to the PERC containing the statistics on PEF submission, distribution of rating, record of non-compliance and a list of protested or appealed ratings, if any, including all documents relative thereto. It shall submit all the above documents to the PERC within 30 days after the end of each rating period.

Officials and employees who shall be on official travel, approved leave of absence, training or scholarship programs and who have met the required minimum rating period of 90 days are required to submit their PTFs and PEFs before they leave the office.

For purposes of performance-based personnel actions, employees who are not given ratings for a particular period shall use their performance ratings obtained in the preceding rating period. However, this provision shall not apply to those who are on vacation leave, even with an application approved by the appropriate authority.

X. REWARDS

The grant of performance-based incentives will be determined by the Program on Awards and Incentives for Service Excellence (PRAISE) subject to approval by the Board of Administrators.

IX. SANCTIONS

- Administrative action shall be filed against any supervisor using the performance evaluation system to give undue advantage or disadvantage to the employees he/she rates
- Administrative action shall be filed against any official/employee who may be found unjustifiably wanting in performance.
 - Two (2) successive Unsatisfactory ratings shall be a ground for separation from the service
 - Poor rating for one (1) rating period shall be a ground for separation from the service
- Payment of employee benefits such as Mid-year and Year-End Incentives shall be withheld for non-compliance with the PES requirements (both the performance targets and performance evaluation reports)
- Any employee who fails to submit the PES requirements without acceptable reason a month after the set deadline shall not be considered for promotion within the given rating period.

XII. TRANSPARENCY ON PERFORMANCE RATING

General information on the final rating of the employees per organizational unit shall be made known to both management and the rank file employees, subject to the procedures set by the PERC.

A list of employees showing their individual performance ratings shall also be submitted to the Civil Service Field Office not later than three months after every rating period.

XIII. APPEALS

- Employees who feel aggrieved or dissatisfied with their final rating can file or appeal with the PERC within ten (10) days after appraisal discussion with his/her supervisor. The appeal should be made in writing specifying what his/her performance rating should be, together with the justification and supporting documents.

- Employees are not allowed to protest the performance rating of their co-employees. Ratings obtained by other employees can only be used as basis or reference for comparison in appealing one's performance ratings.
- Procedures for filing complaints and imposing administrative sanctions shall be in accordance with Uniform rules in the conduct of Administrative Investigation.
- The PERC shall decide on the appeals within one month from receipt.

XIV. COMMITMENT

I hereby commit to abide by the provisions of the NEA PES which shall be used in the performance evaluation of employees of this office.

Edita S. Bueno
 EDITA S. BUENO
 Administrator

NATIONAL ELECTRIFICATION
 ADMINISTRATION

NO. 1000 (REV. 01-01) 408027044



Handwritten initials

Noted by:

J. Agnes D. Padilla
 AGNES D. PADILLA
 Director IV

Date JAN 02 2006

The following general standards shall be adopted in the preparation of specific standards for different positions:

GENERAL STANDARDS

1. QUANTITY (VOLUME OF WORK)

- 100 - Target is exceeded by 30% or more
- 90 - Target is exceeded by 25-29%
- 80 - Target is exceeded by 20-24%
- 70 - Target is met 100% or exceeded at most by 12%
- 60 - Only 51-99% of target is accomplished
- 50 - Less than 51% of target is accomplished

2. QUALITY OF WRITTEN WORK

- 100 - No mistake or deficiency; every aspect of work assignment well covered; clearly presented; well organized
- 90 - One or two minor errors or deficiencies; work in accordance with instructions
- 80 - More than two minor errors or deficiencies; partial revisions needed
- 70 - One or two major errors or deficiencies
- 60 - Major revisions are needed
- 50 - Work not acceptable; needs total revisions

3. QUALITY OF NON-WRITTEN ASSIGNMENT

- 100 - Excellent results; all aspects of work assignment thoroughly covered
- 90 - One or two minor errors in the execution of the assigned task; results are still very good
- 80 - More than two minor errors in the execution of the assigned work; results are acceptable
- 70 - One major error which can be overcome through the assistance of the supervisor
- 60 - More than one major error
- 50 - Haphazard or careless execution of work assignment; results are unacceptable

4. TIMELINESS

- 100 - Task completed within 1/3 of the time required to finish it
- 90 - Task completed within 2/3 of the time required to finish it
- 80 - Task completed just before the deadline
- 70 - Task completed on the set deadline
- 60 - Task partially completed at deadline
- 50 - Task not yet begun at expected date of completion

CRITICAL FACTORS

Supervisory Level - 100%

A. COMPETENCIES

1. *Job Knowledge/Skills (9%)*. Depth of understanding of the job and field of specialization.
 - a. has technical/general knowledge
 - b. is able to apply technical information
 - c. uses and applies tools

2. *Planning and Organizing (9%)*. Ability to plan and prioritize activities, anticipate desired future conditions and events, analyze problems and develop viable alternatives.
 - a. analyzes and validates given information and materials
 - b. breaks down projects into manageable chores
 - c. establishes clear and measurable objectives and evaluates the same periodically
 - d. establishes and implements control, evaluation and feedback mechanisms for the correction of deviation
 - e. formulates and recommends realistic programs and policies

3. *Resource Utilization - Human, Time, Money, Materials (9%)*. Economic and effective use of agency resources as reflected in daily operations and/or of the required output including leading people to achieve the desired goals.
 - a. selects right people for appropriate projects
 - b. translates the career/professional growth of the staff
 - c. empowers others to test their own capabilities
 - d. ensures effective and efficient management of official time and disbursement of funds
 - e. ensures appropriate care and maintenance of office equipment and facilities to achieve work objectives

4. *Communication/Networking (9%)*. Effective expression of ideas in oral or written form including the ability to source out information, assistance and cooperation from internal and external business environment.
 - a. writes effectively and accurately
 - b. speaks articulately
 - c. pursues programs/projects in partnership
 - d. establishes linkages with the appropriate internal and external units with respect to the attainment of the agency's goals
 - e. represents the agency presentably to all sectors within his/her expertise

5. *Innovativeness/Creativity (9%)*. Ability to produce ingenious and new ideas as well as to introduce new methods, devices and ways of doing things in a more efficient and effective manner.
- seeks out opportunities to utilize, design, develop and explore present systems and procedures.
 - experiments and takes risks to improve the organization
 - anticipates/recognizes and analyzes rapidly-changing needs in the organization, bureaucracy and other external environment
 - challenges the system to get new processes and devices adopted
6. *Judgment/Decision Making (9%)*. Promptness and firmness in making sound judgment/decision and taking actions when necessary.
- thinks logically under pressure
 - resolves situations judiciously and timely
 - treats issues/people fairly and objectively
 - considers facts, suggestions, and the general consensus before making decisions
7. *Conflict/Crisis Management (9%)*. Ability to anticipate and resolve conflicts to minimize if not totally diminish the effects of the crisis on the attainment of agency's/unit's objectives.
- recognizes signs of conflict in his/her unit
 - initiates or seeks solutions to deal with conflicts professionally
 - exercises tact and prudence in handling delicate topics
 - is able to generate stable performance even under stressful conditions

B. BEHAVIORAL DIMENSION

8. *Integrity (7%)*. Strict observance of standards and work ethics required of a civil servant.
- maintains a high level of propriety in his/her conduct
 - upholds strict adherence to agency rules, regulations and standards
 - values public trust and interests
 - takes the responsibility/accountability of the position
9. *Human Relations*. Ability to motivate his/her staff for productivity and create an atmosphere of mutual trust in his/her workplace as well as get along and work well with others.
- Superior-Subordinate (7%)

Effectively sustains teamwork with superiors and subordinates; maintains open communication lines, practices diplomacy and objectivity in dealing with crises and differences in opinions; recognizes, supports and involves himself/herself in team efforts

A Peers (7%)

Generates confidence and respect from his/her peers and accords similar attitude towards others; his/her presence and opinions are always considered valuable and knows how to appreciate those of others

10. Punctuality/Attendance. Observable behavior of adhering to regularity of presence in the work area and coming to work on time.

3.1 Punctuality (3%)

- 10 - Not more than ten (10) times tardy during the semester in review; absences applied for in accordance with regulations.
- 8 - 11-15 times tardy
- 6 - 16-18 times tardy
- 4 - 19-21 times tardy
- 2 - More than 21 times tardy

There shall be two (2) references in rating attendance; (a) time card and (b) strict observation by supervisor as to the employee's absence in the workplace.

3.2 Attendance (3%)

- 10 - Not more than three (3) times absent during the last 6 months.
- 8 - 4-6 times absent
- 6 - 7-10 times absent
- 4 - 11-15 times absent
- 2 - More than 15 times absent

For this purpose, scheduled forced leave, special privilege leave, maternity and paternity leave of absences are not included in the counting of days absent under this criterion.

3.3 **Observable Actual Presence at Workplace (3%)**

- 10 - Not more than three (3) times absent during the last 6 months.
- 8 - 4-6 times absent
- 6 - 7-10 times absent
- 4 - 11-15 times absent
- 2 - More than 15 times absent

Rating Level for Critical Factors: Supervisory Level

- 10 - Excellent (Shows *exceptional* competencies and observes behavioral standards obviously *way above* the required level or expectations for the position)
- 8 - Very Good (Demonstrates abilities and adheres to behavioral standards *above the average* level required from the position)
- 6 - Good (Manifests *average* competencies and observance to behavioral standards and meets the requirements and expectations of the position)
- 4 - Fair (Competencies and conformity to behavioral standards are *below the required level* and expectations of the position and show noticeable needs for improvement)
- 2 - Poor (Competencies and adherence to behavioral standards are *obviously well below* the required level of the position)

B. Non-Supervisory Level

- 1. *Integrity (20%).* Strict adherence to high character standards and work ethics required of a civil servant.
 - 10 - Is consistently honest, upright, and scrupulous in dealing with others; upholds strict adherence to rules, regulations and standards of public service
 - 8 - Maintains a high level of propriety in his/her conduct considering agency norms

- 6 - Usually conscientious and steadfast in upholding values and principles
- 4 - Prone to cut corners; sometimes gives in easily
- 2 - Honesty and integrity at times questionable

2. *Cooperation (15%).* Willingness to work jointly with others.

- 10 - Always very cooperative; an unusual and strong force for office morale
- 8 - Cooperates willingly and fits easily into the group
- 6 - Gives cooperation; normally tactful and obliging
- 4 - Uncooperative; inclined to be quarrelsome, risky and touchy
- 2 - Has poor sense of appreciation on the importance and teamwork

3. *Punctuality and Attendance.* Observable behavior of coming to office on time or to be present at work to complete assigned responsibilities.

3.1 **Punctuality (5%)**

- 10 - Not more than ten (10) times tardy during the semester in review; absences applied for in accordance with regulations.
- 8 - 11-15 times tardy
- 6 - 16-18 times tardy
- 4 - 19-21 times tardy
- 2 - More than 21 times tardy

There shall be two (2) references in rating attendance; (a) time card and (b) strict observation by supervisor as to the employee's absence in the workplace.

3.2 **Attendance (5%).**

- 10 - Not more than three (3) times absent during the last 6 months.
- 8 - 4-6 times absent

- 6 - 7-10 times absent
- 4 - 11-15 times absent
- 2 - More than 15 times absent

For this purpose, scheduled forced leave, special privilege leave, maternity and paternity leave of absences are not included in the counting of days absent under this criterion.

3.3 Observable Actual Presence at Workplace (5%).

- 10 - Not more than three (3) times absent during the last 6 months.
- 8 - 4-6 times absent
- 6 - 7-10 times absent
- 4 - 11-15 times absent
- 2 - More than 15 times absent

4. Human Relations

4.1 Peer Relationship (10%)

- 10 - Generates confidence and respect from his/her peers and accords similar attitude towards others; his/her presence and opinions are always considered valuable and knows how to appreciate those of others
- 8 - Maintains creditable and cordial working relationship with peers without compromising objectivity;
- 6 - Is generally considered as an effective member of the team and maintains harmonious relationship despite professional differences
- 4 - Often detached but strives to blend with the group; needs to adjust to environments and people at times
- 2 - Often difficult to work with; draws resistance/unfavorable reactions from peers

4.2 Superior-Subordinate Relationship (10%)

- 10 - Effectively sustains teamwork with superiors and subordinates; maintains open communication lines, practises diplomacy and objectivity in dealing with crises and differences in opinions; recognizes, supports and involves himself/herself in team efforts
- 8 - Maintains good working relationship with superiors and subordinates with teamwork clearly in mind; generally supportive of and involved in team efforts without compromising independence
- 6 - Usually agreeable and tolerant to differences; occasionally runs into professional conflicts with superiors/subordinates but is able to deal with them with average effectiveness
- 4 - Often indifferent to needs of his/her superior or subordinate but tries to be more supportive or involved in their professional endeavors
- 2 - Often aloof and does not exert effort to establish more cordial professional relationship with persons above or below him/her

5. *Job Knowledge/Skills (15%)*. Degree of basic theoretical knowledge, skills and practical know-how of job concerned.

- 10 - Possesses knowledge and skills far above the requirements of the job that are actually or may be utilized for other responsibilities that are usually for higher level positions
- 8 - Possesses knowledge and skills above the requirements of the job and is often capable of undertaking new and challenging responsibilities
- 6 - Possesses basic knowledge and skills required of his/her position and shows potential to take on additional duties and responsibilities
- 4 - Possesses minimum knowledge and skills; is sometimes able to cope with present responsibilities but needs improvement
- 2 - Possesses limited knowledge and skills and urgently requires retooling and retraining

6. *Work Attitude (15%)*. Maintains a positive outlook towards work responsibilities and diligently applies effort to the job.

- 10 - Shows dedication to work; performs tasks assigned including those not directly related to his/her position with enthusiasm and minimum supervision

- 8 - Works diligently and conscientiously, often doing more than required of him/her
- 6 - Industrious, willing to learn and manifests interest in performing tasks required of the position
- 4 - Often complains about work responsibilities but tries to accomplish assigned tasks
- 2 - Does not manifest commitment and interest to do assigned tasks required of the position

**NATIONAL ELECTRIFICATION ADMINISTRATION
PERFORMANCE TARGET SETTING**

DEPARTMENT					
DIVISION					
S OF WORKING TIME/DAY	ACTUAL DUTIES AND RESPONSIBILITIES	PERFORMANCE INDICATORS	QUANTITY	QUALITY	TIME
				100%	
				100%	
				100%	
				100%	
				100%	
				100%	
				100%	
				100%	
				100%	
				100%	
				100%	
				100%	
				100%	
				100%	
				100%	
RATER:		PERIOD COVERED:			
RATER'S SUPERVISOR:		DATE SUBMITTED:			



NATIONAL ELECTRIFICATION ADMINISTRATION
PERFORMANCE EVALUATION REPORT
NON-SUPERVISORY LEVEL

Rating Period: JANUARY - JUNE 2005
Position of Ratee: _____
position title position title position

Employee to be Rated: _____ Date: _____

B. CRITICAL FACTORS (100%)	% Weighing Mt	LEVELS OF OBSERVABLE PERFORMANCE					Equivalent Point Score
		2	4	6	8	10	
1. Integrity - strict adherence to high character standards and work ethics required of a civil servant	20						* 20
2. Cooperation - Willingness to work with others	55						* 15
3. Punctuality and Attendance							0
a. Punctuality	5						* 5
b. Attendance	5						* 5
c. Observable Actual Presence at WORKSITE	5						* 5
4. Human Relations	20						* 20
Job Knowledge/Skills - Degree of basic knowledge, skills and practical knowledge of job assignments	15						* 15
Work Attitude - Maintains a positive outlook toward work responsibilities and diligently applies effort to the job.	15						* 15
Total Equivalent Point Scores							100
Sub-Total for Critical Factors (a, b, c, d, e, f, g)							25

LEGEND: 2 Unsatisfactory
4 Acceptable
6 Commensurate
8 Highly Commensurate
10 Outstanding

Signature Over printed name of Ratee _____
Date _____



NATIONAL ELECTRIFICATION ADMINISTRATION
PERFORMANCE EVALUATION REPORT
NON-SUPERVISORY LEVEL

Rating Period: JANUARY - JUNE 2005
Position of Ratee: _____
position title position title position

Employee to be Rated: _____ Date: _____

B. CRITICAL FACTORS (100%)	% Weighing Mt	LEVELS OF OBSERVABLE PERFORMANCE					Equivalent Point Score
		2	4	6	8	10	
1. Integrity - strict adherence to high character standards and work ethics required of a civil servant	20						* 20
2. Cooperation - Willingness to work with others	15						* 15
3. Punctuality and Attendance							0
a. Punctuality	5						* 5
b. Attendance	5						* 5
c. Observable Actual Presence at WORKSITE	5						* 5
4. Human Relations	20						* 20
Job Knowledge/Skills - Degree of basic knowledge, skills and practical knowledge of job assignments	15						* 15
Work Attitude - Maintains a positive outlook toward work responsibilities and diligently applies effort to the job.	15						* 15
Total Equivalent Point Scores							100
Sub-Total for Critical Factors (a, b, c, d, e, f, g)							25

LEGEND: 2 Unsatisfactory
4 Acceptable
6 Commensurate
8 Highly Commensurate
10 Outstanding

Signature Over printed name of Ratee _____
Date _____



NATIONAL ELECTRIFICATION ADMINISTRATION
PERFORMANCE EVALUATION REPORT
NON-SUPERVISORY LEVEL

Rating Period: JANUARY - JUNE 2005
Position of Ratee: _____
position title position title position

Employee to be Rated: _____ Date: _____

B. CRITICAL FACTORS (100%)	% Weighing Mt	LEVELS OF OBSERVABLE PERFORMANCE					Equivalent Point Score
		2	4	6	8	10	
1. Integrity - strict adherence to high character standards and work ethics required of a civil servant	20						* 20
2. Cooperation - Willingness to work with others	15						* 15
3. Punctuality and Attendance							0
a. Punctuality	5						* 5
b. Attendance	5						* 5
c. Observable Actual Presence at WORKSITE	5						* 5
4. Human Relations	20						* 20
Job Knowledge/Skills - Degree of basic knowledge, skills and practical knowledge of job assignments	15						* 15
Work Attitude - Maintains a positive outlook toward work responsibilities and diligently applies effort to the job.	15						* 15
Total Equivalent Point Scores							100
Sub-Total for Critical Factors (a, b, c, d, e, f, g)							25

LEGEND: 2 Unsatisfactory
4 Acceptable
6 Commensurate
8 Highly Commensurate
10 Outstanding

Signature Over printed name of Ratee _____
Date _____

NATIONAL ELECTRIFICATION ADMINISTRATION

EMPLOYEE (SELF) RATER FORM

Non-Supervisory Level

**PERFORMANCE EVALUATION REPORT
SUMMARY OF RATINGS**

Employee Rating	0.00	
Supervisor Rating	0.00	Peer/Subordinate Rating 1
Total Subordinate Rating	0.00	Peer/Subordinate Rating 2
Total Peer Rating	0.00	Peer/Subordinate Rating 3
Total Client Rating	_____	
Over-all Rating	0.00	Total Peer/Subordinate Rating:
Equivalent Adjectival Rating	_____	

Name of Employee _____
 Rating Period _____

LEGENDS :

	CASE 1	CASE 2
Supervisor Rater	50%	50%
Self Rater	25%	25%
Subordinate Rater(s)	25%	25%


NATIONAL ELECTRIFICATION ADMINISTRATION
**PERFORMANCE EVALUATION REPORT
SUPERVISORY LEVEL**
**SUBORDINATE RATER FORM
(3 Rates)**

Rating Period JANUARY - JUNE 2005		Position of Ratee					
Name of Supervisor to be Rated		Date					
CRITICAL FACTORS (100%)	% Weight	LEVELS OF OBSERVABLE PERFORMANCE					Equivalent Point Score
		2	4	6	8	10	
A. SUPERVISORY COMPETENCE							
1	Job Knowledge/Skills - Depth of understanding of the job and field of specifications	9				*	9.0
2	Planning and Organizing - Ability to plan and prioritize activities, anticipate desired future conditions and events, analyze problems and develop viable alternatives	9				*	9.00
3	Resource Utilization (Human, Time, Money, Materials) - Economic and effective use of agency resources as reflected in daily operations and/or of the required output including leading people to achieve the desired goals.	9				*	9.00
4	Communication/Networking - Effective expression of ideas in oral or written form including the ability to source out information, assistance and cooperation from internal and external business environment.	9				*	9.00
5	Innovativeness/Creativity - Ability to produce ingenious and new ideas as well as to introduce new methods, devices and ways of doing things in a more efficient and effective manner	9				*	9.00
6	Judgment/Decision Making - Promptness and firmness in making sound judgment/decision and taking actions when necessary.	9				*	9.00
7	Conflicts/Crisis Management - Ability to anticipate and resolve conflicts to minimize if not totally diminish the effects of the crisis on the attainment of agency's/unit objectives.	9				*	9.00
						Sub-Total	63.00
B. BEHAVIORAL DIMENSION							
1	INTEGRITY	14				*	14.00
2	PUNCTUALITY AND ATTENDANCE						
	a. Punctuality	3				*	3.00
	b. Attendance	3				*	3.00
	c. Observable Actual Presence at Workplace	3				*	3.00
3	HUMAN RELATIONS	14				*	14.00
						Total Equivalent Point Scores	37.00
						Sub-Total for Critical Factors	100.00
NAME & SIGNATURE OF RATER							
DATE							



NATIONAL ELECTRIFICATION ADMINISTRATION

PERFORMANCE EVALUATION REPORT
NON-SUPERVISORY LEVEL

EMPLOYEE (SELF) RATER FORM

Supplies/Level page 1 of 3 pages

Name of Employee		Date of Employment									
EG/Present Position		Present Designation (if any)									
Years/Months in Position		Years/Months in Present Designation									
Department/Division		Using Period									
		JANUARY - JUNE 2005									
AREAS FOR EVALUATION											
I. PERFORMANCE											
% OF WORKING TIME	ACTUAL DUTIES AND RESPONSIBILITIES (ADR)	PERFORMANCE INDICATOR	PERFORMANCE MEASURES				RATING		AVERAGE POINT SCORE	EQUIVALENT POINT SCORE	
			QUANTITY PLANNED	QUALITY ACTUAL	TIME PLANNED	TIME ACTUAL	QTY	TIME			
0%									0.00	0.00	
0%									0.00	0.00	
0%									0.00	0.00	
0%									0.00	0.00	
0%									0.00	0.00	
0%									0.00	0.00	
0%									0.00	0.00	
0%									0.00	0.00	
0%									0.00	0.00	
Total Equipment Point Scores										0.00	
Sub-Total for Performance (1 = 75)										0.00	
SIGNATURE OF RATER		NAME & SIGNATURE OF SUPERVISOR				NAME & SIGNATURE OF DIVISION MANAGER					
Date		Date				Date					

EMPLOYEE (SELF) RATER FORM

Non-Supervisory Level page 2 of 3 pages

B. CRITICAL FACTORS BEHAVIORAL DIMENSION	% Weight	LEVELS OF OBSERVABLE PERFORMANCE							Equivalent Point Score
		2	4	6	8	10	10		
1. Integrity - Strict adherence to high character standards and work ethics required of a civil servant.	20							•	20
2. Cooperation - Willingness to work jointly with others	15							•	15
3. Punctuality and Attendance									0
a. Punctuality	5							•	5
b. Attendance	5	•							5
c. Observable Actual Present at Workplace	5							•	5
4. Human Relations	20							•	20
Job Knowledge/Skills - Degree of basic knowledge, skills and practical know-how of job concerned	15							•	15
6. Work Attitude - Maintains a positive outlook toward work responsibilities and diligently applies effort to the job.	15							•	15
		Sub-total							100
		Total Critical Factor							30
NAME & SIGNATURE OF RATEE		NAME & SIGNATURE OF SUPERVISOR							NAME & SIGNATURE OF DIVISION MANAGER
Date		Date							

EMPLOYEE (SELF) RATER FORM

Non-Supervisor Level: Page 3 of 3 pages

III. ADDITIONAL FACTORS	Duration	Point Score	Point Score Distribution for Committee Membership						
1. Increasing Tasks/Committee Membership (Office Order No. _____)			1.0						
			1.0						
<p>Sub-Total for Additional Factors: 0%</p> <p>POINT SCORE</p> <p>Sub-Total for Critical Factors: 30.00</p> <p>Sub-Total for Performance: 0.00</p> <p>Sum of Critical Factors & Performance: 30.00</p> <p>25% 7.50</p> <p>Additional Point: 0.00</p> <p>OVER-ALL RATING: 7.50</p>									
PERFORMANCE IMPROVEMENT PLAN									
STRENGTHS	AREAS FOR DEVELOPMENT	PROPOSED DEVELOPMENT ACTIVITIES							
RATING SCALE FOR CRITICAL FACTORS									
Levels	3%	5%	7%	9%	14%	18%	20%	OVER-ALL RATING	
2	0.60	1.00	1.40	1.80	2.60	3.00	4.00	95 - 100 - Outstanding	
4	1.20	2.00	2.80	3.60	5.60	6.00	8.00	85 - 94 - Highly Commendable	
6	1.80	3.00	4.20	5.40	8.40	9.00	12.00	75 - 84 - Commendable	
8	2.40	4.00	5.60	7.20	11.20	12.00	16.00	65 - 74 - Acceptable	
10	3.00	5.00	7.00	9.00	14.00	15.00	20.00	55 - 64 - Unsatisfactory	
M and below - Poor									
NAME & SIGNATURE OF SUPERVISOR _____				DATE				NAME & SIGNATURE OF DIVISION MANAGER _____	



NATIONAL ELECTROIFICATION ADMINISTRATION
PERFORMANCE EVALUATION REPORT
NON-SUPERVISORY LEVEL

SUPERVISOR RATER FORM

Non-supervisory Level Page 1 of 2 pages

Name of Employee		Date of Employment										
SES/ Present Position		Present Designation (if any)										
Years/Months in Position		Years/Months in Present Designation										
Department/Shop		Rating Period										
		JANUARY - JUNE 2008										
AREAS FOR EVALUATION												
1. PERFORMANCE												
% OF WORKING TIME	% OF ACTUAL DUTIES AND RESPONSIBILITIES (AOR)	PERFORMANCE INDICATOR	QUANTITY		QUALITY		TIME		RATING		AVERAGE POINT SCORE	EQUIVALENT POINT SCORE
			PLANNED	ACTUAL	PLANNED	ACTUAL	PLANNED	ACTUAL	QTY	TIME		
0%											0.00	0.00
0%											0.00	0.00
0%											0.00	0.00
0%											0.00	0.00
0%											0.00	0.00
0%											0.00	0.00
0%											0.00	0.00
Total Equipment Point Scores											0.00	
Sub-Total for Performance											0.00	
Date		SIGNATURE OF RATER		Date		NAME & SIGNATURE OF SUPERVISOR		Date		NAME & SIGNATURE OF DIVISION MANAGER		

SUPERVISOR RATER FORM

Non-Supervision Level Page 2 of 8 Issues

II. CRITICAL FACTORS BEHAVIORAL DIMENSION	% Weight	LEVELS OF OBSERVABLE PERFORMANCE					Equivalent Point Score
		2	4	6	8	10	
1 Integrity - Strict adherence to high character standards and work ethics required of a civil servant.	20					*	20
2 Cooperation - Willingness to work jointly with others	15					*	15
3 Punctuality and Attendance							0
a. Punctuality	5					*	5
b. Attendance	5					*	5
c. Observable Actual Present at Workplace	5					*	5
4 Human Relations	20					*	20
5 Job Knowledge/Skills - Degree of basic knowledge, skills and practical know-how of job concerned.	15					*	15
6 Work Attitude - Maintains a positive outlook toward work responsibilities and diligently applies effort to the job.	15					*	15
		Sub-Total					100.00
		Total Critical Factor					30.00
NAME & SIGNATURE OF RATEE		NAME & SIGNATURE OF SUPERVISOR					NAME & SIGNATURE OF DIVISION MANAGER
Date		Date					

