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LEGAL SERVICES
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MEMORANDUM CIRCULAR NO. 5
SERIES OF 2003

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SUBJECT: PERFORMANCE MANAGEMENT SYSTEM

I. Definition

The Performance Management System is a mechanism that measures the performance of the agency's unit and work force vis-à-vis the agency's thrusts and targets. It enables all employees to fully understand their job responsibilities and performance expectations and how their contributions help their organization to meet its goals and objectives and to identify development needs. It is the DSWD's translation of the Performance Evaluation System of the Civil Service Commission and Career Executive Performance Evaluation System of Career Executive Service Board.

II. Aims

The performance management system is intended to:

- Relate performance objectives to organizational goals and objectives so that all employees understand how their jobs contribute to the accomplishment and success of the organization.
- Provide planning expectations and development needs as they relate to the over-all effectiveness of the organization.
- Foster accountability to assure that job responsibilities are well defined and are being done.
- Promote/Encourage open communication between employee-supervisor through discussions/consultations about organizational goals and objectives, continuous improvements of work methods, individual job expectations, job performance and employee development needs.

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- Promote the building of cohesive work teams resulting to an organizational culture, which makes organization highly functional and productive.

The performance management system likewise:

- Enhances the employee's understanding of how his or her performance contributes to organizational goals and objectives and how his performance compares with established standards of performance.
- Reinforces key behaviors and traits that positively contribute to the organization.
- Assesses work unit efficiency and effectiveness.
- Defines individual responsibilities and accountabilities to meet changing goals and objectives.
- Provides an early identification of potential problems.
- Documents performance and builds on success.

III. Statement of Principles

1. Performance Management is a process for ensuring a shared understanding of what has to be achieved and of managing people. It is an ongoing, all year-round activity.
2. Performance Management is a means to develop and sustain human resources of the organization towards achieving strategic goals and objectives and respond to organizational changes.
3. Performance Management includes the end result, the competencies that support work performance and management values.
4. Performance Management is result-based and commitments should focus on what is being produced or contributed to the Department.
5. Performance Management is the basis for awards and incentives of officials and employees in recognition of their extra-ordinary efforts which contributes to the efficiency and improvement in the Department's operation.

IV. Coverage

Performance Management will cover all levels of the staff based on Civil Service classification:

1st Level – clerical, trades, crafts, and custodial service positions which involve non-professional or sub-professional work in a non-supervisory capacity requiring less than four years of college education;

2nd Level – 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 collegiate work up to Division Chief level;

3rd Level – positions in the Career Executive Service

V. Definition of Terms

1. Unit – refers to a Field Office, Bureau, Service or office of the DSWD.
2. Division – refers to the structural level immediately after the office of the unit head which is headed by the division chief.
3. Unit head – refers to the Regional Director, Bureau Director, Service Director, or head of an office of the DSWD.
4. Coach Monitor – refers to Assistant Secretary / Undersecretary assigned to coach - and monitor a unit / area / official.
5. Immediate supervisor/manager – refers to an official assigned to directly supervise a first level and/or second level and / or third level staff of the DSWD.
6. Core work – task which the unit should be doing rooted in its mandate and in the thrust and goals of the department.

VI. Performance Management Cycle

Performance Management is a twelve-month cycle starting in January and ending in December. It involves three steps: performance contracting, performance checkpoints, and performance appraisal.

A. Performance Contracting

This involves identification and agreement of the unit head and Coach Monitor / official and immediate manager on the results / outputs committed by the unit official to be delivered for the year and the performance indicators to measure said results.

For the division, the division chief and his / her staff are involved in the above-mentioned undertaking.

The outputs are the final contract for the year, and contracts for the first and second semester signed by the unit head, the coach monitor and initialed by the Undersecretaries for the Secretary's signature.

For the division chief, the contract is signed by him / her and his / her director while the contract of the division staff shall be signed by the staff and the division chief.

The contract for the year and that for the first semester of unit and officials shall be submitted for the Secretary's signature not later than the end of March while those of the lower levels shall be signed by the immediate manager not later than the 1st week of April.

SCHEDULE OF SUBMISSION

Unit and Officials Lower Levels	Not later than EO March Not later than 1 st week of April	} For CY 2003 & For 1 st Sem PC
Unit and Officials Lower levels	Not later than 15 th of August Not later than 3 rd week of August	} For 2 nd Sem PC

The contract for the second semester of third level officials shall be submitted for the Secretary's signature not later than the 15th of August while those of the lower levels shall be signed by their immediate manager not later than the 3rd week of August.

B. Performance Checkpoints

This involves scheduled formal feedbacking/coaching sessions between the unit head with Coach Monitor, official with immediate supervisor/manager, and division chief with staff on the progress of achievement of results committed for the year. It aims to help the unit head/official/division chief overcome problem or redirect on-the-job behavior when this is not seen as a problem.

During the sessions, both positive and negative aspects of performance are discussed. Accomplishments are recognized and areas where performance is below expectations are identified and appropriate actions are agreed to be undertaken by both parties to overcome difficulties in meeting their targets for the period.

C. Performance Appraisal

This involves assessment of unit head / official / division chief on the performance of committed results covering a six-month period – January to June and July to December – of every year.

C.1 Mid-Year Performance Appraisal

The unit head, official and division chief's performance for the first six months (January – June) shall be assessed using the first semester performance assessment matrix based on their signed first semester PC. The rating earned from Key Result Area (KRA) committed results from this appraisal shall constitute 50% of the KRA rating for the year's performance. Mid-year performance appraisal for all unit heads, officials and staff shall be completed mid-August or one and a half months after the first semester review.

C.2 Year-End Performance Appraisal

The unit head official and division head's performance on results committed to be delivered within the last six months of the year shall be assessed using the second semester performance assessment matrix based on the second semester PC. The rating earned from KRA committed results from this appraisal shall constitute the other 50% of the year's KRA performance rating. The year-end performance appraisal for unit heads, officials and division chiefs shall be completed by February 15th.

The unit head and officials' for the year shall constitute the sum of the semestral ratings plus the rating earned from special contribution.

The division chief's rating for the year shall constitute the sum of the semestral ratings.

VII. Policies in Performance Contracting

A. General Policies

1. The unit head's performance contract should be a product of a participatory process that involves all units' staff. The performance contract of the unit's head shall be the basis of the performance contract of their assistant and division chiefs and/or staff (for those without division) and those of the division chiefs with each of their individual staff.

2. The performance contract for the year shall be based on the approved Work and Financial Plan of the unit for the year. This is anchored on their functions and responsibilities, on SWD situationer, and the Department's thrusts and directions as well as some operational directions or special assignment given by the Secretary and the official's functions and area of responsibility.
3. The Undersecretaries, Assistant Secretaries and Head Executive Assistant performance contract shall be based on their identified functions and areas of responsibilities from which results to be delivered for the year and corresponding indicators of performance measures shall be negotiated and agreed with the Secretary.
4. Performance contracting is results – oriented hence only measurable presented results/outputs will be appraised. No deferment of rating shall be provided for committed result not delivered on targeted time and rating shall be given based on actual result. Unfinished/not delivered result can be pursued as a new commitment for the next contracting period.

B. Performance Indicators

1. Performance indicator of quantity, quality and time shall measure results/outputs, which are verifiable by supporting documentation.
 - 1.1. Target for quantity should consider existing need/condition, resources and performance trend;
 - 1.2. Target for quality should adhere to set standards to ensure consistency of quality across units;
 - 1.3. Target for time should be specific as much as possible on the expected period for delivery of result. Specific period, month, quarter or semester whichever is applicable should be indicated;
 - 1.4. A result/output may not be necessarily measured by all three measures of quantity, quality and time but by that which is relevant and appropriate to determine result effectiveness. For a result perhaps only one measure may apply, for some, perhaps two measures and for others the three measures may be used.

C. Ratings/Weights Assignments

1. Weights assigned to KRAs of FOs shall adhere to set standards which will add up to a total of one hundred percent (100%). This

should be within the ranges indicated below considering uniqueness of Field Offices:

Policy and Plans Development	<u>10 - 15</u>
Social Technology Development	<u>5 - 10</u>
Social Protection and Capability Building	<u>40 - 50</u>
Standards and Compliance	<u>15 - 20</u>
Institutional Strengthening	<u>10 - 20</u>

2. For units in Central Office, the weights for each KRA shall vary depending on the specialized functions of said offices. Assigned weights will have to be negotiated and agreed with coach monitors
3. Results/output of identified core works or tasks under each KRA shall be assigned higher weights corresponding to efforts put in to deliver results.
4. The sum of the assigned ratings to each result/output under each KRA should be equal to the total weight assigned to that particular KRA.

D. Final Performance Contract

1. EXECOM members (Undersecretaries, Asst. Secretaries, Head Executive Assistant) final performance contract shall be executory and binding once signed by them and by the Secretary, which shall be the basis for appraisal.
2. Units heads' final performance contract shall be executory and binding once signed by the unit head, endorsed by the coach monitor/immediate manager and signed by the Secretary, which shall be used as basis for appraisal.
3. The division chiefs' performance contract shall be executory and binding once signed by his / her and the head of the unit, which will be the basis for appraisal.

E. Performance Checkpoint

1. The Unit head and coach monitor, official and immediate manager division chief and staff shall provide for periodic discussion and assessment of status of unit's compliance to commitment to serve

as checkpoints on achievement of committed results. This would ensure know how on status of performance against committed results and provide opportunity to address identified gaps.

2. The coach monitor, official's immediate manager and unit heads shall provide the unit head, official and division chiefs needed technical support to ensure that performance contract adheres to set standards and that there are appropriate documentary evidences to support achievement of committed results.
3. The undersecretaries guide and supervise the different coach monitors along their areas of responsibilities as input to provision of technical assistance to units coached / monitored.
4. The undersecretaries with coach monitors as necessary conduct consultations with concerned units along their area of responsibilities needing clarifications / technical inputs

F. Performance Appraisal

1. The unit head/official shall accomplish the semestral performance appraisal matrix at least two week before their scheduled performance appraisal and submit to their coach monitor/immediate manager for inputs after which unit head/official finalizes this for use during the performance review session.
2. The division chief shall accomplish the semestral performance appraisal matrix at least 3 weeks before the scheduled appraisal of their unit for submission to unit head. This will be the basis in appraising division performance.

G. Review Panel

The review panel for performance appraisal shall consist of the following:

For Undersecretaries and HEA	Secretary, representatives of Assistant Secretaries and those of units monitored
For Assistant Secretaries	Secretary; Undersecretary in-charge of areas they cover; one representative each from CO units and FOs monitored

For Unit Heads (Bureau/
Service Directors)

Secretary (or designated
Undersecretary) other
USECs and ASSECs,
Coach Monitor and HRMDS
Director

For Division Chiefs

Director, Assistant Director
and other Division Chiefs

H. Composition of Secretariat

1. The HRMDS director shall head the secretariat with members from Administrative/Finance Service, National Operations Office and Policy, Plans and Information Systems Bureau. The Secretariat shall ensure that implications to policies, plans and operations are noted, brought to the fore and acted upon.
2. Secretariat at the Division level review of FOs shall be provided by the HRMO while that at CO, a person maybe designated by the unit head as secretariat.

I. Performance Rating/Results

1. The unit head's coach monitor, official's immediate manager and the division chief's director shall give the rating for each committed result based on actual performance against targets. Only verified and documented results shall be given rating applying the principle of "only claimed result verified and / or with document as evidence of performance will be measured and rated."
2. The unit heads' coach monitor and official's immediate manager shall be responsible in bringing need for inputs from other units through the concerned unit's coach monitor, official's immediate manager and the division chief's head which shall be concurred accordingly by concerned units and their coach monitor / immediate manger / head.

For the division chief it is the unit head who will bring need for inputs from other division if such can not be worked out among the division heads themselves

3. Unit head who is not able to deliver committed results because of failure of another unit to provide the needed input, shall be given the full rating. However, an equivalent rating shall be deducted from the unit head who committed this result and failed to deliver. The same principle will apply to division heads.

4. To ensure integrity of the Performance Contracts, no negotiation on results or indicator measures shall be entertained during the assessment review.
5. Zero rating shall be given on commitments not delivered except on cases when validated reason for non – completion is beyond the area of control / influence of the unit / official.
6. No substitution shall be permitted for committed results not delivered. However, additional results accomplished on top of those committed shall be recognized.
7. Revision of commitments and measures shall be permitted for the 2nd semester performance contract based on the following:
 - a) Performance indicators are no longer realistic or doable;
 - b) Performance agreements have to be adjusted because the job and work environment (priorities, resources, etc.) changed substantially.
8. In case of contested ratings; the arbiter shall be the Secretary. Ratings can only be contested a week after it was given if it falls in any of the following reasons:
 - a) The rating being contested has direct bearing on the function of contesting unit where result may have bearing on the rating given.
 - b) New information relative to performance which were not factored in during the assessment which will affect rating, is brought in
 - c) Errors detected in the computation / presentation

The contesting unit shall submit a written communication on the contested rating with documentary support to the Usec. In charge through the coach monitor who will look into the issue and submit their findings and recommendation to the Secretary as arbiter.

J. Special Contribution

1. In addition to commitment under the Key Result Areas, a unit head, official shall undertake a special contribution that could earn additional total of 50 points. However the 50-point is not a full bonus point as any deficit in the total 100% rating on the KRA shall be deducted from the 50% allocated special contribution rating.

Only the balance can then be claimed by the unit/official for Special Contribution.

For example a unit head only got a rating of 80% under the Key Result Area for CY 2003, this means that there is a deficit of 20% for the 100% expected for the KRA. This deficit will be deducted from the 50% allocation for special contribution. However this will not be added to the total score for KRA. The remaining balance of 30% is only what the unit can claim for their special contribution. Thus for this example the total rating of the unit is 80% for KRA and 30% for accomplished special contribution giving an annual total rating of 110%.

2. A special contribution could be a project, a program, and an activity by the unit that has contributed to strengthening of the department or in the goals. It consist of two types with the following features:

2.1 Those that are emergent

- a) It is not included in the unit's/official's Work and Financial Plan;
- b) It is an offshoot of a directive from the President or Secretary to respond to a critical/urgent/eminent concern/ issue or need of an area of the unit;
- c) It is implemented and documented.

2.2 Those that are trailblazers

- a) It is initiated by the region/office to test new area-based test area-based strategy/approach/intervention, harnessing local and/or external initiatives and/or resources;
- b) It has been targeted as special contribution for the year;
- c) It is implemented and documented.

3. The coach monitors shall agree on the criteria for categorization of special contribution as basis in determining weights to be assigned.

VIII. Procedural Guidelines

The following are the procedural guidelines in performance contracting:

A. Performance contract preparation and compliance

1. For Unit Heads and Division Chiefs

- 1.1 From the directions emanating from the latest performance assessment, on what to pursue for the next year/semester, WFP of the unit, and other concerns that need to be addressed, unit identifies output/results they will commit under each of the KRA and the corresponding weights to be assigned using the principle of "the harder the work, the higher the weight" for core works.
- 1.2 Unit head with unit staff determines performance indicators to measure the committed result. The results with indicators already given should be adhered by the unit.
- 1.3 Unit head prepares draft contract for the year and for the 1st semester for discussion, negotiation with coach monitor, who will ensure that contracts are in accordance with directions during last performance review; unit's work and financial plan as well as other critical issues to be addressed by the unit. The second semester contract shall undergo the same process but submitted within a month and a half after the first semester. The unit head instructs division chiefs to prepare their performance contract based on the draft contract of the unit head and come up with performance measures applicable to the committed results of the division, the same will hold true for division staff.
- 1.4 Unit head finalizes performance contracts as per agreement/negotiations with coach monitor or immediate manager.
- 1.5 Unit Head signs performance contracts and forwards to the coach monitor/immediate manager for her signature and endorsement to the Undersecretaries for their initials after which this will be forwarded to OSEC for the signature of the Secretary.
- 1.6 Office of the Secretary returns signed performance contracts to coach monitor who then provides a copy each for the concerned unit and the secretariat.
- 1.7 Unit head and coach monitor/immediate manager agree on schedules for consultation to monitor status of compliance to commitment. Should there be a need, the Undersecretary with Coach Monitor schedule consultation on specific area of responsibility needing technical assistance.

1.8 Using the unit's final performance contract as basis, unit head directs division chief/other staff for those without division to revise their division/staff performance contract in accordance with unit head final PC identifying results to be committed by the division and the corresponding performance measures.

1.9 Division chief uses her contract for the division as basis of the division staff in revising their individual contracts through Performance Target Worksheet (PTWs) which will be finalized and signed by the staff and the division head.

2. For EXECOM Members

2.1 Official identifies the results they will commit to deliver for the year based on their functions and areas of responsibilities and the corresponding performance indicators to measure said results.

2.2 Official drafts his annual and first semester performance contract for discussion/negotiation with immediate manager. The second semester contract shall be submitted within a month and a half after the first semester.

2.3 Official finalizes and signs negotiated contract and forwards this to immediate manager for endorsement to secretary for her signature.

2.4 Office of the Secretary returns signed contracts to immediate manager of official who in turn provides copy to the contractee official and the secretariat.

B. Performance Checkpoints

1. The unit head with coach monitor/official with immediate supervisor/manager and division chief with unit head agree on common schedules for consultation/coaching session.

2. Prior to scheduled session, unit head/official/division chief with respective staff, review status of compliance to committed results noting where accomplishment is below expectation. Reasons for below performance shall likewise be identified and how these can best be addressed. If the identified reason is related to particular cluster area

of responsibility, the Undersecretary with Coach Monitor schedules consultation session with concerned unit.

3. Using the signed PC as reference, and noting identified strong and weak areas, the unit head and coach monitor/official and immediate supervisor/manager and division chief and staff agree on actions to be undertaken by both parties to overcome the difficulties within the rating period.
4. Subsequent feedback/coaching session shall be undertaken by Coach monitor / Immediate Manager with Unit / Official concerned to follow up on actions taken and to determine other needed actions for improved performance. The Undersecretaries guide and supervise the coach monitor in undertaking these sessions to make these more responsive to the needs of the units.
5. Unit heads shall inform their coach monitor / immediate manager of any concern and/or issue that has not been acted on by other units (CO / FO) who in turn will take this up with concerned coach monitor / immediate manager of the units. A copy of the communication to this effect shall be furnished the Secretariat.

The division chief shall inform her unit head of any concern / issue that has not been rated by other division chiefs if such can not be resolve at the level of division chiefs.

C. Performance Appraisal

C. 1 Before Appraisal

- 1.1 Secretariat shall coordinate with the OS and coach monitor for schedules of performance review/appraisal of unit heads / officials. Appraisal should be completed for all unit heads, officials within one month and half after the period in review.
- 1.2 Officials/Unit heads shall prepare and submit their performance appraisal matrix covering the six months performance period to be appraised to their coach monitor, copy furnished secretariat, and at least two weeks before their scheduled appraisal.

Division chiefs shall prepare and submit their divisions performance appraisal matrix to their unit head a week before the submission of the unit head performance matrix.

1.3 Secretariat shall coordinate with concerned official/unit head on their schedule for the appraisal and composition of available members of review team for each scheduled appraisal.

Secretariat for division level review shall likewise coordinate with concerned member of the review on schedule for appraisal.

1.4 Unit head / official to be appraised shall ensure that they have a folder each for the review team, their coach monitor and the secretariat, containing the following:

- a) copy of their signed annual performance contract and their signed first and second semester contracts as the case maybe
- b) copy of accomplished performance appraisal matrix

The same shall hold true for the division chief to be appraised.

1.5 The unit head / official to be appraised should ensure attendance of their senior and other staff who may have to clarify/elucidate on some concerns related to the contract.

1.6 The unit head /official to be appraised should also be ready with documents to present as proofs of compliance to committed results one week before appraisal. The same is also expected from the division chiefs during their performance review.

C.2 During Appraisal

2.1 The Secretariat shall take note and document issues/concerns/recommendations and agreements resulting from each performance appraisal session.

2.2 The secretariat shall likewise take note of issues/concerns relative to other units' responsibilities and accountabilities that will be furnished their respective coach monitors as well as the undersecretary of the functional cluster for appropriate action.

C.3. After Appraisal

3.1 Within a week after each performance appraisal session secretariat shall provide coach monitor/immediate manager with copies of written issues/concerns/recommendations and agreements for the units they are coaching/monitoring.

3.2 Coach monitors/immediate manager use these as their tool in follow-up of the units to ensure that issues/concerns identified are

responded and that recommendations are followed and agreements complied within their succeeding next performance contract.

3.3 Written communications/instructions/directions of coach monitors to units relative to issues, concerns, recommendations, and/or agreements during provisions appraisal shall be furnished secretariat for information and reference. Should there be a need, coach monitor seek guidance from the Undersecretaries on areas needing technical assistance on their area of responsibility.

3.4 The secretariat shall keep individual folders of unit heads and officials relative to performance contracting for easy reference. The same is expected from secretariat for the division level.

IX. Responsibilities and Functions

A. Unit Heads / Officials / Division Chiefs to be Appraised

1. Prepares and finalizes performance contract as negotiated and agreed with coach monitor.
2. Periodically reviews PC to ensure delivery of committed results under each of the Key Result Area.
3. Periodically consults with coach monitor immediate manager to discuss and address issues/concerns affecting delivery of committed results.
4. Comes up with documents and records to support claimed results.
5. Prepares performance appraisal matrix for submission two weeks before the scheduled appraisal. For division chief matrix should be submitted to unit head before submission of unit head's matrix.
6. Provides for performance appraisal session along.
 - a) venue and food for participants
 - b) transportation, food and accommodation of performance appraisal team while in the region
 - c) equipment/materials to be used

B. Coach Monitor/Immediate Manager

1. Take up with unit head/official, division chief, issues/concerns that need to be addressed in the PC, recommendations to be followed and agreements for compliance to be factored in by the unit head / official / division chief in preparation of their PC.
2. Reviews and provides inputs to PC of unit/official to ensure that what is prepared is in accordance to standards, and addresses issues and concerns identified, agreements and recommendations reached.
3. Undertakes periodic consultation sessions with unit/official covered to monitor status of compliance to committed results and to address gaps and concerns affecting delivery and compliance.
4. Reviews performance appraisal matrix prepared by unit/official two weeks before schedule for inputs as well as ensuring availability of supporting documents.
5. Acts as facilitator/moderator during the performance appraisal session.
6. Gives the rating for a result being appraised based on agreed standards and applying principle of "Only results presented verified and / or documented will be measured and rated".

C. Review/Appraisal Team

1. Look into the committed result and the consistency of the measures used for said result.
2. Ask questions/seek clarification on processes/activities involved to arrive at the committed result.
3. Provide inputs to presented outputs for enhancement/consideration for next performance contracting.
4. Clarify issues/seek clarification on issues that could be used for determination of rating for a result by coach monitor.

D. Secretariat

1. Attends to administrative matters relative to performance contracting.
2. Acts as depository of Performance Contracting Records of each official rated and each of all units of the department which consist of:
 - a) Signed performance contract.
 - b) Issues/concerns recommendations/agreements resulting from Performance Appraisal Review.
 - c) Communications of coach monitor/immediate manager to unit/heads/officials relative to performance contracting.
 - d) Documents / evidences presented during performance contract appraisal.
3. Compute over-all ratings of units during performance appraisal based on rating per result given by coach monitor.
4. Document issues/concerns recommendations/agreements arrived at during performance appraisal session and furnish coach monitors who will take there up with units covered.
5. Provide coach monitor/immediate supervisor/manager the official performance rating for the year based on the computation, for their information/reference and that of concerned unit heads/officials.

X. Budget

Travelling expenses of the appraisal team and secretariat shall be charged to their own unit's budget.

XI. Core Competencies Assessment

Performance Management System also involves assessment of competencies which aims to:

1. Identify competencies that must be developed if the person is to perform broader management roles.
2. Provide officials with a basis for staff development and career path planning.

The following are the core competencies looked into by the rater (coach monitor/immediate manager) on the ratee.

- The ability to lead, develop and manage people.
- The quality and quantity of work accomplished.
- The network developed, sustained, maintained and mobilized inside and outside the Department.
- The results achieved by the unit thru the officials leadership
- The accountability and integrity of the official.

Tools for assessment of core competencies at the 1st and 2nd level are still being developed in relation to the Department's Key Result Area and individual staff responsibilities.

XII. Ratings

Annual performance of the unit head / official / division chief is rated on a five-point scale as follows:

Rating	Definition
5 = 130 – 150	<p>Outstanding</p> <p>Performance far exceeds the standards expected of fully effective officer at this classification level and his contributions to the office are marked excellent.</p>
4 = 110 – 129	<p>Superior</p> <p>Performance exceeds the standard expected of fully effective officer at this classification level but falls short of an outstanding performance.</p>

3 = 89 - 109

Fully effective

Performance **fully meets** the standard expected of officer at this classification level meeting **one hundred (100%) percent** of his performance target.

2 = 75 - 88

Adequate

Performance just meets the standard expected of officer at this classification level but could stand improvement.

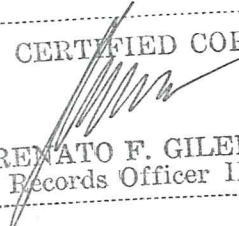
1 = Below - 75

Unsatisfactory

Performance **does not meet** the standard expected of officer at this classification level and shows no evidence of improving his performance.

This Order takes effect immediately.


CORAZON JULIANO - SOLIMAN
Secretary
Department of Social Welfare and Development

A CERTIFIED COPY:

RENATO F. GILERA
Records Officer III