



Civil Service Commission Regional Office IV

April 21, 2025

NANCY T. PASCUAL, Ed. D., RGC

University President
University of Rizal System
Tanay, Rizal

Dear **Dr. Pascual**:

Warm Greetings from the CSC Regional Office No. IV!

This refers to the Revised Strategic Performance Management System (SPMS) of University of Rizal System, submitted to this office for review.

After a thorough review and evaluation of your agency's Revised SPMS, we found that it is substantially in accordance with CSC Memorandum Circular (MC) no. 06, s. 2012. Hence, the said Policy is hereby **approved** for implementation, effective on April 21, 2025.

Should there be any changes in your Agency SPMS Policy in the future, please submit the same to this Regional Office for approval.

Thank you for your continued support to the programs of the Commission.

Very truly yours,



MARIA LETICIA G. REYNA, MNSA
Director IV

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21 August 2024

IMPLEMENTATION ORDER
No. 15, Series of 2024

To : Vice Presidents
Campus Directors
College Deans
Director, Administrative Services
University HRMO
Faculty and Staff

Subject: Approval of the revision of the Strategic Performance Management System (SPMS) Manual

1. The URS Board of Regents during its 81st Regular Meeting held on 20 August 2024 at the CHED Executive Room, 4th Floor, HEDC Building, C.P. Garcia Avenue, UP Diliman, Quezon City, approved the revision of the Strategic Performance Management System (SPMS) Manual.
2. For information and proper guidance.

NANCY T. PASCUAL, Ed.D., RGC
President

Encl. Copy of the revised SPMS Manual

Republic of the Philippines
University of Rizal System
Province of Rizal



STRATEGIC PERFORMANCE MANAGEMENT SYSTEM MANUAL

BOR Resolution No. 16, S. 2024

2024

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**UNIVERSITY OF RIZAL SYSTEM
STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (SPMS)**

INTRODUCTION

A major challenge in an organization is how to get the most out of its resources specifically from its human resources. Being the most valuable assets, their actions are vital in the attainment of the organizational vision and mission. In a higher educational institution, it is imperative that its programs are in consonance with the national development goals as well as with the agency goals.

Therefore, the need to establish a system that ensures not only the quality of performance, but also interrelations of accomplished outputs and outcomes which flowed from its vision and mandate.

While policies and systems on performance for faculty and staff members of the University of Rizal System have long been in place, it must give way to various strategic shifts such as the strategic performance management system which puts emphasis on major final outputs and outcomes, use of success indicators (measures and targets) in measuring results, and the interventions in development planning.

BACKGROUND

The Civil Service Commission in its effort to objectively measure performance mandated all government agencies to adopt the Revised Performance Evaluation System under CSC MC No. 19, s. 1999. Specifically, the system was intended to measure individual performance of all officials and employees. While, Memorandum Circular No. 07, s. 2007 requiring government agencies to establish the Performance Management System-Office Performance Evaluation System (PMS-OPES). The system aimed to measure outputs of each office, using OPES reference table.

The past performance evaluation and appraisal systems which have also been adapted by University of Rizal System and implemented over the years have largely focused only on individual appraisals, which were used in personnel actions such as incentives, promotion, and separation. But they have not shown how employee performance has contributed to hindered organizational effectiveness.

The gaps and weaknesses found in previous performance evaluation systems, the Civil Service Commission through the CSC Resolution No. 1200481 dated March 16, 2012 as issued under CSC Memorandum Circular No. 6, s. 2012 directs all government agencies to establish and implement **Strategic Performance Management System (SPMS)** based from the issued Administrative Order No. 25 dated December 21, 2011 in consonance with Executive Order (EO) No. 80, s. 2012 which aimed to strengthen performance, monitoring and appraisal system. The SPMS incorporates the positive features of past initiatives.

URS SPMS CONCEPT

The University of Rizal System envisions to be the leading University in human resource development, knowledge and technology generation and environmental stewardship and is committed to nurture and produce upright and competent graduates and empowered community through relevant and sustainable higher professional and technical instruction, research, extension and production services. This will only be realized through the efforts of the academic and administrative personnel.

In order to realize the vision and mission of the University, URS Strategic Plans, Road Maps and Organization Performance Indicator Framework were established and cascaded it to a more specific functions to be performed by various Colleges, divisions, offices and units in the University.

To be able to measure the organizational effectiveness, a more comprehensive system of evaluating the performance should be established. Thus, understanding the importance of concretizing the linkage of organizational performance to individual performance, the URS Strategic Performance Management System is established.

OBJECTIVES:

The core objective of the Strategic Performance Management System (SPMS) is to provide the means through which better results can be realized from the University, colleges, offices and individuals by managing performance. Specifically, the objectives of the SPMS are the following;

- a. Concretize the linkage of organizational performance with the Philippine Development Plan, the Organizational Performance Indicator Framework, and the University Strategic Plan;
- b. Ensure organizational effectiveness and improvement of individual faculty and employee efficiency by cascading institutional accountabilities to the various levels of the organization anchored on the establishment of rational and factual basis for performance targets and measures;
- c. Link performance management with other HR systems and ensure adherence to the principle of performance-based tenure and incentive system;
- d. Improve office and individual performance through systematic approach via an ongoing process of establishing strategic performance objectives, measuring performance, and collecting, analyzing, reviewing and reporting performance data;
- e. Align individual and performance with the organization's strategic goals/vision putting premium on performance results of the organization; and,
- f. Create an enabling environment for the promotion of equal opportunities and non-discrimination on account of gender, civil status, disability, religion, ethnicity, or political affiliation in all phases of performance management and in its processes.

BASIC ELEMENTS

The SPMS shall include the following basic elements:

- a. **Goal aligned to agency mandate and organizational priorities.** Performance goals and measurement are aligned to the national development plans, agency mandate/vision/mission, and strategic priorities and/or organizational performance indicator framework. Standards are pre-determines 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.
- b. **Output/Outcome-based.** The system puts premium on major final outputs that contribute to the realization of organizational mandate, mission/vision, and strategic priorities.
- c. **Team-approach to performance management.** Accountabilities and individual roles in the achievement of organizational goals are clearly defined to give way to collective goal setting and performance rating. Individual's work plan or commitment and rating form to establish clear linkage between organizational performance and personal performance.
- d. **User-friendly forms.** The forms used for both the organizational and individual performance are similar and easy to accomplish. The organizational and individual major final and success indicators are aligned to facilities cascading of organizational goals to

the faculty and staff members and the harmonization of organizational and individual performance ratings.

- e. **Information System that supports Monitoring and Evaluation.** Monitoring and evaluation mechanisms and information system are vital components of the SPMS in order to facilitate linkage between organizational and employee performance. The monitoring and evaluation and Information System will ensure generation of timely, accurate, and reliable information for both performance monitoring/tracking, accomplishment reporting, program improvement, and policy decision making.
- f. **Communication Plan.** A program to orient University officials, faculty and staff members on the new and revised policies of the SPMS shall be implemented. This is to promote awareness and interest on the system, generate employees' appreciation of the University SPMS as a management tool for performance planning, control, and improvement, and guarantee faculty and staff members' internalization of their role as partners of management and co-employees in meeting organizational performance goals.

ENABLING MECHANISMS

- a. URS Program on Awards and Incentives for Service Excellence (URS PRAISE) implementation for the exemplary work performances of faculty and staff members as a form of reward system;
- b. Merit Selection Plan both for faculty and non-teaching staff that facilitate objective system of selecting and promoting the most qualified and deserving faculty and staff members;
- c. Job Analysis that determines the worth of a specific job or position contributory to the realization of the vision, mission, goals and objectives of the University;
- d. Training Needs Analysis that determines necessary human resource interventions to address competency gaps and continuous career development of faculty and staff members;
- e. URS Strategic Human Resource Plan that provides effective and efficient roadmaps in recruiting, retaining, rewarding, and retirement of faculty and staff members;
- f. Institutionalized coaching and mentoring program; and,
- g. Policy review and formulation

SCOPE

The URS SPMS as an instrument that aligns the individual performances of faculty and staff members with the URS strategic goals and objectives covers the rational, factual, and objective performance targets and measures in the academic affairs, research development and production, and in administrative and finance services.

URS strategic goals and objectives cascading to the performance of faculty members in the Academic Affairs cover the targets and measures in Instruction, Research Development, Extension and Production, while Administrative and Finance Services provide targets and measures administrative, auxiliary and support services to operation.

KEY PLAYERS:

To facilitate the attainment of the URS SPMS objectives, the URS SPMS Key Players is hereby created with its duties and responsibilities.

1. **SPMS Champion: - University President**

Duties and Functions:

- a. Primarily responsible and accountable for the establishment and implementation of the SPMS;
- b. Sets agency performance goals/objectives and performance measures;
- c. Determines agency target setting period;
- d. Approves office performance commitment and rating; and,
- e. Assesses performance of Offices.

2. **University Performance Management Team (PMT):**

2.1 PMT for Non-Teaching Staff

Chair : Vice President for Administration and Finance

Vice-Chair : Head, Planning Unit

Members : Director, Administrative Services

Director, Finance Services

University Human Resource Management Officer

Head, Internal Audit Unit

1st and 2nd level representatives (both shall be recommended by respective Non-Teaching Employee Association)

2.2 PMT for Faculty Members

Chair : Vice President for Academic Affairs

Vice-Chair : Vice President for Research, Development, Extension and Production

Members : Campus Director (representative)

Head, Planning Unit

Director, Administrative Services

President, Faculty Federation

University Human Resource Management Officer

Duties and Functions:

- a. Sets consultation meeting of all heads of offices for the purpose of discussing the targets set in the Office Performance Commitment Review form;
- b. Ensure that office performance targets and measures, as well as the budget are aligned with those of the University and that work distribution of offices/units is rationalized;
- c. Recommends approval of the Office Performance Commitment and Review to the University President;
- d. Acts as the appeals body and final arbiter for performance management issues of the University;
- e. Identifies potential top performers and provides inputs to the URS PRAISE Committee for grant of awards and incentives; and,
- f. Adopts its own internal rules, procedures and strategies in carrying out the above responsibilities including schedule of meetings and deliberations, and delegation of authority to representatives in case of absence of members.

2.3 PMT for Campus

Campus Director

Dean

Campus Planning Coordinator

Campus Human Resource Management Officer / Personnel

President, Faculty Association

Non-Teaching Employee Representative

Duties and Functions:

- a. Sets consultation meeting of all faculty and staff members for the purpose of discussing the targets set in the Campus Office Performance Commitment Review form;
- b. Coordinates with the University PMT on the compliance of the SPMS requirements.

3. Head, Planning Unit

Duties and Functions:

- a. Monitors submission of Office Performance Commitment and Review Form and schedule the review/evaluation of Office Commitments by the PMT before the start of a performance period.
- b. Consolidates reviews, validates and evaluates the initial performance assessment of the Heads of Offices based on reported office accomplishments against the actual success indicators, and the allotted budget against the actual expenses. The result of the assessment shall be the basis of PMTs recommendation to the President who shall determine the final office rating;
- c. Conducts a University 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 with concerned Head of Offices. This shall include participation of the Director of Finance as regards to budget utilization;
- d. Provide each office with the final office assessment to serve as basis of offices in the assessment of individual faculty and staff members.

4. Human Resource Management Officer

Duties and Functions:

- a. Monitors submission of Individual Performance Commitment and Review Form by heads of Offices, faculty and staff members;
- b. Reviews the Summary List of Individual Performance Rating to ensure that the average performance rating of faculty and staff members is equivalent to or not higher than the Office Performance Rating as recommended by the PMT and approved by the President;
- c. Provides analytical data on retention, skill/competency gaps, and talent development plans that align with the strategic plans; and,
- d. Coordinates developmental interventions that will form part of the HR Plan.

5. Campus Director/Director of the Offices

Duties and Functions:

- a. Assumes primary responsibility for performance management in his/her office;
- b. Conducts strategic planning session with the supervisors, faculty and staff, and agree on the outputs that should be accomplished based on the goals/objectives of the organization and submits the Office Performance Commitment and Review Form to the Planning Unit;
- c. Reviews and approves individual faculty and staff Individual Performance Commitment and Review form for submission to the HRM Office before the start of the performance period;
- d. Submits a quarterly accomplishment report to the Planning Unit based on the SPMS Calendar;
- e. Does Initial assessment of the office's performance using the approved Office Performance Commitment and Review Form;
- f. Determines final assessment of performance level of the individual faculty and staff in his/her office based on proof of performance;
- g. Informs employees/faculty of the final rating and identifies necessary interventions based on the assessment of developmental needs.

- Recommends and discuss a development plan with the subordinates who obtain **unsatisfactory performance** during the rating period not later than one (1) month after the end of the said period and prepares written notice/advice to subordinates that a succeeding unsatisfactory performance shall warrant their separation from the service.
- Provides preliminary rating to subordinates showing **Poor** performance not earlier than the third 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.

6. Deans/Office Supervisors

Duties and Functions:

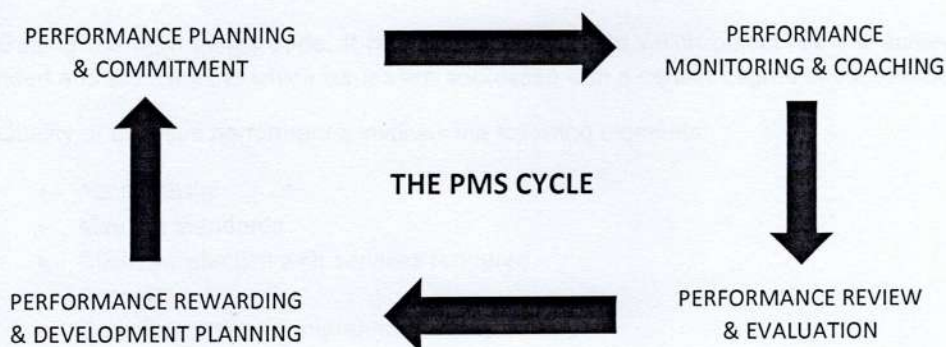
- a. Assumes joint responsibility with the Campus Director/Director of Office in ensuring attainment of performance objectives and targets;
- b. Rationalizes distribution of targets/tasks;
- c. Monitors closely the status of the performance of their subordinates and provide support and assistance through the conduct of coaching for the attainment of targets set by the Division/Unit and individual employee;
- d. Assesses individual employees' performance; and,
- e. Recommends developmental intervention.

7. Individual Faculty/Non-Teaching Staff

- a. Act as partners of management and their co-employees in meeting organizational performance goals.

SPECIFIC PROCEDURES

The SPMS follows the four-stage performance management cycle framework



A. PERFORMANCE PLANNING AND COMMITMENT

Performance planning and commitment is done before the start of the rating period when the Campus Directors convene their Deans and faculty and staff members; Directors of Offices convene their unit heads with their staff members to discuss and agree on the strategic priorities that should be accomplished as output of their office as cascaded from the URS Strategic Goals and Objectives to ensure standardized systems for a purposive and realistic setting of commitments and targets.

During this stage, success indicators are determined. Success indicators are performance level yardsticks consisting of the performance measures and performance targets. This shall

serve as bases of the offices under Office of the President, Academic affairs, Research Development, Extension and Production Services, Administrative and Finance Services and other offices.

PERFORMANCE MEASURES

These are the yardstick of various colleges and offices measured according to the specific functions set by an office in the academic affairs, research development, extension and production; and administrative and finance services. These measures of functions are cascaded to the individual functions of faculty/employee in that college/office.

The University of Rizal System through the Planning Unit shall set the direction for the University, colleges, various divisions, units, and offices through the identification of strategic plans and priorities, roadmaps, and OPIFs as early as November of the current year for the target setting of the next calendar year. This shall serve as the basis for the preparation of the Office Performance Commitment and Review (OPCR), Division Performance Commitment and Review (DPCR), and Individual Performance Commitment and Review (IPCR) of faculty and staff members. Administrative and Finance services shall have a twice-a-year (January to June; July to December) target setting and accomplishment; while Academic Affairs and RDEP shall have a semestral period (1st and 2nd Semester of the Academic Year). The Performance Management Team (PMT) shall review the Colleges and Offices OPCR and the IPCR for the approval of the President to ensure that these are aligned to the URS Strategic Goals and Objectives, and budgetary requirements are properly targeted and distributed.

Performance measures shall include any one, combination of, or all of the following general categories whichever is applicable;

THREE DIMENSIONS OF PERFORMANCE

The three dimensions of performance or accomplishments are **quality, efficiency, and timeliness**

1. Quality or Effectiveness

Getting the right things done. It refers to the degree to which objectives are achieved as intended and the extent to which issues are addressed with a certain degree of excellence.

Quality or effective performance involves the following elements:

- Acceptability
- Meeting standards
- Client satisfaction with services rendered
- Accuracy
- Completeness or comprehensiveness of reports
- Creativity or innovation
- Personal initiative

2. Efficiency

Is the extent to which targets are accomplished using the minimum amount of time or resources.

Efficient performance applies to continuing tasks or frontline services (e.g., issuance of licenses, permits, clearances, certificates and other requests). It involves the following elements:

- Standard response time
- Number of requests/applications acted upon over number of requests/applications received

- Optimum use of resources (e.g., money, logistics, office supplies)

3. Timeliness

Measures if the targeted deliverable was done within the scheduled or expected timeframe. Timely performance involves:

- Meeting the deadline as set in the work plan

Note: Not all performance accomplishments need to be rated along all three dimensions of quality, efficiency, and timeliness. Some accomplishments may only be rated on any combination of two or three dimensions. In other cases, only one dimension may be sufficient. Consider all the elements involved listed above in each dimension and use them as guides to determine how performance will be rated.

TARGET SETTING

1. Major final outputs arising from the core and support functions of the office shall be indicated as performance targets aside from the office commitments explicitly identified under each strategic priority/initiative.

Three (3) forms are used for setting the targets:

| | |
|-----------------------------------------------------|------------------------------------------------------|
| Office Performance Commitment and Review (OPCR) | Vice President Campus Director |
| Division Performance Commitment and Review (DPCR) | Division Head Deans |
| Individual Performance Commitment and Review (IPCR) | University Head Head of Unit Faculty and Staff |

2. The targets shall take into account any or all of the following:
 - Historical Data. *The data shall consider past performance*
 - Benchmarking. *This involves identifying and comparing the best agencies or institutions or units within the agency with similar functions or processes. Benchmarking may also involve recognizing existing standards based on provisions or requirement of the law.*
 - Client demand. *This involves bottom-up approach where the Office sets targets based on the needs of the clients. The Office may consult with stakeholder and review the feedback on its services.*
 - Top Management Instruction. *The University President may set targets and give special assignments.*
 - Future Trend. *Target may be based from the results of comparative analysis of the actual performance of the Office with its potential performance.*
3. In setting work targets Cut-off date of every 15th of July and every 15th day of January shall be observed by the non-teaching and faculty members.
4. Using the Table of Major Final Output, determine the type and number of output that the office/unit is mandated to deliver. In cases where the work outputs identified do not have corresponding measures/standards, the office shall provide the specific performance measures or success indicators and targets. This will be subjected to the evaluation of the PMT.
5. The office shall compute the budget per program/project by expense account to ensure that the budget allocation is strategy-driven.

6. The office shall also identify specific division/unit/group/individuals as primarily accountable for producing a particular target output per program/project/activity,
7. Amendments to the OPCR may be allowed at any time to accommodate intervening tasks subject to the review of the PMT and approval of the Management.
8. A PMT meeting shall be held specifically for the purpose of reviewing the OPCR where the Vice Presidents, Directors, Deans/Office supervisors shall present their respective OPCR's.
9. The approved OPCR shall serve as basis for the DPCR and IPCR of faculty and staff members which shall be reviewed and approved by the PMT.
10. The supervisor and subordinate shall both be mindful in their respective roles for an enabling environment that would ensure equal opportunity principles in responsibly meeting performance targets.

B. PERFORMANCE MONITORING AND COACHING

This is the phase where the raters (Directors, Deans/Supervisors) monitor the work activities of faculty and non-teaching staff and progress of work output. The rater is expected to address factors that either help or hinder effective work performance and design tracking tools or monitoring strategies as may be needed.

Essentially, the focus is on the critical function and strategic shift of supervisors as front runner of developmental planning with emphasis on the strategic role of being an enabler/coach/mentor rather than a mere evaluator.

At this stage, supervisors should fully exercise or practice this management development intervention check on the progress and quality of work output of the Office/Division/Individual faculty/employee.

1. **Monitoring.** The performance of Offices and every individual shall be regularly monitored at various levels; i. e. Top Management, Planning Unit, Head of Offices, supervisor and individual, on a regular basis, but shall not be limited to the following schedule:
 - 1.1 The PMT shall review the performance of the various offices in the university at least once a year.
 - 1.2 The Planning Unit shall summarize and analyze the performance of the Offices every six months or at the end of each performance period.
 - 1.3 The Directors and Deans' Office Supervisors shall monitor on a regular basis the performance of the units, faculty and/or staff under them. They shall meet with them to discuss performance and the progress work. Each individual shall likewise monitor and assess his/her performance regularly.

Monitoring may be conducted through meetings, one-on-one discussions, memorandum and review of pertinent documents such as reports and communications and tracking forms to ensure timely completion and quality execution of deliverables. Monitoring is also done to avert any untoward incident or address constraints and challenges, if any.

During the monitoring process, the concerned Office and the PMT shall also review the targets and measures to determine if modifications are needed to be made. Changes in the targets and measures shall be subject to the approval of the SPMS Champion through channels.

2. **Coaching.** This is a critical function of supervisor aimed at empowering and helping individual faculty/staff in their work assignment.

Dean/Supervisors shall adopt team coaching in the management of work within the Office/Unit to help the unit become focused on a shared goal to accomplish a task or complete a deliverable.

3. **FORM.** The deans/supervisors shall maintain a journal using the Performance Monitoring and Coaching Form to record the conduct of monitoring and coaching. The form shall contain the date and form of monitoring/coaching conducted, brief statement of the purpose of the monitoring/coaching, name of persons monitored/coached as well as critical incidents noted, if any.

Both the supervisor and the supervisee shall affix their signatures in the space provided and shall submit all the accomplished forms to the Vice President after each quarter.

The use of gender-fair language shall also be used in all performance management tools and forms.

C. PERFORMANCE REVIEW AND EVALUATION

This phase aims to assess both Office, Division and individual faculty/staffs' performance level based on set performance targets and measures as approved in the Office, Division and individual contracts (OPCR, DPCR and IPCR). The rater objectively determines the gaps between the actual and desired performance.

1. Office Performance Assessment

- 1.1 The Vice President and Campus Director shall assess and evaluate the performance of Offices.
- 1.2 The Vice President and Campus Director shall initially assess the Office's performance using the OPCR.
- 1.3 At the end of the rating period, the various offices shall submit the accomplishments using the OPCR to the Planning Unit for evaluation/validation.
- 1.4 The Planning Unit shall return to the Offices the validated accomplishments, with the summary report per Office. An Office is given three (3) days to comment on the validated accomplishments otherwise the Planning Unit shall consider it as final for the submission to the PMT for final assessment.
- 1.5 To assist the PMT to evaluate performance, the Planning Unit shall consolidate, review, validate, and evaluate the initial performance assessment of the Directors based on the reported Office accomplishments against the success indicators, and the allocated budget against the actual expenses.
- 1.6 A performance review conference shall be conducted by the PMT annually. The Planning Unit shall facilitate the PMT discussion of Office assessment with concerned Deans/Office Supervisors. This shall include participation of the Finance Director as regards to budget utilization. To ensure complete and comprehensive performance review, all Offices shall submit a quarterly accomplishment report to the Planning Unit.

2. Division Performance Assessment

- 2.1 The Division chief and Dean shall assess and evaluate the performance of Divisions.
- 2.2 The Division chief and Dean shall initially assess the Division's performance using the DPCR.
- 2.3 At the end of the rating period, the divisions shall submit the accomplishments using the DPCR to the Planning Unit for evaluation/validation.
- 2.4 The Planning Unit shall return to the Divisions the validated accomplishments, with the summary report per Division. A Division is given three (3) days to comment on the

validated accomplishments otherwise the Planning Unit shall consider it as final for the submission to the PMT for final assessment.

2.5 To assist the PMT to evaluate performance, the Planning Unit shall consolidate, review, validate, and evaluate the initial performance assessment of the Directors based on the reported Division accomplishments against the success indicators, and the allocated budget against the actual expenses.

2.6 A performance review conference shall be conducted by the PMT annually. The Planning Unit shall facilitate the PMT discussion of Division assessment with concerned Dean/Division Head. This shall include participation of the Finance Director as regards to budget utilization. To ensure complete and comprehensive performance review, all Divisions shall submit a quarterly accomplishment report to the Planning Unit.

3. Performance Assessment and Evaluation for Individual faculty/non-teaching staff

3.1 The immediate supervisor shall assess individual faculty/non-teaching staff performance based on the commitments made at the beginning of the rating period. The supervisor shall indicate qualitative comments, observations, and recommendations in the IPCR to include behavior and critical incidents' that may be considered for other human resource development purposes such as promotion and other interventions. The said assessment shall be discussed with the concerned individual prior to the submission of the IPCR to Campus Director.

3.2 The Directors and Deans/Office Supervisors shall make the final assessment of performance level of the individual faculty/non-teaching staff. The final assessment shall correspond to the adjectival description of Outstanding, Very Satisfactory, Satisfactory, Unsatisfactory or Poor.

3.3 The Directors and Deans/Office Supervisors may adopt appropriate mechanism to assist his/her distinguish performance level of individuals such as, but not limited to, peer ranking and client satisfaction.

3.4 The average of all individual performance assessments shall not go higher than the collective performance assessment of the College/Office.

3.5 The Directors and Deans/Office Supervisors shall ensure that the performance assessment of the employees is submitted to the Planning Unit within the prescribed time.

3.6 The PMT shall serve as the appeals body and the final arbiter on the performance concerns. A faculty/non-teaching staff who does not agree with performance assessment received may file an appeal with the PMT through the University HRM Office within 10 days from receipt of the final approved IPCR from the Directors. PMT shall decide on the appeals within one month from receipt of such appeal.

4. Rating Scales

Various rating scales shall be used for specific sets of measures, to wit:

a. Strategic Objectives

Strategic goals of the University based from the stakeholders consultations, assessment of the regional needs, output of the university strategic planning sessions, the country's higher education reform agenda, Philippine Development Plan for Higher Education and commitment to the President's social contract.

b. Core Functions

These are functions that provide necessary resources to enable the University to effectively perform its mandate. These refer to output of an individual in the performance of its duties and responsibilities with reference to its statement of functions/job description.

c. Support Functions

These are functions that provide necessary resources and administrative processes to enable the university to effectively perform its mandates:

- Submission of required documents (PDS, SALN, IPCR, DTR, Accomplishment Report of office, TNA, IDP)
- Committee Membership
- Attendance to University Activities.

General Rating Scale

| Rating | | Description |
|-----------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Numerical | Adjectival | |
| 5 | Outstanding | Performance exceeding targets by 30% and above of the planned targets |
| 4 | Very Satisfactory | Performance exceeding targets by 15% to 29% of the planned targets |
| 3 | Satisfactory | Performance of 100% to 114% of the planned targets. For accomplishment requiring 100% of the targets such as those pertaining to money, or accuracy, or those which may no longer be exceeded. The rating of either 5 for those who met the targets or 2 for those who failed or fell short of the targets shall be enforced |
| 2 | Unsatisfactory | Performance of 51% to 99% of the planned targets |
| 1 | Poor | Performance failing to meet the planned targets by 50% or below |

Rating Scale for Quality

| Rating | | Description |
|-----------|-------------------|-----------------------------------------------|
| Numerical | Adjectival | |
| 5 | Outstanding | Exceeded 30% and above of the planned targets |
| 4 | Very Satisfactory | Exceeded 15-29% of the planned targets |
| 3 | Satisfactory | Met 100-114% of the planned targets |
| 2 | Unsatisfactory | Met 51-99% of the planned targets |
| 1 | Poor | Met 50% or below of the planned targets |

Rating Scale for Timeliness

| Rating | | Description |
|-----------|-------------------|-----------------------------------------------------------------------------------------------------------------|
| Numerical | Adjectival | |
| 5 | Outstanding | Accomplished within the first 50% or less of the time before the deadline or scheduled time of completion |
| 4 | Very Satisfactory | Accomplished in 51-99% less of the time before the deadline or scheduled time of completion |
| 3 | Satisfactory | Accomplished on the set deadline |
| 2 | Unsatisfactory | Accomplished 1-50% of the time after the deadline or scheduled time of completion |
| 1 | Poor | Not accomplished at all or completed 51% or more of the time after the deadline or scheduled time of completion |

Rating Scale for Efficiency

| Rating | | Description |
|-----------|-------------------|------------------------------------|
| Numerical | Adjectival | |
| 5 | Outstanding | Target / quota exceeded 30% |
| 4 | Very Satisfactory | Target / quota exceeded 1-29% |
| 3 | Satisfactory | Target / quota was met |
| 2 | Unsatisfactory | 50-99% of the quota was met |
| 1 | Poor | Less than 50% of the quota was met |

Efficiency Rating Formula

$$\text{ER} = \frac{\text{number of requests acted upon}}{\text{number of requests received}} \times 100\%$$

In case the rating scales provided under Quality, Efficiency and Timeliness do not apply to the performance targets and standards, the general rating scale shall be used as basis to measure the performance outputs customized to its applicability, subject to University Performance Management Team approval.

Critical factors affecting the delivery of work output shall be reflected and computed/averaged (A) in the columns provided for in the revised OPCR Form using the standards for Quality/Effectiveness (Q) and the above rating scales for Efficiency (E), and Timeliness (T).

In computing the final rating of the Office and individual performances, the following weight allocation shall be followed;

| Strategic Objectives (SO) | Core Function (CF) | Support Function (SF) |
|---------------------------|--------------------|-----------------------|
| 20% | 70% | 10% |

The average rating shall be determined based on the equivalent adjectival rating as follows;

| Average Rating | Adjectival Rating |
|----------------|-------------------|
| 5.00 | Outstanding |
| 4.00 – 4.99 | Very Satisfactory |
| 3.00 – 3.99 | Satisfactory |
| 2.00 – 2.99 | Unsatisfactory |
| 1.00 – 1.99 | Poor |

Head of Office notifies the individual employee of final performance rating.

In the absence of Strategic Objective (SO) or Support Function (SF), allocated percentage shall be transmitted to the Core Function (CF).

Non-submission or unjustifiable delay in the submission of OPCR, DPCR and IPCR shall result to disqualification of the College/Office and the faculty/non-teaching staff for awards and incentives.

D. PERFORMANCE REWARDING AND DEVELOPMENT PLANNING

In this process, the Directors and Deans/Office Supervisors shall discuss with the individual faculty/non-teaching staff to assess the strengths, competency-related performance gaps and the opportunities to address these gaps, career paths and alternatives.

Result of the assessment must be treated independently in the performance rating of the employee.

Faculty/non-teaching staff are ranked within campuses and categorized based on complexity of work and accountability. This also forms part of the discussion between the rater and the ratee where they assess competency-related performance gaps and the opportunities to address these gaps, career paths and alternatives.

The result of the performance evaluations/assessment shall serve as inputs for the:

- a. Campus Directors/Directors of offices in identifying and providing the kinds of interventions needed, based on the developmental needs identified;
- b. An Individual Development Plan (IDP) to help the HRMO in facilitating, consolidating and coordinating developmental interventions that will form part of the Human Resource Development Plan and the basis for rewards and incentives; and
- c. University HRM Office in facilitating, consolidating and coordinating developmental interventions that will form part of the Human Resource Plan and the basis for rewards and incentives; and
- d. University PRAISE Committee in identifying top performers of the University

Uses of Performance Ratings

- a. Security of tenure of those holding permanent appointments is not absolute but is based on performance. Faculty/non-teaching staff who obtained Fair rating for one rating period, or exhibited poor performance, shall be provided appropriate developmental intervention by the Dean, Department Head, and Supervisor (Division/Unit Head), in coordination with the HRM Office, to address competency related performance gaps.
If after advice and provision of developmental intervention, if the employee still obtains the Fair rating in the succeeding rating period, or Poor rating for the succeeding rating period, he/she may be dropped from the rolls. A written notice/advice from the President at least 3 months before the end of the rating period is acquired.
- b. The PMT shall validate outstanding performance ratings and may recommend concerned faculty/non-teaching staff for performance-based awards. Grant of performance-based incentives shall be based on the final ratings as approved by the President.
- c. Performance ratings shall be used as basis for promotion, training and scholarship grants, and other personnel actions.
- d. 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 commitment and rating report before they leave the office.
For purpose of performance-based benefits, faculty/non-teaching staff who are on official travel, scholarship, or training within a rating period shall use their performance ratings obtained immediately in the preceding rating period.
- e. Employees who are on detail or seconded to another office shall be rated in their present or actual office, copy furnished by their mother office. The ratings of those who were detailed or seconded to another office during the rating period shall be consolidated in the office, either by the mother (Plantilla) office or present office, where the employees have spent the majority of their time during the rating period.

Sanctions

Unless justified and accepted by the PMT, non-submission of the Office Performance Commitment and Review form to the Planning Unit, and the Individual Performance Commitment and Review forms to the HRM Office within the specified dates shall be ground for:

- a. Disqualification for performance-based personnel actions, which would require the rating for the given period such as promotion, training or scholarship grants and performance enhancement bonus, if the failure of submission of the report form is the fault of the employees.
- b. An administrative sanction for violation of reasonable office rules and regulations and simple neglect on duty for the supervisors or employees responsible for the delay or non-submission of the office and individual performance commitment and review report.
- c. Failure on the part of the department head to comply with the required notices to their subordinates for their unsatisfactory or poor performance rating period shall be a ground for an administrative offense for neglect of duty.

Appeal

- a. 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.
- b. Individual employees who feel aggrieved or dissatisfied with their final performance ratings can file an appeal with the PMT within ten (10) days from the date of receipt of notice of their final performance evaluation rating from the department head. An office/unit or individual employee, however, shall not be allowed to protest the performance ratings of other offices/units or co-employees. Ratings obtained by other offices/units or employees can only be used as basis or reference for comparison in appealing one's office or individual performance rating.
- c. The PMT shall decide on the appeals within one month from receipt.
- d. University official/faculty/non-teaching staff 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 office within 15 days from receipt of the order or notice of separation.

Attachments

Guidelines, forms and templates attached herewith are hereby made an essential part of the URS Strategic Performance Management System and will remain in force until amended or superseded.

Effectivity

The URS Strategic Performance Management System Guidelines shall be implemented upon its approval.

Commitment

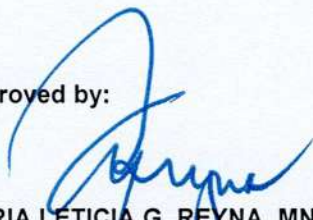
This revised Strategic Performance Management System (SPMS) and subsequent amendments thereto shall take effect immediately upon approval by the Civil Service Commission Regional Office IV. I hereby commit to implement and abide by the provisions of this revised Strategic Performance Management System (SPMS).



NANCY T. PASCUAL, Ed. D., RGC
University President

Date

Approved by:



MARIA LETICIA G. REYNA, MNSA
Director IV
CSC Regional Office IV

APR 21 2025

Date

APPENDICES

TABLE OF MAJOR FINAL OUTPUT

Province of Rizal

TABLE OF MAJOR FINAL OUTPUTS

[illegible]

Prepared by:

Approved:

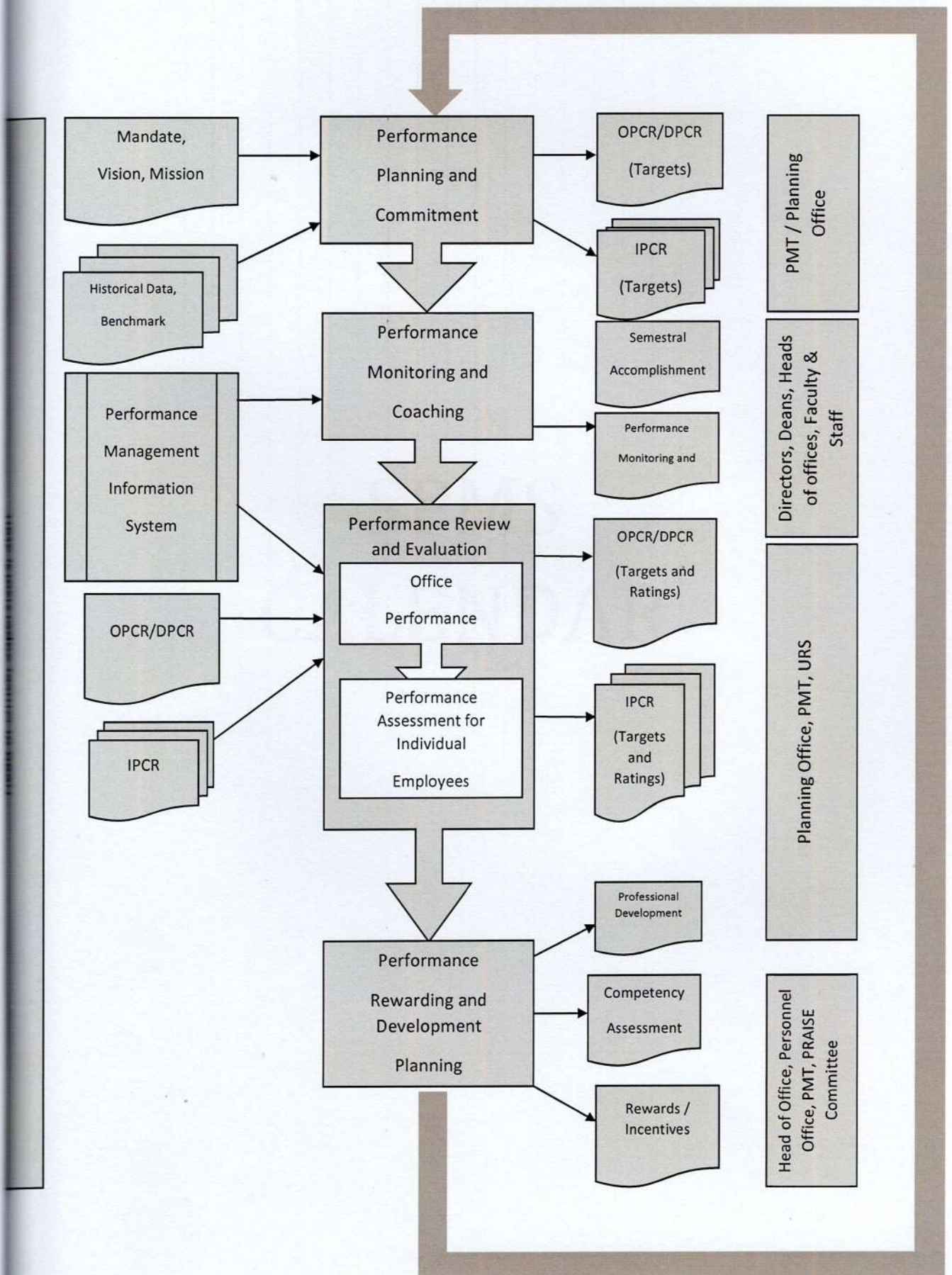
Head of Office

University President

PROCESS FLOWCHART

PROCESS FLOWCHART

PMS PROCESS FLOWCHART



SPMS CALENDAR

Performance Planning and Commitment

| Activity | Expected Output | Responsible | Schedule | Submit to | Description |
|---------------------------|--------------------------------------------------------------|---------------------------------------------|-------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Annual Performance Review | | Planning / PMT | December 6 | SPMS Champion | The University, through the Planning Office, shall set the direction for the University, colleges, various division, units and offices through the identification of strategic plans, priorities and roadmaps for the next performance period. |
| OPCR submission | Target OPCR | Vice President/ Campus Director | December 13 | Planning | Vice Presidents and Campus Directors will prepare the Office Performance Commitment and Review based on the targets for the next calendar year. |
| OPCR for review | Calibrated OPCR Resolution | Planning / PMT | December 15 | PMT Champion | The Performance Management Team shall review the OPCR for the approval of the President to ensure that these are aligned to the URS Strategic goals and objectives. |
| DPCR/IPCR submission | Target DPCR / IPCR | Deans / Division Head Faculty / Staff | December 22 | Planning / HRMO | Prepare the DPCR and IPCR based on the approved OPCR. |
| DPCR/IPCR for review | Calibrated DPCR / IPCR Resolution Implementation Order | Planning / PMT | December 28 | PMT Chairperson | The Performance Management Team shall review the DPCR/IPCR for the approval of the PMT chairperson. |

Performance Monitoring and Coaching

This is the phase where the raters monitor the work activities of faculty and staff and progress of work output. The rater is expected to address factors that either help or hinder effective work performance and design tracking tools or monitoring strategies as may be needed.

| Activity | Expected Output | Responsible | Schedule | Description |
|------------|-------------------------|-------------------------|-------------------|-------------------------------------------------------------------------------------------------------------|
| Monitoring | | SPMS Champion | Annually | |
| | | Planning | Per rating period | Summarize, analyze the performance of Offices based on the submitted accomplishment report. |
| | Updated Monitoring form | Deans Division Heads | Per rating period | Monitor on a regular basis the performance of the units, faculty and staff under their supervision. |
| | Updated Monitoring form | Faculty Staff | Monthly | Each individual shall monitor and assess his/her performance regularly to be checked by his/her supervisor. |

Coaching is a critical function of the supervisor. It aims to empower and help the individual faculty and staff in meeting their work assignments.

Performance Review and Evaluation

This phase aims to assess both Office and individual faculty/staffs' performance level based on set performance targets and measures as approved in the Office and individual performance contracts. The rater objectively determines the gaps between the actual and desired performance.

| Activity | Expected Output | Responsible | Schedule | Submit to | Description |
|--------------------------------------|------------------------------------|---------------------------------------------|------------------------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Initial assessment of OPCR | Initial assessment of OPCR | Vice President Campus Director | June 30 December 15 | Planning | The Vice President and Campus Director shall initially assess the Offices' performance using the OPCR. |
| Performance Review / Calibration | Calibrated OPCR Resolution | Planning / PMT | June 30 December 22 | SPMS Champion | To assist the PMT to evaluate performance, the Planning office shall consolidate, review, validate and evaluate the initial performance assessment of the Vice President and Campus Director based on the reported accomplishments. |
| Accomplished DPCR/IPCR submission | Accomplished DPCR/IPCR | Deans / Division Head Faculty / Staff | On or before July 8 January 7 | Planning / HRMO | The immediate supervisor shall assess individual faculty/staff performance based on the commitments made at the beginning of the rating period |
| Performance Review / Calibration | Calibrated DPCR/IPCR Resolution | Planning / PMT | On or before July 15 January 14 | PMT Chairperson | To assist the PMT to evaluate performance, the HRMO office shall consolidate, review, validate and evaluate the initial performance assessment of faculty and staff based on the reported accomplishments. |

Performance Rewarding and Development

In this process, the Directors/Deans/Division Head/Office Supervisor shall discuss with the individual faculty/staff to assess the strengths, competency-related performance gaps and the opportunities to address these gaps, career paths and alternatives.

| Activity | Expected Output | Responsible | Schedule | Submit to | Description |
|----------------------------------------------------------------------|--------------------------------|----------------------------------------------------------|-----------------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Performance Assessment | | PMT Head of Units | January July | | Discussed between the rater and the ratee where they assess competency-related performance gaps and the opportunities to address these gaps, career paths and alternatives. |
| Preparation and submission of Individual Development Plan (IDP) | IDP | PMT Faculty / Staff | | Campus HRMO | Assist University personnel in career development. Personnel will identify their short and long-term goals and to improve current job performance. |
| Preparation and submission of Human Resource Development Plan (HRDP) | HRDP | PMT Campus HRMOs/ College Deans University HRMO | | Vice President for Academic Affairs | Campus HRMOs will consolidate all the submitted IDPs to form a HRDP for approval. The University HRMO consolidates the approved Campus HRDP. |
| Preparation of Program of Activities | Approved Program of Activities | University HRMO | | Vice President for Academic Affairs | The University HRMO will prepare Program of Activities based on the approved HRDP. |

PERFORMANCE
COMMITMENT AND
REVIEW FORM

PERFORMANCE
COMMITMENT AND
REVIEW FORM

Performance Commitment and Review Form

I, _____ (Name), _____ (Position), _____ of _____ (Campus), _____, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period _____.

Name of Ratee

Noted by:

Approved by:

(Immediate Supervisor)

(Immediate Higher Supervisor)

| MFO | Success Indicators | Actual Accomplishments | Rating | | | | Remarks |
|----------------------|---------------------|------------------------|--------|---|---|---|---------|
| | (Target + Measures) | | Q | E | T | A | |
| Strategic Objectives | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

| Core Function | | | | | | | | | |
|------------------|--|--|--|--|--|--|--|--|--|
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| Support Function | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |

| |
|-----------------------|
| Strategic Objectives: |
| Core Functions: |
| Support Function: |

| |
|-----------------------|
| Total Overall Rating: |
| Final Average Rating: |
| Adjectival Rating: |

Comments/Recommendations for Development Purposes:

| |
|-------------------|
| Calibrated by: |
| (PMT Chairperson) |

| |
|---------------|
| Approved by: |
| (Agency Head) |

PERFORMANCE MONITORING FORM



Republic of the Philippines
University of Rizal System
Province of Rizal



Performance Monitoring Form

Office/Department/Division:
Name of Employee:
Position Title:

| Success Indicators | Actual Accomplishment | | | | | | | | | | | |
|--------------------|-----------------------|------|------|------|-----|------|------|------|------|------|------|------|
| | Jan. | Feb. | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sep. | Oct. | Nov. | Dec. |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |

Prepared by:

(Employee)

Noted by:

(Supervisor)

COACHING FORM



Republic of the Philippines
University of Rizal System
Province of Rizal



Management
System
ISO 9001:2015
UASR-ES-2020
ID: 9110043029



Coaching Form

| | |
|--------------------------------------|--|
| Date: | |
| Coach: | |
| Coachee: | |
| Other Coachees (if Team Coaching) | |

Coaching Agenda

| | |
|-------------------------------|--|
| Goal: | |
| Reality/Situation /Issue: | |
| Committed Action: | |
| Who will take this action: | |

Conforme:

Conducted by:

Attested by:

(Employee)

(Supervisor)

(Higher Supervisor)

INDIVIDUAL DEVELOPMENT PLAN



Republic of the Philippines
UNIVERSITY OF RIZAL SYSTEM
Province of Rizal



ANNUAL INDIVIDUAL DEVELOPMENT PLAN

Name (Last Name, First Name, M.I.) _____

Current Position/Designation _____

Specialization _____

No. of years in the Service _____

No further development is desired or required for (Applicable to retirees only) ☐ 1 year ☐ 2 years ☐ 3 years

Period Covered _____

Office/College _____

Campus _____

Name of Immediate Head _____

(Last Name, First Name, M.I.) _____

| TARGET | OBJECTIVE (Please indicate appropriate objective/s as provided at the back of this page) | DEVELOPMENT ACTIVITY | RESOURCES NEEDED | TIMELINE (Target Date/Period) | STATUS OF ACCOMPLISHMENT (To be accomplished at the end of the period) | REMARKS (Please state reason if ongoing or not accomplished) |
|------------------------------------------------------|---------------------------------------------------------------------------------------------|----------------------|------------------|----------------------------------|------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| | | | | | <input type="checkbox"/> Fully Accomplished <input type="checkbox"/> Ongoing <input type="checkbox"/> Not accomplished | |
| | | | | | <input type="checkbox"/> Fully Accomplished <input type="checkbox"/> Ongoing <input type="checkbox"/> Not accomplished | |
| | | | | | <input type="checkbox"/> Fully Accomplished <input type="checkbox"/> Ongoing <input type="checkbox"/> Not accomplished | |
| | | | | | <input type="checkbox"/> Fully Accomplished <input type="checkbox"/> Ongoing <input type="checkbox"/> Not accomplished | |
| | | | | | <input type="checkbox"/> Fully Accomplished <input type="checkbox"/> Ongoing <input type="checkbox"/> Not accomplished | |
| | | | | | <input type="checkbox"/> Fully Accomplished <input type="checkbox"/> Ongoing <input type="checkbox"/> Not accomplished | |
| Prepared by: _____ Discussed and concurred by: _____ | | | | | | |
| Signature of Employee _____ Date _____ | | | | | | Signature of Immediate Head _____ Date _____ |

Note: The University of Rizal System supports equal opportunities and non-discrimination on account of gender identity, civil status, age, sexual orientation, disabilities, religion, ethnicity or political affiliation