

SOUTHERN LEYTE STATE UNIVERSITY
PERFORMANCE MANAGEMENT TEAM (PMT)

PMT FUNCTIONS AND RESPONSIBILITIES

- Sets consultation meeting of all Heads of Division/Unit, the President (if available) and the Vice Presidents for the purpose of discussing the targets set in the office, division and unit performance commitment and rating form.
- Ensures that the office, division and unit performance targets and measures, as well as the budget are aligned with those of the agency and that work distribution of office/division/unit is rationalized.
- Recommends approval of the office/division/unit performance commitment and rating to the University President.

PMT FUNCTIONS AND RESPONSIBILITIES

- Acts as appeal body and final arbiter for performance management issues.
- Identifies potential top performers and provide inputs to the PRAISE Committee for grant of awards and incentives.
- 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 its members.

PERFORMANCE MANAGEMENT TEAM (PMT)

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| Chairperson | - University President |
| Vice Chairperson | - Director, University Human Resource Management and Development |
| Members | <ul style="list-style-type: none">- Chief Administrative Officer- Director, University Planning & Development- Finance Management Officer- University FADs President- Faculty Federation President- Campus Directors or his/her representative |

PMT SECRETARIAT

- ❑ (1) from Planning Office and (1) from HR Office function as the PMT Secretariat
- ❑ Monitors submission of Performance Commitment and Rating Form and schedule the review and evaluation by the PMT
- ❑ Consolidates, reviews, validates, and evaluates the initial performance assessment based on accomplishments reported against success indicators and budget against actual expenses.
- ❑ Conducts an agency performance planning and review conference annually.
- ❑ Provides each office with the final office assessment as basis in the assessment of individual employees.

PERFORMANCE MANAGEMENT TEAM INTERNAL RULES (PMT-IR)

1. RATIONALE

- 1.1 The Revised SLSU SPMS intends to align individual targets to the unit targets, the unit targets aligned to division targets, division targets to office targets and finally to university strategic goals and priorities. This consists of activities and/or processes to continually improve the performance of all SLSU employees, organizational units, divisions, offices and ensure attainment of university goals as well as enhance delivery of mandated services.
- 1.2 Performance monitoring, evaluation and feedbacking processes as contained in the Revised SLSU SPMS, identify and reinforce desired performance, and any undesirable performance can be dealt with promptly or at a time when change can be made more easily. These processes also address the basic needs of any of the units, divisions, offices, and employees, and know how they are doing. Recognition and rewards will be employed and/or immediate measures for behavior improvement of employees may also be done.
- 1.3 One of the key players in the implementation of the Revised SLSU SPMS is the Performance Management Team (PMT), which is required to formulate internal rules that shall be adopted in carrying out the team's responsibilities, and considered as the key to the successful implementation of Revised SPMS

2. PURPOSE

- 2.1 To provide rules in the discharge of the functions of PMT in relation to the implementation of the Revised SLSU SPMS.
- 2.2 To define the roles and responsibilities of Planning Office, HRM Office, University President, Vice Presidents, Division and Unit Heads and individual employees in complying with SPMS forms.
- 2.3 To set the timetable for submission, review and approval of duly filled-up SPMS forms

3.0 PROCEDURAL GUIDELINES AND TIMELINES

A. Performance Planning and Commitment

- 3.1 Three months before the intended performance period, the SLSU President shall set the university's strategic goals and priorities or the expected major final outputs (MFOs), performance targets and measures (success indicators), budget, and responsible office or individual(s) for producing a particular target using the OPCR form. The MFOs and success indicators (SIs) shall be discussed with the Vice Presidents for cascading.
- 3.2 Two months before the intended performance period, the Vice Presidents shall prepare their expected MFOs, SIs, budget and responsible division or individual(s) for producing a particular target using the OPCR form. The MFOs and SIs shall be discussed with the Division Heads (DHs) for cascading. The office' performance standards shall not be lower than the standards indicated in the OPCR of the University President

3.0 PROCEDURAL GUIDELINES AND TIMELINES

A. Performance Planning and Commitment

- 3.3 One month before the intended performance period, the Division Heads (Deans, Directors, Division Chief) shall prepare their expected MFOs, SIs, budget and responsible unit/department or individual(s) for producing a particular target using the DPCR form. The MFOs and SIs shall be discussed with the unit/department heads for cascading. The division's performance standards shall not be lower than the standards indicated in the OPCR of the Vice President.
- 3.4 One month before the intended performance period, the Unit/Department Heads shall prepare their expected MFOs, SIs, budget and responsible individual(s) for producing a particular target using the UPCR form. The MFOs and SIs shall be discussed with the employees for cascading. The unit's performance standards shall not be lower than the standards indicated in the DPCR

3.0 PROCEDURAL GUIDELINES AND TIMELINES

A. Performance Planning and Commitment

- 3.5 The OPCR, DPCR and UPCR shall be submitted to the PMT thru its secretariat (Planning Office) not later than the 3rd day of the start of performance/rating period. Prior to their submission, the VPs shall review and/or initially calibrate the DPCR, and the DHs shall review and/or initially calibrate the UPCR.
- 3.6 If the PMT find the MFOs and SIs in the DPCR and UPCR to be not correctly and completely calibrated, the team shall do the final calibration to ensure that parameters/dimensions are in order or complete. The PMT shall also see to it that the targets are not too high nor too low. This is, in fact, the essence of calibration.

3.0 PROCEDURAL GUIDELINES AND TIMELINES

A. Performance Planning and Commitment

- 3.7 The Planning Office shall set a consultation meeting of PMT with the SLSU President (if available), Vice Presidents/Campus Director, Division and Unit Heads not later than the 6th day of the start of the performance/rating period to discuss on the calibration of MFOs and SIs made by the PMT and review the budget.
- 3.8 The SLSU President shall approve the OPCR of the VPs, the VPs approve the DPCR, and the DHs approve the UPCR not later than the 8th day of the start of the performance/rating period, otherwise the documents shall be deemed approved for their failure to act on them on the same day. The approved documents shall be submitted to the Planning Office

3.0 PROCEDURAL GUIDELINES AND TIMELINES

A. Performance Planning and Commitment

- 3.9 The individual employees shall prepare the IPCRs based on the approved UPCR of their respective offices not later than the 9th day of the start of the performance/rating period, and submit them to their Unit Heads (UHs). Individual employees' performance measures/standards shall not be lower than the standards indicated in the approved UPCR of their office.
- 3.10 The UHs shall review and/or initially calibrate the IPCRs before signing, not later than the 12th day of the start of the performance/rating period. He/she shall forward the reviewed and/or initially calibrated IPCRs to the DH for approval not later than the 12th day of the start of the rating period.

3.0 PROCEDURAL GUIDELINES AND TIMELINES

A. Performance Planning and Commitment

- 3.11 The DHs shall approve the IPCRs and submit them to the HRM Office not later than the 15th day of the start of the performance/rating period.
- 3.12 If the PMT find the MFOs and SIs in the IPCRs to be not correctly and completely calibrated, the team shall do the final calibration to ensure that parameters/dimensions are in order or complete, as well as to see to it that the targets are not too high not too low. Again, this is the essence of calibration.
- 3.13 Amendments to the OPCR, DPCR, UPCR and IPCR maybe allowed at any time to accommodate intervening tasks subject to the review of PMT and approval of the identified Approving Officer.

3.0 PROCEDURAL GUIDELINES AND TIMELINES

B. Performance Evaluation & Feedback

- 3.1 Two weeks before the end of the performance/rating period, the Planning Office shall return the OPCR to the VPs, DPCR to the DHs, UPCR to the UHs for reporting of the accomplishments on the same SPMS forms. Likewise, the HRM Office shall return the IPCR to the individual employees for reporting of accomplishments.
- 3.2 The VPs shall submit accomplishments to the Planning Office, the DHs to the VPs, the UHs to the DHs and individual employees to the UHs using the SPMS forms with already indicated MFOs and SIs, not later than 5th day of the end of the performance/rating period. Each employee shall report his/her accomplishments supported by documents or outputs as proofs of actual performance. In the absence of proofs of accomplishments or actual performance, a particular task shall not be considered and rated.

3.0 PROCEDURAL GUIDELINES AND TIMELINES

B. Performance Evaluation & Feedback

- 3.3 The Planning Office shall initially review, validate and evaluate the performance of the Office of the VPs based on their reported or submitted accomplishments against the success indicators, and the actual expenses against the budget. The VPs shall initially review, validate and evaluate the performance of the division, and the actual expenses against the budget, the DHs for the performance of the units, and the UHs for individual employees' performance. This shall be done not later than the 8th day of the end of the rating period. The rater and ratee shall discuss the initial rating.
- 3.4 The UHs shall assess the individual employee performance based on the commitments made (MFOs & SIs) at the start of the performance period. The comments, observations and recommendations in the IPCRs shall include behavior of the employees and critical incidents that maybe considered for other human resource development purposes such as promotions and other interventions. Said assessment and qualitative comments shall be discussed with the concerned employee prior to the submission of the IPCR to the DH.

3.0 PROCEDURAL GUIDELINES AND TIMELINES

B. Performance Evaluation & Feedback

- 3.5 The VPs/CDs shall ensure that the average rating of their respective division does not exceed the VP's/CD's office rating, the DHs shall see to it that the average rating of their respective units does not go beyond the division's rating, the UHs shall make sure that the average rating of their associates (subordinates) is not higher than the rating of the unit.
- 3.6 The initially evaluated OPCR's, DPCR's, and UPCR's shall be submitted to the Planning Office, while the IPCR's to the HRM Office not later than the 10th day of the end of the performance/rating period

3.0 PROCEDURAL GUIDELINES AND TIMELINES

B. Performance Evaluation & Feedback

- 3.7 The Planning Office shall set a meeting of PMT with the raters (President, Vice Presidents/Campus Directors, Division and Unit Heads) not later than the 12th day of the end of the rating period for the calibration of performance evaluation results, and comparison of budget with the actual expenses.
- 3.8 The PMT Chair shall sign the OPCR, DPCR and UPCR after the ratings have been reviewed and calibrated, after which these documents shall be forwarded to the respective Approving Officers (AOs).
- 3.9 The SLSU Champion (President) shall approve the final ratings of the VPs/CDs and DHs, the VPs/CDs for the UHs, the DHs for the employees, not later than the 13th day of the end of the performance/rating period. Failure to approve these documents on the 13th day shall make the assessment results given by the initial raters and PMT as final

3.0 PROCEDURAL GUIDELINES AND TIMELINES

B. Performance Evaluation & Feedback

- 3.10 The respective AOs for OPCR, DPCR and UPCR shall submit these forms to the Planning office, and the DHs shall submit the IPCR to the HRM Office.
- 3.11 Assessment of office, division, unit and employee performance shall be based on performance targets and measures/standards to ensure impartiality of results. It shall correspond to the numerical and adjectival description of Outstanding-5, Very Satisfactory⁴, Satisfactory- 3, Unsatisfactory- 2 and Poor- 1.
- 3.12 The different organizational offices/divisions/units and employees should receive immediate feedback of their performance.

4.0 PERFORMANCE MEASURES/STANDARDS

B. PMT Standards

- Rating Scales
- *a. Quality/Effectiveness* - refers to the degree to which targets are achieved, getting the right things done based on mandates and expectations/requirements of clients or stakeholders, meeting standards, expected outputs are realized and acceptable, services are rendered with client satisfaction, reports are complete and the extent to which issues are addressed with a certain degree of excellence

4.0 PERFORMANCE MEASURES/STANDARDS

B. PMT Standards

- Rating Scales

4.0 PERFORMANCE MEASURES/STANDARDS

B. PMT Standards

- Rating Scales

5.0 EFFECTS OF NON-COMPLIANCE

- 5.1 Heads of Offices/Divisions/Units and Individual Employees who will not be able to submit on due dates their duly accomplished SPMS forms shall not receive the PIB, PEI and PBB and hence shall not be paid of these incentives.
- 5.2 Employees who shall not submit IPCR shall be disqualified for trainings, promotion, upward reclassification, scholarship grants, performance incentives and enhancement bonuses and other performance-based personnel actions and bonuses.
- 5.3 The SLSU Champion (President), VPs/CDs, DHs, UHs, PMT, Planning Office and HRM Officer who shall fail to act on these submissions shall be subjected to administrative sanctions and charged with simple neglect of duty. If warranted, they shall not be made eligible for the PIB, PEI and PBB.

6.0 GROUND RULES FOR EVALUATION AND CALIBRATION

- 6.1 The focus calibration is the actual performance, not the behavioral parameters.
- 6.2 The tools of calibration are: SPMS forms, performance standards, PMT internal rules, management policies and proof of accomplishments.
- 6.3 The PMT shall validate accomplishment reports of offices/division/units and individual employees, and conduct spot checks of actual performance.
- 6.4 The performance evaluation process should encompass the entire review period and reflect performance variations during the period.
- 6.5 The calibration shall be made in accordance with the standards set in this PMT-RIR

6.0 GROUND RULES FOR EVALUATION AND CALIBRATION

- 6.6 The PMT gives its rating and should not rely on the rating given by the initial rater.
- 6.7 Based on records of accomplishments and their supporting evidences, the PMT may lower, increase, or retain the initial rating depending upon the justification of the initial rater.
- 6.8 The final ratings shall be awarded only after the calibration meeting. It would be inappropriate to change ratings after the calibration meeting hence, all ratings at this level are considered final.
- 6.9 Performance assessment should be based on what offices, divisions, units, or employees are actually required to do as assigned, or on what they did and didn't do, not the character or personality of the employees, unless it affects job performance and the effectiveness to the university.
- 6.10 The evaluation should be accurate and are truly reflective of the office, division, unit or employee's actual level of performance. Subjective judgments are prohibited.

6.0 GROUND RULES FOR EVALUATION AND CALIBRATION

- 6.11 The rating of the office is the rating of its VP, the rating of the division is the rating of its DH, and the rating of the unit is the rating of its UH.
- 6.12 The University President, Vice Presidents/Campus Directors, Division and Unit Heads shall establish a realistic and appropriate improvement plan, if the performance of their respective employees is below expectations. Likewise, the HRMO in coordination with the Unit Heads (immediate supervisors) shall prepare a development plan for employees who obtain unsatisfactory performance.
- 6.13 When an office, division, unit or individual employee is under review and calibration, their respective raters or those directly knowledgeable of the performance of the ratee will actively participate in the discussion, providing examples or justification to confirm, or questions the performance rating recommended by PMT. Those who are not directly knowledgeable of the ratee's performance shall remain engaged in the discussion, listening and asking questions to ensure that similar standards of performance are being applied by different supervisors or raters.

6.0 GROUND RULES FOR EVALUATION AND CALIBRATION

- 6.14 In the review and calibration of ratings of OPCR/DPCR/UPCR/IPCR, the participants will discuss only the quality, efficiency and timeliness of their respective accomplishments or performance against the competencies, key job responsibilities, and other assessment items. Other issues such as long term potential, unique skills, previous successes or failures, job criticality, and other factors that are not directly related to the specific quality of performance will not be considered.
- 6.15 When appropriate, participants shall discuss their perceptions of the unique strengths, needs for improvement, and suggestions for development of offices, divisions, units or employees but these factors shall not be considered in determining their appropriate performance ratings.
- 6.16 In the performance calibration meeting or session, confidentiality must be maintained by all participants. No disclosure of any comments made by any of the calibration team members about the office, division, unit and especially individual employees whose performance is reviewed and calibrated.
- 6.17 The PMT secretariat shall take minutes of the calibration proceedings

7.0 CONDUCT OF MEETINGS AND DELIBERATIONS

- 7.1 Meeting on Calibration of MFOs and SIs
- Before the meeting:
 - a. At least two (2) days in advance, the PMT secretariat shall inform the President, Vice Presidents, Division and Unit Heads of the scheduled meeting and what to prepare for the meeting.
 - b. The PMT secretariat shall arrange for a venue free of distractions.

7.0 CONDUCT OF MEETINGS AND DELIBERATIONS

- 7.1 Meeting on Calibration of MFOs and SIs

During the meeting:

- a. The PMT Chair, as the presiding officer, shall discuss the purpose of the meeting and what ought to be accomplished.
- b. The PMT Secretariat shall present the calibration results of the OPCR, DPCR and UPCR. The PMT members shall listen to the response or explanations of the Heads of Offices, Divisions and Units, after which deliberations will start. The PMT Secretariat shall take notes of or record the deliberations.
- c. Areas for improvement and other performance expectations that are not included in the SPMS forms shall be discussed. The PMT members shall ensure that work distribution is rationalized, the expression of targets is results-based, no fuzzy words and the standards are present, quality, efficiency, and timeliness (QET).
- d. The meeting includes exploring areas of disagreement and an attempt to reach consensus so that the Heads of Offices, Divisions and Units will be motivated to make changes, if necessary

7.0 CONDUCT OF MEETINGS AND DELIBERATIONS

- 7.2 Meeting on Calibration of Performance Evaluation Results (Ratings)

Before the meeting:

- a. The Heads submit accomplishments using the OPCR, DPCR, and UPCR to the Planning Office.
- b. The Planning Office validates and evaluates the accomplishments or the duly accomplished OPCR, DPCR and UPCR and schedules PMT meeting with the Heads.
- c. At least two (2) days in advance, the PMT secretariat shall inform the Presidents, Vice Presidents/Campus Directors, Division and Unit Heads of the scheduled meeting and what to prepare for the meeting.

7.0 CONDUCT OF MEETINGS AND DELIBERATIONS

- 7.2 Meeting on Calibration of Performance Evaluation Results (Ratings)

Before the meeting:

d. The PMT members and the Heads of Offices, Divisions, Units shall list everything to discuss at the meeting.

e. The PMT members shall seek feedback from key people about the services provided by the offices, divisions and units & their personnel.

f. The PMT secretariat shall complete the documentation of the office, division, unit and employee performance, considering observations, records, and feedbacks from others, and arrange for a venue free of distractions for the meeting.

7.0 CONDUCT OF MEETINGS AND DELIBERATIONS

• 7.2 Meeting on Calibration of Performance Evaluation Results (Ratings)

During the meeting:

- a. The PMT Chair, as the presiding officer, shall discuss the purpose of the meeting and what ought to be accomplished.
- b. The PMT Secretariat shall present the validated accomplishments to the participants, as well as the feedbacks received from others.
- c. The PMT members shall listen to the justifications or explanations of the Heads of Offices, Divisions and Units, after which deliberations will start. The PMT may require written justification from the Heads.
- d. Areas for improvement and performance expectations for the next period shall also be taken up during the meeting.
- e. The PMT finalize the rating and submit to the University President for approval.
- f. The PMT Secretariat shall take notes of or record the deliberations.

8.0 MISCELLANEOUS PROVISIONS

- 8.1 The University President shall be responsible for the proper implementation of the Revised SLSU SPMS.
- 8.2 Any PMT member or Head of Office/Division/Unit who will not be available on the scheduled meetings and deliberations in relation to the implementation of Revised SPMS shall designate a representative in writing.
- 8.3 Heads of Offices/Divisions/Units shall render regular monitoring and coaching to ensure accomplishments and actual performance of employees' tasks and responsibilities. .

UNIVERSITY HUMAN RESOURCE MANAGEMENT & DEVELOPMENT

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