

**DENR Administrative Order
No. 98 - 16
April 08, 1998**

SUBJECT : Adopting a Performance Appraisal and Individual Development System (PAIDS) in the Department of Environment and Natural Resources.

Pursuant to Section 7 (b) of Executive Order No. 192, Civil Service Commission Memorandum Circular No. 12, S. 1993 and in consonance with Book V of EO 292, the Performance Appraisal and Individual Development Systems (PAIDS) is hereby adopted as DENR's appraisal system and the guidelines for its implementation are hereby issued.

1. OBJECTIVES

The Performance Appraisal and Individual Development System (PAIDS) shall aim to:

- 1.1 Improve individual performance in relation to individual needs and organizational goals;
- 1.2 Provide an objective performance assessment system as the basis for implementation of employee's incentives and rewards programs and other personnel actions and administrative sanctions;
- 1.3 Promote an effective supervisor-subordinate relationship; and
- 1.4 Introduce measures to manage performance below the standard expectation.

2. SCOPE

The PAIDS shall apply to all supervisors and non-supervisors (SG 24 & below) in the first level and second level whether permanent, temporary, casual or contractual in the DENR Central Office, including Program Offices, Regional Offices, Bureaus and Attached Agencies. This shall apply to DENR scholars with one (1) year or more scholarship grant.

3. BASIC POLICIES

- 3.1 The PAIDS is hereby made an integral part of the human resource management system of the DENR;
- 3.2 An employee who obtains at least a “superior” rating for two (2) consecutive semesters may be considered for promotion subject to availability of appropriate vacant positions and other established requirements and criteria;
- 3.3 An employee who obtains “inadequate” rating shall be assisted and be given opportunities to develop his/her skills and talents. However, two (2) consecutive “inadequate” ratings shall be a ground for separation from service;
- 3.4 One (1) “unsatisfactory” rating shall be a ground for separation from the service;
- 3.5 Assessment shall focus on performance outputs rather than activities or processes;
- 3.6 For those who are on scholarship grant for one (1) year or more, the average final academic grades for the year and other provisions of the scholarship contract shall be the basis of the performance ratings;
- 3.7 All performance plans set by the individual employee shall be based on the DENR over-all goals and objectives. All efforts, therefore, shall be directed to achieving one or more of the said goals and objectives;
- 3.8 It shall be the responsibility of the immediate supervisor to regularly motivate, assess and clarify expectations from the employee in terms of performance output;

- 3.9 Reassignment of employee, as much as possible, should coincide with the cut-off date of the performance rating. A reassigned employee shall serve the new assignment for at least six (6) months;
- 3.10 A new employee shall be assisted by his/her immediate supervisor in formulating performance plans after one (1) week from assumption to duty. concerned employee shall demonstrate at least three (3) months performance in the new job prior to being rated;
- 3.11 Any employee who is dissatisfied with the rating given may appeal through the Complaints and Grievance Committee within fifteen (15) days after the receipt of the ratings. Complaints received after the fifteen (15) days prescription period shall not be entertained; and
- 3.12 Sanctions shall be applied against appraisers who use performance appraisal as a means to give due advantage or disadvantage to employee being rated. Likewise, those who fail to comply with the prescribed submission date of performance plan and rating shall also be subject to appropriate sanctions as contained in Omnibus Rules Implementing Book V of E.O. 292 and other pertinent Civil Service Laws.

4. PERFORMANCE MANAGEMENT CYCLE

4.1 Preparation of Individual Performance Plans (PAIDS Form No. 1-A)

The employee and the supervisor shall jointly prepare a Performance Plan every 15th of January and 15th of July which shall be based on the updated job description, work program, strategies, key result areas of the office/division as well as the overall plans/goals of DENR.

It shall contain:

- Actual Duties and Responsibilities

- Performance Indicators/Standards which are directly related to actual duties and responsibilities
- Review Notes of supervisor and employee as records of observations/important agreements during the rating period.

4.2 Preparation of Training and Development Needs (PAIDS Form No. II)

After the completion of the Performance Plan, the assessment of the core competencies of the employee shall be made to determine whether further development is required to enable the employee to achieve the target set. In cases where no further development need is required, discussion shall focus on career aspirations and opportunities for development of other relevant competencies. A summary of individual training and development plan shall be forwarded to Human Resource Management Service so that appropriate training can take place.

4.3 Conduct of Mid-Cycle Review (PAIDS Form No. v)

Feedback on performance is usually informal and ongoing throughout the performance cycle and the review interview may be held more often if necessary. However, the Mid-Cycle Review is a formal part of the Performance Management Cycle and discussion shall include:

- Review of performance against targets/indicators to date
- Check relevance of performance plan and make any modifications if the nature of the job has changed substantially
- Ascertaining training and development needs
- Coaching if necessary

- Career planning

The employees are encouraged to provide his/her immediate supervisors with feedback on how they consider they are being managed.

4.4 The Appraisal

At the end of the appraisal period, a formal one-on-one meeting between employee and his/her immediate supervisor shall be held to discuss and make a final assessment of the work performance. Both of them shall prepare for this event which shall center on completing a self-assessment of the over-all performance and the possible impact of the training and development needs interventions. Evidences shall be necessary for this meeting.

The final assessment of performance at the end of each rating period shall adopt the 5 point rating scale set below:

NUMERICAL RATING	ADJECTIVAL RATING	DESCRIPTION
4.6 - 5	Outstanding	exceeds targets by 50%
3.6 - 4.5	Superior	exceeds targets by 40%
2.6 - 3.5	Effective	meets all targets
1.6 - 2.5	Inadequate	5% of targets not met
1.0 - 1.5	Unsatisfactory	more than 5% of targets not met

There shall be two factors to be rated: the performance (PAIDS Form NO. 1-B) and behavior factors (PAIDS Form No. III A and B) for which the scores of both shall total to the over-all rating (PAIDS Form NO. III-A.1 and III-B.1)

5. RESPONSIBILITIES OF THE APPRAISAL PARTICIPANTS

The Appraisee shall:

- Initiate the preparation of the targets based on performance plan and work program of the division/unit and job description;
- Assign the criterion weights most appropriate to the stated areas of responsibility;
- Negotiate and agree on performance expectations with the supervisor;
- Prepare training and development plan and undertake prescribed activities of said plan if necessary;
- Monitor own performance and ensure performance expectations are achieved;
- Identify any performance problems and discuss same with the supervisor;
- Implement/act on agreed solutions;
- Undertake self-assessment on over-all performance at the end of the rating period; and
- Take action if not satisfied with the rating given.

The Appraiser shall:

- Assist the appraisee in the formulation of performance plan;
- Negotiate and agree on performance expectations with appraisee;
- Monitor appraisee's performance to ensure the achievement of performance expectations;
- Discuss performance problems with the appraisee and give guidance on how to resolve said problems;
- Conduct Mid-Cycle Review to ascertain that appraisee is given feedback on performance and to discuss other support/interventions implemented.

The Reviewing Officer (normally the supervisor's supervisor) shall:

- Confirm performance plans and training and development plans;
- Confirm performance rating; and,
- Mediate disputes, if any, between supervisor and employee arising from the performance review and rating process.

6. APPEAL

Employee who feels aggrieved with the rating given shall have the right to appeal following procedures stated earlier under Section 3.12 of Basic Policies.

7. SANCTIONS

Appraisers who use performance appraisal to give due disadvantage or advantage to the employees they rate shall be subjected to appropriate sanctions. Likewise, the appraisee who manipulates the rating shall also be subjected to appropriate sanctions.

8. ACCESS TO THE PERFORMANCE APPRAISAL RECORDS

All documents relative to performance appraisal shall be regarded as confidential and any access shall be done through written request stating the purpose thereof. Approved requests shall be restricted to a maximum of ten (10) working days.

9. PAIDS PRIMER

A PAIDS Primer shall accompany this Order for the guidance of all concerned.

10. REPEALING CLAUSE AND EFFECTIVITY

The PAIDS shall be subject to pilot test/s and the result/s shall be considered in its finalization. As soon as the test and results are completed and integrated said shall replace the Performance Evaluation Systems (PES) as the Department's Performance Appraisal System.

(Sgd.) VICTOR O. RAMOS
Secretary