



Republic of the Philippines
Department of Agriculture
BUREAU OF AGRICULTURE AND FISHERIES STANDARDS



Strategic Performance Management System (SPMS)

Presented by: **Technical Services Division**



A food-secure Philippines
with prosperous farmers and fisherfolk



Outline

1. Objective
2. History of Performance Evaluation (CSC)
3. Legal basis of SPMS
4. Basic Element of SPMS
5. Establishment of SPMS
6. Development of Rating Scale

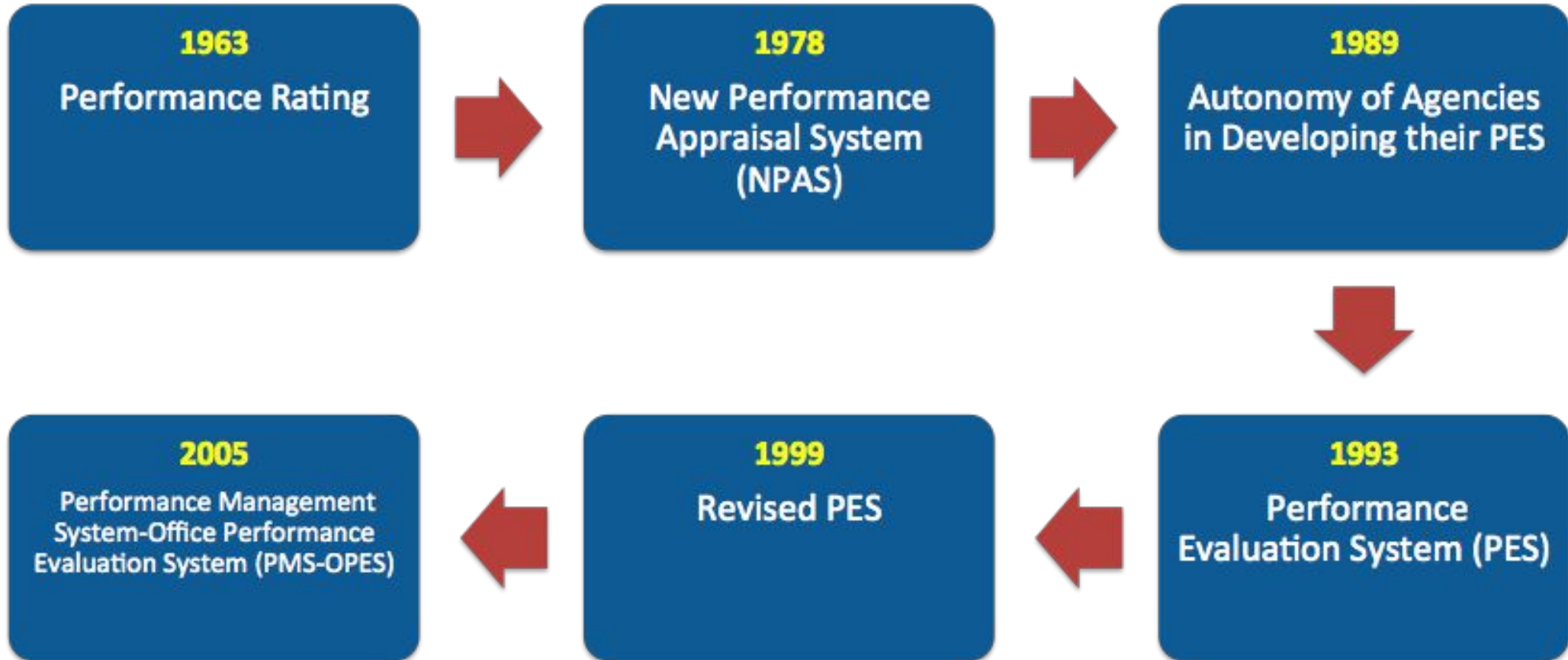


Objectives

1. To review the BAFS SPMS
2. To re-calibrate the success indicators of division based on the mandates



History of CSC Performance Evaluation



History of CSC Performance Evaluation

- Past performance and appraisal systems focus: **individual appraisals**
- Did not show how employee performance has **contributed** to or **hindered** organizational effectiveness
- SPMS was established in order to **address the gaps and weaknesses** of previous evaluation system
- Similar to PES-OPES which links the individual performance with agency's performance but also uses other **human resource systems**



History of CSC Performance Evaluation

AREA	Paradigm Shift	
	From	To
Perspective	Performance evaluation	Performance management
Focus	Activities and inputs	outputs and outcomes
Indicators	Performance indicators	Success indicators
Performance Alignment	Focus individual	Align individual to division and organization
Role of supervisor	Evaluator	Coach and Mentor



Legal basis of SPMS

	Government Issuance	Details
1	Senate and House of Representatives Joint Resolution No. 4	Modify the compensation and position classification system of civilian personnel and the base pay schedule of military and uniformed personnel in the government.
2	Administrative Order No. 25, s. 2011	Created an IATF on the harmonization of national government performance monitoring, information, and reporting systems. Developed the Results-Based Performance Management System (RBPMS)
3	CSC MC No. 6 s. 2012	Guidelines in the establishment and implementation of agency Strategic Performance Management System



Legal basis of SPMS

	Government Issuance	Details
4	Joint CSC-Department of Budget and Management (DBM) Joint Circular No. 1, s. 2012	Rules and regulations on the grant of step increments due to meritorious performance and length of service.
5	Executive Order No. 80, s. 2012	Adoption of a performance- based incentive system for government employees



Basic Elements of SPMS

Goal Aligned to
agency
mandates

Outputs/
Outcome based

Team approach

User-friendly

Information
system that
supports M&E

Communication
Plan



Establishment of SPMS



Step 1: Form the Performance Management Team

	Office Rep	Role
1	Executive Official	Chairperson
2	Highest Human Resource Management Officer	
3	Highest Human Resource Development Officer	
4	Highest Planning Officer	
5	Highest Financial Officer	
6	President of employee association	
7	Planning Office	Secretariat



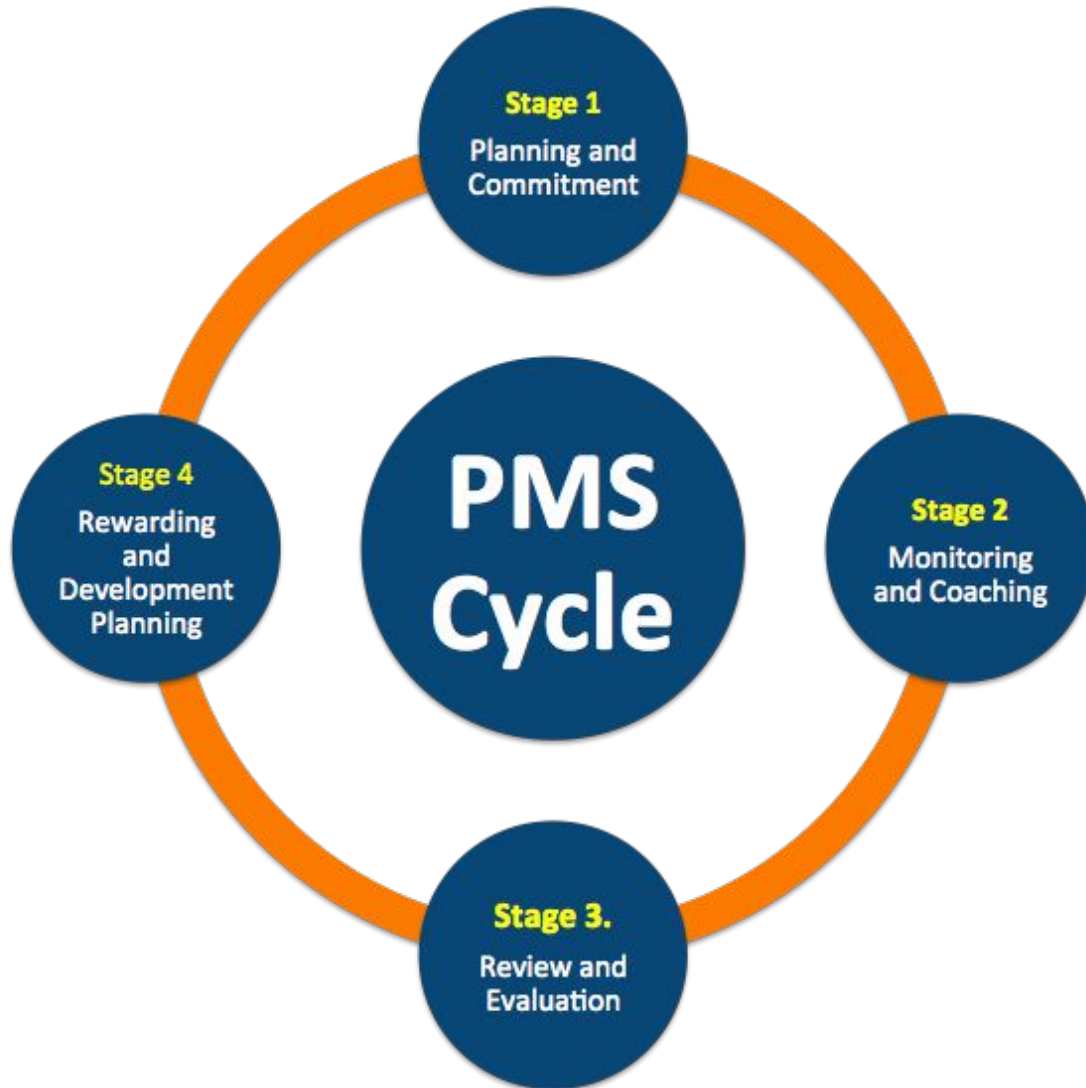
Step 1:

Proposed composition for BAFS

	Office Rep	Role
1	Executive Official	Chairperson
2	Division Chiefs a. SDD b. TSD c. LSD d. OAD e. Admin	Members
3	Planning Office	Secretariat



Step 2: Review the existing performance management system



overview of PMS cycle



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with prosperous farmers and fisherfolk*



Stage 1

Planning and Commitment

For consideration:

- Submission of office performance commitment and review (OPCR) **prior the start of rating period**
- Scheduled review of PMT
- Schedule approval of Head of agency



Stage 2 Monitoring and Coaching

For consideration:

- Feedback session re: guidelines and submission of OPCR
- System of intervention identification for employees behind targets
- Procedure of coaching and action plan development



Stage 3.

Review and Evaluation

For consideration:

- Assessment of office accomplishment based on success indicators
- Schedule of annual agency performance review
- Applicability/appropriateness of rating scale





Stage 4
Rewarding
and
Development
Planning

For consideration:

- Mechanism of Top management and supervisors to discuss the individual rating
- Mechanism of professional development plan for employees with poor or unsatisfactory performance
- Link SPMS to HR Development plan, reward system and incentives



Indicative Timeline (CSC)

		Performance Period – 1 st Semester						Performance Period – 2 nd Semester						
PMS Stages	Oct-Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan
Stage 1: Planning and Commitment														
Stage 2: Monitoring and Coaching														
Stage 3: Review and Evaluation														
Stage 4: Rewarding and Development Planning														



Establishment of SPMS



Steps 3-7

Identification of MFO, Office, Division and Individual Goals

- Already established through RBME inputs
 - Strategic Plan 2020-2025
 - Regular function/mandate

- Ladder of deliverables:
 - Strategic Objectives/Purpose
 - Outputs
 - Activities



Steps 3-7

Proposal:

Ladder of Deliverables	Office-in-Charge
Strategic Objectives/Purpose	Director Level
Outputs	Division Chief Level
Activities <ul style="list-style-type: none">- Means of verification	Individual Level <ul style="list-style-type: none">- Section Chief- Regular Junior Staff- COS



Steps 3-7

Example

MFO/PAP	Success Indicators (Strat plan)
Office (Director) Level: Internationally harmonized standards	% of PNS harmonized with ASEAN and Codex standards
Division Level: PNS harmonized with regional and international standards	# of ASEAN and Codex Standards adopted as PNS
Individual Level (Section, Jr Staff, COS): Harmonization of PNS with regional and international standard	# of country positions developed # of equivalence assessment



Steps 3-7

Example

MFO/PAP	Success Indicators (Strat Plan)
<p>Office (Director) Level: Widespread promotion of standards</p>	<p>% of PNS with knowledge products developed</p>
<p>Division Level: Intensified standard promotion activities</p>	<p>Number of seminars conducted</p> <p>Number of popular format final draft endorsed (EB, Comics, Posters)</p>
<p>Individual Level (Section, Jr Staff, COS): Conduct of standards promotion through physical and online seminars</p>	<p># of seminars conducted</p> <p># of popular format drafted and submitted</p>



Steps 8

Develop Rating Scale

1. Determining the ***dimensions*** on which performance or accomplishments are to be rated
2. Operationalizing the ***numerical and adjectival ratings***



Steps 8

Develop Rating Scale: DIMENSIONS

Three Dimensions¹ of Performance

- Quality or Effectiveness
- Efficiency
- Timeliness

¹ However, some agencies also use the dimension of Quantity (Q) as accepted and independent dimension especially for some targets. Most applicable to non-targeted activities



Steps 8

Develop Rating Scale: DIMENSIONS

Quality or Effectiveness

- ❖ means getting the **right things** done.
- ❖ refers to the **degree** to which objectives are achieved
- ❖ extent to which issues are addressed with a certain degree of **excellence**

e.g

- acceptability (revisions)
- customer satisfaction rate
- accuracy
- completeness or comprehensiveness of reports



Steps 8

Develop Rating Scale: DIMENSIONS

Efficiency

- ❖ Extent to which targets are accomplished using the minimum amount of time or resources.

e.g

- Standard response time
- number of applications acted upon over number of applications received
- optimum use of resources (financial) - actual spending/budget allocated



Steps 8

Develop Rating Scale: DIMENSIONS

Timeliness

- ❖ Measures if the targeted deliverable was done within the scheduled or expected timeframe

e.g

- claim processing time, target date or deadline, product development rate, delivery time, etc



Steps 8

Develop Rating Scale: DIMENSIONS

Reminders:

- Indicators may only contain **one dimension or all three**: quality, efficiency and timeliness
- **Timeliness or efficiency** is always a dimension: as we measure deliverables within a scheduled monitoring period



Steps 8

Timeliness Only

MFO/PAP	Success Indicators (Strat Plan)	Proposed Success Indicators (Targets + Measures)
Office (Director) Level: Internationally harmonized standards	% of PNS harmonized with ASEAN and Codex standards Note: Strat plan 2021 target: 10 Standards	90% of PNS aligned with ASEAN/Codex standards endorsed to DA for approval by June 30, 2021 <u>Dimension:</u> Timeliness
Division Level: PNS harmonized with regional and international standards	# of ASEAN and Codex Standards adopted as PNS	5 PNS aligned with ASEAN/Codex Standards endorsed to OD by June 15, 2021 <u>Dimension:</u> Timeliness
Individual Level (Section, Jr Staff, COS): Harmonization of PNS with regional and international standard	# of country positions developed # of equivalence assessment done	Country positions for 5 ASEAN/Codex standards drafted and submitted to immediate supervisor by May 30, 2021 <u>Dimension:</u> Timeliness



Steps 8

Efficiency and Quality

MFO/PAP	Success Indicators (Strat Plan)	Proposed Success Indicators (Targets + Measures)
Office (Director) Level: Widespread promotion of standards	% of PNS with knowledge products developed	75% of PNS with knowledge products developed by June 30, 2021 <u>Dimension:</u> Timeliness and quality
Division Level: Intensified standard promotion activities	Number of seminars conducted Number of popular format developed (EB, Comics, Posters)	3 webinars/seminars conducted by June 30, 2021 with 70% satisfaction rate <u>Dimension:</u> Timeliness and quality
Individual Level (Section, Jr Staff, COS): Conduct of standards promotion through physical and online seminars	# of seminars conducted	100% of webinars conducted have activity reports submitted within 9 working days after the conduct of activity with 4 revisions <u>Dimension:</u> Quantity, Efficiency and quality



Steps 8 Rating Scale: *numerical and adjectival ratings*

SCALE	QUANTITY	EXAMPLE
5	>130% of targets	<ul style="list-style-type: none"> • USE ONLY for non-targeted deliverables that has contribution to 2021 BAFS Overall Goals • Applicable also to seminars for target participants (participation rate)
4	115-130% of targets	
3	100-114% of targets	
2	51-99% of targets	
1	below 50% of targets	



Steps 8 Rating Scale: Sample

SCALE	TIMELINESS/EFFICIENCY (TIME)	EXAMPLE: TIMELINESS (calendar days)	EXAMPLE: EFFICIENCY (working days)
5	Target is accomplished earlier than the set deadline (within <70% of time allotted)	Conduct of seminar on June 15, 2021	Submission of meeting reports within 9 working days with 5 revisions only
4	Target is earlier than the set deadline (within 70-99% of time allotted)	5 = conduct on April 25 or earlier 4 = conduct on April 26 to June 14	5 = submitted in 5 working days or less 4 = submitted in 6-8 working days
3	Target accomplished on the set deadline (100% of time allotted)	3 = conduct of seminar on June 15	3 = submitted in 9 working days
2	Target accomplished beyond the set deadline (101-200% time allotted)	2 = conduct on June 16-Nov 28	2 = submitted in 10-18 working days
1	Target accomplished beyond the set deadline (>200% of time allotted)	1 = conduct on Nov 28 or later	1 = submitted in 19 working days of more



Steps 8 Rating Scale: *numerical and adjectival ratings*

SCALE	QUALITY (Revisions) (based on grammar corrections and prescribed template)	EXAMPLE
5	1 revision	Submission of meeting reports within 9 working days with 5 revisions only
4	2-3 revisions	5 = 1 revision 4 = 2-3 revisions 3 = 4-5 revisions 2 = 6-7 revisions 1 = more than 7 revisions
3	4-5 revisions	
2	6-7 revisions	
1	more than 7 revisions	



Steps 8 Rating Scale: *numerical and adjectival ratings*

SCALE	QUALITY (Customer Satisfaction)
5	91-100% customer satisfaction (VS, Excellent)
4	71-90% customer satisfaction rate (VS, E)
3	70% customer satisfaction (VS, Excellent)
2	50-69% customer satisfaction rate (VS, E)
1	<50% customer satisfaction (VS, Excellent)



Applicable to all processes

	Means of Verification/Activity Output	SUCCESS INDICATOR
1	Minutes of the Meeting	submission to immediate supervisor within 9 working days with 5 revisions only
2	Activity Report	
3	Travel Report	
4	Attendance to the Meeting Report	
5	Reply letter (minor - e.g requesting PNS, inquiry)	



Applicable to all processes

	Means of Verification/Activity Output	SUCCESS INDICATOR
6	Work and Financial Plan	Endorsed to the concerned officer for recommending approval on the set deadline
7	Reply letter (major - e.g needing legal opinion)	submission to immediate supervisor within 14 working days with 5 revisions only
8	Special Order - only for creation of DA Pool of Experts (TSD), Research/Evaluator Team (OAD) and other teams required to be established by the law where SO is the MOV	Drafted and endorsed to the immediate supervisor within the set deadline



For consideration

- FOR EXCLUSION: Preparation of SO, TO, TA, communication letters, EXCEPT for those identified in the previous slide
- Exclusion of additional directives not-contributing to overall goal targets of the office (travels, meetings) in 2021
- Admin to include in the OPCR the overall customer rating of BAFS based on analyzed feedback forms



Summary of Agreements

- **8 COMMON INDICATORS applicable to all processes:** minutes of the meeting, reports (travel, activity, attendance to the meeting), reply letter (major and minor), WFP and PPMP, Special Order for DAPE and other similar teams
- **EXCLUSIONS:** invitation letters, special order (authority to conduct), travel order, travel authority, meetings/travel that do not have direct contribution to **BAFS 2021 overall targets**
- **RATING SCALE:** timeliness, efficiency, quality and quantity (for non-targeted accomplished deliverables, # of target participants for seminars)



Summary of action Lines

1. Establishment of PMT
2. Rating scale - DA scale or BAFS scale
3. Take note of the deliverables ladder
 - a. indicators should have contribution to overall goals
 - b. common MOV - travel report, minutes, activity report should be under CORE functions
4. letter, SO, TO, TA - for exclusion EXCEPT
 - a. reply letter - as per ARTA
 - b. SO - establishment of TWG, DAPE, Evaluators
5. Exclusion of some directives that do not have direct effect on the overall goal (e.g travels or meetings)
6. For supervisorial level (DC, Section Chiefs and COSPCR)
 - a. possible consideration of mentoring and coaching session targets
 - o Deadline: **January 22, 2021**



Calendar of Action Lines

DATE	SUBMISSION
JAN 15	OPERATIONS MANUAL - PROCESSES AND LOG FRAME
JAN 18	MANAGEMENT COMMITTEE: FINALIZATION OF FUNCTIONS OF DIVISIONS
JAN 22	OPCR TARGETS, RISK TREATMENT PLAN, PPMP 2022
JAN 26	MANAGEMENT REVIEW





Department of Agriculture
**BUREAU OF AGRICULTURE
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*"...ensuring consumers' safety and product quality,
and contributing to environmental protection,
worker's welfare, and enhanced market access."*



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