



Department of Transportation and Communications
PUNONGHIMPILAN TANOD BAYBAYIN NG PILIPINAS
(Headquarters Philippine Coast Guard)
139 25th Street, Port Area
1018 Manila

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O/DCS-HRM

STANDING OPERATING PROCEDURES

NUMBER 13-10

PERFORMANCE EVALUATION SYSTEM FOR NON-UNIFORMED PERSONNEL
OF THE PHILIPPINE COAST GUARD

Pursuant to the provisions of Rule IX of the Omnibus Rules Implementing Book V of Executive Order No. 292, every department or agency shall establish Performance Evaluation System, hence, the PCG Performance Evaluation System is hereby established. The System has the following integral components.

I. OBJECTIVES:

1. To serve as reference in performance planning and review;
2. To promote the most effective use of manpower in order that the employee makes his/her optimum contribution in the delivery of basic services;
3. To serve as an objective basis for all personnel actions such as promotion, transfer, reassignment, demotion and separation; and
4. To serve as reference in the grant of performance-based salary step increment as provided for by CSC-DBM Joint Circular No.1. s-1990; and for other incentives and rewards.

II. BASIC POLICIES:

1. The performance Evaluation System shall be made an integral part of the HRD program of the Philippine Coast Guard.
2. Appraisal shall focus on results/outputs rather than on activities/processes.
3. Employees shall be given appropriate recognition for their performance and contribution to the overall PCG effectiveness and efficiency.
4. Each supervisor and subordinate shall be informed of his rights and obligations under the Performance Evaluation System and be periodically informed of his progress.

5. Appropriate training/seminars shall be continually provided to facilitate effective implementation of this system.

III. SCOPE:

The System shall apply to all regular employees. Casual and emergency/contractual employees shall also use this System, for purposes of reappointment and other future personnel actions.

IV. RATING PERIODS:

Performance evaluation shall be done every six (6) months ending June 30 and December 31 of every year. However, if there is a need for a shorter period, the minimum appraisal period shall be at least ninety (90) days or three (3) months as in the case of contractual employees.

V. MECHANICS OF THE SYSTEM:

The Performance Evaluation Procedure shall follow the following processes:

1. Planning

There shall be a planning session at the start of rating period during which targets or expected outputs shall be set jointly by the immediate supervisor and employees. Furthermore, the supervisor and employees define the job of each member of the group, agree on the duties and responsibilities attached to a particular job, and establish the standards on which specific work outputs and behaviors shall be measured.

2. Setting Commitments

Targets/major duties and responsibilities established during the planning session shall be listed in the Performance Evaluation Report Form under the PLANNED column. Agreements shall be jointly signed by both parties.

3. Progress Review

This process involves a discussion between a supervisor and subordinates using the following steps:

- a) Subordinate reviews the progress of all the job assigned to him.
- b) The supervisor reinforces progress on job goals already accomplished by recognizing employee's efforts and praising him for specific achievements.
- c) They both discuss goals and standards not being met and identify causes.

- d) They identify and agree on appropriate action to overcome causes of difficulties.
- e) They re-negotiate goals and standards where necessary.

4. Appraisal Discussion.

There shall be a highly interactive performance appraisal discussion and feedback mechanism to foster better working relationship between supervisor and subordinates from the start to the end of every rating period.

Major Steps in the Appraisal Discussion

- a. Establish rapport with the subordinate employee.
- b. Get the employee's view with the emphasis on strengths and development areas.
- c. Present your own view with emphasis on strengths and development areas.
- d. Get reaction from the subordinate.
- e. Discuss areas of agreement and disagreement.
- f. Resolve the differences.
- g. Summarize and conclude.
- h. Write down agreements regarding rating, strengths and development areas and plans for improvement.
- i. Acknowledge agreement by signing the Report Form.

To ensure the success of the discussion, the specific roles that supervisor and employee must play are hereby set.

Subordinate's Role

- a) Summarize his achievements for the whole rating period and/or failures.
- b) Defend the rating he thinks he deserves.
- c) Offers suggestions to improve his own performance.
- d) Offer suggestions on how his/her supervisor can help to make him more productive and effective.

Supervisor's Role

- a) Make the employee feel at ease during the discussion.
- b) Inform the employee on whether or not he is meeting job expectations.
- c) Summarize the employee's performance during the rating period.
- d) Defend the rating he thinks the employee deserves.
- e) Give proper degree of praise and Constructive criticism.
- f) Listen to employee's concerns.
- g) Provide encouragement and motivation.
- h) Counsel on improvement areas.
- i) Secure employee's acknowledgement of the employee's rating.

VI. MECHANICS OF RATING:

A. Appraisal (Part I-Performance – 70%)

1. Procedure

- a. The employee evaluates his own work performance and behavior using the standards set for specific work outputs and behavioral factors affecting performance.

This evaluation shall be based on the information contained in the attendance records, accomplishment reports and other relevant documents.
- b. The supervisor and employee meet to discuss and agree on the rating and develop plans for work improvement.
- c. The rater and employee complete the Job Accomplishment Form and accomplish the Performance Evaluation Report.
- d. The fully accomplished forms are submitted to the next authorized supervisor/official for review. If the authorized supervisor/official agrees with the employee's rating, he signs the Report Form. Otherwise, he shall notify the employee and rater and discuss the change in the rating with them. The revised rating shall be initiated by the employee, rater and reviewer.

2. Multiply the average Point Score by .7 (70%) to get the Equivalent Point score.

B. How to Rate Employee's Behavior (Part II – Behavioral Dimensions – 30%)

1. The graphic scale presents four (4) behavioral factors for non-supervisors and six (6) for supervisors, affecting the performance of every employee/supervisor.

2. For each factor there are five (5) Levels of performance or anchors which range from Outstanding (10) to Poor (2). Choose the level of performance that gives the most accurate description of the employee's/supervisor's behavior.

3. Add all the corresponding scores and divide the sum by the total number of behavioral factors to get the Average Point Score.

4. Multiply the Average Point Score by .3 (30%) to get the Equivalent Point Score.

5. Guidelines on how to rate Behavioral Dimensions (refer to Appendix A)

C. How to determine the Overall Rating

The overall rating is computed by adding the Equivalent Point Scores for both Performance and Behavior. The sum is the overall rating. Use the following rating scale to find the equivalent adjectival rating of the obtained overall rating.

<u>Overall Rating</u>	<u>Adjectival Rating</u>
1. 9.40 – 10.00	Outstanding
2. 7.60 – 9.39	Very Satisfactory
3. 4.60 - 7.59	Satisfactory
4. 2.80 - 4.59	Unsatisfactory
5. 2.00 - 2.79	Poor

D. Definitions

The adjectival ratings are defined as follows:

Outstanding – An employee shall be given this rating when he exceeds his target by at least 50%. It represents an extraordinary level of achievement and commitment in terms of quality and time, technical skill and knowledge, ingenuity, creativity and initiative. Employees at this performance level should have demonstrated exceptional job mastery in all major areas of responsibility. His achievement and contributions to the PCG are of marked excellence which even his peers recognize through a forced comparison/distribution method established by the agency concerned.

When to give an OUTSTANDING RATING

An OUTSTANDING RATING shall be recommended by the rater when –

1. In all aspects of work, the employee exceed requirements.
2. The performance represents actual accomplishment rather than merely extra effort.
3. The supervisor can justify said rating with evidence like commendations, accomplishment logbooks/reports.

Very Satisfactory - An employee shall be given this rating when he exceeds the expected output/performance by at least 25% but falls short of what is considered an outstanding Performance. In addition, his competence and contributions shall be recognized by his peers also through a forced comparison distribution method based on the criteria established by the PCG. Those screened out in the forced comparison/distribution for outstanding performers shall be included in this category.

Satisfactory - An employee shall be given this rating when he meets 100% of the standards or ordinary requirements of the duties of the position. Those screened out in forced comparison/distribution method for Very Satisfactory performers shall be included in this category.

Unsatisfactory - An employee shall be given this rating when his performance is 50 to 99 % of the minimum requirements but could stand improvement. It is expected that in the next rating period, the employee, under close supervision, will either improve his performance for which he shall be given at least a satisfactory rating, or if not, he shall get another Unsatisfactory Rating. Two (2) successive Unsatisfactory Ratings shall be a ground for separation from the service.

Poor - An employee shall be given this rating when he fails to meet performance requirements or meets 50% or below of the minimum requirements and there is no evidence to show that he can improve his performance. A rating of Poor shall be a ground for separation from the service.

In cases where 100% accuracy is required or expected in terms of standard measures for performance, as in medical services, a rating above 100% can be given if the employee performs beyond what has been expected or incurs added value factors to his performance targets.

VII. MECHANISM OF APPEAL:

1. An employee who expresses dissatisfaction with the rating given him may appeal to the PCG Grievance Committee, within fifteen (15) days after receipt of his copy of Performance Appraisal Report.

2. Within fifteen (15) days after receiving an official copy of his rating, an employee may file an appeal in writing specifying what his performance rating should be, the reasons therefore, and supporting documents to support his appeal.

VIII. SANCTIONS:

1. Administrative action shall be filed against a supervisor using the Performance Evaluation System to give undue advantage or disadvantage to the employees they rate.

2. Administrative action shall be taken against an employee/supervisor who fails to submit the performance report in due time to their respective Personnel/Administrative Division/Branch. Said failure shall constitute a ground for disqualification for promotional appointments and other personnel actions requiring performance based ratings.

3. Procedure of filing complaints and imposing sanctions shall be in accordance with CSC MC No. 30, s. 1989, MC No. 32, s. 1989, and the Omnibus Rules Implementing Book V of EO 292.

IX. RESPONSIBILITIES:

1. The Office of the Deputy Chief of Staff for Human Resource Management, O/CG1, shall be responsible in the revision and amendment of this system subject to approval by the Civil Service Commission.

2. The Office of the Coast Guard Adjutant shall be responsible for the publication and dissemination of the system.

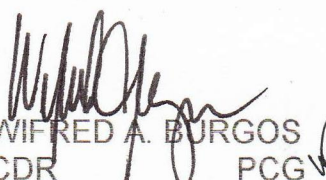
X. EFFECTIVITY:

This Performance Evaluation System takes effect upon its publication. Any amendment to this system shall be subject to approval by the Civil Service Commission.

BY COMMAND OF ADM TAMAYO:

OFFICIAL:

ENRICO EFREN A. EVANGELISTA
COMMO PCG
Chief of Coast Guard Staff


WIFRED A. BURGOS
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