



**Regional Office IX**

2024-10 397

8 April 2024

**Manager Reynaldo R. Cabilin**  
Zamboanga City Water District  
Pilar St., Zamboanga City

Dear **Manager Cabilin**:

We refer to the updated Strategic Performance Management Systems (SPMS) 2023 Edition of Zamboanga City Water District.

After a thorough evaluation of the aforesaid Mechanism, this Office finds that the same is in substantial compliance with the requirements under CSC Resolution No. 1200481 and CSC Memorandum Circular No. 6, s. 2012, and is thus approved for implementation effective not earlier than 8 April 2024.

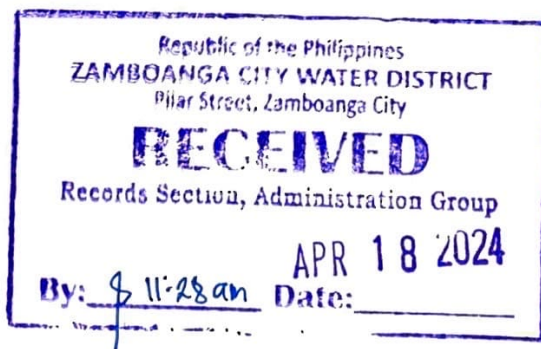
Likewise, the agency may tailor the aforementioned policy and integrate specific provisions for the implementation of the equal opportunity principle, referencing CSC Memorandum Circular No. 24, Series of 2016, which pertains to the PRIME-HRM Enhanced Maturity Level Indicators.

It is advised that a copy of this SPMS Policy to be duly posted on your bulletin board or in any other conspicuous places in the premises of that Local Water District to give it wide dissemination.

Thank you.

Very truly yours,

*Alvin R. Araneta*  
**ALVIN R. ARANETA**  
Director IV



**Bawat Kawani, Lingkod Bayani**



Republic of the Philippines  
**ZAMBOANGA CITY WATER DISTRICT**  
Pilar Street, Zamboanga City  
Telephone Numbers: (062) 991-1556/(062) 991-3167

March 15, 2024

**DIR. ALVIN R. ARANETA**  
Regional Director  
Civil Service Commission Region IX  
Cabatangan, Zamboanga City  
Philippines 7000

Dear **RD Araneta**:


*Saludo de paz!*

This is to respectfully submit the updated Strategic Performance Management System (SPMS) 2023 Edition.

Should your office have concerns regarding this matter and for coordination purposes, kindly reach us via email [aguaesvida@zcwd.gov.ph](mailto:aguaesvida@zcwd.gov.ph).

*Muchisimas Gracias!*

Sincerely yours,

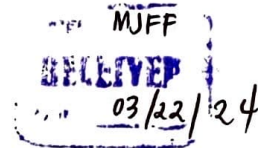
  
**Reynaldo R. Cabilin**  
Acting General Manager


Doc. No. 09-0-032024-EB010  
CIVIL SERVICE COMMISSION  
Regional Office IX

RECEIVED

Date: 20 MAR 2024 Time: \_\_\_\_\_

By: 



ZAMBOANGA CITY WATER DISTRICT			
	Document Type	Board Resolution	
	Document Title	A RESOLUTION APPROVING THE UPDATED AGENCY STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (SPMS 2023)	
"agua es vida"	Document Code	RES-ZCWD-014-2024	
	Date of Approval 30-Jan-2024	Effectivity	Page No. 1 of 1

**Board Resolution No. 014  
Series of 2024**

WHEREAS, the Agency Strategic Performance Management System (SPMS) is a prescribed tool for all government agencies.

The SPMS serves as the ultimate guide for agency performance monitoring and management in the Civil Service;

WHEREAS, the EXECOM held a meeting on January 17, 2023 at the Board Room, where the Planning and Monitoring Division of the Corporate Planning Department presented an updated version of the Agency SPMS, updated as of 2023;

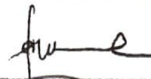

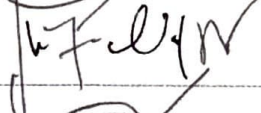

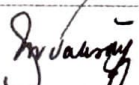
WHEREAS, the EXECOM approved the updated SPMS as presented, with minor comments for correction and integration;


WHEREAS, after thorough review and deliberation on the matter, the Board finds the matter in order;

WHEREFORE, on motion by Director John Federick P. Ruiz, duly seconded by Director Eunice S. Dalisay, it was **RESOLVED**, as it is hereby **RESOLVED**, to APPROVE the updated Agency SPMS;


RESOLVED FURTHER, to direct the immediate dissemination of the approved SPMS to all ZCWD personnel for their due information and orientation, and for AcGM to issue the necessary memorandum relative to this Resolution.

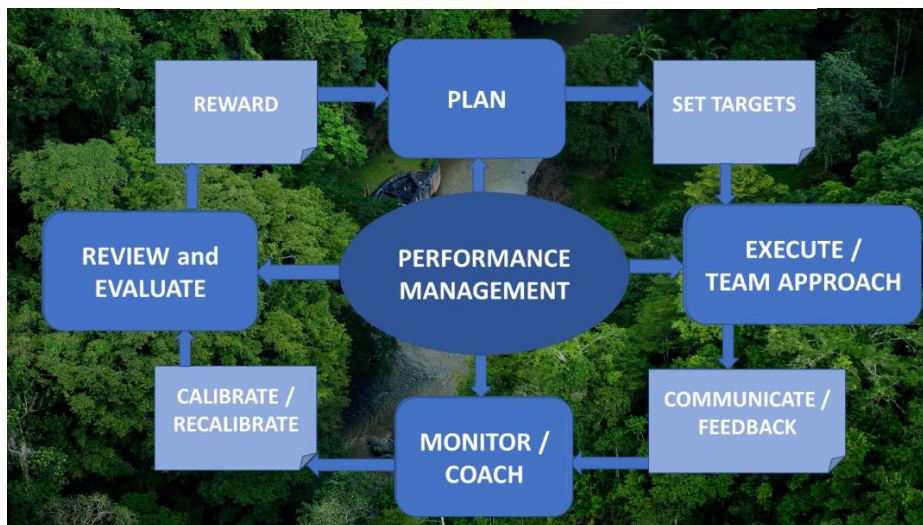
Reference Document PL-ZCWD-01 : Records Management Policy (if applicable)

Position	Name of Director	Signature	Date signed
Chairman	ERNESTO F. UBANDO, JR		30-Jan-2024
Vice-Chairman	ATTY. JOHN PAUL S. PAGTEILAN		30-Jan-2024
Secretary	JOHN FEDERICK P. RUIZ		30-Jan-2024
Director	ALAN B. DELA CRUZ		30-Jan-2024
Director	EUNICE S. DALISAY		30-Jan-2024

	Document Type	Internal Communications	
	Document Title	Memo	
	Document Sub-Title		
	Document Code	Effectivity	Revision No.
"agua es vida"	CPD-PMD-2024-01-005		

FOR	Acting GM Reynaldo R. Cabilin
SUBJECT	<b>FINAL COPY OF 2023 EDITION OF AGENCY STRATEGIC PERFORMANCE MANAGEMENT SYSTEM</b>
DATE	January 17, 2024
WHAT	<p>As a follow through the Special ExeCom Meeting last January 15, 2024 re draft ASPMS as submitted by the PMD, we are submitting the above subject for your signature.</p> <p>All minor inputs have been considered including the rephrasing of the sentence pertaining to the Jow Order Workers.</p> <p>PMD will submit the Agenda Brief and draft board resolution early next week.</p>
Action	For your approval. Thank you.

Name		Position	Signature	Date
Submitted by:	Fernando Ronas Camba	Officer In-charge CorPlan Department		2024.01.17 16:51:15 +0800



*ZCWD Strategic Performance Management Process*

**AGENCY STRATEGIC  
PERFORMANCE MANAGEMENT SYSTEM**

2023 Edition, Revision 1  
GL-ZCWD-001  
Effective January 1, 2024

## SECTION 1: INTRODUCTION

The Zamboanga City Water District (ZCWD) was officially established on April 01, 1974. It is a government-owned and controlled corporation (GOCC) formed and created pursuant to:

1. Title II, Section 6 of Presidential Decree 198 "The Provincial Water Utilities Act of 1973", as amended; and
2. Resolution No. 77 of the City Council of Zamboanga dated March 04, 1974.

The ZCWD exists to provide sustainable supply of potable water and related services such as:

1. Protection and preservation of the Pasonanca Watershed.
2. Identification and development of raw water sources.
3. Catchment, treatment, and distribution of potable water across the service area.
4. Adherence to water quality standards.
5. Maintenance and improvement of the distribution network.
6. Implementation of waste and wastewater management and related technologies.
7. Practice of sound financial, commercial, administrative, and legal practices.
8. Continued improvements to customer service processes, i.e. EODB Act, ARTA compliance.
9. Enforcement of related policies and legislation.

As a GOCC, it is regulated by government rules and regulations on salaries, allowances, performance evaluations, and rewards system, among others. Likewise, it is covered by the pertinent policies, issuances, and/or guidelines on the entitlement to the grant of the Performance-Based Bonus (PBB) authorized under Executive Order (E.O.) No. 80, Series of 2012.

Performance-based incentives may be granted in accordance with eligibility guidelines and/or issuances. Incentive grants are intended to recognize and reward the efforts of ZCWD personnel when set or planned targets, goals, and objectives have been met or exceeded. Such grants are subject further to accounting and auditing rules.

## Vision

To be a premier water utility that provides excellent services towards improving the quality of life of its customers in adherence to the belief that *Agua es Vida* (Water is Life).

## Mission

The ZCWD exists to:

1. provide adequate, affordable and sustainable supply of potable water;
2. develop and protect the city's water resources; and
3. manage waste water system in accordance with National and International Policies and Standards.

## Quality Policy (BR No. 007, series 2019)

1. Provision of quality water for all is our goal;
2. Continual improvement in our processes is our 'way of life';
3. Adherence and commitment to our core values affirm our dedication to service excellence that shall exceed customer and statutory requirements and applicable local and international standards;
4. Because we believe in the credo that '*Agua es Vida*'.

## Core Values

In the discharge of mandated functions, duties and responsibilities, all employees/workers under service agreements are guided by the following values:

**Commitment** - every staff is happy with her/his work

**Reliability** - personnel adhere to quality service at all times

**Integrity** - everyone embodies the true essence of public service

**Solidarity** - everyone believes that working together delivers more results

**Professionalism** - everyone nurtures good character at all times

**Innovativeness** - everyone adapts to technology innovations

## **SECTION 2: AGENCY STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (ASPMS)**

### **A. Background**

The Civil Service Commission (CSC), as the central human resource management agency of the Philippine bureaucracy, is mandated by the Philippine Constitution to adopt measures to promote morale, efficiency, integrity, responsiveness and courtesy in the civil service. It is likewise tasked to institutionalize a management climate conducive to public accountability.

Among the mandatory human resource systems under the Revised Administrative Code of 1987 is the Performance Evaluation System (PES) which shall be administered in accordance with rules, regulations and standards promulgated by the CSC. Such performance evaluation system shall be administered to continually foster the improvement of individual employee efficiency and organizational effectiveness.

Through the years, the CSC has implemented several performance evaluation/appraisal systems. However, these systems were focused only on individual appraisals which are pre-requisites for promotion and other personnel actions including separation and performance-based incentives. The link between appraisals and personnel action and incentives and the lack of a parallel system to enable validation/comparison between organizational effectiveness and employee performance resulted to low system integrity due to its unreliability and subjectivity.

The ZCWD also adopts a performance evaluation / appraisal system to address the gaps and weaknesses found in previous performance evaluation systems. The Strategic Performance Management System (SPMS) gives emphasis to the strategic alignment of thrusts with the day-to-day operations of each functional unit. This system hopes to align individual performance with organizational effectiveness and thereby strengthen the management culture of performance and accountability.



## B. Legal Bases

1. Administrative Order No. 25, December 21, 2011 - creating the Inter-Agency Task Force on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems; it likewise states that the harmonized RBPMS shall also be used as basis for determining entitlement to performance-based allowances, incentives, or compensation of government personnel.
2. Executive Order No. 80, Series of 2012 - directing the adoption of a Performance-based Incentive System for Government Employees; states that the PBB shall be characterized as a system of ranking units and personnel within an organization according to their performance as measured by verifiable, observable, credible, and sustainable indicators of performance as formulated by the PMT and approved by the Executive Committee/General Manager;
3. MC No. 2012-1 August 13, 2012 "Guidelines on the Cascading of Department Performance Targets" - in line with Executive Order No. 80, s.2012;
4. CSC Memorandum Circular No. 06, s.2012 "Guidelines in the Establishment and Implementation of Agency Strategic Performance Management System (SPMS) - prescribes the use of the Organizational Performance and Commitment and Review Form for delivery units and the Individual Performance Commitment and Review Form for individual employees;
5. Executive Order No. 201 s.2016, dated February 19, 2016 "Modifying the Salary Schedule for Civilian Government Personnel and authorizing the Grant of Additional Benefits for both Civilian and Military and Uniformed Personnel";
6. Inter-Agency Task Force (IATF) Memorandum Circular No. 2021-1, dated June 03, 2021 "Guidelines on the Grant of the Performance-Based Bonus (PBB) for Fiscal Year (FY) 2021 under Executive Order No. 80, s.2012 and Executive Order No. 201, s.2016;
7. LWUA-DBM Joint MC No. 2021-1, dated October 19, 2021 "Guidelines on the Grant of Fiscal Year 2021 Performance Based-Bonus (PBB) for Local Water Districts

(LWDs) issued pursuant to Executive Order No. 80, s.2012, EO No. 201, s.2016 and Administrative Order No. 25 Inter-Agency Task Force (IATF) Memorandum Circular No. 2021-1”;

All other circulars or issuances subsequently passed which serve to govern matters on the grant of the PBB incentive.

### **C. The SPMS Concept**

The SPMS is focused on linking individual performance vis-à-vis the agency's organizational vision, mission and strategic goals. It is envisioned as a technology composed of strategies, methods and tools for ensuring fulfillment of the functions of the offices and its personnel as well as for assessing the accomplishments.

It is a mechanism that ensures the employee achieves the objectives set by the organization and the organization, on the other hand, achieves the objectives that it has set itself in its strategic plan.

Performance management system is the heart of the human resource system because information produced from it is useful in human resource planning, management and decision-making processes.

The SPMS follows the four-stage PMS cycle: 1. Performance planning and commitment; 2. Performance monitoring and coaching; 3. Performance review and evaluation; and 4. Performance rewarding and development planning.

The following organizational plans, as an enabling mechanisms, shall complement and support the SPMS implementation and shall be utilized as basis in formulating the unit's annual performance commitment and budget:

1. ZCWD Strategic Plan
2. Business Plan
3. Business Continuity and Recovery Plan
4. Public Sector Continuity Plan
5. Disaster Risk Reduction and Management Plan

6. Occupational Safety and Health Standards Plan
7. Water Demand Management Plan
8. Water Security Master Plan

Pursuant to the sGuideline on Preparation of Performance Commitment, Performance Report and Corporate Operating Budget (GL-ZCWD-02), the Corporate Planning Department (CorPlan) shall prepare and disseminate the Office Performance Commitment and Review Form (OPCR) / Agency Targets (Form A). Correspondingly and following the budget calendar in the same guideline, all groups and departments shall prepare their respective performance commitment for any given rating period.

Preparation of the Individual Performance Commitment and Review (IPCR) Form shall be done by the individual staff with assistance/guidance from his/her supervisor/s.

**D. Other support mechanisms:**

1. A recruitment and appointment system according to the Revised Rules on Appointments and Other Personnel Actions under CSC Memorandum Circular No. 40, s. 1998, and other issuances of the CSC;
2. A ZCWD Merit Selection/Promotion Plan (MSPP) duly approved by the CSC on January 16, 2017;
3. A Program on Rewards and Incentives for Service Excellence (PRAISE) duly approved by the CSC on April 13, 2010.

In addition to the above mechanisms, the ZCWD shall likewise institute the following:

1. A mentoring and coaching program;
2. An Information Communication Technology (ICT) that supports project documentation, knowledge management, monitoring and evaluation;
3. Change management program; and
4. Policy review and formulation.

## **E. General Objectives**

The main purposes and objectives of this *Guideline* are to: a) establish standards for granting additional benefits based on performance, and 2) serve as motivational tool to increase staff productivity, improve delivery of basic services and promote better customer relations by cascading operational unit's accountabilities to the various levels of the water district anchored on the establishment of rational and factual basis for performance targets and measures.

Specifically, this *Guideline* seeks to:

1. recognize and reward exemplary performance within the Zamboanga City Water District;
2. rationalize the distribution of incentives across performance categories or departments and individual; and
3. motivate the workforce to increase productivity by willingly contributing to the attainment of set goals and objectives.

The SPMS shall be prepared and administered to:

1. Concretize the linkage of organizational performance with the ZCWD Strategic Plan;
2. Ensure service effectiveness and continual improvement through individual employee efficiency by cascading institutional accountabilities to the various organizational levels of the ZCWD anchored on the Major Final Outputs (MFO), key strategic / quality objectives, key performance indicators and correspondingly the key imperatives and
3. Link performance management with other HR systems and ensure adherence to the principle of merit and fitness.

This *Guidelines* aims to supplement the CSC-approved Agency Strategic Performance Management System (SPMS), by providing and establishing parameters for rating the performance of the different delivery units and/or the individuals / process owners of the ZCWD vis-à-vis Performance Commitments;

To enhance the delineation of roles and responsibilities of the delivery units and process owners, in relation to achieving the organizational goals and targets; and

To foster team spirit towards the effective execution and achievement of organizational plans and targets, strengthening performance and appraisal systems based on existing systems, e.g. Organizational Performance Indicator Framework, SPMS of the Civil Service Commission, and the Results-Based Performance Management as provided under Administrative Order No. 25, Series of 2011. (MC No. 2014-02).

## **F. Coverage**

This Guideline shall cover **primarily all organizational units**, officials and employees of the ZCWD.

## **G. Definition of Terms**

The following terms are completely lifted from the Guidelines on the Cascading of Department Performance Targets in Line with Executive Order (EO) No. 80 (Inter-Agency Task Force MC No. 2012-1 dated August 13, 2012). The texts in Italics under this Section of the Guideline represent ZCWD's interpretation and application of the terms.

1. Major Final Output (MFO) - a good or service that a department is mandated to deliver to external clients through the implementation of programs, activities and projects. It may be a single output or group or group of outputs that are similar in nature, targeted at the same organizational/sector outcome and capable of being summarized by a common performance indicator.
2. Performance Indicator (PI) - a characteristic of performance (quantity, quality, timeliness, or cost) that is to be measured and will illustrate the standard by which a department is expected to deliver its MFO. As specified in EO No. 80, the MFO PIs should be verifiable, observable, credible and sustainable, especially for front line functions of departments/agencies. *The MFO PI's equivalent term used in the ZCWD is Key Performance Indicators or KPIs.*

3. Performance Target (PT) - a predetermined numerical target level of performance (quantity, quality, timeliness and cost of an output) against which actual performance can be compared and for which a mean, deviation and trend line can be calculated over time.
4. Department - *is the unit belonging to and under the supervision of Assistant General Manager. Each department, which is headed by a Department Manager A with Salary Grade-26, is composed of two or more divisions.*
5. Division - *is a primary sub-division of a department which is responsible for a major functional concern of the department. It is headed by a Division Manager A with Salary Grade-24. It is either a straight-line division or with at least two sections.*
6. Section - *is a primary sub-division of a division which is responsible for a specific functional concern of the division. It is headed by a chief with Salary Grade- 19 or higher.*
7. Unit - *refers to the operating units, i.e., groups, departments, divisions, sections of the ZCWD.*
8. Performance Management Team (PMT) - *the PMT is in charge of the formulation, consolidation, review, validation and evaluation of organizational performance commitments to ensure alignment to the established guidelines, rules and regulations.*
9. Office Performance Commitment Review Form (OPCR)- *approved performance targets and measures of the office in line with the LWUA-prescribed or mandated key performance indicators.*
10. Group Performance Commitment Review/Rating Form (GPCR) - *approved performance targets and measures of the four groups, which should primarily cascade the OPCR including, but not limited to, the key performance indicators that significantly contributes to the achievement of established imperatives as well as strategic / quality objectives.*

11. *Department Performance Commitment Review/Rating (DePCR)- approved performance targets and measures of department in support of the OPCR. This is made up of consolidated targets of the various divisions that comprise the department.*
12. *Division Performance Commitment Review/Rating (DiPCR) - approved performance targets and measures of division in support of the department's performance targets.*
13. *Individual Performance Commitment Review/Rating (IPCR) - approved performance targets and measures of individual employees in support of the division's performance targets. The IPCR may contain targets that can be classified as strategic priorities or directly related to their respective units. Other targets may be classified as support/core functions, individual activities that are the core functions of the individual employee.*
14. *Means of Verification (MOV) - are tools used and processes followed to collect the data necessary to measure progress including verifiable information / documents that serve as proof of progress or outputs.*

The division, department, group performance commitments or targets serve as the IPCR of the concerned supervisor/manager.

In the title/heading of the form the terms "review" and "rating" will be used for performance commitment and performance evaluation, respectively.

## H. Basic Elements

There are six (6) vital processes that serve as elements in SPMS. These processes support the balanced scorecard which is the main tool used in SPMS. These elements also underscore the long-term objectives based on the short-term activities of the office.

1. **Goal Aligned to Agency Mandate and Organizational Priorities.** The goals are aligned to ZCWD mandate and priorities. Performance goals and measurements are aligned with the ZCWD mandate/vision/mission, key imperatives and strategic priorities and/or organizational performance indicator framework and shall also be linked with the thrusts and priorities of national government. Standards are pre-determined to ensure efficient use and management of inputs and work processes.

Translating the vision of the ZCWD proved pivotal in realizing the goals of the office. Crucial to this are the documentation and consolidation of various efforts to capture milestones of each unit / personnel.

The ZCWD Strategic Plan contains five (5) key imperatives that are aligned and consistent with the revised Strategy Map where performance commitment of various operating units should be anchored upon. These are:

- a. Sustained a satisfactory customer rating;
  - b. Increased operational efficiency and reduced non-revenue water;
  - c. Mainstreamed quality management system;
  - d. Improved personnel competency and organizational capacity; and
  - e. System Network Improvement
2. **Outputs/Outcome-based** - the system shall put premium on major final output and KPI relevant to each group/department.
  3. **Team-approach** to performance management - accountabilities and individual roles in the achievement of organizational goals are clearly defined to give way to the collective goal setting and performance rating. IPCR is linked to the division's /



department's performance commitment to establish clear linkage between organizational performance and personnel performance.

The supervisor exercises his/her authority to regularly monitor performance level of subordinates and ensures that targets and/or assignments are accomplished on time. Constant monitoring and coaching are mainstreamed in the process so that corrective measures can be instituted at all level.

4. **User-friendly** - The forms used for both the organizational and individual performance are similar and easy to accomplish. The organizational and individual major final outputs and success indicators are aligned to facilitate cascading of organizational goals to the individual staff members and the harmonization of organizational and individual performance targets.
5. **Information System that supports Monitoring and Evaluation** - the Management Information Services Division of the Corporate Planning Department shall develop an information systems to facilitate monitoring and evaluating organizational and individual performance. The IS shall be shared through the Local Area Network where concerned department managers and officials can easily utilize either for tracking or reporting purposes.
6. **Communication Plan** - The Corporate Planning Department, in coordination with the Human Resource Department, shall communicate this guideline to all ZCWD officials and employees to promote awareness and generate interest and appreciation on the SPMS. Department Managers are likewise encouraged to emphasize the same to their personnel during meetings to guarantee employee's international of their roles as partners in achieving organizational goals and objectives.

## **SECTION 3: MAJOR FINAL OUTPUTS**

The Department of Budget and Management defines Major Final Output (MFO) as "the good or service that a water district is mandated to provide its external clients through the implementation of programs, activities, and projects. It may be a single output or group of outputs targeted at the same organizational / sector outcome and capable of being summarized by a common performance indicator". The strategic plan captures the basic MFO with the corresponding performance indicators (PI) for all water districts.

### **Performance Results, Performance Indicators and Success Indicators**

The following success indicators under each MFO/performance indicators from the various performance commitment forms serve as a standard menu in the preparation of performance commitment at all levels. The basic KPI under each of the major performance categories are not limited to the following:

#### **MFO 1 - Performance Results**

##### PI.1 Access to Potable Water

- a. Percentage of HH with access to potable water against the total number of HH within the coverage of the LWD
- b. Number / percent of applications for water service connections approved
- c. Number / percent of approved applications for water service connections tapped
- d. Number of new water sources developed
- e. Length of linear meters of new feederlines installed
- f. Number of interconnection completed
- g. Number of completed projects commissioned and turned-over

##### PI.2 Reliability of Services

- a. Percentage of HH connections receiving 24/7 supply of water
- b. Average of 7psi maintained

### PI.3 Adequacy of Services

- a. Source Capacity to meet demands for 24/7 supply of water i.e., 1.5:1

### PI.4 Non-Revenue Water reduced to 20 percent

- a. Percentage of unbilled water to total billing
- b. Percentage of physical losses reduced
- c. Percentage of commercial losses reduced
- d. Percentage of unauthorized consumption reduced
- e. Number of NF water meters replaced
- f. Number of NF water meters calibrated
- g. Number of old water meters replaced

### PI.5 Water Quality

- a. All water samples passed the physical-chemical tests per PNSDW standards
- b. All water samples passed the microbiological tests per PNSDW standards
- c. All water samples passed the radiological tests per PNSDW
- d. Met at least .3ppm daily chlorine residual requirement *at farthest point*

### PI.6 Adequacy and Reliability of Services

- a. Average response to restore service when there are interruptions due to line breaks and/or production equipment or facility breakdown as reflected in the CSC-approved Citizen's Charter
- b. Service interruption due to main line breaks restored within 24 hours from occurrence
- c. Service interruption due to breakdown in production equipment resolved within 24 hours from occurrence
- d. Leak repairs addressed within the ARTA prescribed time or as defined in the JOMS
- e. Number of restoration activities completed

### PI.7 Staff Productivity Index

- a. Maintained ratio of one staff per 120 active water service connections
- b. Number of vacant positions filled-up

## PI.8 Water Quality Reports

- a. All WQR submitted to regulatory agencies

## **MFO 2 - Process Results**

### PI.1 Quality of Service

- a. Agency QMS installed / established
- b. Agency ISO Certification achieved
- c. Public IEC campaigns conducted
- d. All FOI requests responded within timeline
- e. Transparency Seal Page requirements updated

## **MFO 3 - Financial Results**

### PI.1 Financial Viability and Sustainability

- a. Collection efficiency maintained at  $\geq 90$  percent
- b. Current ratio  $\geq 1.5:1$
- c. Positive net balance in the average net income for twelve (12) months
- d. Debt service status is current
- e. Budget utilization of at least 85 percent achieved

## **MFO 4 - Citizen Satisfaction Results**

### PI.1 Customer Satisfaction

- a. All complaints received through #8888 received/acted within 72 hours
- b. Compliance with EODB and Efficient Government Delivery Service Act
- c. Customer Satisfaction Measurement Report submitted
- d. Citizen's Charter Handbook updated and submitted
- e. Percent of customer complaints lodged with CCD resolved and/or acted within 24 hours
- f. Supplier's Performance Evaluation Report submitted

## **MFO 5 – Support to Operations**

### PI.1 Managed and improved business systems and applications

- a. Number or percent of onsite water meters geotagged
- b. Number or percent of HH with WSC geotagged
- c. Percent and/or number of appurtenances geotagged
- d. Number of water meters, appurtenances or line meters geotagged
- e. Number / length of assets rehabilitated or replaced

### PI.2 Development and formulation of operational plans, strategies and feasibility studies

- a. Performance commitment submitted
- b. Performance report submitted
- c. Mid-Term Plan Assessment conducted
- d. Terminal Review and Assessment of Strategic Plan conducted
- e. Successor Strategic Plan and/or other special plans formulated / updated
- f. Performance monitoring and evaluation (all levels) sustained
- g. Periodic assessment of operational reports undertaken
- h. Number of feasibility studies completed or updated

## **MFO 6 – General Administrative and Support Services**

### PI.1 Compliance with reportorial requirements

- a. Annual reports submitted to regulatory agencies
- b. Annual agency targets submitted to regulatory agencies
- c. Annual (inputs) to Regional Development Report submitted
- d. FOI Performance Report submitted
- e. Monthly Data Sheets submitted
- f. Year-end financial statements submitted to LWUA
- g. Monthly financial statements submitted to COA
- h. Capital Improvement Projects Report submitted
- i. Number of completed projects closed

PI.2 Fiscal administration

- a. APP-CSE / APP Non-CSE submitted
- b. Project Procurement Management Plan submitted
- c. Annual Procurement Plan submitted
- d. Annual Corporate Operating Budget submitted
- e. All cash advances within cut-off date liquidated
- f. Quarterly BUR disseminated

PI.3 Compliance with audit findings and liquidation of cash advances

- a. 30 percent of AOM fully implemented
- b. No recurrence of closed audit findings

PI.4 Submission of SALN and other administrative requirements

- a. 100 percent of staff SALN submitted
- b. Updated PDS submitted

## Section 4: Quality Objectives and Strategies

In addition to the menu of activities and/or strategies, enumerated below are the eight (8) quality objectives in the 2024 revised Strategy Map. Key strategies are also provided to show their alignment and congruence with the quality objectives.

<b>Quality Objective No. 1:</b> adequate, affordable and sustainable water services	<b>Strategy #1:</b> Accelerate implementation of revenue-generating projects
	<b>Strategy #2:</b> Formulate enabling mechanism towards a more affordable application fees to the low-income-group
	<b>Strategy #3:</b> Allocate adequate financial and human resource to operations
<b>Quality Objective No. 2:</b> fast and reliable services	<b>Strategy #4:</b> Ensure adherence and compliance to the Ease of Doing Business Act by maintaining better business relations with customers at all times and Citizen's Charter
<b>Quality Objective No. 3:</b> increase operational efficiency	<b>Strategy #5:</b> Strengthen financial controls and management
	<b>Strategy #6:</b> Adopt digital technologies in the management of water meters and in addressing commercial losses
<b>Quality Objective No. 4:</b> reduce non-revenue water	<b>Strategy #1:</b> Accelerate implementation of revenue-generating projects
	<b>Strategy #3:</b> Allocate adequate financial and human resource to operations
	<b>Strategy #6:</b> Adopt digital technologies in the management of water meters and in addressing commercial losses
	<b>Strategy #7:</b> Accelerate spending on high impact project projects

<p><b>Quality Objective No. 5:</b> sustain quantity of water supply</p>	<p><b>Strategy #7:</b> Accelerate spending on high impact project projects</p>
<p><b>Quality Objective No. 6:</b> effective quality water management</p>	<p><b>Strategy #8:</b> Sustain and strengthen collaboration and institutional linkages with key development partners</p>
<p><b>Quality Objective No. 7:</b> ensure quality management processes</p>	<p><b>Strategy #9:</b> Accelerate efforts towards achieving an ISO Certification and sustaining gains thereafter</p>
	<p><b>Strategy #10:</b> Hasten and align policy execution with performance planning, monitoring and evaluation</p>
<p><b>Quality Objective No. 8:</b> sustain a highly competitive and motivated workforce</p>	<p><b>Strategy #11:</b> Retooling of workforce towards increased competency</p>



**Section 5: Key Players and Responsibilities** *(Based on the Guidelines in the Establishment and Implementation of Agency Strategic Performance Management System (SPMS) per CSC MC no. 6 s. 2012)*

**5.1. SPMS Champion**

The SPMS Champion shall be the general manager, who shall:

1. be primarily responsible and accountable for the establishment and implementation of the SPMS;
2. sets agency performance goals/objectives and performance measures
3. determines agency target setting period
4. approves office performance commitment and rating
5. assesses performance of departments/groups

**5.2. Performance Management Team**

The Performance Management Team (PMT), duly established pursuant to the approved and existing agency SPMS, is authorized to exercise the following functions:

1. Set consultation meetings with all Heads of Delivery Units to discuss the Office Performance Commitment and Review (OPCR) Form and/or the LWUA-prescribed template for Agency Targets or Form A;
2. Ensure that the units' and individuals' performance targets, measures and budget are aligned with those of the agency's Balanced Scorecard (BSC) and other priorities set by the management and the board;
3. Recommend approval of the Office Performance Commitment and Review (OPCR) Form and/or Agency Targets Form A to the general manager;
4. Act as appeals body and final arbiter;
5. Identify potential top performers for awards; and
6. Adopt internal rules, procedures, and strategies in carrying out its functions and responsibilities.

In addition, the PMT shall undertake regular organizational performance monitoring and evaluation to ensure that strategic measures to address gaps are immediately instituted. Individual performance monitoring shall be mainstreamed in the functions of concerned supervisors/managers in cooperation with the Human Resource Department.

The PMT shall be composed of the following voting members:

1. Head of the Corporate Planning Department
2. Head of the Planning and Monitoring Division
3. Head of the Legal Department
4. Head of the Human Resources Department
5. Head of the Internal Audit Division

As a matter of protocol, heads of CPD, LD, HRD shall inhibit from taking part in any action or decision of the PMT pertaining to the review and evaluation of their respective performance commitments or reports. They shall not also sign in any resolution pertaining thereto.

### **5.3. Planning and Monitoring Division (PMD)**

As PMT secretariat, the PMD shall:

1. Prepares, submits, monitors, evaluates the Office Performance Commitment and Review Form and schedule the review/evaluation of the office commitments by the PMT following the Guideline on the Preparation of Performance Commitment, Reports and Corporate Operating Budget.
2. Consolidates, reviews, validates and evaluates the initial performance assessment of the groups, department managers based on reported office accomplishments against the success indicators, and the allotted budget against the actual expenses. The result of the assessment shall be the basis of PMT's recommendation to the SPMS Champion who shall determine the final office rating.

3. Conducts an agency performance planning and review conference bi-annually or annually for the purpose of discussing the office assessment for the preceding performance period and plans for the succeeding rating period with concerned assistant general managers and department managers. This shall include participation of the Accounting and Financial Management Department as regards budget utilization.
4. Provides each department with final office assessment to serve as basis of departments in the assessment of individual staff members.

#### **5.4. Human Resource Department**

1. Monitors submission of Individual Performance Commitment and Review Form.
2. Reviews the Summary List of Individual Performance Rating to ensure that the average performance rating of employees is equivalent to or not higher than the department performance rating as recommended by the PMT and approved by the general manager.
3. Provides analytical data on retention, skill/competency gaps, and talent development plans that align with the strategic plans.
4. Coordinates development intervention that will form part of the HR Plan.

#### **5.5. All Department Managers or its equivalent shall:**

1. Assume primary responsibility for performance management in his/her department.
2. Conduct strategic planning session with the supervisors and staff and agree on the outputs that should be accomplished based on the goals/objectives of the organization and submits the Department Performance Commitment and Review Form to the Corporate Planning Department thru the PMT Secretariat.

3. Review and approve individual employee's Performance Commitment and Review Form for submission to the Human Resource Department before the start of the performance / rating period.
4. Submit a quarterly accomplishment report to the Corporate Planning Department based on the PMS calendar.
5. Undertake initial assessment of department's performance using the approved Department Performance Commitment and Review Form.
6. Determine final assessment of performance level of the individual employees in his/her department based on proof of performance.
7. Inform employees of the final rating and identifies necessary interventions to employees based on the assessment of developmental needs.
8. Recommend and discusses a development plan with the subordinates who obtain Unsatisfactory performance during the rating period not later than one (1) month after the end of said period and prepares written notice/advice to subordinates that a succeeding Unsatisfactory performance shall warrant their separation for the service.
9. Provide preliminary rating to subordinates showing poor performance not earlier than the third (3rd) month of the rating period. A development plan shall be discussed with the concerned subordinate and issue a written notice that failure to improve performance shall warrant their separation from the service.

#### **5.6. Division Managers or its equivalent**

1. Assumes joint responsibility with the department manager in ensuring attainment of performance objectives and targets.
2. Rationalize distribution of targets/tasks.

3. Monitor closely the status of the performance of their subordinates and provides support and assistance through the conduct of coaching for the attainment of targets set by the division and individual employee.
4. Assess individual employee's performance.
5. Recommend development intervention.

### **5.7. All Employees**

1. Act as partners of management and their co-employee / peer in meeting organizational performance goals / targets.

The SPMS recognizes the critical role of non-organic individuals who contribute to the overall performance of the agency. To properly account for and document their contributions, their expected deliverables shall be specified in the Contract of Service. Concerned supervisors / managers shall be charged with performance monitoring, assessment and reporting to the Human Resource Department.

## SECTION 6: THE SPMS PROCESS

### The SPMS Cycle

The SPMS in the ZCWD shall follow the four-stage Performance Management System cycle that underscores the importance of performance management.

<b>Stage 1</b> <b>PERFORMANCE PLANNING AND COMMITMENT</b>
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This is done at the start of the performance period where the general manager and/or concerned assistant general manager meets with his/her department managers; and the department managers meet with their division managers and staff to agree on the outputs that should be accomplished based on the goals/objectives of the organization.

During this stage, success indicators are determined.

Success Indicators are performance level yardsticks consisting of performance measures and performance targets. These shall serve as bases in the office and individual employee's preparation of their performance target and rating form.

Performance measures<sup>1</sup> need not be many. Only those that contribute to or support the outcomes that the ZCWD aims to achieve shall be included in the office performance contract, i.e., measures that are relevant to the ZCWD's core functions and strategic priorities. The performance measures must be continuously refined and reviewed.

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

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<sup>1</sup> Performance measures are always tied to a goal or an objective (the target). Performance measures can be represented by single dimensional units like hours, meters, nanoseconds, dollars, number of reports, number of errors, etc.

Category	Definition
Effectiveness/ Quality	<ul style="list-style-type: none"> <li>▪ <i>The extent to which actual performance compares with targeted performance</i></li> <li>▪ <i>The degree to which objectives are achieved and the extent to which targeted problems are solved</i></li> <li>▪ <i>In management, effectiveness relates to getting the right things done</i></li> </ul>
Efficiency	<p><i>The extent to which time or resources is used for the intended task or purpose. Measures whether targets are accomplished with a minimum amount or quantity of waste, expense or unnecessary effort</i></p>
Timeliness	<ul style="list-style-type: none"> <li>▪ <i>Measures whether the deliverables were done on time based on the requirements of the law and/or clients/stakeholders</i></li> <li>▪ <i>Time-related performance indicators evaluate such things as project completion deadlines, time management skills and other time-sensitive expectations.</i></li> </ul>

The general manager shall cause the determination of their target setting period which shall be before the start of the performance period. The ZCWD strategic plan, Approved Budget and other similar documents shall be used as basis of the targets.

In addition, the major final outputs<sup>2</sup> that contribute to the attainment of the ZCWD vision and mission and which form part of the ZCWD core functions<sup>3</sup> shall be indicated as performance targets.

In setting targets, the ZCWD shall take into account any combination or, or all of the following:

- (a) **Historical data.** The data shall consider past performance.

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<sup>2</sup> Major final outputs (MFOs) are goods and services that the ZCWD is mandated to deliver to external clients through the implementation of programs, activities and projects

<sup>3</sup> Core functions are those performed by the ZCWD which are inherent in its mandates

- (b) **Benchmarking.** This involves identifying and comparing the best ZCWDs or other units with similar functions or processes. Benchmarking may also involve recognizing existing standards based on provisions or requirements of the law.
- (c) **Client demand.** This involves a bottom-up approach where the ZCWD sets targets based on the needs of its clients. The ZCWD may consult with stakeholders and review the feedback on its services.
- (d) **Instructions from General Manager.** The general manager may set targets and give special assignments.
- (e) **Future trends.** Targets may be based from the results of the comparative analysis of the actual performance of the ZCWD with its potential performance.

**In setting work targets,** the ZCWD shall likewise indicate the detailed budget requirements per expense account to help the local chief executive in ensuring a strategy driven budget allocation and in measuring cost efficiency.

The ZCWD shall also identify specific unit as primarily accountable for producing a particular target output per program/project/activity (PPA). Each unit shall prepare and submit its respective Performance Commitment and Review (PCR) Form. ***The department managers, through their respective assistant general managers, shall submit to the Corporate Planning Department the PMT Secretariat, an electronic and printed copies of the duly accomplished templates on or before January 31 for the rating period January - June and on or before July 31 for the rating period July to December 31.***

The targets, performance measures, budget and responsibility centers shall be summarized in the Office Performance Commitment and Review (OPCR) Form **(Annex A)**. **These shall be consolidated by the Planning and Monitoring Division using the forms prescribed by the Department of Budget and Management (DBM) or the LWUA.** The consolidated commitment of the departments shall be published through the office's website: [www.zcwd.gov.ph](http://www.zcwd.gov.ph) for transparency. Printed copies of the commitments shall also be submitted to the DBM and/or LWUA for its reference.



**The approved OPCR** shall serve as basis for cascading performance targets and measures to be prepared in the Individual Performance Commitment and Review (IPCR) Form.

Unless the work output of a particular duty has been assigned pre-set standards by the general manager, assistant general managers and department heads or its equivalent, its standards shall be agreed upon by the supervisors and the ratees.

Individual employees' performance standards shall not be lower than the office's standards in its approved OPCR Form.

**Stage 2**  
**PERFORMANCE MONITORING AND COACHING**

During this phase, the performance of each unit and every individual under it shall be regularly monitored by the PMT and concerned raters, respectively. Monitoring and evaluating the general manager's performance shall be the primary responsibility of the Board of Directors in coordination and cooperation with the PMT through the CorPlan-PMD.

Monitoring and evaluation mechanisms shall be set in place to ensure that timely and appropriate steps can be taken to keep a program on track and to ensure that its objectives or goals are met in the most effective manner.<sup>4</sup>

The ZCWD, through its Management and Information Services Division, shall likewise install an information system which is a vital tool for management that will support data management to produce timely, accurate and reliable information for program tracking and performance monitoring/reporting.

Department and division managers shall play a critical role as supervisors and coaches especially in providing an enabling environment/intervention to improve team performance and manage and develop individual potentials.

**Stage 3**  
**PERFORMANCE REVIEW AND EVALUATION**  
**(Office Performance and Individual Employee's Performance)**

In this stage, both office and individual employee's performance level shall be assessed based on performance targets and measures as approved in the office and individual performance commitment contracts.

The impartiality of the assessment results shall be ensured through the use of scientific and verifiable basis for target setting and evaluation.

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<sup>4</sup> Performance Monitoring and Coaching forms to be used are in Annexes C and D

## **(1) Department/Office Performance Assessment**

The responsible unit in the ZCWD shall consolidate, review, validate and evaluate the initial performance assessment of the department heads based on reported office/department accomplishments against the success indicators, and the allotted budget against the actual expenses.

A ZCWD performance review shall be conducted annually for the purpose of discussing the office/department assessment with concerned department managers. This shall include participation of the AFMD as regards to budget utilization.

To ensure complete and comprehensive performance review, all departments shall submit a quarterly accomplishment report to the PMT based on the PMS Calendar<sup>5</sup>.

Any issue/appeal/protest on the department assessment shall be articulated by the concerned department head and decided by the general manager during the annual conference. Hence, the final rating shall no longer be appealable/contestable after the conference.

**The PMT shall provide each department with the final department assessment to serve as basis of departments in the assessment of individual staff members.**

## **(2) Performance Assessment for Individual Employees**

Immediate supervisors shall assess individual employee performance based on the commitments made at the beginning of the rating period. The performance rating shall be based solely on records of accomplishment. Hence, there is no need for self-rating.

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<sup>5</sup> Annex D (synched with Guidelines on the Preparation of Performance Commitment, Performance Report, Corporate Operating Budget-GL-ZCWD-002)

Rating for planned and/or intervening tasks shall always be supported by reports, documents or any outputs as proofs of actual performance. In the absence of said bases or proofs, a particular task shall not be rated and shall be disregarded.

The supervisor shall indicate qualitative comments, observations and recommendations in the individual employee's performance commitment and review form to include competency<sup>6</sup> assessment and critical incidents<sup>7</sup> which shall be used for human resource development purposes such as promotion and other interventions.

Employee's assessment shall be discussed by the supervisor with the concerned rate prior to the submission of the individual employee's performance commitment and review form to the general manager.

The general manager shall determine the final assessment of performance level of the individual employees in his/her department based on proof of performance. The final assessment shall correspond to the adjectival description of outstanding, very satisfactory, satisfactory, unsatisfactory or poor.

The general manager may adopt appropriate mechanism to assist him/her distinguish performance level of individuals, such as, but not limited to, peer ranking and client feedback.

**The average of all individual performance assessments shall not go higher than the collective performance of the agency, group, department, division.**

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<sup>6</sup> Competencies are observable, measurable, and vital behavioral skills, knowledge and personal attributes that are translations of organizational capabilities deemed essential for success. Competencies shall be identified for a particular position or job family.

<sup>7</sup> Record of events, happenings or actual information affecting the overall accomplishments of the employee during the particular rating period.

The general manager shall ensure the following:

- (a) The employee is notified<sup>8</sup> of his/her final performance assessment; and
- (b) The Summary List of Individual Ratings<sup>9</sup> with the attached IPCRs is submitted to the HRM/Personnel Office within the prescribed period.

### **(3) Monitoring and Validation of Performance**

- 3.1. The PMT and the HRD shall validate the performance ratings of operating units and employees, respectively, to determine the progress of targets and commitments for a given performance period.
- 3.2. Managers and supervisors shall be primarily responsible in monitoring the performances of their respective personnel.
- 3.3. Performance shall be verified and validated through any or combination of the following, which shall be properly documented:
  - a. Meetings (i.e. group or one-on-one discussions)
  - b. Memorandum
  - c. Progress/Accomplishment Reports
  - d. Tracking/Slips/Feedback Forms
  - e. Job Order Forms
  - f. Actual inspection
- 3.4. Performance Evaluation shall be done bi-annually or annually, whichever is applicable. The PMT *motu proprio* may also determine the need to undertake performance monitoring and coaching sessions in consideration of prevailing circumstances. Performance measures shall be validated by the PMT, whenever necessary.

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<sup>8</sup> Annex E

<sup>9</sup> Annex F

#### **(4) Performance Categories and Incentive Rates**

The Inter-Agency Task Force Memorandum Circular 2021-1 (IATF MC) dated June 03, 2021 declared that PBB rates are to be determined by the total score achieved by agencies following assessment and/or evaluation of their accomplishment reports, as follows:

It can be inferred from the foregoing table that there no longer will be a ranking of an agency's delivery units for purposes of determining their incentive rates. So long as the agency has been determined eligible, a uniform PBB incentive rate shall apply to the entire agency regardless of its delivery units.

These guidelines shall be flexible in adopting the provisions of future PBB guidelines which may serve to modify the manner of determining PBB incentive rates for eligible agencies.

#### **(5) Performance Ratings**

- 5.1. Utilization of the CSC-approved ASPMS in rating the performance of officials and employees for purposes of the PBB 2019 compliance and eligibility is enjoined.
- 5.2. The PMT adopts a **"No Documentation, No Rating"** policy where applicable. All delivery units must substantially comply with the identified reportorial requirements regular and/or inherent to the delivery unit, which includes:
  - a. Annual Work Plan or OPCR (Organizational Performance and Commitment Review Form) that is consistent with the Balanced Scorecard and major initiatives including the corresponding budget. The OPCR shall objectively indicate the rating dimensions (e.g. Quality, Efficiency, Timeliness) for each of the success indicators;
  - b. Department Performance and Commitment Review (DePCR), reporting on the department's accomplishments and performance for the rating period;

- c. Division Performance and Commitment Review (DiPCR), reporting on the department's accomplishments and performance for the rating period;
  - d. Individual Performance Commitment and Review (IPCR), reporting on the individual's accomplishments and performance for the rating period;
  - e. Other reports to substantiate reported accomplishments and performance for the relative rating period (attached to the DPCR and IPCR, if any).
- 5.3. Reported accomplishments must be duly supported and evidenced by verifiable proof (supported accomplishments). In the exercise of its discretion, the PMT may require the submission of additional reports, certifications, and/or documentation as may be required.
- 5.4. Rating for planned and/or intervening tasks shall always be supported by reports, documents, or any outputs as proofs of actual performance. In the absence of said bases or proofs, a particular task shall not be rated and shall be disregarded.<sup>10</sup>
- 5.5. Should there be any inconsistencies and/or inaccuracies in its documentations and submissions, the same may serve as ground for PBB ineligibility, subject to due process and proper determination by the PMT.
- 5.6. No downward adjustments/modifications of operational targets already endorsed to the PMT shall be allowed. Instead, the concerned units shall report on the reasons/difficulties/challenges to achieving the set (operational) targets for not meeting the set (operational) targets. The same shall be taken up by the PMT for appropriate action.

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<sup>10</sup> ZCWD SPMS Guideline, August 11, 2015

- 5.7. Upward adjustments consistent with the Revised Balanced Scorecard and included among the Major Initiatives may be allowed subject to approval by the PMT, provided such are supported by the approved budget.
- 5.8. Performance Ratings shall have two parts. Part I (80%) shall cover ratings on Quality, Efficiency, and Timeliness in achieving physical targets. Part II (20%) shall consider the Critical Factors of Punctuality and Attendance.

<p><b>Stage 4</b></p> <p><b>PERFORMANCE REWARDING AND DEVELOPMENT PLANNING</b></p>
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The competency assessment vis-à-vis the competency requirements of the job shall be made an integral part of the individual employee's evaluation.

The result of the assessment shall be discussed by the general manager and the department managers with the individual employee at the end of each rating period. The discussion shall focus on the strengths, competency-related performance gaps and the opportunities to address these gaps, career paths and alternatives.

The result of the competency assessment shall be treated independently of the performance rating of the employee.

Appropriate developmental interventions shall be made available by the general manager and the department managers in coordination with the HRD.

A professional development plan<sup>11</sup> to improve or correct performance of employees with unsatisfactory and poor performance ratings shall be outlined, including timelines, and monitored to measure progress.

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<sup>11</sup> Annex G



The results of the performance evaluation/assessment shall serve as inputs to the:

- (a) **General Manager** - In identifying and providing the kinds of interventions needed, based on development needs identified;
- (b) **HRD/Personnel Office** - In consolidating and coordinating developmental interventions that will form part of the HR Plan and the basis for rewards and incentives;
- (c) **PRAISE Committee** - In identifying potential PRAISE Awards nominees for various award categories; and in determining top performers of the units who shall qualify for awards and incentives.

## Section 7: General Rating Period and Rating Scale

In general, there shall be a five-point rating scale (1 to 5), five (5) being the highest and one (1), the lowest. Various rating scales shall, however, be used for specific sets of measures. The following numerical and adjectival rating scales shall be the main reference by the raters in assigning the points.

### SPMS General Rating Scale:

Rating		Description
Numerical	Adjectival	
5	Outstanding 4.5 - 5.0	<i>Performance represents an extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity, creativity and initiative. Employees at this performance level should have demonstrated exceptional job mastery in all major areas of responsibility. Employee achievement and contributions to the organization are of marked excellence.</i>
4	Very Satisfactory 3.5 - 4.49	<i>Performance exceeded expectations. All goals, objectives and targets were achieved above the established standards</i>
3	Satisfactory 2.5 - 3.49	<i>Performance met expectations in terms of quality of work, efficiency and timeliness. The most critical annual goals were met.</i>
2	Unsatisfactory 1.5 - 2.49	<i>Performance failed to meet expectations, and/or one or more of the most critical goals were not met.</i>
1	Poor 1.0 below	<i>Performance was consistently below expectations, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas.</i>

The following are the SPMS rating scale based on the range prescribed in CSC Memo Circular No. 13, series of 1999:

Outstanding 4.5 - 5.0	Performance exceeding targets by 30% and above of the planned targets; from the previous definition of the performance exceeding targets by at least 50%.
Very Satisfactory 3.5 - 4.49	Performance exceeding targets by 15% to 29% of the planned targets; from the previous range of performance exceeding targets by at least 25% but falls short of what is considered an outstanding performance.
Satisfactory 2.5 - 3.49	Performance of 100% to 114% of the planned targets. For accomplishments requiring 100% of the targets, such as those pertaining to money or accuracy or those which may no longer be exceeded, the usual rating of either 10 for those who met targets or 4 for those who failed or fell short of the targets shall still be enforced.
Unsatisfactory 1.5 - 2.29	Performance of 51% to 99% of the planned targets.
Poor 1.0 below	Performance failing to meet the planned targets by 50% or below.

**Uses of Performance Ratings:**

- (a) Security of tenure of those holding permanent appointments shall not be absolute and shall be based on performance.

Employees who obtained **unsatisfactory** rating or exhibited poor performance for one rating period shall be provided appropriate developmental intervention to address competency-related performance gaps. She / he shall not be entitled to any additional performance-based bonus or performance-based incentives.

**If after advice and provision of developmental intervention, the employee still obtains unsatisfactory rating or poor rating for the immediately**

**succeeding rating period, he/she may be dropped from the rolls. A written notice/advice from the general manager at least 3 months before the end of the rating period shall be required.**

The PRAISE Committee shall validate outstanding performance ratings and may recommend concerned employees for performance-based awards. Grant of performance-based incentives shall be based on the final ratings of employees as approved by the general manager.

- (b) Performance ratings shall be used as basis for promotion, training and scholarship grants and other personnel actions.

Employees with outstanding and very satisfactory performance ratings shall be considered for the above-mentioned personnel actions and other related matters.

- (c) Officials and employees 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 purposes of performance-based benefits, employees who are on official travel, scholarship or training within a rating period shall use their performance ratings obtained in the immediately preceding rating period.

- (d) Employees who are on detail or secondment to another office shall be rated in their present or actual office, copy furnished 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 the mother (plantilla) office or present office, where the employees have spent majority of their time during the rating period.

## **Criteria and Conditions to Qualify for the PBB subject to updating based on most recent guidelines**

The criteria and conditions for the grant of and qualifications to PBB, organizational or individual, for any given year shall be based on guidelines issued by regulatory agencies.

At the individual level, the PBB shall be granted the authorized amount to regular employees who have obtained at least satisfactory rating or higher.

No Performance-Based Bonus shall be given to units or employees if performance rating is below satisfactory.

### **a. Technical Assistance from CSC**

If necessary, the general manager shall request technical assistance from the CSC Regional/Field Office concerned on the development, implementation or refinement of this SPMS of the office.

### **b. Sanctions**

Unless justified and accepted by the management, non-submission of the O/G/DPCR Form to the PMT and the IPCR to the HRD Office within the specified date shall be a ground for:

- i. Employees' 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 the submission of the report form is the fault of the employees.
- ii. An administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty for the supervisors or employees responsible for the delay or non-submission of the OPCR, G/DPCR and IPCR reports.

- iii. ***Non-compliance with this guideline shall render the unit ineligible for the Performance-Based Bonus for a particular year.***
- iv. Failure on the part of the general manager to comply with the required notices to their subordinates for their unsatisfactory or poor performance during a rating period shall be a ground for an administrative offense for neglect of duty.
- v. Non-submission of this SPMS to the CSC for review/approval shall be a ground for disapproval of promotional appointments issued by this office.

**c. Appeals**

- i. Department performance assessment as discussed in the performance review conference shall be final and appealable. Any issue/appeal on the initial performance assessment of a particular unit shall be discussed and decided during the performance review conference.
- ii. 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 general manager. Any unit or individual employee, however, shall not be allowed to protest the performance ratings of other unit/s or co-employees. Ratings obtained by other unit or employees can only be used as basis or reference for comparison in appealing one's unit or individual performance rating.
- iii. The PMT shall decide on the appeals within one (1) month from receipt.
- iv. Officials or employees 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 fifteen (15) days from receipt of the order or notice of separation.

**Section 8: Commitment**

With the foregoing guidelines, I hereby commit to install, establish and fully implement the Strategic Performance Management System (SPMS) in the ZCWD.



**Reynaldo R. Cabilin**  
Acting General Manager



**ALVIN R. ARANETA**  
Director IV

**CSC Official**

APR 08 2024

\_\_\_\_\_  
Date

\_\_\_\_\_  
CSC Official

**Annex A: OFFICE PERFORMANCE COMMITMENT AND REVIEW (OPCR) FORM**

ZCWD PERFORMANCE COMMITMENT AND REVIEW FORM									
I, _____, _____, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period _____.									
Ratee:			Verified by:			Approved by:			
Date: <b>General Manager</b>			Date: <b>PMT Chair</b>			Date: <b>Chairman, Board of Directors</b>			
MFO and PERFORMANCE INDICATORS	SUCCESS INDICATORS (Targets + Measures)	ALLOTTED BUDGET	UNIT RESPONSIBLE	ACTUAL ACCOMPLISHMENTS	RATINGS				REMARKS / MOV
					Q	E	T	A	
<b>A. PERFORMANCE RESULTS</b>		<b>P</b>							
<b>B. PROCESS RESULTS</b>									
<b>C. FINANCIAL RESULTS</b>									
<b>D. CITIZEN SATISFACTION RESULTS</b>									
<b>E. SUPPORT TO OPERATIONS</b>									
<b>F. GENERAL ADMINISTRATION AND SUPPORT SERVICES</b>									
					<b>Average Rating</b>				
<b>Rating Scale</b>		<b>5 - Outstanding</b>	<b>4 - Very Satisfactor</b>	<b>3 - Satisfactory</b>	<b>2 - Unsatisfactory</b>	<b>1 - Poor</b>			
<b>Assessed by:</b>					<b>Final Rating by:</b>				
<b>Chair, PMT</b>		<b>Date</b>	<b>General Manager</b>		<b>Date</b>	<b>Chairman, Board of Directors</b>		<b>Date</b>	
		<b>Q - Quality</b>	<b>E - Efficiency</b>	<b>T - Timeliness</b>	<b>A - Average</b>				



**Annex A-1: DEPARTMENT PERFORMANCE COMMITMENT AND REVIEW (DePCR) FORM**

DEPARTMENT PERFORMANCE COMMITMENT AND REVIEW FORM									
I, _____, _____, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period _____.									
Ratee:		Verified by:			Approved by:				
Date: Department Manager		Date: PMT Chair			Date: Chairman, Board of Directors				
MFO and PERFORMANCE INDICATORS	SUCCESS INDICATORS (Targets + Measures)	ALLOTTED BUDGET	UNIT RESPONSIBLE	ACTUAL ACCOMPLISHMENTS	RATINGS				REMARKS / MOV
					Q	E	T	A	
G. PERFORMANCE RESULTS		P							
H. PROCESS RESULTS									
I. FINANCIAL RESULTS									
J. CITIZEN SATISFACTION RESULTS									
K. SUPPORT TO OPERATIONS									
L. GENERAL ADMINISTRATION AND SUPPORT SERVICES									
					Average Rating				
<b>Rating Scale</b>		5 - Outstanding	4 - Very Satisfactor	3 - Satisfactory	2 - Unsatisfactory	1 - Poor			
Assessed by:					Final Rating by:				
Chair, PMT		Date	Department Manager	Date	Assistant General Manager			Date	
		Q - Quality	E - Efficiency	T - Timeliness	A - Average				

**Annex A-2: DIVISION PERFORMANCE COMMITMENT AND REVIEW (DiPCR) FORM**

DIVISION PERFORMANCE COMMITMENT REVIEW/RATING FORM									
I, _____, _____, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period _____.									
Ratee:		Verified by:			Approved by:				
Date: <b>Division Manager</b>		Date: <b>Department Manager</b>			Date: <b>General Manager / Assistant General Manager</b>				
MFO and PERFORMANCE INDICATORS	SUCCESS INDICATORS (Targets + Measures)	ALLOTTED BUDGET	UNIT RESPONSIBLE	ACTUAL ACCOMPLISHMENTS	RATINGS				REMARKS / MOV
					Q	E	T	A	
<i>M. PERFORMANCE RESULTS</i>		<i>P</i>							
<i>N. PROCESS RESULTS</i>									
<i>O. FINANCIAL RESULTS</i>									
<i>P. CITIZEN SATISFACTION RESULTS</i>									
<i>Q. SUPPORT TO OPERATIONS</i>									
<i>R. GENERAL ADMINISTRATION AND SUPPORT SERVICES</i>									
					Average Rating				
<i>Rating Scale</i>		<i>5 - Outstanding</i>	<i>4 - Very Satisfactor</i>	<i>3 - Satisfactory</i>	<i>2 - Unsatisfactory</i>	<i>1 - Poor</i>			
<i>Assessed by:</i>					<i>Final Rating by:</i>				
<i>Department Manager</i>		<i>Date</i>		<i>Division Manager</i>		<i>Date</i>		<i>General Manager or AGM</i>	
		<i>Q - Quality</i>		<i>E - Efficiency</i>		<i>T - Timeliness</i>		<i>A - Average</i>	

**Annex A-3: INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR) FORM**

INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW FORM									
I, _____, _____, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period _____.									
Ratee:		Verified by:			Approved by:				
Date: Staff		Date: Division Manager			Date: Department Manager				
MFO and PERFORMANCE INDICATORS	SUCCESS INDICATORS (Targets + Measures)	ALLOTTED BUDGET	UNIT RESPONSIBLE	ACTUAL ACCOMPLISHMENTS	RATINGS				REMARKS / MOV
					Q	E	T	A	
S. PERFORMANCE RESULTS		P							
T. PROCESS RESULTS									
U. FINANCIAL RESULTS									
V. CITIZEN SATISFACTION RESULTS									
W. SUPPORT TO OPERATIONS									
X. GENERAL ADMINISTRATION AND SUPPORT SERVICES									
					Average Rating				
Rating Scale		5 - Outstanding	4 - Very Satisfactor	3 - Satisfactory	2 - Unsatisfactory	1 - Poor			
Assessed by:					Final Rating by:				
Division Manager		Date	Staff	Date	Department Manager			Date	
		Q - Quality	E - Efficiency	T - Timeliness	A - Average				

**Annex B: PERFORMANCE MONITORING AND COACHING JOURNAL**

<i>Name of Department</i>	
<i>Name of Department Manager</i>	
<i>Number of Personnel</i>	

Activity	Mechanism/s			Remarks
	Meeting		Memo	
	One-on-One	Group		
Monitoring				
Coaching				
Conducted by:				
			Noted by:	
Division Manager		Date	Department Manager	Date
<i>Please indicate the date in the appropriate box when the monitoring/coaching was conducted.</i>				



**Annex D: PMS Calendar**

Activity	Responsible Unit / Submit to	Schedule											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>I. PERFORMANCE PLANNING / COMMITMENT</b>													
G/DPCR Preparation	All Groups / Departments							1-31					
G/DPCR Deliberation / Review	All Groups / Departments / PMT								W4	W1			
G/DPCR Revision and Submission	All Groups / Departments									W3- W4			
G/DPCR Plan Consolidation and Finalization	All Groups / Departments										W3		
G/DPCR Submission	All Groups / Departments, CorPlan, HRD											W4	
IPCR Preparations	All Staff												1-31
IPCR Submissions	Division Manager Department Manager	W1											
	HRD	W2											
<b>II. PERFORMANCE MONITORING AND COACHING</b>													
By GM / AGM		Once per semester											
By Department / Division Manager		Regular basis											
Individual Staff		Regular basis											
Submission of Performance Monitoring and Coaching Form	Division to Department Manager  Department Manager to Assistant General Manager	End of each quarter											

III. PERFORMANCE REVIEW AND FEEDBACK (Performance Evaluation)													
Draft G/DPCR (Performance Report)	CorPlan	15 <sup>th</sup>						15 <sup>th</sup>					
PMT review, evaluation and validation of G/DPCR against targets and return validated G/DPCRs to respective groups/departments		W4						W4					
Final IPCR (Performance Report)	Division / Department Manager		W1					W1					
Final G/DE/DiPCR (Performance Report)	CorPlan		W1					W1					
Annual Performance Review / Conference												W2 W3	
IV. PERFORMANCE REWARDING AND DEVELOPMENT PLANNING													
PMT / HRD submission of top performers	GM			W3 W4	April 1								

**Annex E: NOTICE OF INDIVIDUAL PERFORMANCE ASSESSMENT**

**NOTICE OF INDIVIDUAL PERFORMANCE ASSESSMENT**

**Mr./Ms.** \_\_\_\_\_

HRD

ZCWD, Zamboanga City

Dear **Mr./Ms.** \_\_\_\_\_:

Below is your Final Individual Performance Assessment, duly reviewed, evaluated and validated pursuant to the approved Strategic Performance Management System (SPMS) of the ZCWD, thus -

<i>Rating Period</i>	<b>January to June xxx</b>	<b>July to December xxx</b>
<i>Part I - Performance</i>	xxx	xxx
<i>Part II - Punctuality and Attendance</i>	xxx	xxx
<i>Final Average Rating</i>	xxx	xxx
<i>Adjectival Rating</i>	xxx	xxx

For your information.

XX XXX XXX, \_\_\_\_\_, Zamboanga City.

\_\_\_\_\_  
Manager

General



**Annex F: SUMMARY LIST OF INDIVIDUAL PERFORMANCE RATINGS  
(Sample Illustration)**

ZCWD Performance Assessment: **VERY SATISFACTORY**

<b>OGM</b>	<b>Rating</b>	
	<b>Numerical</b>	<b>Adjectival</b>
<b>Department/Division Rating</b>	<b>4</b>	<b>Very Satisfactory</b>
Employee 1	4	<i>Very Satisfactory</i>
Employee 2	5	<i>Outstanding</i>
Employee 3	3	<i>Satisfactory</i>
Average rating of staff (Total / No. of Employees)	12/3 = 4	<b>Very Satisfactory</b>
<b>Engineering Department</b>	<b>Rating</b>	
	<b>Numerical</b>	<b>Adjectival</b>
<b>Department/Division Rating</b>	<b>3</b>	<b>Satisfactory</b>
Employee 1	3	<i>Satisfactory</i>
Employee 2	4	<i>Very Satisfactory</i>
Employee 3	2	<i>Unsatisfactory</i>
Average rating of staff (Total / No. of Employees)	9/3 = 3	<b>Satisfactory</b>
<b>AGSD</b>	<b>Rating</b>	
	<b>Numerical</b>	<b>Adjectival</b>
<b>Department / Division Rating</b>	<b>5</b>	<b>Outstanding</b>
Employee 1	5	<i>Outstanding</i>
Employee 2	4	<i>Very Satisfactory</i>
Employee 3	5	<i>Outstanding</i>
Employee 4	4	<i>Very Satisfactory</i>
Average rating of staff (Total / No. of Employees)	18/4 = <b>4.5</b>	<b>Outstanding</b>

<b>SUMMARY: OGM</b>	4	<b>Very Satisfactory</b>
Engineering Department	3	<b>Satisfactory</b>
AGSD	5	<b>Outstanding</b>
Average	12/3 =4	<b>Very Satisfactory</b>

**Annex G: Template for PROFESSIONAL DEVELOPMENT PLAN**

Date	
Aim	
Objective	
Target Date	
Review Date	
Achieved Date	
Comments	
Tasks	
Outcome	
Next Step/s	

	Name	Position	Signature	Date
Preparer	Lee-Roy T. Depositario	Senior Corporate Planning Analyst Planning and Monitoring Division		17 Jan 2024
Recommending Approval	Fernando Ronas Camba	Division Manager Planning and Monitoring Division OIC-Corporate Planning Department		17 Jan 2024
Approving Officer	Reynaldo R. Cabilin	Acting General Manager		29 Jan 2024