

Course 2: Aligning Organization and People

Supervisory Development Program



Terminal Objective



At the end of the course, participants will be able to:

- Develop Division Performance Commitments (DPCR).
- Guide team members in formulating Individual Performance Commitments (IPCRs) that specify their respective contributions to achieving desired results of their division.

Enabling Objectives



- Articulate the importance of aligning organizational and individual performance plans
- Align division and team members' plans to the strategic directions and priorities of the organization through the DPCR and IPCR

Enabling Objectives



- Explain the process of developing the DPCR and IPCR.
- Discuss considerations in translating DPCR to team members' IPCR.
- Develop Implementing/ Monitoring Plan to ensure achievement of DPCR.

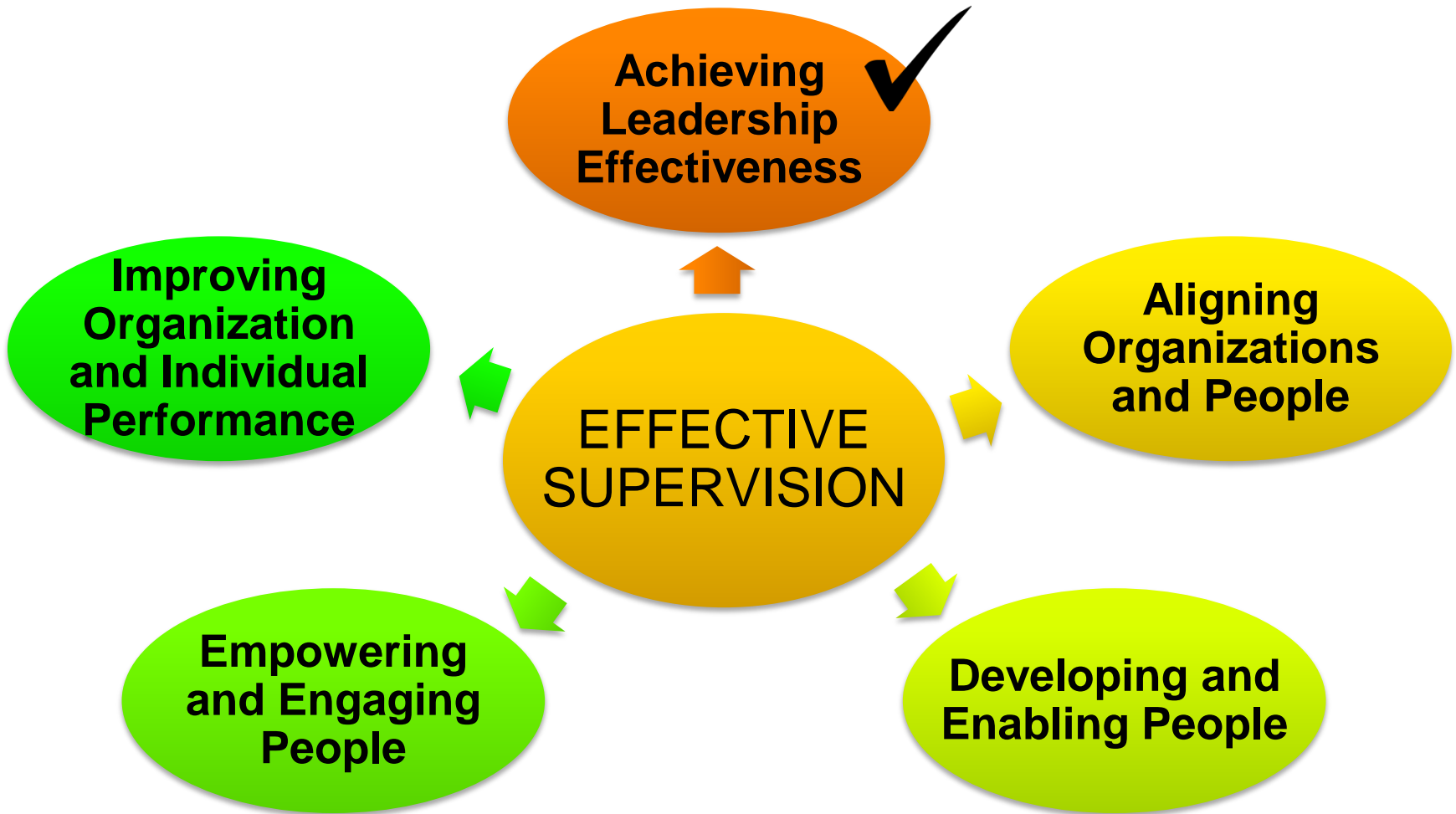
Agreeing on Norms



Schedule

	Day 1	Day 2
AM 1	Preparing the Learning Climate	Developing DPCR
AM 2	Alignment Through the RBPMS	Continuation... DPCR
Lunch Break		
PM 1	SPMS Cascading and Alignment Philosophy	Developing IPCR
PM 2	Continuation of SPMS Cascading	Implementation/ Monitoring Plan Closing Protocol

What we have covered...



Leadership Competencies

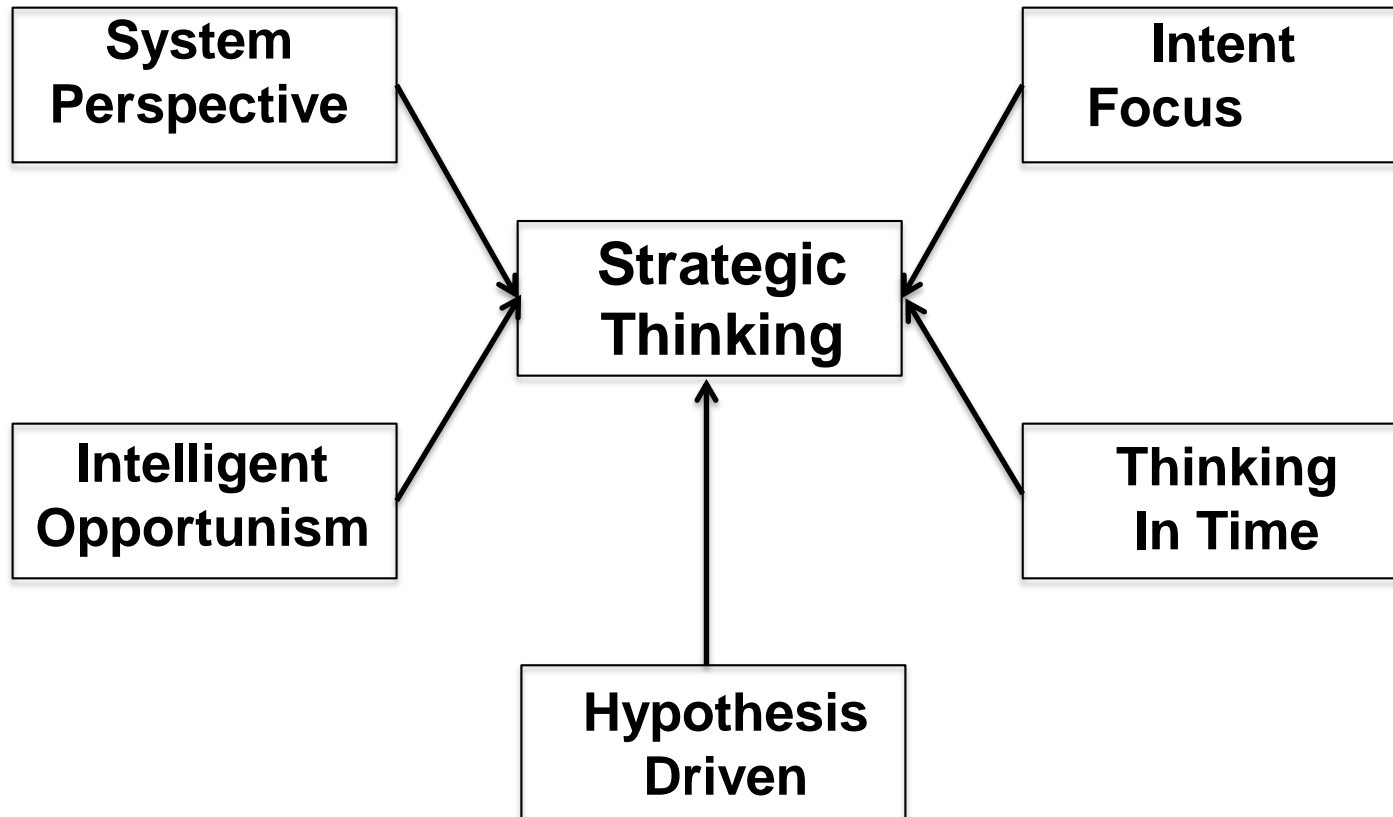


CSC Leadership Competencies	SDP Courses
<ul style="list-style-type: none"> Leading Change 	Achieving Leadership Effectiveness
<ul style="list-style-type: none"> Thinking Strategically and Creatively 	Aligning Organization and People
<ul style="list-style-type: none"> Managing Performance and Coaching for Results 	Developing Organizations and Individuals
<ul style="list-style-type: none"> Building Collaborative, Inclusive Working Relationships 	Empowering and Engaging People
<ul style="list-style-type: none"> Creating and Nurturing a High Performing Organization 	Improving Organization and Individual Performance

Strategic Thinking Defined

Strategic thinking is defined as the individual's capacity for thinking **conceptually, imaginatively, systematically, and opportunistically** with regard to the attainment of **success** in the **future**.

Elements of Strategic Thinking



System Perspective

- All parts of organization are interrelated & interdependent.
- Equifinality - there are many approaches to address a gap or issue.

Intent Focus

- Begin with the end in mind
- Focus on the goals, objectives and targets.

Thinking in Time

- Take in the lessons of the past, the inspiration of the future, and the execution and implementation of the present.

Intelligent Opportunism

- Be responsive to good opportunities in the internal and external environment.

Hypothesis Driven

- Exercise creative and critical thinking in problem-solving and decision-making (PSDM).

Rational Problem Solving Process



Slide 16

Thinking Strategically and Creatively

1. Articulates to others the vision, mission, values, objectives and purposes of the organization/ agency.
2. Responds positively to the call or challenge of the organization's or agency's goals.
3. Supports innovative initiatives and demonstrates responsiveness to change methodology.

Thinking Strategically and Creatively

4. Identifies resources and competencies needed within the work area to get the work done.
5. Provides advice and feedback to support others to make sound and timely decisions.

Thank You!



Alignment through the RBPMS

Result-Based Management

A management strategy by which an organization ensures that its processes, products and services contribute to the achievement of desired results (outputs, outcomes and impacts).

RBM rests on clearly defined accountability for results and requires monitoring and self-assessment of progress towards results, and reporting on performance.

Result-Based Management

Results Chain

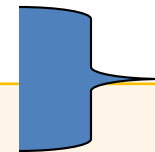
Impact – Changes in condition

Outcome – Changes in capacity and performance

Outputs – What implementers produce

Activities – What implementers do

Inputs – What stakeholders invest in

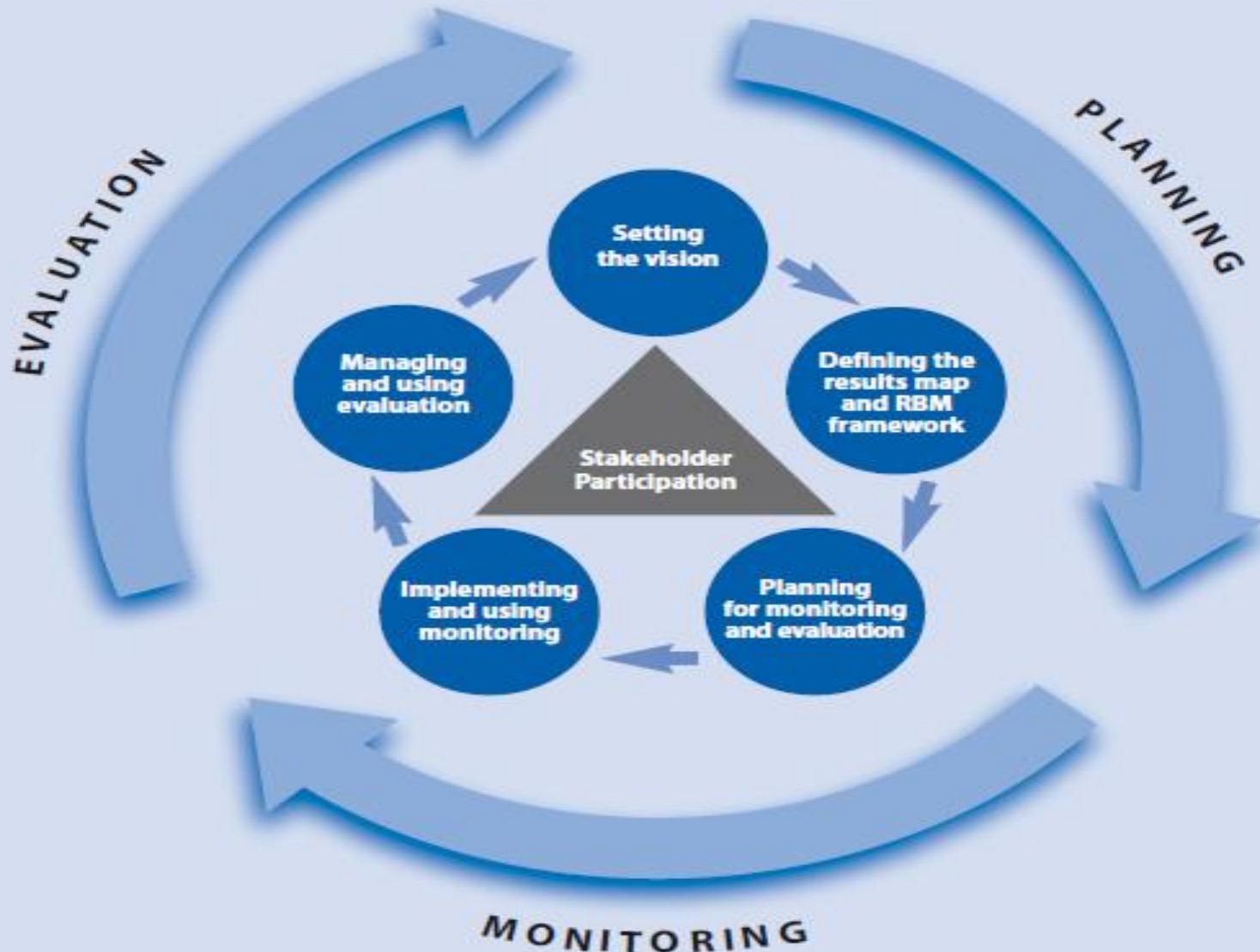


INPUTS

Result-Based Management

- Inclusiveness
- Ownership
- Accountability

Figure 1. The RBM life-cycle approach



Result-Based Management

Linkages between Planning, and Monitoring & Evaluation

- Without proper planning and clear articulation of intended results, it is not clear what should be monitored and how; hence monitoring cannot be done well.
- Without effective planning (clear results frameworks), the basis for evaluation is weak; hence evaluation cannot be done well.
- Without careful monitoring, the necessary data is not collected; hence evaluation cannot be done well.

Result-Based Management

Linkages between Planning, and Monitoring & Evaluation

- Monitoring is necessary, but not sufficient, for evaluation.
- Monitoring facilitates evaluation, but evaluation uses additional new data collection and different frameworks for analysis.
- Monitoring and evaluation will often lead to changes in plans. This may mean further changing or modifying data collection for monitoring purposes.

Thank You!



SPMS Cascading and Alignment Philosophy

SLE – Quick Draw



Mechanics

1. Team will be given 1 minute to plan.
2. Execution time will be 30 seconds only.
3. Encircle as many sequential numbers as possible starting with 1.
4. All members must participate in a sequential manner.
5. Failure to miss a number in sequence or follow the instructions is a ground for disqualification for the particular round.
6. Quick draw forms will be placed on the table for each team upside down.
7. Turn over the form on signal which start the timer in 30 seconds.
8. Scores is based on correctly encircled numbers and will be tallied.
9. Identify process observer.

Processing:

1. What factors helped and hindered the completion of the task?
2. How does this apply in the workplace?

Performance Management is one of the most important aspects of a manager's role.

“It is enabling and encouraging the right people to do the right things at the right time.”

What is Performance Management?

A strategic and integrated approach to deliver sustained success of an organization

by improving the performance of people who work in it

By developing the competence of teams and individual contributors

Performance Management in the Public Sector

Focused on achieving improved results for the public

Ongoing, systematic approach to improving results through

evidence-based decision making,

continuous organizational learning, and

focus on accountability for performance.

So, Where are We?

System

Is there one in your agency?

How well is it understood and accepted?

Your perception: How much has it helped to improve performance?

Competence

How much training on its use has been done?

How well is it being practiced?

Practice

What stories can people tell about PMS?

Performance Management

It has failed when -

No connection with strategic direction of agency

Perception

It is episodic and paper-intensive*

It is really meant to manage underperformers

It is a 'nuisance' done only to be compliant

It has succeeded when -

It enables individual, team and organizational alignment to outcomes

It ensures employee accountability

Used to develop higher levels of performance

It is seen as core, on-going process

Performance Management

- 9 Practices of Successful PMS

1. Individual performance expectations and organizational goals are aligned

2. Performance expectations are intertwined with goals of multiple units (vs. silos)

3. Performance info is routinely used to track priorities

Performance Management

- 9 Practices of Successful PMS

4. Follow up actions are faithfully carried out as needed

5. Assessments include use of competencies

6. Pay is linked to individual and agency performance

7. Ownership for the system is strong among staff and stakeholders

Performance Management

9 Practices of Successful PMS

8. Continuity maintained even during transitions

Institutionalizing a new system and practice could take 5-7 years. This is beyond the tenure of most elective officials and political appointees

Performance agreements need to be based on solid footing

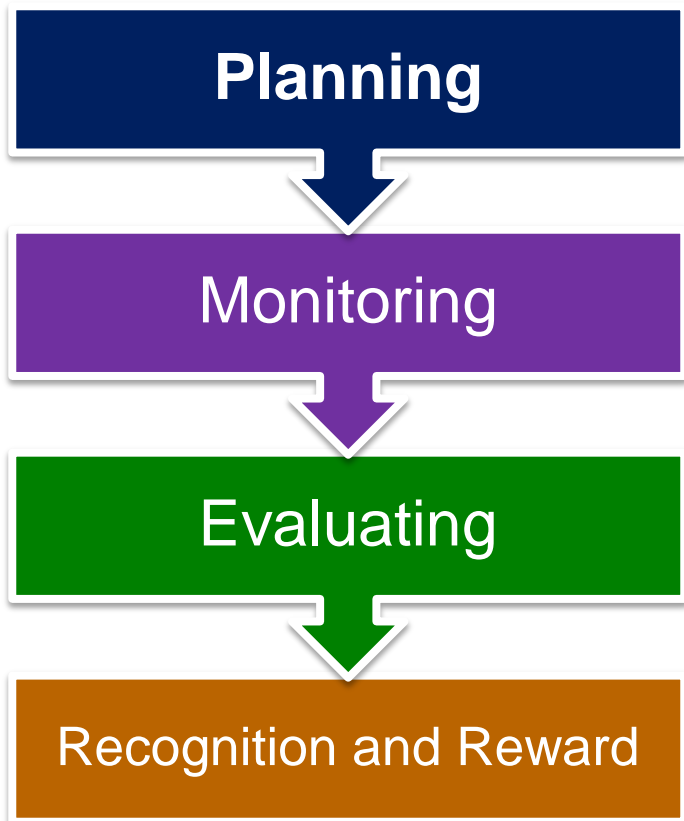
9. Meaningful performance distinctions are made

Candid / constructive feedback is practiced

Provide factual and objective data for granting rewards

Provide accurate information and documentation to deal with poor performers

Performance Management Cycle



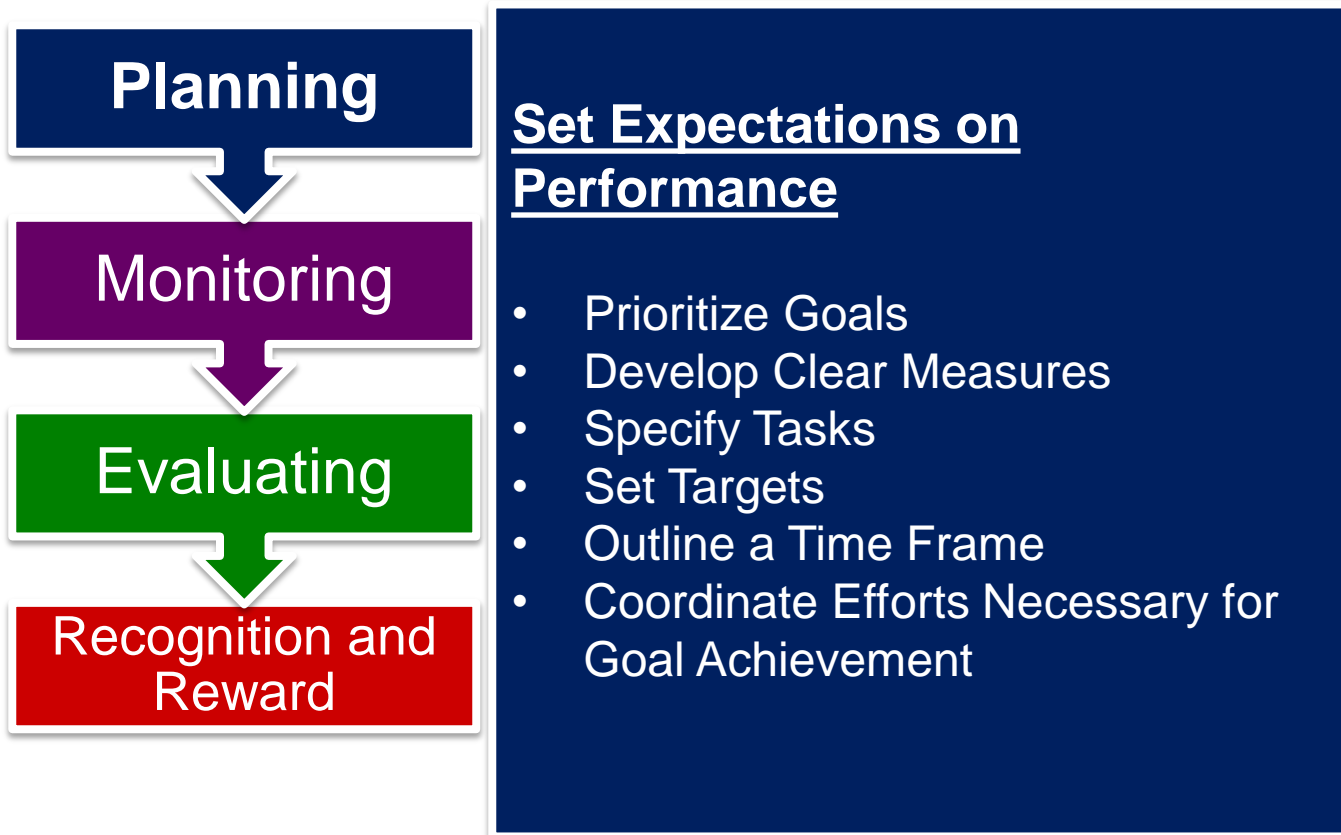
“Planning”

- setting performance expectations and goals
- for groups and individuals
- to channel their efforts
- toward achieving organizational objectives.

Includes the measures to determine whether expectations and goals are being met.

Source: Office of Personnel Management (opm.gov)

Performance Management Cycle



Source: Office of Personnel Management (opm.gov)

Supervisors' Role in Planning/ Commitment

- Clarify expected results and behaviors
- Ensure staff's understanding on alignment of individual performance targets with that of the Unit/ Division/ Agency
- Get staff's commitment/ agreement on performance success indicators

Performance Planning and Commitment



Why

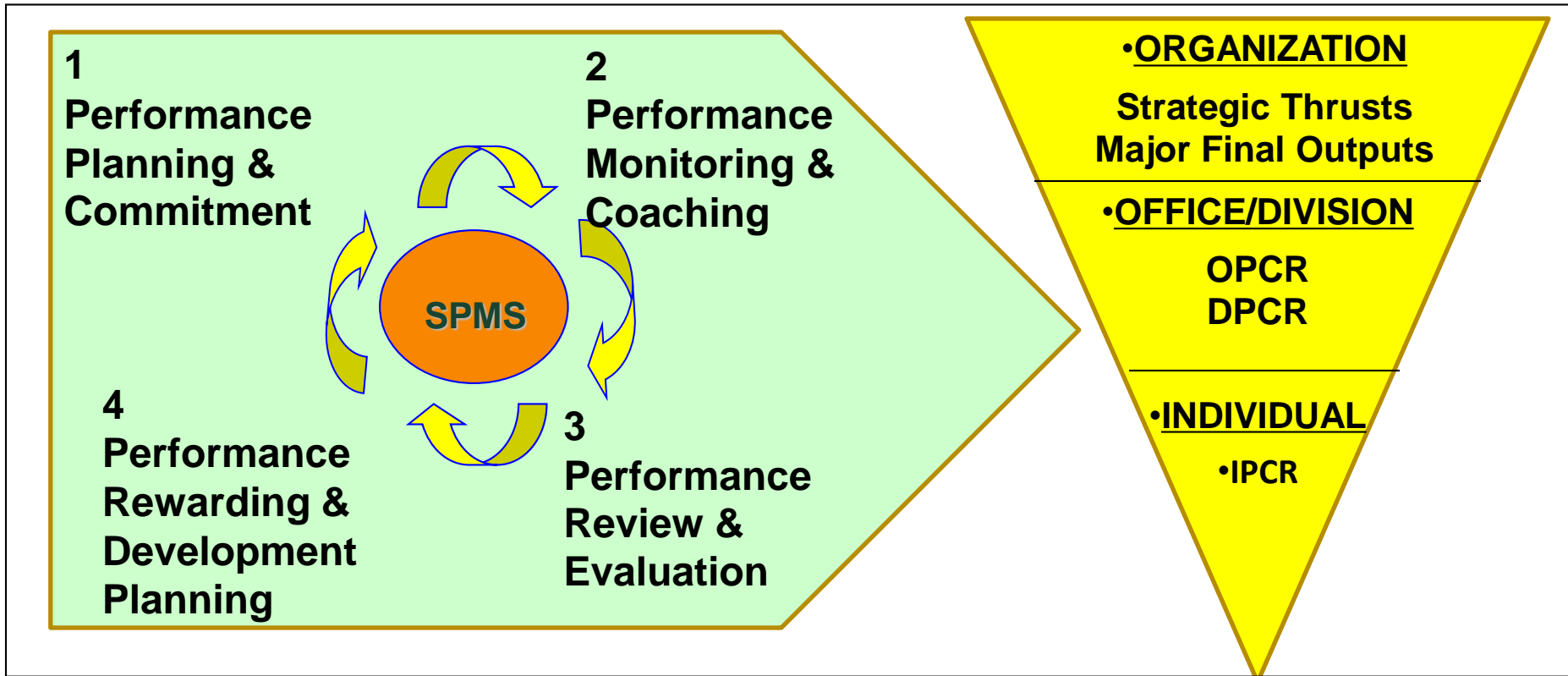
To agree on standards against which performance will be assessed

What

Results: Success indicators to be achieved.

Behaviors: How the success indicators will be achieved

SPMS



Performance Management Principles

1. Focus - too many objectives is micro-managing. Strategic Objectives should be the focus.
2. Cascade-OPCR, DPCR, IPCR
3. Results-Based- Activities VS Results
4. Data Driven- Average is the expected performance. Central tendency is a natural phenomena. Use Historical data. Establish baseline.

Performance Management Principles

5. Objective-Key is objective indicators and targets.

6. Equitable- eg. One time project not equitable to core functions/ Higher positions should have higher expectations, More vs Less Assignments.

7. Continual Improvement- Consciously looking at best practices. Identify and teach to others. Continually build capability.

STRATEGIC PERFORMANCE MANAGEMENT SYSTEM

- ✓ *...is a set of processes for establishing a shared understanding of:*
 - 1. WHAT WILL BE ACHIEVED (goals)*
 - 2. HOW IT WILL BE ACHIEVED*
 - 3. and MANAGING PEOPLE in a way that will increase the probability that it will be achieved.*
- ✓ *It is a mechanism to address the demand to produce tangible results*

SPMS Objectives

1

Concretize the linkage of organization performance with the Philippine Development Plan, Agency Strategic Plan and the Organizational Performance Indicator Framework

2

Ensure organizational effectiveness and improvement of individual employee efficiency by cascading institutional accountabilities to the various levels of the organization

3

Link performance management with other Human Resource Systems and ensure adherence to the principle of performance-based tenure and incentive system

Philippine Development Plan

2040

AMBISYON
NATIN 2040

MATATAG, MAGINHAWA AT PANATAG NA BUHAY

2022

TO LAY DOWN THE FOUNDATION FOR INCLUSIVE GROWTH, A HIGH-TRUST AND RESILIENT SOCIETY, AND A GLOBALLY-COMPETITIVE KNOWLEDGE ECONOMY

"MALASAKIT"
ENHANCING THE SOCIAL FABRIC



Ensure people-centered, clean, and efficient governance



Pursue swift and fair administration of justice



Promote Philippine culture and values

"PAGBABAGO"
INEQUALITY-REDUCING
TRANSFORMATION



Expand economic opportunities



Increase access to economic opportunities



IMPLEMENT STRATEGIC TRADE AND FISCAL POLICY, MAINTAIN MACROECONOMIC STABILITY, PROMOTE COMPETITION



Accelerate human capital development



Reduce vulnerability of individuals



Promote technology adoption



Stimulate innovation



Maximize demographic dividend



Ensure peace and security



Accelerate strategic infrastructure development

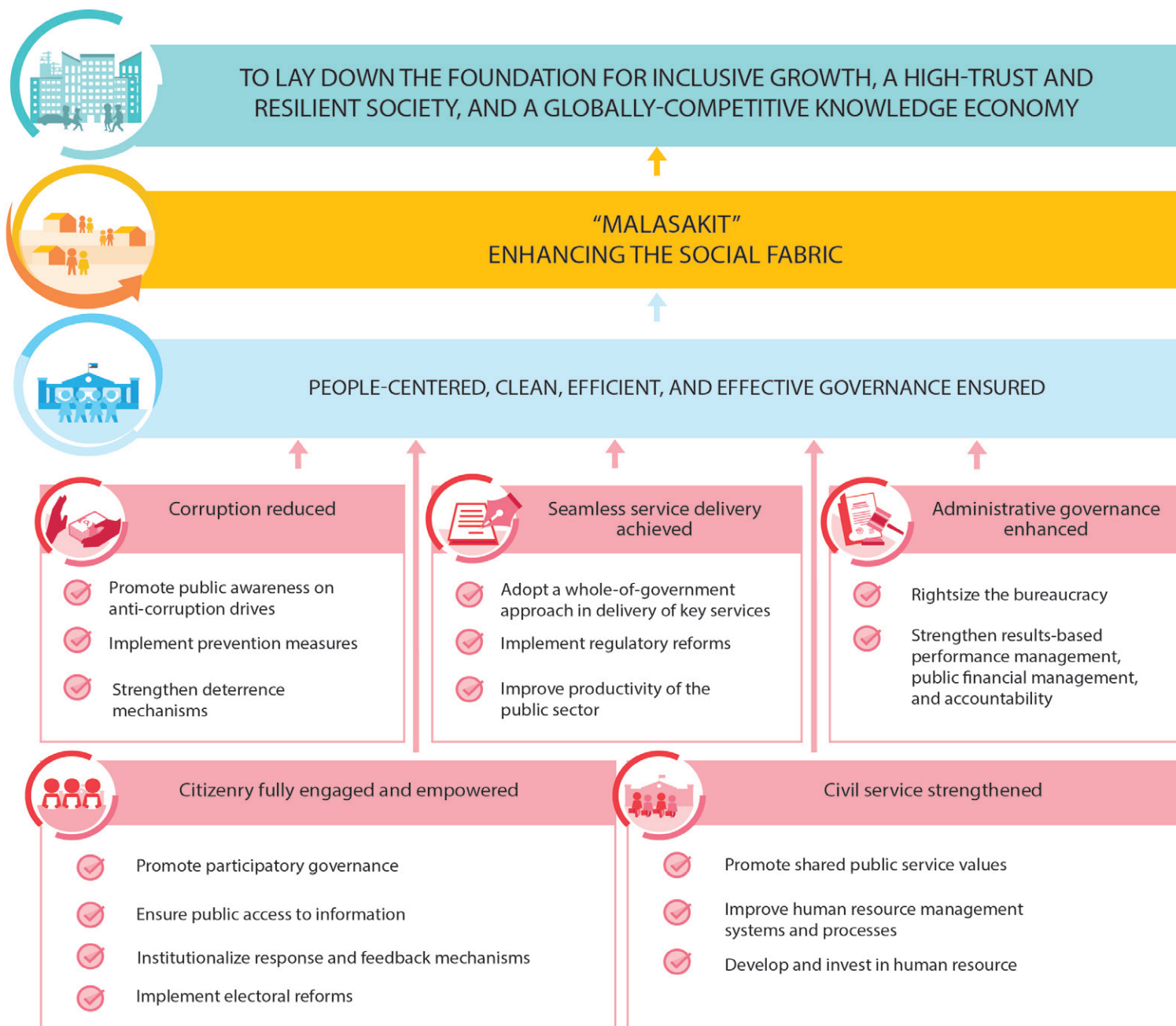


Ensure safety and build resilience



Ensure ecological integrity, clean and healthy environment

Figure 5.2 Strategic Framework to Ensure People-centered, Clean, Efficient, and Effective Governance. 2017-2022





TO LAY DOWN THE FOUNDATION FOR INCLUSIVE GROWTH, A HIGH-TRUST AND RESILIENT SOCIETY, AND A GLOBALLY-COMPETITIVE KNOWLEDGE ECONOMY



“PAGBABAGO”
INEQUALITY-REDUCING TRANSFORMATION



INEQUALITY IN ECONOMIC OPPORTUNITIES REDUCED



Economic opportunities in AFF expanded



Access to economic opportunities of small farmers and fisherfolk increased

AFF productivity within ecological limit improved

- ✓ Develop an integrated color-coded agricultural map
- ✓ Accelerate construction of disaster- and climate-resilient small-scale irrigation systems and retrofit existing ones
- ✓ Facilitate use of farm and fishery machinery and equipment
- ✓ Strengthen extension system
- ✓ Pursue ecosystems approach to fisheries management

Access to value chains increased

- ✓ Physically link production areas to markets
- ✓ Organize small farmers and fisherfolk into formal groups and farms into clusters
- ✓ Provide capacity building for small farmers and fisherfolk on value adding
- ✓ Provide non-farm livelihood options especially to seasonal farm and fishery workers

Access to innovative financing increased

- ✓ Increase the number of small farmers and fisherfolk that are provided with agricultural insurance
- ✓ Provide small farmers and fisherfolk easy access to affordable formal credit

AFF-based enterprises increased

- ✓ Diversify into commodities with high-value adding and market potential
- ✓ Expand AFF-based enterprises through new and innovative production and marketing schemes
- ✓ Strengthen community-based enterprises in upland communities

Access of small farmers and fisherfolk to land and water resources increased and protected

- ✓ Ensure and protect land tenure security of ARBs
- ✓ Fast track the resolution of agrarian-related cases
- ✓ Revisit Section 20 of the Local Government Code
- ✓ Complete delineation of municipal waters

Access to technology increased

- ✓ Raise investments in R&D
- ✓ Enhance capacity of small farmers and fisherfolk to use better and new technologies



TO LAY DOWN THE FOUNDATION FOR INCLUSIVE GROWTH, A HIGH-TRUST AND RESILIENT SOCIETY, AND A GLOBALLY-COMPETITIVE KNOWLEDGE ECONOMY



“PATULOY NA PAG-UNLAD”
INCREASING GROWTH POTENTIAL



Demographic transition
accelerated



Gains from demographic dividend maximized



Mortality rates reduced	Fertility rate reduced	Quality of human capital improved	Youth unemployment reduced	Savings build-up improved	Population and development integration improved
<ul style="list-style-type: none"> ✓ Reduce infant and child deaths ✓ Reduce maternal deaths 	<ul style="list-style-type: none"> ✓ Address unmet demand ✓ Reduce unwanted fertility ✓ Increase age at first birth ✓ Increase birth spacing 	<ul style="list-style-type: none"> ✓ Improve health outcomes ✓ Improve education processes and outcomes 	<ul style="list-style-type: none"> ✓ Create more jobs and economic opportunities 		<ul style="list-style-type: none"> ✓ Improve build-up and utilization of PopDev data in development planning ✓ Promote optimization of youth dividend as an urban agenda

1 NO POVERTY



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY




6 CLEAN WATER AND SANITATION



7 AFFORDABLE AND CLEAN ENERGY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



14 LIFE BELOW WATER



15 LIFE ON LAND



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS



SUSTAINABLE DEVELOPMENT GOALS

CSC Fundamentals



2030 VISION

CSC shall be globally recognized as a center of excellence for strategic human resource and organization development

CORE PURPOSE

Gawing Lingkod Bayani ang Bawat Kawani
(To make every civil servant a servant hero)

CORE VALUES

Love of God and Country

Excellence

Integrity

CSC Strategic Objectives



- A. Recognized as a Center of Excellence
- B. High Performing, Competent and Credible Civil Servants
- C. Provide Excellent HR Processes
- D. Ensure Fairness and Efficiency in Performing Quasi-Judicial Functions
- E. Enhance the Competency of Our Workforce
- F. Ensure Efficient Management of Financial Resources

CSC Major Final Outputs



MFO 1 : HUMAN RESOURCE MANAGEMENT POLICY SERVICES

Number of policy developed, issued and disseminated

Number of policies that have been reviewed and updated within the last three (3) years

Percentage of stakeholders who rate the policies as good, better, best

MFO 2 : HUMAN RESOURCE RECORDS MANAGEMENT SERVICES

Percentage of new employee records entered within three (3) working days

Percentage of existing records updated within three (3) working days from receipt of new information

Percentage of requests for accreditation/authentication of eligibility acted upon within one (1) day

Number of examination applications acted upon

Percentage of appointments acted upon over appointments received within one (1) hour and forty five (45) minutes

Percentage/Number of agencies compliant with Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) Maturity Level Indicators

Percentage/Number of agencies (offices) assessed using the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) Maturity Level Indicators

Percentage/Number of agencies (offices) assisted using the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) Maturity Level Indicators

Percentage of administrative cases (disciplinary and non-disciplinary) decided within forty (40) days from the time the case becomes ripe for resolution

Percentage of rulings and decisions appealed to higher authorities

Percentage of appealed decisions and rulings that are overturned

Societal Goals/Outcomes

2040 – MATATAG, MAGINHAWA AT PANATAG NA BUHAY

2022 – FOUNDATION FOR INCLUSIVE GROWTH, A HIGH-TRUST SOCIETY AND A GLOBALLY COMPETITIVE KNOWLEDGE ECONOMY

SER
Socio-Economic
Report



Sectoral Goals/Outcomes

“MALASAKIT”
Enhancing the Social
Fabric

“PAGBABAGO”
Reducing Inequality

“PATULOY NA PAG-
UNLAD”
Increasing Growth
Potential

P^PARC Priority
Program
Accountability
Report Card



OPCR

Organizational Outcomes

IMPROVED QUALITY OF CIVIL SERVANTS

CSC shall be globally recognized as a
center of excellence for strategic HR
and OD

MARC-I MFO
Accountability
Report Card



Major Final Outputs (Citizen Focused & Product Results)

Financial
Stewardship

Internal Process

Leadership, Learning, &
Growth

MARC-II Mgt
Accountability
Report Card



Strategic Performance Management System

IPCR

STRATEGIC OBJECTIVES

What you need to achieve to transform internal capability to deliver your mandate

CORE OBJECTIVES

What you need to deliver your mandate
(Bigger weight)

SUPPORT OBJECTIVES

Support Objectives- What you need to achieve to complete delivery of your mandate
(Less since this is transactional)

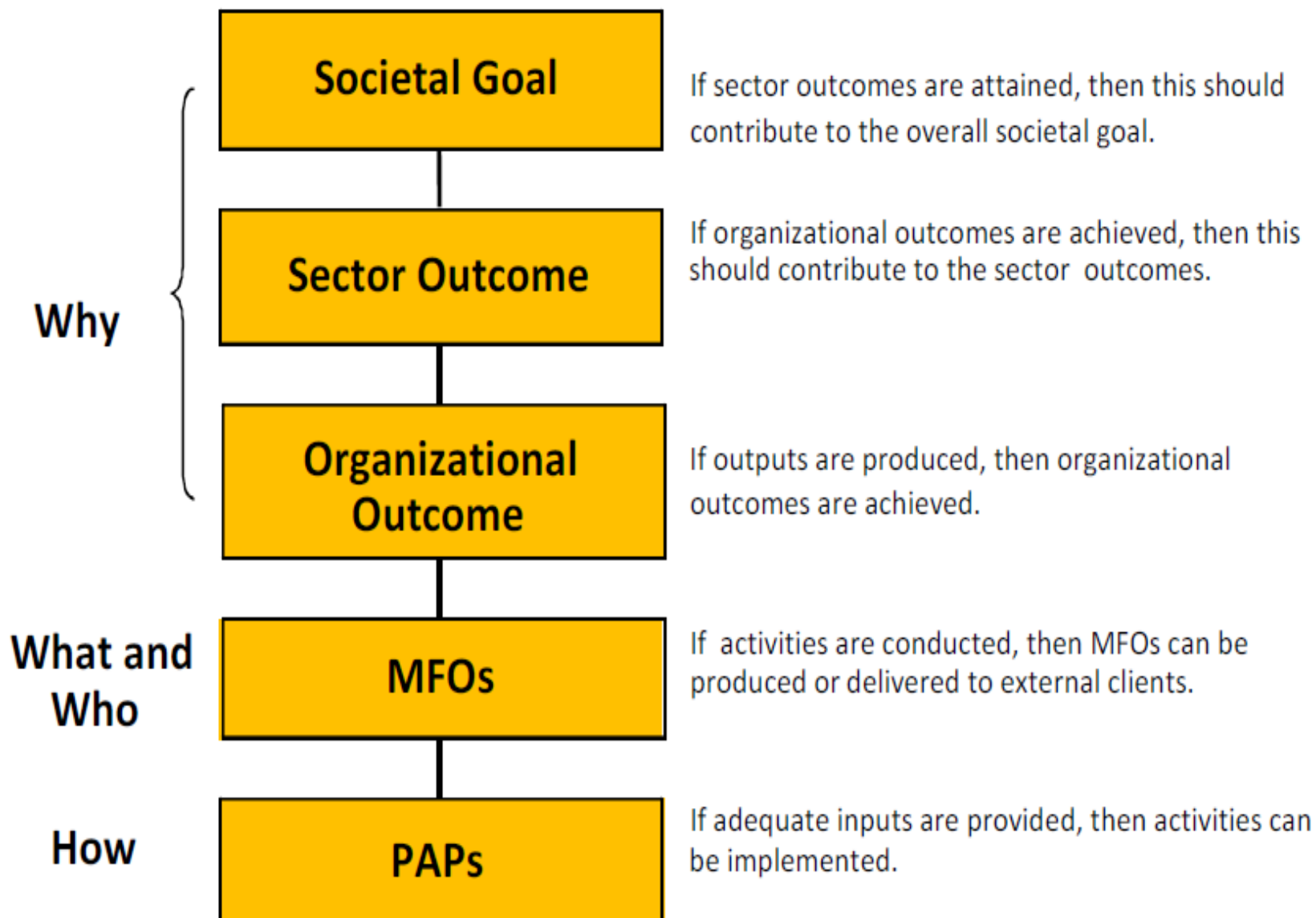
STOs refer to activities that provide technical and substantive support to the operations and projects of the agency. By themselves, these activities do not produce the MFOs but they contribute or enhance the delivery of goods and services. Examples include program monitoring and evaluation, public information programs, statistical services, and information systems development.

GAS refer to activities that deal with the provision of overall administrative management support to the entire agency operation. Examples are legislative liaison services, human resource development, and financial services

Performance expectations should be clear, brief, attainable and measurable, and can be expressed in terms of;

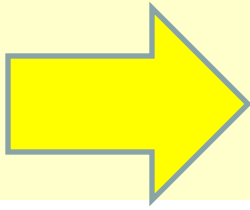
- Quality
- Quantity
- Timeliness
- Effective use of resources
- Manner of performance
- Method of performing

Figure 3. The Results Framework



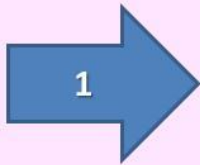
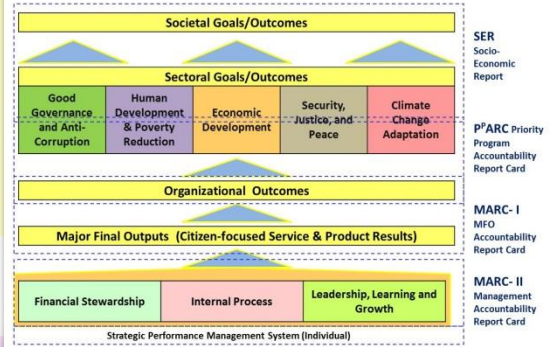
Technical Definitions

- **MFOs** – goods or services provided to **external** clients to achieve a common outcome;
- **Organizational outcomes** – short- to medium- term benefits to clients and communities as a result of MFO delivery;
- **Sector outcomes** – longer-term benefits for the sector from the initiatives of the department/agency;
- **Societal goal** – societal benefits from sector initiatives;
- **Performance indicator** – a characteristic of performance (i.e., quantity, quality, timeliness and cost) that is to be measured;
- **Performance target** – a predetermined level (numerical target) of quantity, quality, timeliness, and cost of an output; and
- **Performance measurement** – use of methods to measure incremental progress indicators from baselines to target.



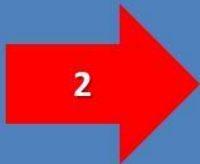
RBPMS

Harmonized Results-based Performance Management System (RBPMS)



Strategy Map and Enterprise Scorecard

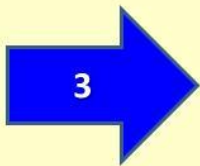
This block contains the CSC 2030 Agency Vision, Mission, Values, and a detailed Civil Service Commission Scorecard table. The vision is "CSC shall be Asia's leading center of excellence for strategic HR and OD". The mission is "Gawing Lingkod-Bayani ng Banal-Kawani". The values are "Love of God and Country", "Excellence", and "Integrity". The scorecard table tracks various performance indicators across different departments and time periods.



Cascading: Office / Division Performance and Commitment Review (OPCR) (DPCR)

This is the Office Performance Commitment and Review (OPCR) form. It is used for reviewing the performance of an office or division. The form includes sections for:

- Head of Office/Division
- Head of Agency
- Objectives and Key Results (OKRs)
- Actual Performance
- Rating
- Remarks



Cascading: Individual Performance and Commitment Review (IPCR)

This is the Individual Performance Commitment and Review (IPCR) form. It is used for reviewing the performance of an individual employee. The form includes sections for:

- Head of Office/Division
- Head of Agency
- Objectives and Key Results (OKRs)
- Actual Performance
- Rating
- Remarks
- Comments and Recommendations for Development Purpose

Perspective	Objectives	Owner	Measures	LEAD	LAG	Base	2011	2012	2013	2015
STAKEHOLDERS	A Recognized as a Center for Excellence	Commission	1	Percentage of agencies accredited under the Enhanced PMAAP		N/A	N/A	10% (211)	20% (422)	40% (844)
			2	CSC Client Satisfaction Rating (CSC frontline services)		N/A	S	VS	VS	E
	B High performing, competent, and credible civil servants	Commission	3	Percentage of assisted agencies which failed in ARTA-RCS		N/A	60%	80%	90%	100%
			4	Percentage of agencies with HR Plan		N/A	N/A	20%	30%	50%
			5	Percentage of agencies with functional Strategic Performance Management System (SPMS)		0	.66% (14)	25% (527)	35% (738)	60% (1265)

OFFICE PERFORMANCE COMMITMENT AND REVIEW (OPCR)

I, _____, Head of the _____, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period _____ to _____, 20__.

Director IV

Date: _____

Approved by*

Date

<Name of Agency Head>
Head of Agency

- 5 - Outstanding
- 4 - Very Satisfactory
- 3 - Satisfactory
- 2 - Unsatisfactory

MFO/PAP	SUCCESS INDICATORS (TARGETS + MEASURES)	Allotted Budget	Division/individuals Accountable	Actual Accomplishments	Rating				Remarks
					Q ¹	E ²	T ³	A ⁴	
STRATEGIC PRIORITY	25% of agencies with functional SPMS by EO 2012								
SUPPORT FUNCTIONS									
Average Rating									

Cascading Philosophy: Cascading Approach

(OPCR -> DPCR)

OFFICE PERFORMANCE COMMITMENT AND REVIEW (OPCR)

I, _____, Head of the _____, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period _____ to _____, 20____.

_____ Director IV
Date: _____

Approved by*		Date
<Name of Agency Head> Head of Agency		

	5 - Outstanding 4 - Very Satisfactory 3 - Satisfactory 2 - Unsatisfactory
--	--

MFO/PAP	SUCCESS INDICATORS (TARGETS + MEASURES)	Allotted Budget	Division/individuals Accountable	Actual Accomplishments	Rating				Remarks
					Q ²	E ²	T ³	A ⁴	
STRATEGIC PRIORITY									
SUPPORT FUNCTIONS									
Average Rating									

25% of agencies with functional SPMS by EO 2012

DIVISION PERFORMANCE COMMITMENT AND REVIEW (DPCR)

I, _____ of _____ Division of _____ commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period _____ to _____, 20____.

Date: _____ Ratee

Reviewed by	Date	Approved by	Date
_____ Immediate Supervisor		_____ Head of Office	

Output	Success Indicator (Target + Measure)	Actual Accomplishments	Rating				Remarks
			Q ¹	E ²	T ³	A ⁴	
Strategic Priority No:							
Output 1							
Output 2							
Core Function:							
Output 1							
Output 2							
Final Average Rating							

Orientation conducted to 50 agencies by EO June 2012

Thank You!

Course 2 Day 2: Aligning Organization and People

Supervisory Development Program



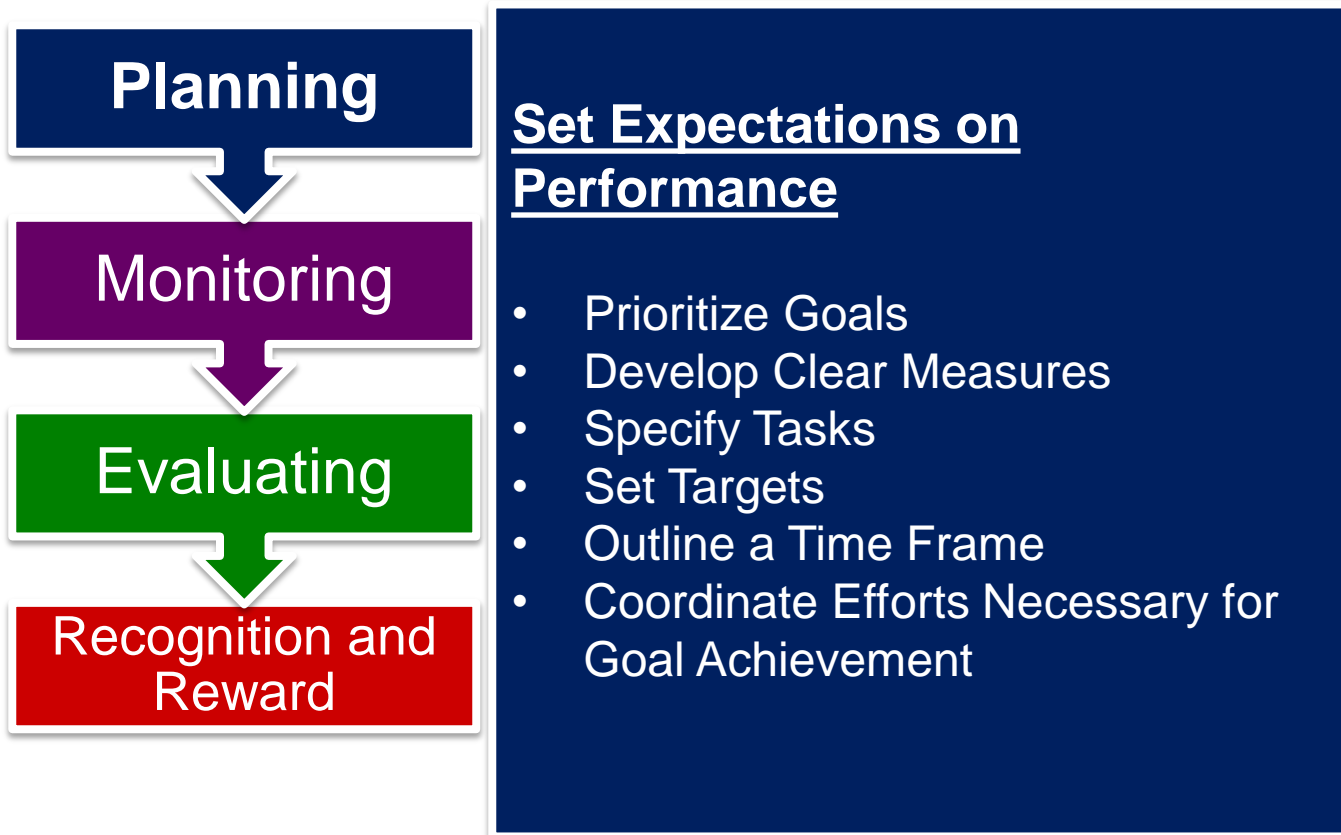


Developing DPCRs

Discovery Statement

- * I discovered that.....
- * I realized that.....
- * I am happy that.....

Performance Management Cycle



Source: Office of Personnel Management (opm.gov)

Supervisors' Role in Planning/ Commitment

- Clarify expected results and behaviors
- Ensure staff's understanding on alignment of individual performance targets with that of the Unit/ Division/ Agency
- Get staff's commitment/ agreement on performance success indicators

Performance Planning and Commitment



Why

To agree on standards against which performance will be assessed

What

Results: Success indicators to be achieved.

Behaviors: How the success indicators will be achieved

Performance Planning and Commitment



1. Know and understand your agency's mandate, strategic priorities and MFOs.

- Agency Logical Framework/
Organizational Performance Indicator
Framework (OPIF) Book of Outputs.
- General Appropriations Act
- Strategic Plan/ Road Map/ Scorecard
- Executive and Legislative Agenda

2. Identify the success indicators of each MFOs.

- SMARTER as guide
- SPMS Table of Success Indicators

MFO 3	Strategic Objective	Measures	Success Indicator
Human Resource Management Regulation	Recognized as a Center for Excellence	Number of agencies assessed using the PRIME HRM Maturity level indicators	34 agencies assessed using the PRIME HRM Maturity level indicators

MFO 3	Operational/ Strategic Objective	Measures	Success Indicator
Human Resource Management Regulation	Ensure fairness and efficiency in performing Quasi-Judicial functions	Percentage of administrative cases (disciplinary and non-disciplinary) decided within 40 days from the time the case becomes ripe for resolution	90% of administrative cases (disciplinary and non-disciplinary) decided within 40 days from the time the case becomes ripe for resolution

3. Identify the Performance Goals of the Division/Unit that are aligned with the performance goals of the office.

MFO 3	Strategic Objective	Measures	Office Level Success Indicator	Division Level (DII)
Human Resource Management Regulation	Recognized as a Center for Excellence	Number of agencies compliant with the PRIME HRM Maturity level II indicator	34 agencies compliant with the PRIME HRM Maturity level II indicators	7 agencies assessed under PRIME HRM 7 agencies coached on crafting action plans 7 action plans monitored and reports submitted within prescribed time 7 agencies assisted 3 agencies awarded with PRIME HRM level II Maturity level

OPCR Form

DPCR Form

Name and Position of Division Chief

DIVISION PERFORMANCE COMMITMENT AND REVIEW (DPCR)

Rating Period: months and year

I, _____, commit to the attainment of the following targets in accordance with the indicated measures for the period _____

Signature of Division Chief

APPROVED BY:	
Name:	
Position:	

The Supervisor (Agency Head) who approves the performance commitment signs at the beginning of rating period

Signature of Head
Date:

Date when performance commitment is made at the beginning of rating period

R A T I N G	5-Outstanding
	4-Very Satisfactory
	3-Satisfactory
	2-Unsatisfactory
	1-Poor

MAJOR FINAL OUTPUT (Note: Please add rows to MFOs if necessary)	SUCCESS INDICATORS (Targets+Measures) (Note: Please add rows to MFOs if necessary)	ALLOTTED BUDGET	DIVISION ACCOUNTABLE	ACTUAL ACCOMPLISHMENTS	Rating			
					Q	E	T	Ave
MFO 1								
MFO 2								
					TOTAL RATING			
					FINAL AVERAGE RATING			

The Office Director gives the Final Rating

Final Rating by:
Position:
Date:

Establishing Key Performance Indicators (KPIs)

Strategy
Formulation

Establishing Key Performance Indicators (KPIs) with respect to Key Result Areas (KRAs) that have been agreed upon and the strategies being formulated

It is a tool to measure the performance of the organisation in regards to the goals it has set up.

Whatever Key Performance Indicators are selected, they must reflect the organization's goals, they must be key to its success and they must be quantifiable (measurable)



SUCCESS INDICATORS

Success indicators refer to the characteristics, property or attribute of achievements, accomplishments or effectiveness in the fulfillment of work plans for the year. These shall consist of performance measures and performance targets.

These shall be based on the organization's strategic plan and strategic priorities and reform agenda and OPIF.



Success Indicator



Performance Measure

- Quality / Effectiveness
 - Efficiency
 - Timeliness



Performance Target

- Standard of performance along identified measure/s

EXAMPLES OF PERFORMANCE MEASURES PER CATEGORY

Category	Definition	Performance Measures	Success Indicators
Effectiveness/ Quality	<p>Gives a sense of whether the Office is doing the right things right based on its mandates and expectations/requirements of the clients/stakeholders</p>	<ul style="list-style-type: none"> ▪Percentage increase in client satisfaction rating ▪Percent of employees participating in Office-sponsored activities ▪Overall Training Feedback rating ▪Number of complaints from clients ▪Accuracy ▪Evaluation results 	<ul style="list-style-type: none"> ▪92% rating in ARTA Pulse Asia Survey ▪93% VS with at least 40% Excellent Overall Feedback Rating

EXAMPLES OF PERFORMANCE MEASURES PER CATEGORY

Category	Definition	Examples
Efficiency	Provides a sense of whether the Office is doing the things right	<ul style="list-style-type: none"> ▪ No. of cases acted upon over the no. of cases received (current year) ▪ Actual no. of actual trainings over no. of targeted ▪ Percentage of target clients reached ▪ Cost-efficiency, e.g., Volume actual versus planned, Percent deviation to resource plan
Timeliness	Measures whether the deliverable was done on time based on the requirements of the law and/or clients/stakeholders	<ul style="list-style-type: none"> ▪ Deadline (e.g., on or before a fixed date, not later than a fixed date) ▪ Time required to solve a problem ▪ Turn-around time ▪ Inventory turn-over rate ▪ Processing time ▪ Response time, e.g., no. of days to respond to the client



Budget

Program/Project Success

The Triple Constraint



- Cost
 - Schedule
 - Quality
- } Equilibrium

Consider the following:



1. Work-Breakdown Structure

- Decomposition of a project into its component tasks

2. Precedence Table

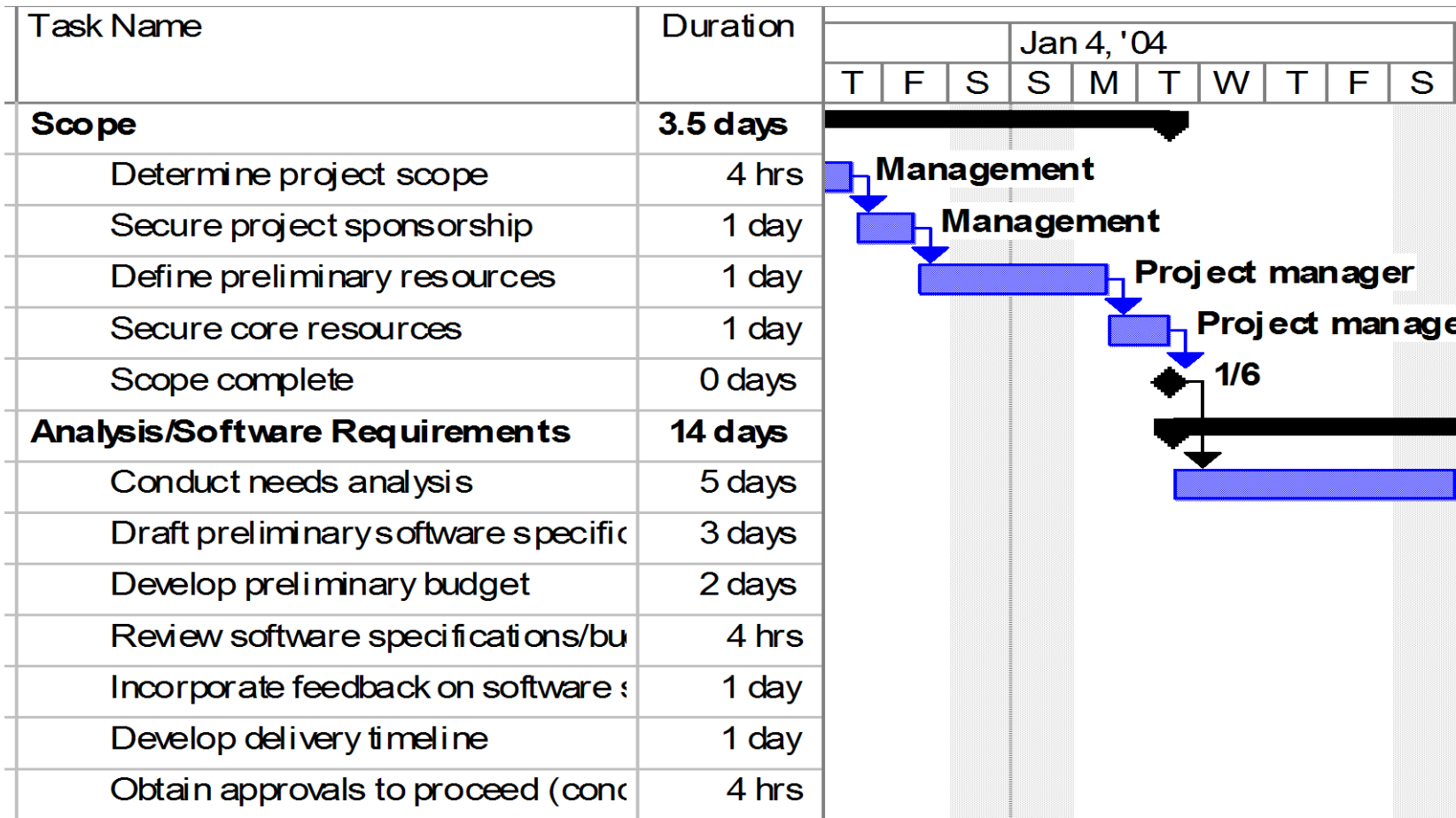
- Logical arrangement of tasks/ relationship and logical sequence of task

3. Network Diagram

- Milestones as useful markers

4. Gantt Chart

Gantt Chart



BUDGET ALLOCATION

PS

MOOE

CO

Detailed Cost Estimate

- Estimate cost for each task.
- Base on historical data adjusted for inflation.

DPCR Workshop

Thank You!



Developing IPCRs

IPCR Form

OPCR / DCPR vs IPCR



OPCR & DPCR (7 Columns)	IPCR (5 Columns)
Column 1 – Major Final Outputs	Column 1 – Major Final Outputs/ Activities/ Inputs
Column 2 – Success Indicators	Column 2 – Success Indicators
Column 3 – Alloted Budget	Column 3 – Actual Accomplishments
Column 4 – Divisions Accountable (for OPCR) / Individuals (for DPCR)	Column 4 – Rating for Quality, Efficiency, Timeliness and Average
Column 5 – Actual Accomplishments	Column 5 - Remarks
Column 6 – Rating for Quality, Efficiency, Timeliness and Average	
Column 7 - Remarks	Source: Guidebook on SPMS

1. Know and understand your agency's mandate, strategic priorities and MFOs.
2. Identify the success indicators of each MFOs.
3. Identify the Performance Goals of the Division/ Unit that are aligned with the performance goals of the office.
4. Identify the activities and outputs of individual staff that contribute to the achievement of the performance goals of the division and office.

MFO 3	Strategic Objective	Measures	Office Level Success Indicator	Division Level (DII) Success Indicator	Individual Level Success Indicator
Human Resource Management Regulation	Recognized as a Center for Excellence	Number of agencies compliant with the PRIME HRM Maturity level II indicator	34 agencies compliant with the PRIME HRM Maturity level II indicators	<p>7 agencies assessed under PRIME HRM</p> <p>7 agencies coached on crafting action plans</p> <p>7 action plans monitored and reports submitted within prescribed time</p> <p>7 agencies assisted</p> <p>3 agencies awarded with PRIME HRM level II Maturity level</p>	<p>3 agencies oriented on the assessment process of PRIME HRM</p> <p>Monitoring reports on agency action plan submitted 2 days after EO month</p>

IPCR Workshop

Implementation/ Monitoring Plan Template



Output	Success Indicator	Timeline	Responsible	Actual Accomplishments	Remarks



Closing Protocol

Terminal Objective



At the end of the course, participants will be able to:

- Develop Division Performance Commitments (DPCR).
- Guide team members in formulating Individual Performance Commitments (IPCRs) that specify their respective contributions to achieving desired results of their division.

Enabling Objectives



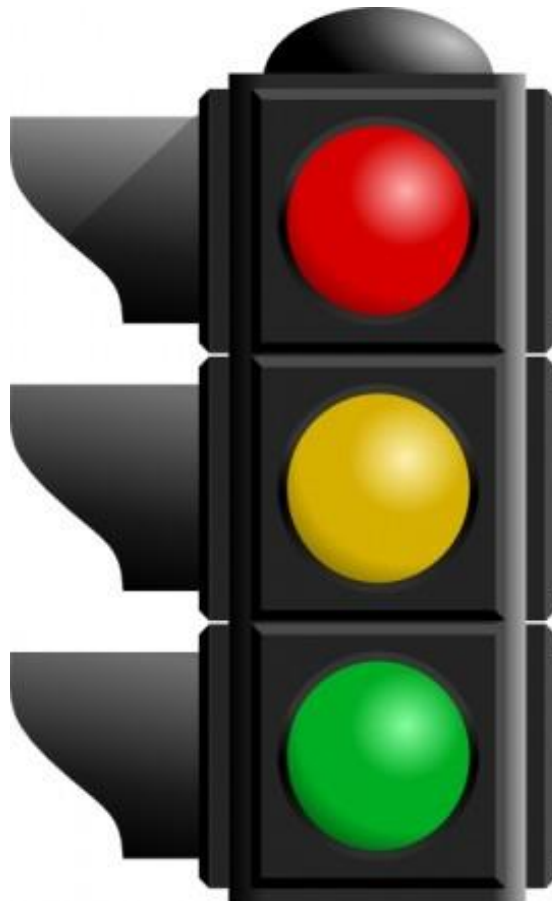
- Articulate the importance of aligning organizational and individual performance plans
- Align division and team members' plans to the strategic directions and priorities of the organization through the DPCR and IPCR

Enabling Objectives



- Explain the process of developing the DPCR and IPCR.
- Discuss considerations in translating DPCR to team members' IPCR.
- Develop Implementing/ Monitoring Plan to ensure achievement of DPCR.

Traffic Lights



What practice I will
STOP doing

What practice I will
START doing

What practice I will
CONTINUE doing

Some Reference Materials

- Philippine Development Plan 2017-2022
Overall Framework
- CSC Guidebook on Strategic Performance Management System

Course Evaluation



wiseGEEK

Closing Activity

Thank You!!!!