



Office of the President
PHILIPPINE COMMISSION ON WOMEN

**GUIDELINES ON THE
2018
PERFORMANCE-BASED BONUS
(PBB)**



Guidelines on the 2018 Performance- Based Bonus (PBB)

Document Code:

Effectivity Date: May 16, 2018

Revision No.: 00

Page 2 of 24

I. POLICY FRAMEWORK/LEGAL BASES

The following laws and policies, issued by the responsible government instrumentalities since 2013 up to the present, shall serve as the legal bases for the 2018 Performance-Based Bonus (PBB) Guidelines of the Philippine Commission on Women (PCW):

- A. Republic Act (RA) No. 9485, otherwise known as the Anti-Red Tape Act (ARTA) of 2007, and its Implementing Rules and Regulations (IRR) under Civil Service Commission (CSC) Memorandum Circular (MC) No. 12, s. 2008;
- B. Administrative Order (AO) No. 25, s. 2011 – Creation of an Inter-Agency Task Force (IATF) and Establishment of the Results-Based Performance Management System (RBPMS);
- C. Executive Order (EO) No. 80, s. 2012 – Adoption of a Performance-Based Incentive System (PBIS) for Government Employees;
- D. CSC MC No. 6, s. 2012 – Guidelines on the Establishment and Implementation of the Agency Strategic Performance Management System (SPMS);
- E. CSC-Department of Budget and Management (DBM) Joint Circular (JC) No. 1, s. 2012 – Rules and Regulations on the Grant of Step Increments Due to Meritorious Performance and Length of Service;
- F. Government Procurement Policy Board (GPPB) Resolution No. 10-2012, s. 2012 – Adoption of the Agency Performance Compliance and Performance Indicators (APCPI) System;
- G. Commission on Audit (COA) Resolution No. 2014-003, s. 2014 – Guidelines on the Submission of Financial Reports;
- H. CSC MC No. 3, s. 2015 – Guidelines on the Submission of the Statement of Assets, Liabilities, and Net Worth of Government Personnel;
- I. Administrative Order (AO) No. 46, s. 2015 – Guidelines on the Submission of the Annual Procurement Program (APP);
- J. EO No. 201, s. 2016 – Directing the IATF on the Harmonization of National Government Performance Monitoring, Information, and Reporting System created under AO No. 25, s. 2011, to prescribe the conditions on eligibility and procedures for the grant of the enhanced PBB, including the ranking system to recognize the difference in levels of performance (government personnel who play a greater role and carry a heavier responsibility in attaining performance targets and delivering results);
- K. DBM Budget Circular No. 2017-2, s. 2017 – Rules and Regulations on the Grant of the Mid-Year Bonus for FY 2017 and Years Thereafter;



Guidelines on the 2018 Performance- Based Bonus (PBB)

Document Code:

Effectivity Date: May 16, 2018

Revision No.: 00

Page 3 of 24

- L. CSC MC No. 14, s. 2017 – Validation Guidelines on Citizen’s Charter Compliance for the 2017 Performance-Based Bonus;
- M. Republic Act (RA) No. 10964 or the 2018 General Appropriations Act (GAA);
- N. IATF MC No. 2018-01, s. 2018 – Guidelines on the Grant of the Performance-Based Bonus (PBB) for Fiscal Year 2018 under EO Nos. 80, s. 2012 and 201, s. 2016; and
- O. IATF MC Nos. 2012-01 to 05, 2013-01 to 01A, 2014-01 to 03, 2015-01, 2016-01 to 02, and 2017-01 to 02 – Detailed Annual PBB Guidelines.

II. OBJECTIVES

- A. To ensure alignment of the PCW’s 2018 targets to its approved Organizational Performance Indicator Framework and to the government’s RBPMS which is being refocused under the PRRD administration to afford utmost priority to the: (1) fight against corruption; and (2) attainment of higher citizen satisfaction. These thrusts emphasize the need for heightened transparency, stronger fiscal discipline, deeper accountability, and more streamlined government processes without delay and bureaucratic red tape and ensure citizen-centric public service thru more efficient, high-quality, and genuine delivery of services;
- B. To implement a tighter and firmer validation process to recognize outstanding performance in government service;
- C. To measure, assess, and link the PCW’s performance as an organization to those of its delivery units and that of the individual employee to the delivery unit where s/he belongs to;
- D. To improve the PCW’s service delivery by linking the grant of incentives to actual organizational and individual performance and recognizing and rewarding exemplary performance;
- E. To cultivate and instill a culture of teamwork among the PCW personnel and a sense of responsibility and accountability that would motivate a higher level of performance from them;
- F. To ensure accomplishment of committed targets by the PCW’s delivery units and personnel; and
- G. To elucidate the prescribed criteria and conditions for the grant of the 2018 PBB under IATF MC No. 2018-1

III. GUIDING PRINCIPLES AND KEY FEATURES

- A. Focus on making government equipped with political will and braced by a concerned citizenry;
- B. Promotion of collective purpose and collaborative efforts among agencies to drive visible results in ease of transacting with the government;

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Guidelines on the 2018 Performance- Based Bonus (PBB)

Document Code:

Effectivity Date: May 16, 2018

Revision No.: 00

Page 4 of 24

- C. Emphasis on more efficient government processes through streamlining and improvements;
- D. Listening to the people's satisfaction and feedback in enhancing government services and engage them in monitoring compliance and performance;
- E. Intensified public accountability and heightened transparency;
- F. Observance of strong financial discipline and responsible budget allocation;
- G. Linkage to the 2018 Performance-Informed Budget approved by the Congress indicating the 2018 performance indicators, measures, and targets for the Organizational Outcome (OO) and Major Final Outputs (MFOs) for the PCW in the 2018 GAA;
- H. Continued adoption of tighter good governance conditions;
- I. Implementation of the SPMS to serve as the basis for the performance assessment of first- and second-level employees; and
- J. Adoption of a two-step (organization first before individual) system of setting measures and targets and performance assessment. However, the principle of "forced-ranking" shall only be applicable on the result of the assessment of the level of performance of the organization's delivery units to determine the appropriate incentive award.

IV. TYPES AND RATES OF PERFORMANCE-BASED INCENTIVES

- A. Performance-Based Bonus (PBB) – based on the performance ranking of the delivery unit where the individual employee belongs to and her/his latest monthly basic salary as of December 31, 2018, with the percentage entitlement as follows:

Performance Category	PBB as a %age of the Monthly Basic Salary
Best Bureau/Office/Delivery Unit (10%)	65%
Better Bureau/Office/Delivery Unit (25%)	57.50%
Good Bureau/Office/Delivery Unit (65%)	50%

- B. Mid-Year Bonus of One (1)-Month Salary – based on the individual employee's performance for the immediately preceding rating period (2nd semester of 2018) and her/his monthly salary as of May 15, 2018, in accordance with Budget Circular No. 2017-2, s. 2017; and
- C. Productivity Enhancement Incentive of =P=5,000.00 – for the purpose of improving the productivity of qualified government employees to be given across-the-board not earlier than December 15, 2018.



V. COVERAGE

A. Delivery Units:

Just like in the previous years, the following divisions/projects/units (D/P/Us) within PCW shall be considered as the delivery units for "forced-ranking":

1. Office of the Executive Director (OED);
2. Policy Development, Planning, Monitoring, and Evaluation Division (PDMED);
3. Technical Services and Regional Coordination Division (TSRCD);
4. Sectoral Coordination Division (SCD);
5. Corporate Affairs and Information Resource Management Division (CAIRMD);
6. Administrative and Finance Division (AFD); and
7. GREAT Women Project 2 (GWP2) Project Management Office (PMO); and

B. All officials and employees of eligible delivery units holding regular plantilla positions and occupying positions in the DBM-approved contractual staffing pattern for the GWP2.

VI. RECONSTITUTED AND UNIFIED PERFORMANCE MANAGEMENT GROUP (PMG) COMPOSITION FOR THE PBIS AND SPMS

CECILE B. GUTIERREZ	-	Chairperson (PBB Focal Person)
MARIA KRISTINE JOSEFINA G. BALMES (representing OED)	-	Vice-Chairperson
LOLITA E. ETRATA	-	Member (PBB Spokesperson)
JOCELYN T. BELLIN (representing TSRCD)	-	Member
PAMELA C. SUSARA (representing SCD)	-	Member
MA. REBECCA RAFAELA R. BAYLOSIS (representing PDPMED)	-	Member
KAREN G. DAGNALAN-DY (representing EA)	-	Member
ROBERT MATTHEW C. ROMERO (representing CAIRMD)	-	Member
EMORIE M. PAPASIN (representing AFD)	-	Member
LOURDITA D. VILLAVICENCIO (representing GWP2 PMO)	-	Member
MARIA C. TASONG	-	Member
RAYMOND JAY L. MAZO	-	Member and Secretariat, SPMS
RAMIL P. SANTOS	-	Secretariat, PBIS
MARICAR D. VILLALUNA	-	Secretariat, PBIS



Guidelines on the 2018 Performance- Based Bonus (PBB)

Document Code:

Effectivity Date: May 16, 2018

Revision No.: 00

Page 6 of 24

- A. Ms. Gutierrez, as the PCW's PBB Focal Person, shall oversee the implementation of the SPMS, PBIS, and the annual PBB guidelines issued by the IATF and the PCW;
- B. Ms. Etrata, as the PBB Spokesperson, and Mr. Mazo, as the SPMS Secretary, shall be responsible for orienting and disseminating information to all employees about the PCW 2018 PBB and SPMS guidelines;
- C. Ms. Susara, Ms. Tasong, and Ms. Baylosis shall ensure that the Transparency Seal is updated regularly and in accordance with the specifications of the IATF;
- D. Ms. Bellin, Mr. Romero, Ms. Dagnalan-Dy, and Ms. Papasin shall ensure that the Citizen's Charter is complete and streamlined (in accordance with the conditions set under IATF MC No. 2018-1), and the pertinent ARTA provisions in relation to the Citizen's Charter are complied with;
- E. Ms. Etrata shall ensure compliance with the PhilGEPS posting requirements and liquidation of cash advances;
- F. Mr. Mazo shall ensure compliance by all officials and employees with the required submission and review of the Statement of Assets, Liabilities, and Net Worth (SALN) and their eventual submission to the respective SALN repository agencies as prescribed under CSC MC No. 3, s. 2015;
- G. Ms. Tasong, Mr. Santos, and Ms. Villaluna shall ensure that all the necessary reports/forms and certifications for submission to the IATF are prepared and submitted within the prescribed deadlines and accordingly posted in the PCW website's Transparency Seal;
- H. All employees whose functions/responsibilities are directly or indirectly related to the good governance concerns shall provide all necessary assistance and support services to the PMG to ensure the agency's compliance with the governance conditions; and
- I. The following PMG member are being designated as "Shepherds" who shall be responsible for assisting and reviewing the reports of the delivery unit to them and to whom issues/clarifications emanating from the respective units shall have to be raised first:
 1. AFD – CAIRMD Representative (Mr. Robert Matthew C. Romero);
 2. SCD – TSRCD Representative (Ms. Jocelyn T. Bellin);
 3. PDMED – SCD Representative (Ms. Pamela C. Susara);
 4. GWP2 PMO – PDMED Representative (Ms. Rebecca Rafaela R. Baylosis);
 5. CAIRMD – AFD Representative (Ms. Lolita E. Etrata);
 6. OED – (Ms. Karen Dagnalan); and
 7. TSRCD – (Ms. Lourdita D. Villavicencio).



**Guidelines on the 2018
Performance- Based Bonus
(PBB)**

Document Code:

Effectivity Date: May 16, 2018

Revision No.: 00

Page 7 of 24

VII. ELIGIBILITY CRITERIA FOR THE AGENCY

- A. Achieved the set physical targets for each performance indicator for the *Organizational Outcomes and Women's Empowerment and Gender Equality Policy Development and Planning Program* [per DBM's Program Expenditure Classification (PREXC)] under as indicated in Volumes I-B and II of the 2018 GAA and of the set targets submitted to the IATF, DBM, and the OP under *Support to Operations (STO)* and *General Administration and Support Services (GASS)*. The PCW's 2018 targets are contained in Part VIII – 2018 PERFORMANCE TARGETS – of these guidelines. Organizational performance in the achievement of targets shall be closely monitored through the use of the quarterly agency accountability reports uploaded in the DBM's Unified Reporting System (URS);
- B. Satisfied **100%** of the good governance conditions (GGCs) set for 2018 by the IATF, as indicated in Part IX of these guidelines;
- C. Has an approved PCW system of assessing and ranking its delivery units and assessing individual employees as contained in part "X – ELIGIBILITY OF DELIVERY UNITS AND INDIVIDUAL EMPLOYEES" and "XI – PCW 2017 PBB AND SPMS PROCESS" of these guidelines;
- D. Conducted an orientation for the purpose of disseminating the PCW system of assessment and ranking to all PCW officers and employees;
- E. Submitted the FY 2018 accomplishments using Forms A, A-1, and 1.0 to the IATF NLT **February 28, 2019**;
- F. Used the PCW SPMS approved by the CSC in rating the performance of the first- and second-level employees; and
- G. Used the Career Executive Service Performance Evaluation System (CESPES) in rating the performance of the Career Executive Service Officials.

VIII. 2018 PHYSICAL PERFORMANCE INDICATORS AND TARGETS

A. Physical Targets Indicated in the 2018 GAA:

OUTCOME INDICATOR	BASELINE	2018 TARGETS
1. Percentage of National Government Agencies (NGAs) with improved level of gender-responsiveness	36 NGAs	50% of target NGAs
OUTPUT INDICATORS		
1. Percentage of stakeholders who rated the policy as good or better	70%	70%
2. Percentage of requests for technical support responded to within 15 days	100%	100%
3. Percentage of GAD Plans and Budget (GPB) and Annual Report (AR) submissions of NGAs reviewed within 30 days	30%	30%

B. Streamlining and Process Improvement of the following PCW's Critical Services covering Government-to-Citizens (G2C and Government-to-Government (G2G0 transactions as cited in the PCW's Citizen's Charter:

1. Provision of Technical Assistance; and
2. Gender Plan and Budget Review and Endorsement.

To promote the periodic measurement of agency performance in delivering said services, PCW shall determine and report the following using the Modified Form A – Department/Agency Performance Report per Section 6.1 and Annex 3A of the IATF MC No. 2018-1, s. 2018:

1. Number of steps;
2. Transaction costs – primary transaction costs/fees and other transaction costs;
3. Substantive compliance costs;
4. Number of signatures;
5. Number of documents; and
6. Turnaround time (TAT)



Guidelines on the 2018 Performance- Based Bonus (PBB)

Document Code:

Effectivity Date: May 16, 2018

Revision No.: 00

Page 9 of 24

The information above shall serve as the baseline data for each service/process to achieve the following improvements:

1. Reduction in the number of signatures to not more than three (3);
2. Simplification of application forms or documentary requirements; and
3. 50% reduction in the turnaround time and completion of the transaction within 15 days.

The delivery units responsible for the delivery and completion of a critical service shall be declare and every delivery unit should be in at least one (1) of the critical services or other key processes being performed by the agency.

The CAIRMD Team and PMG Members responsible for the Citizen's Charter are tasked to work on this for approval by the ManCom.

- C. Citizen/Client Satisfaction shall be measured to determine the effectiveness of the streamlining and process improvements. This feedback mechanism which includes the description of the methodology of the survey and the agency improvement action plan for FY 2019, shall be reported and submitted using the Citizen/Client Satisfaction Report (Annex ___);

D. Support to Operations (STO) Target

Initial certification of the QMS for at least one (1) core process or frontline service as mandated under the agency's existing pertinent law. RA 9710 or the Magna Carta of Women (MCW) mandates PCW to endorse the Gender Plans and Budgets of National Government Agencies (NGAs). Hence, ISO 9001:2015 certification of the core process on Gender Plan and Budget Review and Endorsement is the PCW's STO target for 2018. The certificate must be valid starting in 2018 and posted in the PCW TS page not later than December 31, 2018. A certified true copy of the certificate shall have to be submitted to the Government Quality Management Committee (GQMC), through the Systems and Productivity Improvement Bureau of the DBM Secretariat also not later than December 31, 2018 for the purpose of verification.

E. General Administration and Support Services (GASS) Targets

1. Achieved the Budget Utilization Rates (BUR) which shall consist of the:

- a. Obligations BUR computed as obligation rates for maintenance and other operating expenses (MOOE) and Capital Outlays (CO) from all appropriation sources in 2018, including those released under the "GAA as the allotment order" policy, net of savings from procurement and implementation of cost-cutting measures – **100%**; and
- b. Disbursements BUR measured by the ratio of total disbursements (cash and non-cash, excluding Personnel Services (PS)) to total obligations for MOOE and CO in FY 2018, net of goods and services obligated by December 31, 2018 but accounts payable and not yet due and demandable on the said date – **98%**;



Guidelines on the 2018 Performance- Based Bonus (PBB)

Document Code:

Effectivity Date: May 16, 2018

Revision No.: 00

Page 10 of 24

2. Complied on a sustained basis the implementation of at least 30% of the prior years' audit recommendations as shown in the Report on Status of Implementation of Prior Years' Recommendations. These recommendations will exclude the Property, Plant, and Equipment (PPE)-related items of the Annual Audit Report. Audit findings closed in FY 2017 should not also recur;
3. Complied with the online submission using the DBM's Unified Reporting System (URS) not later than **15 days after the end of each quarter** for the following reports, as provided in Section 95 of the FY 2018 GAA:
 - a. FY 2018 FAR No. 1: Statement of Appropriations, Allotments, Obligations, Disbursements, and Balances (SAAOBDB); and
 - b. FY 2018 Summary Report on Disbursements;
 - c. FY 2018 BAR No. 1 – Quarterly Physical Report of Operations/Physical Plan;
4. Annual Procurement Plans – Non Common-Use Supplies and Equipment (APP-NonCSE)
 - a. Submitted the FY 2018 APP-nonCSE duly approved by the Head of the Procuring Entity (HOPE) to the Government Procurement Policy Board (GPPB) Technical Services Office (GPPB-TSO) not later than January 31, 2018 per Section 7.3.5 of the 2016 Revised Implementing Rules and Regulations (IRR) of RA No. 9184 in the format prescribed under GPPB Circular No. 07-2015 by posting it in the agency Transparency Seal page not later than one month after issuance of IATF MC No. 2018-1; and
 - b. Posted on the PCW Transparency Seal page the Indicative FY 2019 APP-nonCSE consistent with the FY 2019 National Expenditure Program (NEP) not later than August 31, 2018.

The APP-nonCSE submissions must indicate: "APP for CY <Year> of <Name of Agency> for PBB" in the subject line;
5. Submitted the FY 2019 Annual Procurement Plan – Common-Use Supplies and Equipment (APP-CSE) to the DBM-Procurement Service (DBM-PS) not later August 31, 2018 in their prescribed format and posted this in the PCW TS page also not later than August 31, 2018;
6. Undertaken from October to December 2018 the early procurement, short of award, of at least 50% of the value of goods and services requirements for the FY 2019 operations based on the PCW's 2019 budget submitted to the Congress consistent with the National Expenditure Program (NEP). The Approved Contract/s and Notice/s to Proceed shall have to be posted in the PhilGEPS not later than January 31, 2019. The implementing guidelines are contained in the DBM Circular Letter No. 2018-8 dated July 30, 2018;



Guidelines on the 2018 Performance- Based Bonus (PBB)

Document Code:

Effectivity Date: May 16, 2018

Revision No.: 00

Page 11 of 24

7. Submitted the results of the FY 2017 Agency Procurement Compliance and Performance Indicators (APCPI) System per GPPB Resolution No. 10-2012, complete with the following accomplished forms, either in electronic (Excel) format thru apcpi@gppb.gov.ph or printed and signed copies indicating: "2017 APCPI Initial Results of <Name of Agency> for PBB", to the GPPB-Technical Support Office (TSO) not later than August 31, 2018:

- Self-Assessment Form;
- Consolidated Procurement Monitoring Report;
- Procurement Capacity Development Action Plan; and
- Questionnaire

F. Other

- ii. Submitted the Report on Ageing of Cash Advances (with **November 15, 2018 as the cut-off date**) directly to the COA Resident Auditor **NLT November 30, 2018**, and the verified report by the Resident Auditor to the COA-Head Office afterwards;
- iii. Submitted the 2017 Financial Reports per COA Resolution No. 2014-003 directly to the COA Resident Auditor **NLT March 30, 2018** as follows:
- Statement of Financial Position;
 - Statement of Financial Performance;
 - Statement of Changes in Net Assets/Equity;
 - Statement of Cash Flows;
 - Statement of Comparison of Budget and Actual Amounts; and
 - Notes to the Financial Statements;
- b. Complied with the required implementation of at least 30% of the audit recommendations;
- c. Complied with the requirements of the Transparency Seal per RA No. 9485 (ARTA) by updating the posting of the Status of Notices in the PhilGEPS for all transactions covering the period November 16, 2017 to January 31, 2018 including the Early Procurement of FY 2019 Non-CSE items **NLT January 31, 2019**. (Notes: Failed or cancelled bid status should still be updated in the system. If the agency is unable to update the system or post the BAC Resolution, Notices of Award/Bid Results, Actual Approved/Awarded Contracts and Notices to Proceed/Purchase Orders for transactions above One Million Pesos (=P=1,000,000.00) in the system due to factors that are outside of the control of the agency, the agency should submit a report to or inform GPPB/TSO and submit a letter of explanation using the template on Annex 6 of IATF MC No. 2018-01, s. 2018, addressed to the IATF **NLT January 31, 2019**. Acceptance of the explanation/reasons shall be subject to the recommendation of the GPPB/TSO);



Guidelines on the 2018 Performance- Based Bonus (PBB)

Document Code:

Effectivity Date: May 16, 2018

Revision No.: 00

Page 12 of 24

- d. Submitted and posted in the Transparency Seal the Certificate of Compliance for agencies with no frontline services, such as PCW, per CSC MC No. 14, s. 2017. CSC validation shall be complemented by the reports on the feedback and complaints from citizens gathered by the OP, CSC, and PCOO from the 8888 and FOI portals. A negative report will determine the eligibility to the PBB.

IX. GOOD GOVERNANCE CONDITIONS

- i. Complied with the provisions of the ARTA and Section 5.1 of IATF MC No. 2018-01, s. 2018;
- ii. Maintained/updated the Transparency Seal (TS), pursuant to Section 99 of the General Provisions of the 2018 GAA, in accordance with the TS Guidelines contained in Annex 2 of IATF MC No. 2018-01, s. 2018. The TS should be visible and accessible by clicking on the TS logo on the home page in the PCW's website (www.pcw.gov.ph) containing the following documents:
 1. Agency's mandate/s and functions and list of its officials with their respective positions and designations and contact information;
 2. DBM-approved budget and GAA performance targets for FY 2018;
 3. Modifications made pursuant to the general and special provisions in the FY 2018 GAA (indicate if not applicable);
 4. Annual Procurements Plans (APP):
 - a. FY 2018 APP (Non-CSE) in the format prescribed under GPPB Circular No. 07-2015 and posted not later than one month after the issuance of IATF MC No. 2018-1 dated May 28, 2018;
 - b. FY 2019 APP for Common-Use Supplies and Equipment (CSE) posted not later than August 31, 2018; and
 - c. Indicative FY 2019 APP Non-CSE posted not later than August 31, 2018;
 5. Major Projects and Programs, Beneficiaries, and Status of Implementation for 2018 – indicate if not applicable or else zero rating shall be given). Hence, since this is not applicable to PCW, the pertinent form shall still be posted but the phrase “not applicable” shall be indicated;
 6. Annual Financial Reports:
 - a. FY 2014-FY 2018 Financial Accountability Report (FAR) No. 1: SAAOBDB; and
 - b. FY 2013-FY 2017 Budget Accountability Report (BAR) No.1. – Quarterly Physical Report of Operations/Physical Plan;
 7. Annual Reports on the Status of Income authorized by law to be deposited outside the National Treasury (indicate if not applicable);

8. Quality Management System (QMS) certification to ISO 9001:2015 of the Gender Plan and Budget Review and Endorsement Process with validity starting in 2018 posted in the PCW TS page not later than December 31, 2018. The posting should also include the activities/details of cascading efforts and the contact information that employees may coordinate with regarding cascading it;
9. Approved PCW System of Ranking its Delivery Units for the 2018 PBB which is contained in Part X of these guidelines posted in the TS page not later than October 1, 2018;
10. The Agency Review and Compliance Procedure of Statements and Financial Disclosures posted in the TS page not later than October 1, 2018;
11. The final People's Freedom to Information (FOI) Manual signed by the Executive Director and uploaded in the PCW TS page not later September 30, 2018, Agency Information Inventory uploaded in the TS page not later than September 30, 2018, 2017, 2018 FOI Summary Report uploaded in the TS page not later than January 31, 2019, and 2017 and 2018 FOI Registry uploaded in the TS page not later than January 31, 2019, and a screenshot of the PCW website's homepage containing a visible and functional FOI logo linked to the electronic FOI portal (www.foi.gov.ph) submitted through email: foipco@gmail.com not later than September 30, 2018;

The PMG members charged with the responsibility to ensure that our Transparency Seal meets the requirements by the IATF are advised to adopt the guidelines attached as Annex 2 of IATF MC No. 2018-1, s. 2018;

- iii. Posted/Updated the posting of all Invitations to Bid and awarded contracts in the Philippine Government Electronic Procurement System (PhilGEPS) for transactions from November 16, 2017 to January 31, 2018, including the early procurement of the FY 2019 Non-CSE items not later than January 31 2019;

The PMG members charged with the responsibility to ensure that PCW meets the PhilGEPS requirements by the IATF are advised to adopt the guidelines attached as Annex 6 of IATF MC No. 2018-1, s. 2018;

- iv. Complied with President Duterte's twin directives on improving all frontline services consistent with the Anti-Red Tape Act (ARTA) of 2007 (RA No. 9485) and to cut down processing time of the delivery of services per CSC Memorandum Circular No. 14, s. 2016) as follows:

1. Maintained/Updated the Citizen’s Charter reflecting the PCW’s enhanced service standards; and
 2. Submitted the Certificate of Compliance to the provisions of CSC MC No. 14, s. 2017 not later than August 1, 2018. The CSC validation shall be complemented with reports on feedback and complaints from citizens gathered by the OP, PMS, CSC, and PCOO from the 8888 Hotline and the FOI portals. The CSC shall issue the guidelines in the validation of the Citizen’s Charter requirements for FY 2018; and
- v. Non-compliance with any of the GGCs shall render the entire agency ineligible for the 2018 PBB. Assessment of agency compliance with the GGCs shall be conducted starting October 1, 2018.

X. ELIGIBILITY OF DELIVERY UNITS AND INDIVIDUAL EMPLOYEES

A. Eligibility and Ranking of Delivery Units

1. In accordance with the PCW SPMS which adopts the following table of the CSC-prescribed 5-point rating scale, a delivery unit to be eligible should have garnered an average numerical rating of not less than **3** which is the lowest figure in the range that is equivalent to the adjectival rating of “Satisfactory”:

RATINGS	
NUMERICAL RANGE	ADJECTIVAL
5.00	Outstanding
4.00-4.99	Very Satisfactory
3.00-3.99	Satisfactory
2.00-2.99	Unsatisfactory
1.00-1.99	Poor

2. If all of PCW’s seven (7) delivery units are found eligible, “forced-ranking” shall be undertaken according to the following categories:

<u>Ranking</u>	<u>Performance Category</u>
Top 10%	Best (1 delivery unit)
Next 25%	Better (2 delivery units)
Next 65%	Good (4 delivery units)



Guidelines on the 2018 Performance- Based Bonus (PBB)

Document Code:

Effectivity Date: May 16, 2018

Revision No.: 00

Page 15 of 24

Note: The number of delivery units entitled in each ranking level (after application of the percentages) may vary based on the actual number of eligible delivery units (e.g., if one unit is disqualified for a reason [such as not meeting the average numerical rating of 3], then the universe will change from 7 delivery units to only 6 delivery units, and so on and so forth).

B. Eligibility of Individual Officers and Employees

1. For the PCW Executive Director, in her capacity as the Head of the Agency, her eligibility shall be dependent on the performance of PCW as an agency. If found eligible, her rate shall be equivalent to 65% of her monthly basic salary as of December 31, 2018;
2. Covers only those officers and employees belonging to the eligible delivery units. There shall no longer be a ranking to be done for individual officers and employees within a delivery unit;
3. The first- or second-level employees shall have received an average numerical rating of not less than 3 which is the lowest figure in the range that is equivalent to the adjectival rating of "Satisfactory" under the PCW SPMS;
4. For third-level officers, such as the Deputy Executive Directors for Operations and Management Services, they shall have received a rating of at least "Satisfactory" under the Career Executive Service Performance Evaluation System (CESPES);
5. The ex-officio PCW Chairperson and Commissioners shall not be entitled;
6. An employee who has rendered at least nine (9) months of service for 2018 and with at least "Satisfactory" rating shall be entitled to the full incentive amount of the performance category garnered by the delivery unit which s/he belongs to;
7. An employee who is newly-hired, retired, resigned, on rehabilitation/maternity/paternity/scholarship/study/sabbatical/vacation or sick (with or without pay) leave and has rendered a minimum of three (3) months but less than nine (9) months of service in 2018, and has garnered a rating of at least "Satisfactory" shall be entitled on a pro-rata basis corresponding to the actual length of service rendered, as follows:

Length of Service	% of PBB
8 months but less than 9 months	90%
7 months but less than 8 months	80%
6 months but less than 7 months	70%
5 months but less than 6 months	60%
4 months but less than 5 months	50%
3 months but less than 4 months	40%

The following are the valid reasons for an employee who does not meet the nine-month actual service requirement to be considered for PBB on a pro-rata basis:

- a. Being a newly-hired employee;
- b. Retirement;
- c. Resignation;
- d. Maternity/Paternity leave;
- e. Vacation or Sick Leave with or without pay; and
- f. Scholarship/Study leave;

12. Those employees who failed to discharge their respective responsibilities/functions/assignments and to prepare and submit the prescribed reports that are required under the PBB and PBB-related issuances shall not be eligible. These include, but are not limited to those who:

- a. Failed to submit the COA Annual Financial Reports and Statements to include Financial Statements (FS) and Annual Financial Reports as prescribed in COA Resolution No. 2014-003 dated January 14, 2014 and COA Circular No. 2015-002 dated March 9, 2015;
- b. Failed to comply with the required minimum 30% implementation of the prior years' audit recommendations;
- c. Failed to comply with the QMS ISO-alignment specified in IATF MC No. 2018-01 and GQMC MC No. 2018-1;
- d. Failed to post and disseminate the system of ranking the performance of delivery units;
- e. Including the Executive Director and the Chairperson and Secretariat of the Bids and Awards Committee (BAC), those who failed to submit the following
 - i. FY 2018 APP non-CSE to the GPPB on or before January 31, 2018 in the format prescribed under GPPB Circular No. 07-2015;
 - ii. FY 2019 APP CSE to the DBM Procurement Service on or before August 31, 2018;
 - iii. Results of the FY 2017 APCPI System, per GPPB Resolution No. 10-2012, complete with the: (a) APCPI – Self-Assessment Form; (b) APCPI – Consolidated Procurement Monitoring Report; (c) APCPI – Procurement Capacity Development Action Plan; and (d) the Questionnaire on or before August 31, 2018.
 - iv. Indicative FY 2019 APP non-CSE consistent with the FY 2019 National Expenditure Program (NEP) should be posted on the agency Transparency Seal (TS) page not later than August 31, 2018

13. Those employees under the following circumstances shall not be eligible:
- a. On vacation (with or without pay), sick (with or without pay), or study leave for the entire year 2018;
 - b. Found guilty of an administrative and/or criminal case by final and executory judgment in FY 2018 by the Executive Director, except if the penalty meted out is only a reprimand;
 - c. Failed to submit the 2017 Statement of Assets, Liabilities, and Net Worth (SALN) as prescribed in the rules provided under CSC MC No. 3, s. 2015);
 - d. Failed to liquidate cash advances received in FY 2018 within the reglementary period, as prescribed under RA 6713, COA Circular No. 97-002 dated February 10, 1997 and reiterated in COA Circular No. 2009-002 dated May 18, 2009; and
 - e. Failed to submit their complete SPMS Forms;
14. An officer/employee who transferred from one government agency to another shall be rated by the agency where s/he served the longest. If equal months were served for each agency, s/he shall be included in the recipient agency; and
15. For the purpose of determining where an employee who transferred thru promotion/reassignment shall belong to because of the organizational "forced-ranking" prescription under the PBB guidelines, the following rules shall apply:
- a. To the D/P/U where s/he spent a majority of her/his working time during the year; and
 - b. In case of equal time, to the D/P/U where s/he transferred to effective July 1, 2018.

XI. PCW 2017 PBB AND SPMS PROCESSES

A. Rating Periods:

1. Both the delivery unit and the individual employee shall be assessed for the 1st semester (January-June 2018) and 2nd semester (July-December 2018); and
2. However, if there is a need for a shorter or longer period, the minimum appraisal period is at least ninety (90) calendar days or three (3) months while the maximum shall not be longer than one (1) calendar year (e.g., for employees on probation basis, 3rd-level officers covered by the CESPES, etc.).



Guidelines on the 2018 Performance- Based Bonus (PBB)

Document Code:

Effectivity Date: May 16, 2018

Revision No.: 00

Page 18 of 24

B. The following five-point rating scale, **5** being the highest and **1** being the lowest, for setting the performance measures and targets during the performance planning process and for determining the actual accomplishments versus the targets during the performance assessment process, for both the delivery unit and the individual employee, shall be adopted:

NUMERICAL RATING	DESCRIPTION
5	<ul style="list-style-type: none"> - Performance that meets 130% and above of planned targets on quantity. - Performance that meets the specific measure and target agreed upon during the planning stage. (e.g., approved on 1st draft, 0 revision). - Performance that meets 70% and below on timeliness.
4	<ul style="list-style-type: none"> - Performance that meets 115% to 129% of planned targets on quantity. - Performance that meets the specific measure and target agreed upon during the planning stage. (e.g., approved by the ED on the 1st draft with revision/s on format / representation / grammar) - Performance that meets 71% to 85% on timeliness.
3	<ul style="list-style-type: none"> - Performance that meets 100% to 114% of planned targets on quantity. - Performance that meets the specific measure and target agreed upon during the planning stage. (e.g., approved by the ED on the 2nd draft with revision/s on content) - Performance that meets 86% to 100% on timeliness.
2	<ul style="list-style-type: none"> - Performance that meets 51-99% of planned targets on quantity. - Performance that meets the specific measure and target agreed upon during the planning stage. (e.g., approved by ED on the 3rd draft) - Performance that meets 101% to 149% on timeliness.
1	<ul style="list-style-type: none"> - Performance that meets 50% of planned targets on quantity. - Performance that meets the specific measure and target agreed upon during the planning stage. (e.g., no approval, back to the drawing board) - Performance that meets 150% and above on timeliness.

C. Performance Planning

2. The performance measures and targets shall be based on the PCW SPMS which shall include any one, or a combination of the following categories, whichever is applicable:

Category	Definition
Quality/Effectiveness	The extent to which actual performance compares with targeted performance (can be measured by quantity), the degree to which objectives are achieved, and/or the extent to which targeted problems are solved. In management, effectiveness relates to getting the right things done.
Efficiency	The extent to which time or resources is used for the intended task or purpose. It measures whether or not targets are accomplished with a minimum amount or quantity of waste, expense or unnecessary effort.
Timeliness	Measures whether or not the deliverables were done on time based on the requirements of the law and/or the clients/stakeholders. Time-related performance indicators evaluate such things as project/activity/output completion deadlines, time management skills, and other time-sensitive expectations.

3. The two-step planning process shall be adopted as follows:

- a. Step 1 – Setting the performance measures and targets for the Division/Project/Unit (D/P/U):

- i. Division Chiefs/Project Manager/Unit Heads (DC/PM/UH) to propose to the ManCom and the PMG, for joint review during the scheduled Mid-Year Performance Assessment (MYPA) covering the 1st semester and the Year-End Performance Assessment (YEPA) covering the 2nd semester, of the following reports of their respective units:

- 2018 Work and Financial Plan (WFP) detailing the activities to be undertaken and the budget needed for each activity using the WFP Form (Annex A); and



Guidelines on the 2018 Performance- Based Bonus (PBB)

Document Code:

Effectivity Date: May 16, 2018

Revision No.: 00

Page 20 of 24

- 1st semester and 2nd semester performance measures, targets, budget, and responsible personnel to be summarized in the Division/Project/Unit Performance Commitment and Review (DPUPCR) Form (Annex B).
 - ii. ManCom and PMG, thru the PMG designated Shepherds, to jointly review the proposals and endorse the final periodic WFP and DPUPCR to the Executive Director (ED) for approval.
- b. Step 2 – Setting the performance measures and targets for the individual employee:
 - i. DC/PM/UH to cascade down the approved Division/Project/Unit (D/P/U) measures and targets to serve as the bases for setting the individual employee targets; and
 - ii. The individual measures and targets mutually-agreed upon between the DC/PM/UH and the employee shall be prepared and approved by the Executive Director using the Individual Performance Commitment and Review (IPCR) Form (Annex C).
- 3. The 1st semester and 2nd semester final measures and targets using the DPUPCR and IPCR Forms shall be submitted on the respective dates agreed upon. The DPUPCR Forms shall be submitted to the Office of the PMG Focal Person, thru the PMG designated Shepherds, while the IPCR Forms shall be submitted to the Human Resource Management and Development Section (HRMDS), Administrative and Finance Division (AFD).

D. Performance Assessment

1. Corresponding to the planning process, the two-step process in assessing actual performance vis-à-vis the set measures and targets shall likewise be adopted as follows:
 - a. Step 1 – D/P/U Organizational Performance:
 - i. The basis for assessment shall be the Accomplishment Report (AR) vis-à-vis the approved WFP and the actual accomplishments vis-à-vis the approved measures and targets as indicated in the completely filled-out DPUPCR Form for the 1st and 2nd semesters, respectively;
 - ii. The AR and the DPUPCR of the D/P/U for a particular semester shall be presented by the DC/PM/UH to the ManCom and the PMG for joint review by both bodies. However, for rating and for ranking purposes, only the DPUPCR Form will be used. The AR Form (Annex D) shall be used for the purpose of validation and for preparing the PCW's consolidated accomplishment report;



Guidelines on the 2018 Performance- Based Bonus (PBB)

Document Code:

Effectivity Date: May 16, 2018

Revision No.: 00

Page 21 of 24

- iii. The schedules of the performance assessment shall be calendared not later than one month after the end of each semester. However, for the 2018 2nd semester, in order for PCW to be able to meet the set deadline on January 31, 2019, the 2nd semester performance assessment shall be undertaken on December 2018 and the final AR and DPUPCR Forms shall be submitted to the Office of the PMG Focal Person, thru the designated PMG Shepherds, on or before January 15, 2019;
- iv. Assessment shall be jointly done by the ManCom and the PMG and validation of reported accomplishments shall be done by the PMG, thru the designated PMG Shepherds. In case a discrepancy/discrepancies is/are discovered upon validation, the PMG shall determine the accurate rating and require the DC/PM/UH to explain the reason for the discrepancy/ies;
- v. In case of intervening assignment/s given to the D/P/U, the Executive Director (as negotiated between the ED and the DC/PM/UH and as validated by the PMG) may award a bonus rating of up to a maximum of .5 point (which is the equivalent of 10% of the 5-point rating scale) to be added to the semestral rating before computing the annual average rating;
- vi. The actual accomplishments as rated in the DPUPCR Form shall have a weight of **90%** while compliance to administrative rules and regulations shall have a weight of **10%**. The specific administrative rules and regulations to be measured shall be the observance of the lead times set for:
 - procurement of goods and services and consulting services (except public bidding):
 - Common Goods and Services amounting to P10,000.00 up to P50,000.00 – 15 Calendar Days;
 - Item/s difficult to purchase amounting to P10,000.00 up to P50,000.00 – 27 Calendar Days;
 - Above P50,000.00 – **1 month or 30 calendar days**;
 - Annual Procurement Plan:
 - FY 2018 APP-non CSE – January 31, 2018
 - Indicative FY 2019 APP-non CSE – August 31, 2018
 - FY 2019 APP-CSE – August 31, 2018
 - Undertaking of Early Procurement for at least 50% of good and services – January 31, 2019
 - Results of FY 2017 APCPI System – August 31, 2018
 - processing of transactions:
 - Processing of payments – **two (2) working days or 16 working hours**; and
 - liquidation of cash advances:
 - Special activity cash advance – **thirty days (30) from the completion of the activity**;
 - Local travel – **thirty (30) days from arrival**; and
 - Foreign travel – **sixty (60) days from arrival**;



Guidelines on the 2018 Performance- Based Bonus (PBB)

Document Code:

Effectivity Date: May 16, 2018

Revision No.: 00

Page 22 of 24

- vii. The average rating for each semester shall be computed first and the final rating for the D/P/U at the end of 2018 shall be the average of the two semestral ratings with the corresponding adjectival rating. In case of a tie in the numerical rating, the decimal places shall be considered to break it; and
 - viii. "Forced-ranking" of the eligible delivery units shall be done to determine their respective performance categories.
- b. Step 2 – Individual Employee Performance:
- i. Assessment of the individual employee's performance shall be undertaken by the respective delivery unit heads;
 - ii. For both semesters, the basis for assessment shall be the approved actual individual accomplishments vis-à-vis the approved targets as contained in the IPCR Form
 - iii. In case of intervening assignment/s for the DC/PM/UH or the staff member as validated by the PMG, the ED for the DC/PM/UH or the DC/PM/UH for her/his staff member, respectively, may award a bonus rating of up to a maximum of only .5 point (which is the equivalent of 10% of the 5-point rating scale) to be added to the semestral rating before computing the annual average rating;
 - iv. The DCs/PMs/UHs shall be rated based on the DPUPCR accomplishments with a weight of 60% and their respective managerial competence with a weight of 40% to be determined using the 360-degree feedback questionnaire with the following weights – 30% for the Subordinate, 40% for the Superior, 15% for the Peer, and 15% for the Ratee;
 - v. The final rating at the end of 2018 shall be the average of the two semestral ratings with the corresponding adjectival rating; and
 - vi. The average ratings of all the personnel within the D/P/U shall not be higher than the average rating garnered by the D/P/U;
2. The performance rating garnered for each performance indicator shall be indicated in the appropriate RATINGS column in the DPUPCR and IPCR Forms;
 3. For both the organizational and individual levels, in case there is more than one item to consider in the assessment, the average rating shall always be computed to arrive at the final semestral and annual ratings;



Guidelines on the 2018 Performance- Based Bonus (PBB)

Document Code:

Effectivity Date: May 16, 2018

Revision No.: 00


Page 24 of 24

1. Disqualified for the PBB and other performance-based personnel actions, such as promotion, training or scholarship grants, and incentives; and
2. Subjected to administrative sanction for violation of reasonable rules and regulations and simple neglect of duty.

XI. COMPLAINTS AND APPEALS MECHANISM

- A. Any complaint and/or appeal on the initial performance assessment of the D/P/U shall have to be raised and immediately settled by the PMG and the ManCom during the performance assessment activity called for the purpose. The performance assessment of the D/P/U as agreed upon during this session shall be final and not appealable; and
 - B. An employee who feels aggrieved or dissatisfied with the individual performance rating given to her/him by the DC/PM/UH may raise an appeal with the PMG not later than October 31, 2018 for the 1st Semester and January 5, 2019 for the 2nd Semester. However, s/he shall not be allowed to protest the performance ratings of other co-employees. The ratings obtained by others may only be used as basis or reference for comparison in appealing one's individual performance rating. The PMG shall decide on the employee appeal within five (5) working days to ensure sufficient time for action and decision before the January 31, 2019 deadline set for submission of the required forms on the physical accomplishments to the IATF.
- XII. These PCW 2018 PBB guidelines for the PCW are issued in addition to the applicable and pertinent provisions embodied in the 2013-2017 PBB guidelines issued by the PCW. However, all other provisions inconsistent with these guidelines are hereby superseded and/or amended accordingly.**
- XIII. These guidelines shall take effect immediately upon its issuance covering the 2018 performance and issued for compliance of all PCW personnel.**

Prepared/Endorsed by:


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Approved by:


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