

NATIONAL CAPITAL REGION

March 13, 2019

MR. EDDIE V. MONREAL
General Manager
Manila International Airport Authority
MIAA Road, Pasay City



Dear **General Manager Monreal**:

This refers to the proposed Strategic Performance Management System (SPMS) of the Manila International Airport Authority (MIAA), which was resubmitted to this Office, for appropriate action.

Evaluation of the MIAA SPMS shows its compliance with **CSC Memorandum Circular No. 6, s. 2012¹**. Thus, the same is hereby **APPROVED**.

We look forward to the successful implementation of the MIAA SPMS.

Very truly yours,


JUDITH A. DONGALLO-CHICANO
Director IV *PSN*

Cc: Director II Laura D. Mangorangca
CSC Field Office-DFPC

cscncrpsed/smp

¹Guidelines in the Establishment and Implementation of Agency Strategic Performance Management System (SPMS)



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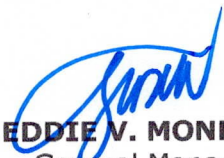
FOREWORD

In conformity with Civil Service Commission (CSC) Memorandum Circular No. 6, series of 2012, the "*Strategic Performance Management System*" (SPMS) of the **Manila International Airport Authority** (MIAA) has been established as one the basic tools in attaining the Vision, Mission and Strategic Objectives of the Authority.


In 2014, the Authority has been implementing the SPMS in accordance with its approved SPMS Manual. To address the gaps and weaknesses found in the previous implementation of the performance system, Management deemed it vital to update policies, systems and procedures for effective management and implementation of the SPMS as we faced the challenges of the new millennium.

We, likewise, aimed to provide our employees an environment at NAIA where coordination, complementation and collaboration is practiced by all officers and employees in the performance of their functions towards the realization of their collective individual targets.

We believed that implementing the SPMS provides an equal opportunity for all MIAA Officers and employees to grow professionally regardless of their designation.


EDDIE V. MONREAL
 General Manager



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SPMS IMPLEMENTATION RELATED GOVERNMENT ISSUANCES

Senate and House of Representatives Joint Resolution No. 4 aimed to modify the compensation and position classification system of civilian personnel and the base pay schedule of military and uniformed personnel in the government.

Administrative Order No. 25, s. 2011 created an inter-agency task force (IATF) on the harmonization of national government performance monitoring, information, and reporting systems. This IATF developed the Results-Based Performance Management System (RBPMS) that established a common set of performance scorecard and harmonized national government performance monitoring, information, and reporting systems.

CSC MC No. 6, s. 2012 provided guidelines in the establishment and implementation of agency SPMS


Joint CSC-DBM Joint Circular No. 1, s. 2012 provided the rules and regulations on the grant of step increments due to meritorious performance and length of service.


EO No. 80, s. 2012 directed the adoption of a performance-based incentive system for government employees.

GCG MC 2017-1 dated June 9, 2017 issued to establish the rules and regulations for the grant of the Interim Performance-Based Bonus (PBB) to qualified GOCC Officers and Employees pursuant to EO No. 80, s. 2012 pending the approval of the Total Compensation Framework (TCF) and Index of Occupational Services, Position Titles and Job Grades (IOS) of GOCCs pursuant to the Compensation and Position Classification System (CPCS).

AO 25 Inter-Agency Task Force Memorandum Circular No. 2017-1 (Guidelines on the Grant of the Performance-Based Bonus for Fiscal Year 2017 under EO No. 80 s. 2012 and EO No. 201 s. 2016) dated March 9, 2017.

MIAA Program and Awards and Incentives for Service Excellence (PRAISE) and subsequent amendments.

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THE MIAA SPMS

The System is focused in linking individual performance vis-à-vis the:

a) **MISSION**


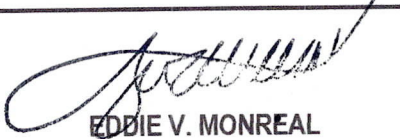
PROVIDE AND SAFE, SECURE AND EFFICIENT ENVIRONMENT TO ENABLE STAKEHOLDERS TO DELIVER A SEAMLESS EXPERIENCE FOR PASSENGER AND ALL AIRPORT USERS, WHILE CONTRIBUTING TO ECONOMIC DEVELOPMENT.


b) **VISION**

BY 2022, NAIA, AS MANDATED AND OPERATED BY MIAA, IS RECOGNIZED AS AMONG THE BEST AIRPORTS IN ASIA.

c) **CORE VALUES**


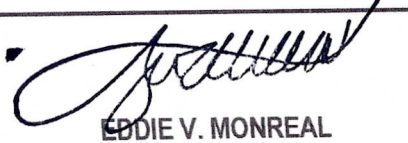
INTEGRITY	- Honesty, Transparency & Uprightness
SERVICE ORIENTATION	- Sensitive & Responsive
INNOVATION	- Adapt & Respond
PROFESSIONALISM	- Competent, Dedicated, Reliable & Accountable


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GLOSSARY

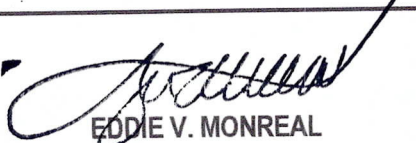
Abbreviations	Meaning
E	Efficiency
EO	Executive Order
GCG	Governance Commission for GOCC
GOCC	Government-Owned and Controlled Corporations
HRDD	Human Resource Development Division
IPCR	Individual Performance Commitment and Review
ISO	International Standards Organization
KRA	Key Result Area
M&E	Monitoring and Evaluation
MFO	Major Final Output
MIAA	Manila International Airport Authority
N/A	Not Applicable
OPCR	Office Performance Commitment and Review
OPES	Office Performance Evaluation System
PAP	Programs, Activities and Projects
PBB	Performance-Based Bonus
PES	Performance Evaluation System
PMT	Performance Management Team
PRAISE	Program on Awards and Incentives for Service Excellence
Q	Quality
QS	Qualification Standards
RBPMs	Results-Based Performance Management System
SMART	Specific, Measurable, Attainable, Realistic, and Time-bound
SPMS	Strategic Performance Management System
T	Timeliness

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DEFINITION OF TERMS

TERMS	DEFINITIONS
Activity	A work process that contributes to a program or sub-programs or project.
Baseline Data	Historical data based on past performance, usually during the previous year, on which growth-oriented targets for the current year shall be reasonably based.
Corporate Scorecard	A plan that proposed strategies to be implemented over the coming planning period that are designed to improve MIAA's contribution to societal and/or sector outcomes by either improving performance in respect of existing outputs (MFOs) or changing the mix of MFOs.
Corporate Planning	A process undertaken by MIAA to develop the Corporate Scorecard, Departmental Scorecard and Individual Scorecard for improving organizational performance and MIAA's ability to deliver MFOs.
Office Initiative / Project Profile	Details prepared by Office with respect to initiatives/projects that were identified to achieve its targets as contained in its MIAA's Scorecard.
Office Performance Commitment	The annual work plan programmed of the Bloc. It contains the activities and tasks of the Department/Offices duly aligned towards the attainment of organizational targets of MIAA, which are implemented through the tasks allocated to the individual employee and Head of Office.
General Administrative and Support (GASS)	Activities dealing with the provision of overall management support to the entire MIAA operations, e.g. general management and supervision, legislative liaison services, human resource management and development, and financial and administrative services. Funds provided for GASS are management overhead expenses and are therefore indirect costs of delivering MFOs
Human Resource Management And Development	Organizational function and designed to maximize employee performance in the accomplishment of MIAA's strategic objectives/Major Final Output, focusing on systems such as promotion, bonuses, rewards and incentives, HR planning and interventions, rewards and incentives, discipline, other personnel actions and determination of training and other development needs of employees.
Individual Performance Commitment	A summary of activities/tasks allocated to individuals (reporting to their respective managers) to implement strategies in the Office Performance Commitment. At this level, organizational strategies are broken down into tasks for individuals so that concrete actions are identified and responsibilities allocated.


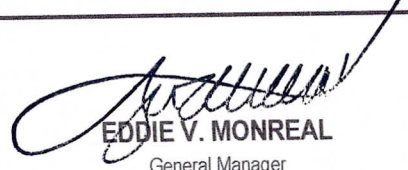
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TERMS	DEFINITIONS
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Initiatives / Projects	A special undertaking carried out within a definite time frame and intended to result in some predetermined measure of goods and services. These are time-bound programs that have significant impact on the Scorecard and do not form part of the day-to-day operations of MIAA.
Strategic / Major Final Output (MFO)	A good or service that MIAA is mandated to deliver to external clients through the implementation of programs, activities and projects.
Core Function	Activities directed toward fulfilling the MIAA's mandate, e.g. business development, project management, land assets development.
Performance Measure for MFO	A characteristic of performance that will be measured and will illustrate the standard of performance by which a department/office or individual has delivered its MFO, Performance measures shall include any one, combination of, or all of the following: Quality/Effectiveness, Efficiency, Timeliness.
	Indicators, for each dimension should be SMART: specific, measurable, attainable, realistic, time-bound.
Performance Target	A predetermined level of quality/effectiveness, efficiency and timeliness of an output.
Results	The output, outcome, or impact (intended or unintended, positive and/or negative) of a development intervention.
Scorecard	A governance and management tool forming part of the performance management system which consists of a set of measures, targets and initiatives that facilitate the achievement of results and performance through the effective and efficient monitoring and coordination of the strategic objectives of the agency (Section 3(u) of R.A. 1049).
Societal Goals	The societal benefits sought from sector-based economic activity; they describe the intended desirable impacts of MFOs on society.
Success Indicators	Performance level yardsticks and consisting of performance measures/standards and performance targets.
Support to Operations (STO)	Activities that provide technical and substantive support to the operations and projects of MIAA, e.g. planning and policy formulation, program monitoring and evaluation, public information programs, research and development, statistical services included under STOs are common across agencies, and are considered indirect cost of delivering MFOs.

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1.0 Statement of Policies

1.1 The MIAA performance management system philosophy is to reward officers/employee for their work contributions in a fair and equitable manner. This was developed based on the following underlying principles and in conformity with CSC MC No. 6 series of 2012 and RA 6713.


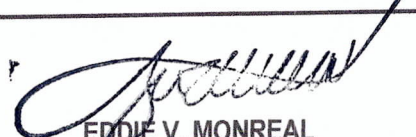
- a) To identify individual and/or team objectives and measures linked to the agency's mission and strategic objectives.
- b) To promote officers/staff and career development through creating an environment of learning and quality improvement through training, coaching and mentoring.
- c) To provide open and honest periodic evaluation of officers/staff performance
- d) To administer financial rewards, including the grant of performance-based incentives and other rewards for the officers and employees of MIAA based on distinction on performance.
- e) To provide opportunity discipline and other personnel actions and determination of learning and development intervention of employees.
- f) To guide personnel that security of tenure of those holding permanent appointment is not absolute but is based on performance.

1.2 The SPMS is an integral part of the Human Resource Management Program with the following goals:


- a) To attract and support an employee which excels at work and is committed to the attainment of the Authority's Goals;
- b) To attract qualified employees who will engage themselves in the attainment of the Vision, Mission, Strategic Objectives of the Authority;
- c) To retain qualified and dedicated employee;
- d) To motivate employees by rewarding sustained performance;
- e) To support management in achieving its Vision, Mission and objectives.

2.0 Scope

The system covers all employees occupying 1st and 2nd level positions in MIAA to include all Managers and Executives whether permanent and co-terminus. The SPMS shall exclude the General Manager pursuant to CSC Resolution No. 100623 dated March 29, 2010 (Scope of 3rd level).

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3.0 Key Players and Responsibilities

The MIAA SPMS key players play a significant role for the realization of MIAA's objectives. Together with the PMT, the Champion is primarily responsible and accountable for the establishment and implementation of the MIAA SPMS

POSITION/ROLE	FUNCTION/RESPONSIBILITIES
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MIAA - SPMS CHAMPION The General Manager	<ul style="list-style-type: none"> Leads in implementing MIAA performance goals/objectives and performance measures set by the Board of Directors; Determines MIAA target setting period; Approves Office Performance Commitment and rating; Assesses performance of Blocs/Department/Offices; Assesses the performance and determines the ranking of Senior Management; and Provides the CSC Regional/Field Office concerned with a copy of the Consolidated Individual Performance Review Report indicating alignment of the collective individual performance rating with the Organizational Performance Rating.
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PERFORMANCE MANAGEMENT TEAM (PMT) Composition: 1. Senior Assistant General Manager 2. All Bloc Heads 3. Department Head, Corporate Management & Services Department 4. Department Head, Administrative Department 5. Employee Representative	<ul style="list-style-type: none"> Sets consultation meetings with Heads of Department/Offices to discuss the targets set on Office Performance Commitment, if any; Ensures that Office performance targets and measures, as well as the budget, are aligned with those of MIAA and that work distribution of Offices/Units is rationalized; Reviews, validates and recommends approval of the Office Performance Commitments and performance ratings to the General Manager; Acts as appeals body and final arbiter for performance management issues; Identifies potential top performers and provide inputs to the MIAA Program on Awards and Incentives for Service Excellence (PRAISE) Committee for grant of awards and incentives; Adopts its own internal rules, procedures and strategies in carrying out the above responsibilities including schedule of meetings and deliberations, and delegation of authority to representatives in case of absence of its members; and Performs other related functions as may be necessary.
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**The PMT may be reconstituted by the General Manager as may be necessary*

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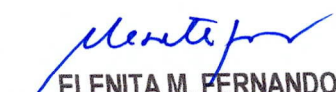

POSITION/ROLE	FUNCTION/RESPONSIBILITIES
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CORPORATE MANAGEMENT SERVICES DEPARTMENT (CMSD) – Plans and Programs Division

- Shall serve as the PMT Secretariat;
- Monitors submission of Office Performance Commitment and Evaluation Report Forms and schedules the review/evaluation of Office Commitments by the PMT before the start of a performance period;
- Consolidates, reviews, validates and evaluates the initial performance assessment of the Head of Office based on the reported office accomplishment against the success indicators and the assessment shall be the basis of the PMT's recommendation to the GM who shall determine the final office rating;
- Conducts a MIAA performance planning and review conference annually for the purpose of discussing the Office assessment for the preceding performance period with concerned Heads of Offices. This shall include participation of the Budget Officer as regards budget utilization;
- Provides each office with final Office Assessment to serve as basis of office in the assessment of individual employees; and
- Performs other related functions as may be necessary.


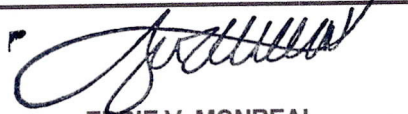
BLOC HEAD


- Leads the Departments/Offices under him/her in setting and implementing their Office performance Commitment linked in the MIAA Scorecards;
- Conducts performance planning and review conference annually to discuss the Department/Office assessment for the preceding performance period and plans for the succeeding rating period with concerned Heads of Department/Offices;
- Assesses performance of Departments/Offices and respective Heads Departments/Offices under the Group;
- Reviews, validates and evaluates the initial performance assessment of the Heads of Departments/Offices based on the performance measures/targets, and the allotted budget against the actual expenses in the OPCR. The result of the assessment shall be the basis of the PMT's recommendation to the General Manager who shall determine the final Department/Office rating; and
- Approves Individual Performance Evaluation Reports of Heads of Departments/Offices under the Bloc.

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POSITION/ROLE	FUNCTION/RESPONSIBILITIES
ADMINISTRATIVE DEPARTMENT- Personnel Division & Human Resource Development Division	<ul style="list-style-type: none"> • Monitors submission of Individual Performance Commitment (IPC) and Performance Review Report Forms by Heads of Departments/Offices; • Reviews the Summary List of Individual Performance Rating of each Department/Office to ensure that the average performance rating of the employees is equivalent to or not higher than the Department/Office performance rating as recommended by the PMT and approved by the GM; • Prepares the Consolidated Individual Performance Review Report; and provides analytical data on retention, skill/competency gaps, and talent development plans that are aligned with strategic plans; • Coordinates developmental interventions that will form part of the HR Plan; and • Performs other related functions as may be necessary.
HEAD OF DEPARTMENT / OFFICE	<ul style="list-style-type: none"> • Assumes primary responsibility for performance management in their respective offices and therefore responsible in the formulation of their office targets aligned with MIAA performance targets benchmarking from the MFOs of MIAA; • Works closely with the CMSD to discuss and establish their Department/Office performance measures that are relevant to the core functions and strategic priorities of MIAA; • Conducts meetings with the supervisors and staff and agree on the outputs that should be accomplished based on the Office Performance Commitment and submit to CMSD; • Reviews and approves IPCR for submission to the Administrative Department before the start of the performance period; • Monitors closely the status of the performance of their subordinates and provides support and assistance through the conduct of performance monitoring and coaching for the attainment of targets set by the Department/Office and individual employees; • Undertakes initial assessment of Office Performance Commitment; • Determines final assessment of performance level of the individual employees in his/her Department/Office based on proof of performance;

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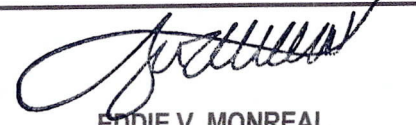
POSITION/ROLE

FUNCTION/RESPONSIBILITIES


- Recommends developmental intervention;
- Informs employees of the final performance rating and identifies necessary interventions to employees based on the assessment of developmental needs;
- Recommends and discusses a developmental plan with the subordinates who obtain **Unsatisfactory** performance during the rating period not later than one (1) month after the end of the said period and prepares written notice/advice to subordinates that a succeeding **Unsatisfactory** performance shall warrant their separation from the service;
- Provides 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 their performance shall warrant their separation from the service; and
- Performs other related functions as may be necessary.

INDIVIDUAL EMPLOYEE

- Act as partners of management and co-employees in meeting the individual performance commitments;
- The individual performance targets shall be based on the duties and responsibilities assigned to the position he/she holds and aligned the same to the Blocs/Department/ Division Program; and
- Submits the IPC and Rating on time.

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4.0 Systems and Procedures

The MIAA SPMS shall follow the four-stage PMS cycle that underscores the importance of performance management:

1. Planning and Commitment;
2. Monitoring and Coaching;
3. Review and Evaluation;
4. Rewarding and Development Planning.


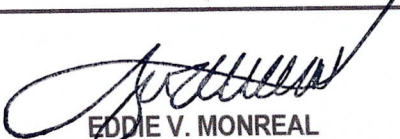


4.1 STAGE 1: Performance Planning and Commitment


4.1.1 Setting the Corporate Scorecard

The GM thru the CMSD shall meet with the team (PMT) before the end of October of every year thru a Performance Planning Review. During the review, specific initiatives will be identified and agree on the outputs that should be accomplished for the following year based on the goals/objectives and direction of the management. Identification of Projects/programs should be aligned with the Major Final Output (MFOs) and submit for the MIAA Board of Directors approval. Outputs are classified as follows:

- a. **Strategic output** – refers to the goods and services (outputs) that MIAA is mandated to deliver to external clients through the implementation of programs, activities and plans (PAP) as contained in the MIAA corporate scorecard committed to the GCG (Annex A).
- b. **Core Output** – refers to outputs that contribute to the primary function, services/process of the office which directly deliver in attaining the MFO.
- c. **Support Output** - these are functions/services perform by individual or group that provides assistance to other offices/units which are not related to its functions but contributes to the attainment of MIAA's MFOs through **Support to Operations (STO)** or **General Administration and Support Services (GASS)** activities.

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4.1.2 Setting the Office Performance Commitment (OPC) & (DPC)


- a. Once the scorecard is approved, the Bloc Head and managers should schedule a performance planning meeting with its Departments 60 days before the start of the rating period. At this meeting commitment of the MFOs as specified in the MIAA scorecard will be discussed. These MFOs and performance measures and targets, shall be reflected in the OPCs of the Department.
- b. In setting work targets, the Managers shall likewise indicate the detailed budget requirement per expense account to help the Authority in ensuring budget utilization is met.
- c. Department performance measures shall be assigned weights based on importance. These weights shall be identified by the concerned Office and approved by the Department Head. The sum of all **weights** spread across MFOs and performance indicators should amount to **100%**.
- d. The OPC should be completed and submitted to the Performance Management Team (PMT) 30 days before the start of **the preceding year**.

4.1.3 Setting the Individual Performance Commitment (IPC)

- a. Once OPC is approved, Division Managers/Supervisors and staff shall conduct an operational meeting in order to determine and agree on the **Output** to be included in the IPC and the performance measures and targets that should be accomplished. The process should commence by the start of the 30 days before the start of the rating period.
- b. During the meeting, core responsibilities as specified in the Position Description Form (PDF) and special assignments from previous cycle and update them for the new cycle.
- c. If the employee is new, or newly assigned and the position changes or had significant changes in the core responsibilities, the Manager should meet and discuss these changes within 15 days from the date the employee assumed the post/ work.
- d. The Manager and employee should agree on the output to be accomplished based on the goals/objectives, whichever is applicable (MC No. 6, 2012).

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- e. The **IPC** to be prepared by employees before the end of the preceding year shall contain the following:
- Individual performance measures and targets which shall be reviewed and approved by the Department/Office for submission to the PMT - TWG.
 - Percentage weight allocation assigned for each performance measure/target based on importance, complexity, frequency and difficulty provided that the total aggregate weight does not exceed 100%, except in cases where there are intervening tasks and additional value doing work not covered within the regular duties and responsibilities whose weight should not exceed **20%** during performance review and evaluation. Assigned weight should be discussed and agreed up between the supervisor and the individual employee.
- f. Individual employees' performance standards shall not be lower than the Department/Office standards as approved in its OPC.

4.1.4 The PMT Process

The PMT shall review the OPC and recommend to the GM for approval by the end of the November of the preceding year. It shall ensure that the performance measures and targets and the budget are aligned with those of MIAA's and that work distribution of Departments/Offices is rationalized.

Changes to the OPC may be allowed at any time to accommodate intervening tasks subject to the review of the PMT and approval of the GM.


4.1.5 Target Setting

The targets shall take into account any combination of, or all of the following:

- **Baseline Data.** The data shall consider past performance.
- **Benchmarking.** This involves identifying and comparing the best practices it also involves recognizing existing standards based on provisions or requirements of the law.
- **Client demand.** This involves a bottom-up approach where the Office sets targets based on the needs of its clients. The Office may consult with stakeholders and review the feedback on its services.
- **The General Manager/SAGM instructions.** The GM/SAGM may set targets and give special assignments.
- **Future trend.** Targets may be based from the results of the comparative analysis of the actual performance of the Department/Office with its potential performance.

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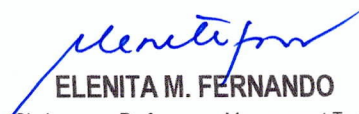
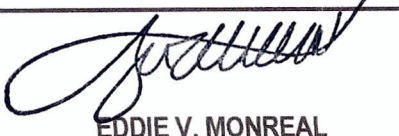
4.1.6 Performance Measure

The Performance measures shall include any one, combination of, or all of the following:


Quality / Effectiveness	<p>Getting the right things done. It refers to the degree to which objectives are achieved as intended and the extent to which issues are addressed with a certain degree of excellence.</p> <p>Quality or effective performance involves the following elements:</p> <ul style="list-style-type: none"> • Meeting Standards • Client satisfaction with services rendered • Acceptability • Accuracy • Completeness or comprehensiveness of reports • Creativity or innovation • Personal initiative
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Efficiency	<p>The extent to which targets are accomplished using the minimum amount of time or resources. Performance applies to continuing tasks or frontline services (e.g. issuance of permits, receipts, clearances, certificates, etc).</p> <p>It involves the following elements:</p> <ul style="list-style-type: none"> • Standard response time • Number of request/applications acted upon over number of requests/applications received • Optimum use of resources (e.g. money, logistics, office supplies)
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Timeliness	<p>This measure indicates whether the deliverable was done within the scheduled or expected timeframe, or on time based on the requirements of the law and/or clients/stakeholders. Time-related performance indicators evaluate such things as project completion deadlines, time management skills and other time-sensitive expectations.</p>
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4.2 STAGE 2: Performance Monitoring and Coaching

During the performance monitoring and coaching phase, the performance of the offices and every individual shall be regularly monitored at all levels i.e., Head of Agency, Bloc Head, Department Head, Division Head, Supervisors and employee.


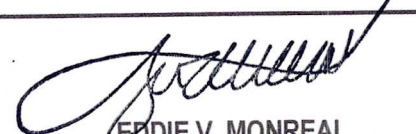
4.2.1 Monitoring. The Monitoring may be conducted through meetings, one-on-one discussions, memorandum and review of pertinent documents such as reports, communications and tracking forms to ensure timely completion and quality execution of deliverables. Monitoring is also done to avert any untoward incident or address constraints and challenges, if any.

For OPCR: The performance of the Blocs shall be reviewed by GM/SAGM at least once a year thru the OPCR. The CMSD shall summarize and analyze the performance of the Departments/Offices quarterly in order to determine the progress of the Departments/Offices in delivering the outputs committed in the Corporate Scorecards.


For IPCR: The Bloc Heads shall meet with Department and Division Heads to discuss performance and progress of work semi-annually.

- a. The Division Manager shall regularly meet with their staff to discuss performance and the progress of work.
- b. Each individual employee shall likewise monitor and assess his/her own performance regularly.
- c. The Department/Office Heads shall maintain a record of the conduct of monitoring. The Performance Monitoring and Coaching Report Form shall contain the date and form of monitoring, brief statement of the purpose of the monitoring, names of persons monitored as well as critical incidents noted, if any.

4.2.2 Coaching. Supervisors and coaches play a critical role at this stage. A team coaching may be adopted to help the unit become focused on shared goal to accomplish a task or complete a deliverable. Their focus is on the critical function of managers and supervisors as coaches and mentors in order to provide an enabling intervention to improve team performance and manage and develop individual potentials. The Performance Monitoring and Coaching Report Form shall also contain information on the conduct of coaching.

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4.3 STAGE 3: Performance Review and Evaluation


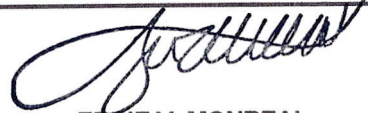
This phase aims to assess both Department/Office and individual employees level based on set performance targets and measures as approved in the OPC and IPC.

4.3.1 Performance Assessment & Evaluation for OPC


- a. The Bloc Head of the Office shall assess their Office's performance by using the Office Performance Evaluation Report **within thirty (30) days after the end of the rating period.**
- b. The Bloc Head shall assess and evaluate performance of Departments/Offices under him/her. He/She shall review, validate and evaluate the initial performance assessment conducted by the Department/Office Heads which will be based on their reported accomplishments against the performance measures/targets.
- c. To ensure complete and comprehensive performance review, all Department/Offices shall submit a **quarterly accomplishment report** to the CMSD without need of reminder.
- d. This will be done and submitted to the PMT through the CMSD and submit them to the PMT on or before **30th of January after the rating period.**
- e. The CMSD shall return to the Bloc/Departments/Offices the reviewed and validated accomplishments with the summary report per Department/Office within fifteen (15) days from submission. A Department/Office is given three (3) working days to comment on the reviewed and validated accomplishments: otherwise, CMSD shall consider it as final for submission to the General Manager for final assessment and approval.
- f. A performance review conference with concerned Heads of Offices shall be conducted **annually**, preferably within the month of **February**. The conference shall be chaired by the General Manager and facilitated by the CMSD, wherein the assessment of Offices will be discussed. Any issue/protest/appeal on the Department/Office assessment shall be articulated by the concerned Department/Office Head and decided by the GM during the conference, hence the final rating shall no longer be appealable/contestable after the conference.

4.3.2 Performance Assessment and Evaluation for Individual Employees

- a. The Division Heads/Supervisors shall assess individual employee performance based on the commitments made at the beginning of the rating period and contained in the IPC. The performance rating shall be

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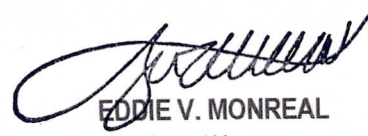
based solely on records of accomplishments; hence self-rating is no longer necessary.

- behavior and critical incidents (factual information affecting the overall accomplishments of the Department/Office) and
- For other human resource development purposes such as promotion, training, scholarship and other development interventions.


Said assessment shall be discussed with the concerned individual prior to the submission of the IPCR to the PMT-TWG.

- Inputs from the accomplished Performance Monitoring and Coaching Report Form during the year can also be used as basis for evaluation.
- The Division Head /Supervisor shall make the final assessment of performance level of the individual employees under him/her based on the **proof of performance**. Hence, rating for planned or intervening tasks shall always be supported by reports, documents or any outputs as proofs of actual performance. In the absence of said basis or proofs, a particular task shall not be rated and shall be disregarded.
- The Head of Department/Office may adopt appropriate mechanisms to assist him/her distinguish performance level of individuals, such as, but not limited to peer ranking and client feedback.
- The Bloc Head shall approve the final assessment made by the Department/Office Heads. The final assessment shall correspond to the adjectival description of Outstanding, Very Satisfactory, Satisfactory, Unsatisfactory or Poor.
- The average of all individual performance assessments shall not be higher than the collective performance assessment of the Department/Office.
- The Head of Office shall ensure that the employee is notified of his/her final performance assessments and the summary List of Individual Ratings with the attached IPCR are submitted to the Personnel Division within the prescribed period.
- Submission of Evaluation Report/Ratings (DPCR/IPCR) shall be on or before 15th day of January after the rating period.

Note: The Bloc Head and Department Manager shall not be required to accomplish the IPCR being primarily responsible and accountable for the accomplishment of the commitments in the OCR. The OPCR rating of the Bloc/Dept shall be the individual rating of the respective head. All other personnel shall be required to accomplish respective IPCR and

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shall be used as basis for individual performance rating for the established rating period.

i. **Official travel, approved leave of absence, training or scholarship programs.**

Officials and Employees who have already met the require minimum rating period of ninety (90) days shall submit the Individual Performance Evaluation Report before they leave the office.


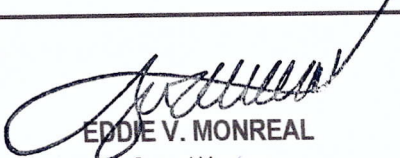
j. **Detail or secondment**


Employees who are in 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.

4.4 STAGE 4: Performance Rewarding and Development Planning

Part of the individual employee's evaluation involves competency assessment vis-à-vis competency requirements of the job. The results of the assessment shall be discussed by the Heads of the Office and supervisor with the individual employee at the end of each rating period.

- The discussion shall focus on the strengths competency related performance gaps and 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.
- Employees who obtained **Unsatisfactory rating** for one rating period or exhibited **poor performance** shall be provided appropriate developmental intervention by the Head of Department / Office, in coordination with the HRDD, Administrative Department, to address competency – related performance gaps to improve or correct their performance.
- If after advice and provision of developmental intervention, the employee still/obtain **Unsatisfactory rating** in the immediately succeeding rating period, he/she may be dropped from the rolls. A written notice/advice from the head of Department/Office at least three (3) months before the end of the rating period is required.
- The PMT shall validate the Outstanding and Very Satisfactory performance ratings and may recommend concerned employees for performance-based awards. Grants of performance-based incentives shall be based on the final ratings of employees as approved by the GM.
- PMT in identifying top performers of MIAA who will qualify for rewards and incentives shall endorse to PRAISE Committee potential nominees for various awards categories.

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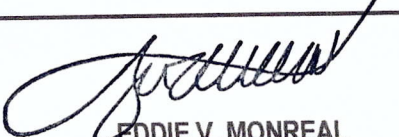
5.0 Rating Period

Performance evaluation for Blocs and Departments shall be done annually (OPCR). Performance evaluation for individual employees shall be done semi-annually. Should there be a need for a shorter period, the minimum appraisal period is at least ninety (90) calendar days or three (3) months to six (6) months probationary period shall be observed for new employee.


6.0 Rating Scale, Computation of Ratings and System of Ranking

In determining the final equivalent adjectival rating of both the Department/Office and individual employees, the following five-point rating scale (1 to 5) shall be used, 5 being the highest and 1, the lowest:

Rating		Description
Numerical	Adjectival	
5	Outstanding (O)	<ul style="list-style-type: none"> extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity, creativity and initiative. exceptional job mastery in all major areas of responsibility have demonstrated Marked excellence of achievement and contributions to the organization.
4	Very Satisfactory (VS)	<ul style="list-style-type: none"> Performance exceeded expectations. All goals, objectives and targets were achieved above the established standards.
3	Satisfactory (S)	<ul style="list-style-type: none"> Met expectations in terms of quality of work, efficiency and timeliness. Most critical annual goals were met.
2	Unsatisfactory (US)	<ul style="list-style-type: none"> Failed to meet expectations One or more of the most critical goals were not met <i>(the employee in the next rating period, will be closely supervised to improve his/her performance for which he/she shall be given at least a Satisfactory rating, or if not, he/she shall get another Unsatisfactory rating. Two (2) successive Unsatisfactory rating shall be a ground for separation from the service.)</i>
1	Poor (P)	<ul style="list-style-type: none"> consistently below expectations, reasonable progress toward critical goals was not made. <i>(There is no evidence to show that he/she can improve his/her performance.)</i>

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6.1 SPMS Rating Scale:



6.1.1 Quality/Effectiveness (Written Work – Non-Written Work)

Written Work	
Rating	Description
5	Output is substantially correct and complete, no major mistakes or deficiency; every aspect of work assignment well covered; clearly presented; well organized
4	No error in content, requiring restudying or major rehash of the subject substance, 10% of the output subjected to modifications or not organized
3	25% of the substantial aspect of the work had to be revised: or grammatically incorrect
2	50% of the substantial aspect of the work had to be revised
1	Work not acceptable. Needs total revision. Assignment has to be given to another


Not Written Work	
Rating	Description
5	Excellent results; all aspects of work assignment thoroughly covered. No mistakes in performing the duty
4	One or two minor errors in execution of work assignment; results still very good, 1-2 mistakes in performing the duty
3	More than two minor errors or deficiencies in the execution of work assignment. Results are acceptable 3 mistakes in performing duty
2	One major error or deficiency that can be overcome with help from supervisor; 4-5 mistakes in performing duty; had been a cause of delay to colleagues who uses the particular output as input to their work; was subject to written complaint or negative comment from colleagues, clients or general public.
1	Haphazard or careless execution of work assignment; unacceptable results, 6 or more mistakes in performing the duty. Had caused organizational problem.

6.1.2 Quality/Effectiveness (Feedback)

Rating	Description
5	Excellent Feedback
4	Very Satisfactory Feedback
3	Satisfactory Feedback (no valid complaint)
2	Unsatisfactory feedback (with minor complaint)
1	Poor Feedback (with major complaint)

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6.1.3 Quality/Effectiveness (100% Accuracy)

Rating	Description
5	Accomplishment requiring 100% accuracy such as those pertaining to money accountability (cashiering, disbursing, among others); 100% is the standard; no error is allowed.
2	If standard is not met (below 100% Accuracy); there is error

6.1.4 Efficiency


Rating	Description	Formula – Efficiency Rating
5	Target exceeded by 30% or more; planned quantity/target exceeded for the rating period exceeded by 30%.	$ER = \frac{\text{Accomplishment}}{\text{Target}} \times 100\%$ $= \frac{100,000}{70,000} \times 100 = 142.86\%$ $ER = 5 \text{ (exceeded by 30\% or more)}$
4	Target exceeded by at least 15% but short of 30%	
3	Target accomplished or had exceeded up to 14% or less	
2	Only 51% to 99% of target was accomplished	
1	Less than 50% of target was accomplished	

6.1.5 Timeliness

Work which can be prepared and submitted earlier than scheduled date		Work which cannot be completed and/or submitted earlier than scheduled date (e.g., accounting reports due end of the month)	
Rating	Description	Rating	Description
5	Task completed at least 2 days before the scheduled date of completion or deadline	5	Task completed on the scheduled date of completion or deadline
4	Task completed at least 1 day before the scheduled date of completion or deadline	4	Task completed one (1) after the scheduled date of completion or deadline
3	Task completed on the scheduled date of completion or deadline	3	Task completed two (2) days after the scheduled date of completion or deadline
2	Task completed at least 1 day after the scheduled date of completion or planned time	2	Task completed three (3) days or more after the scheduled date of completion or deadline
1	Task completed 1 day after the scheduled date of completion or planned time	1	Task not completed at all

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6.2 How to compute performance ratings:

6.2.1 At the end of the rating period, the Head of Office shall accomplish the Office Performance Evaluation Report for his/her Office by filling up all the necessary columns. For the individual employee, the Head of Office and the employee shall accomplish the Individual Performance Evaluation Report Form.

6.2.2 Accomplishment of the Office and Individual Performance Evaluation Report is determined based on the target for each performance measure or output as indicated in the respective OPC.

6.2.3 Each accomplishment is rated by comparing the target against the accomplishment.

6.2.4 The percentage of accomplishment is computed for each quantitative target using the following formula:

$$\text{Percentage of accomplishment} = \frac{\text{Accomplishment} \times 100}{\text{Target}}$$

Example:
$$\frac{4}{3} \times 100 = 133\%$$

6.2.5 Bonus points shall be given for value adding accomplishments which are not covered within the regular duties and responsibilities, the total weight for which should not exceed 20% to be rated by the designated supervisor based on; accomplishment/s.


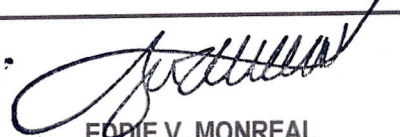
6.2.6 The point Score (PS) is determined by adding the ratings for all the Performance Measures, as the case may be, including bonus points, and dividing it with the number of factors.

6.2.7 Compute for the Weighted Point Score (WPS) using the following formula:


$$\text{WPS} = \text{Point Score} \times \% \text{ of Weight Allocation}$$

6.2.8 All the entries from the Weighted Point Score column are summed up and the result will be the Total Weighted Point Score (TWPS).

6.2.9 The Final Numerical Performance Rating and the corresponding Adjectival Rating is determined using the Rating Scale.

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6.3 RANKING

6.3.1 Each Bloc Head, together with and Department/Office Heads under him/her, shall meet, when necessary, for the purpose of calibrating ratings and determining the ranking of employees in each level within their respective Blocs.


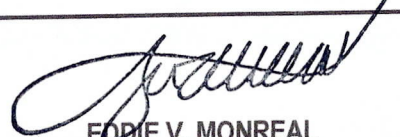
6.3.2 All employees shall be ranked within their respective levels as follows:

- a. **Senior Management:** composed of the executive officers of MIAA (SAGM/AGM Dept.) who are primarily involved in the development, evolution, and approval of long-term vision of Bloc, and who lead the development of function strategy, implement and maintain policies of the organization for his/her area of responsibility.
- b. **Middle Management:** includes Division/Office heads whose work is primarily achieved through others, with direct accountability for setting direction and deploying resources; responsible for people management, including performance evaluation and pay reviews.
- c. **Professional and Supervisory:** comprises second level personnel whose work is primarily achieved by an individual or through project teams; requires the application of expertise in professional or technical area(s) to achieve results; Typically has a university degree or equivalent work experience that provides knowledge and exposure to fundamental theories, principles and concepts; includes supervisors and junior management that may not have full management authority.
- d. **Clerical/General Staff:** includes all clerical, administrative, secretarial and general support staff in the first level with little or no supervisory responsibility but who contribute independently to the organization.


6.3.3 All Bloc Heads ratings shall be validated by the PMT-TWG and the ranking for Middle Management, Professional and Supervisory, and Clerical/General Staff shall be determined and submitted to the PMT.

The GM shall rate and subsequently determine the ranking of Senior Management.

6.3.4 The PMT shall review and consolidate the rankings and submit to the GM for approval.

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6.3.5 Employee shall be entitled to the grant of step increment due to meritorious performance, as follows:

- a) **One (1) step increment** for one (1) rating of Outstanding and for one (1) rating of Very Satisfactory or for two (2) ratings of Very Satisfactory during two (2) consecutive rating periods of one (1) calendar year each

1 st Semester Rating		2 nd Semester Rating		Increment Incentive Equivalent
Outstanding	+	Very Satisfactory	=	One (1) step increment
Very Satisfactory	+	Very Satisfactory	=	One (1) step increment

- b) **SPMS Cash Increment Incentive:** Cash increment Incentive for employees reaching the maximum Step 8 increment shall be awarded Cash Increment Incentive equivalent to ten (10%) percent of Basic Salary multiplied by twelve (12) of one calendar year.



Illustration:

Step	Rating	Cash Increment Incentive Equivalent
8	Outstanding + Very Satisfactory	Basic Salary X 10% = Increment Rate
	Very Satisfactory + Very Satisfactory	Increment Rate X 12 = Cash Increment Incentive for one calendar year
7	Outstanding + Outstanding	One (1) Step Increment Incentive and Cash Increment Incentive
8	Outstanding + Outstanding	Cash Increment Incentive X 2


6.4 The maximum number of employees that may be granted step increment due to meritorious performance in any given year shall not exceed five per cent (5%) of the

- Middle Management (not more than one (1) grantee)
- Professional and Supervisory (not more than three (3) grantees)
- Clerical/General Staff (not more than two (2) grantees)

Employees with at least a Satisfactory performance rating in a particular position for three (3) consecutive years/rating periods shall be considered for the grant of a one (1) step increment due to length of service.

RECOMMENDING APPROVAL:  ELENITA M. FERNANDO Chairperson, Performance Management Team	APPROVED BY:  EDDIE V. MONREAL General Manager
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7.0 Miscellaneous Provisions

7.1 Sanctions

Non-submission of "Office Performance Commitment Forms and Individual employees performance commitment and review forms to personnel Division within the prescribed dates shall be ground for:

- a. Employee's disqualification from any personnel actions that require particular ratings for the given period such as promotion, training or scholarship grants and performance-based bonus, if the failure of the submission of the documents is the fault of the employee.
- b. An Administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty for the Office Head or Supervisors or employee responsible for the delay or non-submission of the Office and Individual performance commitment and review report.

Failure on the part of the Head of Office 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.

Non-submission of agency SPMS to the CSC for review and approval shall be ground for disapproval of promotional appointments.


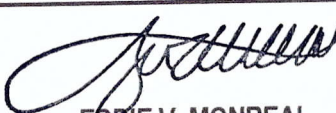
7.2 Appeal

7.2.1 Office performance assessment as discussed in the performance review conference shall be final and not appealable. Any issue/appeal on the initial performance assessment of a Department/Office shall be discussed and decided during the performance review conference.


7.2.2 Individual employees who feel aggrieved or dissatisfied with their final performance rating can file an appeal with the PMT within ten (10) days from the date of receipt of notice of their final performance rating from the head of Office. An Office/Unit or individual employee, however, shall not be allowed to protest the performance ratings of other office/unit or co-employees. Ratings obtained by other office/unit or co-employee can only be used as basis for reference for comparison in appealing one's office or individual performance rating.

7.2.3 The PMT shall decide the appeal ***within one (1) month from receipt of such appeal.***

7.2.4 Officials or employees who are separated from the service on the basis of Two (2) Unsatisfactory or One (1) Poor performance rating can appeal their separation to the Civil Service Commission Proper or its regional office within fifteen (15) days from receipt of the order or notice of separation.


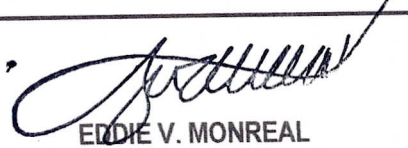
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7.3 SPMS Forms and Submissions


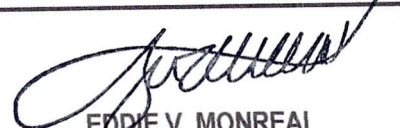
Type of Forms	Form Number	Submission Date
Corporate Scorecard This refers to Key Performance Measures and Targets that are relevant to MIAA's strategic priorities, mandates and core functions. It contains MFOs and key performance measures that capture four perspectives; Customer, Internal Process, Financial and Learning & Growth.	MIAA-SPMS-2018-01	Submission of MIAA Performance Agreement to the GCG as approved by the MIAA Board is governed by GCG MC No. 2013-02.
Office Performance Commitment (OPC/R) This refers to operational targets that are cascaded from the Corporate Scorecard. It contains strategic objectives/priorities and key performance measures and targets from which individual employees should find their alignment. Once accomplished, this will be submitted to the GM for approval.	MIAA-SPMS-2018-02	Submission of commitment of the dept/ofc for particular rating period within the last quarter of the preceding year to CMSD.
Department Initiative/ Project Report A special undertaking by the Department/Office carried out within a definite time frame and intended to result in some predetermined measure of goods and services. These are time-bound programs that have significant impact on the Bloc Scorecard and do not form part of the day-to-day operation of the Department/Office.	MIAA-SPMS 2014-02a	Submission annually to the CMSD for approval of the General Manager simultaneously with the Bloc Scorecard.
Individual Performance Commitment (IPC) This refers to one-year performance targets of employee. This will be discussed and agreed upon by the Manager and approved by the Group Head as the individual's performance commitment for a year.	MIAA-SPMS2014-03	By the end of January to the PMT.

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Type of Forms	Form Number	Submission Date
<p>Office Performance Evaluation Report Form</p> <p>The report contains actual accomplishments and performance rating of the Office for a specific rating period. It also contains actual expenditures, if any, versus the allotted budget per initiative which will be used in measuring cost efficiency of the department. Once accomplished, this will be submitted to the Bloc Head for assessment and then to the PMT for review and evaluation.</p>	MIAA-SPMS2014-04	Submission to the GM for final approval
<p>Individual Performance Evaluation Report Form</p> <p>The report contains performance output/accomplishments of the employee to be rated for specific rating period. It also contains comments and recommendation/s of the supervisor for development intervention purposes. Once accomplished, this will be submitted to the Bloc Head for approval.</p>	MIAA-SPMS2018-05	Within the first quarter for the preceding year's rating period to PMT-TWG for consolidation and summary.
<p>Performance Monitoring and Coaching Report Form</p> <p>The report contains statement of performance being addressed, objective, expected result, methodology used, and progress report of the Bloc Head or Office Heads. This will be submitted to Administrative Department for documentation and tracking purposes.</p> <p>The Report also contains brief statement of results or strength, weaknesses/gaps of individual or employee or team being monitored. It also includes the type of mechanism & recommendations on the employee's areas for improvement or recognition and type of intervention needed to improve employee's performance. Information on the conduct of coaching on a team or on individual employees and the method of coaching methodology employed will also be indicated in the Performance Monitoring and Coaching Report.</p>	MIAA-SPMS2018-06	Summary List to be submitted to the Civil Service Commission – Field Office within four (4) months after the rating period.

RECOMMENDING APPROVAL:  ELENITA M. FERNANDO Chairperson, Performance Management Team	APPROVED BY:  EDDIE V. MONREAL General Manager
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7.4 Communication Plan and Information System

7.4.1 Monitoring and evaluation mechanisms and information system shall be developed, being vital components of the SPMS in order to facilitate linkage between the Office and employee performance. The Monitoring and Evaluation and Information System will ensure generation of timely, accurate, and reliable information for both performance monitoring/tracking, accomplishment reporting, program improvement, and policy decision making.


7.4.2 A program to orient officials and employees on the SPMS shall be implemented to promote awareness and interest on the system, generate employee’s appreciation for the SPMS as a management tool for performance planning, control and improvement, and guarantee the internalization of employees of their role as partners of management and co-employees in meeting organizational performance goals.


8.0 Provision for Amendment

The MIAA-SPMS may be amended as necessary in accordance with the Document Control Procedure of the MIAA- Quality Management System provided that amendments are in compliance with CSC Memorandum Circular No. 6. series of 2012.

9.0 Effectivity

This implementing guideline shall be effective upon approval of the Civil Service Commission.



EDDIE V. MONREAL
General Manager

NOV 14 2018 

Date of Signing

Approved by:

Date of Signing

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Excerpts from the Minutes of Meeting of the Performance Management Team of the Manila International Airport Authority held at the Office of the Officer-In-Charge, Administrative Department, MIAA on October 08, 2018.

Present:

Elenita M. Fernando Bernald Joseph J. Juare Ma. Luisa V. Mascardo
Enrico FB Gonzalez Marie Rose A. Simon Miriam O. Ilarde

**Performance Management Team Resolution No. 1
Series of 2018**

**A Resolution Endorsing for Approval the
Proposed Strategic Performance Management System (SPMS) of the
Manila International Airport Authority**

Whereas, pursuant to the initial approval of the Civil Service Commission on the implementation of the MIAA SPMS in a letter dated March 3, 2014, MIAA Office Order No.017, s., 2018 was issued on the Recomposition of the Performance Management Team (PMT) of the Manila International Airport Authority;

Whereas, Item No. 3 of this Manual provides the functions and responsibilities of the PMT which include, among others, the institutionalization of the MIAA Strategic Performance Management System Implementing Guidelines;


Whereas, the PMT Secretariat Head, **Rita T. Dolot**, as authorized by the Presiding Officer, **Elenita M. Fernando**, presented the proposed Strategic Performance Management System Implementing Guidelines of the MIAA before the PMT and gave each member an advance copy of the SPMS Manual to review, evaluate and recommend revisions;

Whereas, the PMT members have presented no objections on the content of the proposed Strategic Performance Management System Implementing Guidelines;

Whereas, during the meeting on October 08, 2018, with the motion of the Presiding Officer and which was unanimously approved by all PMT members present, be it resolved as it is hereby resolved, to endorse for approval the proposed Strategic Performance Management System Implementing Guidelines of the Manila International Airport Authority to **General Manager Eddie V. Monreal**, as the Agency Head.

We hereby certify to the correctness of the above proceedings.

Performance Management Team



RITA T. DOLOT
Head Secretariat



ELENITA M. FERNANDO
Chairperson