



**REVISED GUIDELINES ON STRENGTHENING
PERFORMANCE ACCOUNTABILITY THROUGH
THE ENHANCED CAREER EXECUTIVE SERVICE
PERFORMANCE EVALUATION SYSTEM
(CESPES)**

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Resolution No. 1445

WHEREAS, Presidential Decree No. 1 dated 24 September 1972, created the Career Executive Service Board (CESB) to serve as the governing body of the Career Executive Service (CES) and to promulgate rules, standards and procedures on the selection, classification, compensation and career development of members of the CES;

WHEREAS, based on the aforementioned law, the CESB, pursuant to Resolution No. 90-06, adopted a Career Executive Service Performance Evaluation System (CESPES) for all Officials in the CES;

WHEREAS, pursuant to Resolution No. 661 s. 2007, the CESB adopted a new set of guidelines as well as a new set of instruments to make the CESPES more responsive, systematic and practicable, with the purpose of contributing to the fulfilment of the Board's mandate to form a continuing pool of well-selected and development-oriented career administrators who shall provide competent and faithful service in the CES;

WHEREAS, in 2009, the Congress of the Philippines issued Joint Circular No. 4, mandating, among others, the Civil Service Commission (CSC) to develop a Performance Management System that will ensure that personnel performance shall be linked with organization performance in order to enhance the performance orientation of the compensation system;

WHEREAS, on 21 December 2011, the Office of the President issued Administrative Order (AO) No. 25, "Creating an Inter-Agency Task Force (IATF) on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems", which, among others, prescribes that the harmonized Results-Based Performance Management System (RBPMS) shall be the basis for entitlement to performance-based allowances, incentives or compensation of government personnel and directs the IATF to involve the CSC and the CESB in order to align the Strategic Performance Management System and the CESPES to the RBPMS;

WHEREAS, on 13 June 2012, the Department of Budget and Management issued through Circular No. 2012-9 the Organizational Performance Indicators Framework (OPIF) Reference Guide, a learning resource tool on the use of OPIF as an accountability mechanism that defines the outputs and outcomes the Department Heads and agency managers are supposed to achieve and report to the President as mandated by Executive Order No. 292 and provides framework for performance management through a cascading process that assigns responsibilities and targets for service delivery throughout the whole organization down to the lowest units and individual employees;

WHEREAS, the CSC issued CSC Memorandum Circular No. 6, series of 2012 and Memorandum Circular No. 8 series of 2013 directing agencies to establish and implement an Agency Strategic Performance Management System (SPMS) that is focused on linking individual performance vis-a-vis the agency's organizational vision, mission and strategic goals and the creation of a Performance Management Team that will serve as the counterpart of the IATF in the development of the agency's internal guidelines in the implementation of performance-based incentive system and in the review of the performance indicators, targets and accomplishments from the department down to the individual level.

WHEREAS, CESB issued CESB Resolution No. 1136 s. 2014 or the "Guidelines on the Enhanced CESPES", prescribing the use of a new set of systems and tools that is aligned with the SPMS of the CSC and ensuring its smooth implementation. It also aims to modify the behavioural competence dimensions to align them with the CES Core Competency Framework, simplify the rating forms and procedures and define a new rating scale from seven to five points;

WHEREAS, the CESB recognized the need to further refine the CESPES framework guidelines and tools to align the same with the Results-Based Performance Management System (RBPMS) and the Program Expenditure Classification (PREXC) as prescribed by Section 4 of Administrative Order No 25 and to other related laws and regulations;

WHEREFORE, foregoing premises considered, the Board **RESOLVES**, as it is hereby **RESOLVED**, to adopt the Revised Guidelines on Strengthening Performance Accountability through the Enhanced Career Executive Service Performance Evaluation System (CESPES).

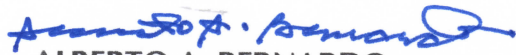
APPROVED on 25 January 2019 in Quezon City, Philippines.


ALICIA dela ROSA-BALA
Chairperson

Resolution ~~1445~~ REVISED GUIDELINES ON STRENGTHENING
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CAREER EXECUTIVE SERVICE PERFORMANCE EVALUATION SYSTEM
(CESPES)


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**REVISED GUIDELINES ON STRENGTHENING
PERFORMANCE ACCOUNTABILITY THROUGH THE ENHANCED
CAREER EXECUTIVE SERVICE PERFORMANCE EVALUATION SYSTEM (CESPES)**

- 1. Title and Purpose.** These guidelines are promulgated pursuant to **CESB Resolution No. 1445** also known and cited as the “Revised Guidelines on Strengthening Performance Accountability Through the Career Executive Service Performance Evaluation System” to prescribe the specific policies, rules and standards for the conduct of periodic performance evaluation of all incumbents of CES positions.
- 2. Objectives.** The CESPES seeks to establish a relevant framework and a set of guidelines and tools to:
 - (a) Strengthen performance accountability in the CES;
 - (b) Evaluate an official’s accomplishment of specific performance targets as defined in the Performance Commitment and Review Form (PCRF);
 - (c) Evaluate the official’s executive/management behavioural competence as contained in the Behavioral Competency Scale; and
 - (d) Utilize the CESPES ratings, as applicable, in determining security of tenure in the CES, eligibility to performance-based incentives, recognition and other personnel actions.
- 3. Coverage.** The CESPES covers: (a) officials who are appointed to CES positions, whether Career Executive Service Officers (CESOs), Career Executive Service Eligibles (CESEs), Career Service Executive Eligibles (CSEEs) or non-CES eligibles; and (b) those designated in acting or officer-in-charge capacity of a CES position;.
- 4. Rating Period.** The rating period shall cover two semesters consisting of six (6) months each that run from January to June and July to December.
- 5. Frequency and Period of Evaluation.** Performance review and evaluation shall be conducted within the quarter following the rating period. All departments/agencies covered by the CESPES shall adhere to the schedule for accessing the online CESPES as prescribed by the Board.
- 6. Components.** The CESPES shall have the following components:
 - 6.1. Accomplishments.** This refers to the superior’s assessment of the ratee’s performance based on the ratee’s outputs/outcomes that contributed to the program results of the delivery unit/s he/she is accountable for using the PCRF and expressed in terms of process output/outcome indicators.

The PCRF takes into account organizational planning, monitoring and reporting elements, such as:

(a) Organizational Outcome is a short to medium-term result produced by an agency that contributes to the achievement of its legislated mandate and is achieved through the delivery of its programs.

(b) Outcome is any change, effect, or result brought about by an agency's programs or strategies upon individuals, social structures, or the physical environment.

(c) Output is any good or service that an agency delivers to a target population or client group external to the agency.

(d) Performance Indicator is a characteristic or evidence that measures and illustrates the standard of performance by which an agency delivers its programs or outputs. Performance Indicators measure the quantity, quality or timeliness of outputs and outcomes of an agency or a program and provide evidence that describes results such as economy, efficiency, and effectiveness. Output indicators are mostly within control of an agency and are strongly linked to the budget. An outcome indicator measures how well a program has achieved its stated objective.

(e) Program is a group of activities and projects that contribute to a common particular outcome. A program should have the following: (1) unique expected results or outcome; (2) a clear target population or client group external to the agency; (3) a defined method of intervention to achieve the desired result, and (4) a clear management structure that defines accountabilities.

(f) Project is a special undertaking carried out within a definite time frame and intended to result in some pre-determined measure of goods and services.

(g) Activity is a recurring work process that contributes to the implementation of a program or sub-program.

(h) Program/ Activity /Project (PAP) is any work process or group of work processes undertaken to realize the outputs and outcomes of an agency. This is represented by an item of appropriation in the national budget.

(i) Delivery Unit is the primary subdivision of a department/agency performing substantive line functions, technical services, or administrative support, as indicated in the agency's organizational structure and/or functional chart.

(j) General Administration and Support (GAS) is a cost component of the agency budget which consists of the activities and projects dealing with the provision of overall administrative management and operational support to the entire organization.

(k) Support to Operations (STO) is a cost component of an agency budget which consists of activities and projects which provide staff, technical, and /or

substantial support to operations, but do not produce goods or deliver services directed at a target population or client group external to the agency. This also includes expenditures that are indivisible across programs.

(l) Operations is the cost structure which consists of programs and corresponding expenditures that relate to the main purpose for which an agency has been created. It involves direct production of goods or delivery of services or direct engagement in regulations.

(m) Goal Alignment is the process of establishing the link of the Ratee-Official's output to the achievement of the organizational output or outcome.

(n) Innovating and Intervening Accomplishments are outputs achieved beyond the Ratee-Official's mandated functions and responsibilities.

(o) BAR No. 1 refers to the Quarterly Physical Report of Operation which reflects the agency's/delivery unit's actual physical accomplishments as of a given quarter in terms of the performance measures indicated in its Physical Plan.

6.2. Executive/Management Competence. This refers to an assessment of the ratee-official's executive leadership and management competence at work. The assessment is determined from scores obtained from different sets of behavioural rating scales accomplished by the ratee-official's superiors, peers and subordinates.

The ratee-official's executive/management competence is assessed based on the established six (6) core competencies as the fundamental standards for executive performance in various ranks in the CES. The six (6) core competencies include:

(a) Strategic and Critical Thinking.- The ability to obtain information and identify key issues and relationships relevant to achieving a long-range goal or vision; to commit to a course of action to accomplish a long-range goal or vision after developing alternatives based on logical assumptions, facts, available resources, constraints, and organizational values.

(b) Leading in a Continuously Changing Environment - The ability to encourage others to seek opportunities for different and innovative approaches in addressing problems and opportunities, and to facilitate the implementation and acceptance of change within the organization.

(c) Empowering/Developing Others to Establish Collective Accountability for Results - The ability to develop and promote effective relationships with colleagues and team members and to deal constructively with conflicts. The ability to develop subordinates' skills and competencies by planning effective development activities related to current and future jobs.

(d) Linkaging and Networking for Productive Partnerships - The ability to develop and strengthen partnerships that can provide information, assistance and

support to the organization; to identify and use synergies across the organization with external partners.

(e) Planning/Organizing for Greater Impact - The ability to establish a course of action for self and/or others to accomplish a specific goal; to plan proper assignments of personnel and appropriate allocation of time and other resources.

(f) Driving Performance for Integrity and Service - The ability to produce and deliver quality results, to be action-oriented and committed to the achievement of outcomes.

7. Types of Rater. A Ratee-Official shall be rated by three (3) types of raters, namely:

7.1. Superior Rater - one to whom the ratee directly reports as his/her immediate superior during the rating period.

7.2. Subordinate Rater - one whom the ratee directly supervises as his/her immediate subordinate during the rating period.

An immediate subordinate who functions as a utility worker or driver shall not be considered as a subordinate rater for purposes of these Guidelines. Job order contractual employees are also disqualified as subordinate raters considering the absence of employer-employee relationship.

7.3. Peer Rater – a colleague of the ratee in the agency who holds a position of equivalent level with the ratee based on the agency's organizational structure.

8. CESPES Forms. The CESPES shall be composed of the following instruments:

8.1. Ratee Information Sheet (RIS) (CESPES Form No. 001). The RIS provides basic information about the ratee-official, including:

- (a) the complete, updated and official list of all raters (i.e., superiors, peer and subordinates) who are qualified and designated to rate each individual Ratee-Official's work performance in a given rating period;
- (b) the position title and actual location of the position;
- (c) the rating period;
- (d) the Delivery Unit (Bureau/Service/Office); and
- (e) the responsibilities of the positions, and the organizational unit where the position belongs.

The e-RIS shall be prepared by the CESPES Coordinator within two months prior to the scheduled date for rating.

8.2. Rating Form for Subordinate/Peer Rater (CESPES Form No. 002). This form contains the rating scale reflecting effective management/executive behaviours

clustered according to the six (6) CES Core Competencies and is being used to assess the Ratee-Official's management/executive behaviour.

8.3. Rating Form for Superior Rater. Divided into three (3) parts, this form aims to measure performance and identify individual development needs of the Ratee-Official.

(a) **Performance Commitment and Review Form (CESPES Form No. 003-A)** – The PCRf is a management and performance appraisal tool that provides a common understanding and agreement about priorities, responsibilities and performance expectations between a Ratee-Official and his/her superior rater.

(b) **Behavioral Competency Scale (BCS) (CESPES Form No. 003-B)** - The **BCS** assesses the rate-official's management/executive behavioral competence in the six (6) CES Core Competencies.

(c) **Individual Professional Needs (IPN) (CESPES Form No. 003-C)** - The IPN identifies the professional development needs of the ratee-official .

9. CESPES Performance Evaluation Cycle and Stages. The CESPES Performance Evaluation Cycle shall be composed of the following stages:

- (a) Performance Planning Stage;
- (b) Performance Monitoring Stage;
- (c) Performance Review and Feedback Stage; and
- (d) Performance Evaluation and Development Planning Stage.

9.1. Performance Planning Stage. The Performance Planning Stage shall be conducted in accordance with the agency's Strategic Performance Management System (SPMS) Calendar. The Ratee-Official and Superior Rater shall meet to determine the former's performance commitment for the year based on the goals/objectives of the organization/delivery unit and the responsibilities of his/her position.

Ratee-officials must be able to define his/her outputs based on the functions of his/her position. The Ratee-Official and Superior Rater must consider the following reference documents in formulating the annual performance plan:

- (a) Organization/Unit and Position Information
- (b) Position Description Form (as encoded in the e-RIS).
- (c) Agency Planning, Process Improvement and Performance Management Documents
- (d) Physical Plan (DBM BED Form No. 2);
- (e) Documented procedure on the services provided by the delivery unit as mentioned in the Agency's Citizen's Charter or Quality Management System Documents; and

(f) Performance Indicators and Targets and Office Performance Commitment and Review Form under the Strategic Performance Management System (SPMS).

These reference documents are significant in:

- a) Contextualizing the performance objective of the ratee-official along the organizational outcome that the agency commits to deliver according to its mandate and functions;
- b) Situating the Ratee-Official's performance objective according to the mandate of his/her unit and position; and
- c) Defining the work processes, their interrelationships and outputs.

These information will enable the Ratee-Official to define his/her contributions to the final output. **Annex A** of these Guidelines provides an illustrative example on how these documents may assist a Ratee-Official in formulating his/her performance commitment.

All performance commitments shall be recorded in CESPES Form No. 003-A (Performance Commitment and Review Form). The Ratee-Official and Superior Rater must keep a copy of the PCRF. The final PCRF shall be encoded online as scheduled by the Board.

In preparing the PCRF using CESPES Form No. 003-A, the Ratee-Official must complete the following:

In Part I. ALIGNMENT OF RATEE'S OUTPUT WITH AGENCY/ORGANIZATION OUTCOME:

- Identify Organizational Outcome. This will appear as a dropdown list in the Online Performance Contract and Review Form Module of the Online CESPES.
- Check all the cost components applicable to you: (1) Operations, (2) STO and/or (3) GAS in the agency PREXC Budget Structure.
- For Ratee-Officials performing functions classified under operations, the online CESPES-PCRF Module provides a dropdown list of Program and Outcome/Output Performance Indicators under the Program/subprogram specified in the General Appropriations Act. Choose the programs and indicators applicable to your delivery unit. Indicate your performance target/s for each program performance indicator.
- For Ratee-Officials performing functions classified under GAS and STO cost components like legal services, human resource management services, planning and policy services, program monitoring and evaluation services,

public information services, research and development and statistical services, information systems development, among others, they must specify the programs/activities/projects they are responsible for and identify appropriate performance indicator/s and target/s. The performance indicator must be expressed as measures of quality, quantity, timeliness and efficiency. The predefined SPMS Success Indicators and OPCR may be used as basis for this purpose whenever applicable.

In Part II: INDIVIDUAL PERFORMANCE COMMITMENT

A Program Outcome may contain several final process outputs involving several activities or intermediate/internal process outputs. Ratee-Officials must identify the program output they contribute to, the processes necessary to deliver the required program outcome/output and the appropriate performance indicators and targets for the identified process outputs. Ratee-Officials may refer to the Agency Quality Management System document of ISO 9001:2015 Standard, Citizen's Charter or other reference documents for this purpose.

As illustrated in Annex A of this Guidelines, the PREXC Structure of the DPWH provides that one of its Organizational Outcomes is to Ensure Safe and Reliable National Road Systems and one of the program outcomes under it is Reduction of Travel Time. The final process outputs may include project identification, project preparation, project implementation, project operation and project evaluation. Under the STO of the DPWH, the project output may be the Manuals for Construction, Rehabilitation and Improvement of Infrastructure Facilities, and Administration of Personnel Benefits under the GAS. The completion of the GAS and STO programs/projects requires several process outputs composed of a number of internal/intermediate outputs.

The Ratee-Official and the Superior Rater must calibrate the annual performance plan to determine the deliverables at the end of the first semester.

9.2. Performance Monitoring Stage. The Ratee-Official and Superior Rater shall meet during the rating period to regularly monitor/track the Ratee-Official's performance; identify problems, issues and concerns affecting said performance; and enable the Superior Rater to analyze and provide advice and other forms of assistance to improve performance through coaching, mentoring and feedback.

Every time and at any given time within the rating period, when at least one (1) performance commitment has to be changed, deleted or added, the revisions/modifications shall be discussed and agreed upon by the Ratee-Official and the Superior Rater. Any revisions/modifications in the performance commitment must be reflected in the PCRF.

9.3. Performance Review and Feedback

9.3.1. Completion of the PCRf and Superior Rating. The PCRf shall be accomplished as follows:

(a) The Ratee-Official and Superior Rater shall meet within the month following the rating period to conduct performance review and feedback.

Whenever applicable, the Ratee-Official and Superior Rater shall consider the following references in their performance review discussion:

- Department Performance Accomplishments (Form A);
- Details of Bureau/Office Performance Indicators and Accomplishments (Form A-1);
- Quarterly Physical Report of Operations (BAR No. 1);
- Certificate of Compliance with RA 11032 Requirements;
- Financial Reports/Annual Audit Reports;
- Internal and External Audit ISO Reports; and
- Results of Client Satisfaction Survey.

(b) The Ratee-Official and the Superior Rater shall discuss the accomplishments for every performance commitment made by the Ratee-Official as provided for in Part I of CESPES Form No. 003-A. In cases where the performance commitments require more than a year to complete, the Ratee-Official should indicate the milestone/s for the semester/year under review. They shall also agree on the corresponding equivalent rating for each accomplishment as provided for in Part II of CESPES Form No. 003-A.

(c) When a Ratee-Official has innovating and intervening accomplishments within the rating period, the same shall be reflected in Part III of CESPES Form No. 003-A.

(d) The final rating on Accomplishment shall be indicated in Part IV of CESPES Form No. 003-A.

(e) The Ratee-Official and the Superior Rater shall agree on the final rating and certify that the same are true and correct in Part V of the CESPES Form No. 003-A.

(f) The Ratee-Official shall encode the performance commitments and accomplishments online as scheduled by the Board. He/She should likewise keep a copy of the PCRf that has been approved online by the Superior-Rater.

(g) The performance evaluation stage is completed when the Superior Rater accomplishes the CESPES online and clicks the "Submit" button in the menu.

9.3.2. Completion of the Subordinate/Peer Rating Forms. The online CESPES system shall observe the following schedules:

Rating Period	Schedule of Rating
1st Semester Rating Period	July 1 to August 31
2nd Semester Rating Period	January 1 to end of February of the following year

Failure to complete the CESPES rating process within the period shall cause the Ratee-Official to have no CESPES rating for the said rating period.

9.4. Performance Evaluation. The CESPES Ratings shall be based on the following standards of computation of scores:

9.4.1. Weight Allocations. The weight distribution of the two (2) components of CESPES shall be as follows:

Performance	-	80%
Individual Performance Commitment	80%	
Innovating and Intervening Accomplishment	20%	
Executive/Management Competence	-	20%
Superior rating	50%	
Peer rating	25%	
Subordinate rating	25%	
Overall CESPES Rating		100%

9.4.2. Adjectival Rating Scale. The CESPES ratings follow a five-point scale with their corresponding equivalent adjectival rating, to wit:

Outstanding	-	4.51 – 5.00
Very Satisfactory	-	3.51 – 4.50
Satisfactory	-	2.51 – 3.50
Unsatisfactory	-	1.51 – 2.50
Poor	-	1.00 – 1.50

The CESB shall generate a CESPES Overall Performance Feedback Report, providing a summary of the Ratee-Official's performance ratings. The Report contains the following:

(a) *Summary of Ratings* – indicates the scores for the accomplishments, executive/management competence, and the overall CESPES rating, which is the

sum of the scores of the accomplishments and the executive/management competence.

(b) *Adjectival Rating* – refers to the qualitative description of the scores in accordance with the five-point scale.

10. Roles and Responsibilities

10.1. Agency. The Agency Head shall be responsible for ensuring that all organizational units and individuals are aware of their roles and responsibilities in contributing to the attainment of organizational targets, sectoral and societal outcomes. Through the Performance Management Team (PMT), the agency shall set up their respective performance monitoring and evaluation systems that are aligned with the RBPMS. They shall also establish an effective performance contracting system between supervisors and employees across all levels of the organization, including those covered by the CESPES.

10.2. CESB. The CESB shall primarily administer the CESPES in coordination with the CESPES Coordinator.

10.3. Incumbents of CES Positions. Each department and/or agency covered by the CES and all its CES officials shall strictly comply with the policies, rules, guidelines, standards, procedures and mechanisms on the CESPES.

10.4. The Performance Management Team (PMT). As prescribed in CSC Memorandum Circular No. 8, s. 2013, the Performance Management Team shall be responsible for the development of the agency's internal guidelines in the review of performance indicators, targets and accomplishments from the program outcome/indicators, down to unit, process and individual level.

In particular, they shall perform the following functions:

- (a) Facilitate the discussion of performance targets among all Heads of Offices/Bureaus/Departments;
- (b) Ensure alignment of performance targets, measures and budgets within the Office/Bureau/Department, and that work distribution is rationalized;
- (c) Act as appeals body and final arbiter on performance management issues of the agency; and
- (d) Adopt its own internal rules, procedures and strategies in carrying out its responsibilities, such as policy on delegation of authority to regional and field offices, timelines and procedures on resolving performance rating disputes, etc.

10.5. The CESPES Coordinator. The Human Resource Management and Development Director or the equivalent official responsible for the unit/service administering the CESPES in the department/agency shall be designated as the CESPES Coordinator by the Department Secretary/Head of the Agency concerned. The CESPES Coordinator shall lead all efforts in preparing and capacitating the entire

department/agency in the installation, implementation, monitoring and maintenance of the CESPES.

Specifically, the CESPES Coordinator shall have the following duties and responsibilities:

- (a) To ensure the submission by the Ratee Officials of their duly accomplished Ratee Information Sheet (RIS) and its attachments and encode the same in the Online CESPES.
- (b) To remind the Superior Raters of the ratee-official/s to undertake the performance management processes prescribed in Item 9.1 to 9.3 hereof;
- (c) To ensure that peer and subordinate raters are duly notified and are able to rate their respective peer or superior ratee/s within the timeframe prescribed in the guidelines;
- (d) To conduct orientation/briefings, in coordination with the CESB, on the CESPES and other CESB related activities, as may be deemed necessary;
- (e) To monitor CESPES compliance; and
- (f) To ensure confidentiality of the performance information that comes to its knowledge and possession in the performance of his/her role as CESPES Coordinator.

11. Miscellaneous Provisions

11.1. Multiple Superior Raters. In case there are more than one (1) superior raters, the average rating shall be computed to arrive at the final superior rating.

11.2. Concurrent/Consecutive Positions in a Rating Period. In case a Ratee-Official has consecutively/concurrently occupied more than one CES position in a given rating period, the CESPES Coordinator shall update/modify the RIS accordingly. The final Superior rating shall be computed based on the policy provided in Item 11.1.

11.3. Minimum Number of Peer and/or Subordinate Raters. To have a valid peer rating, Ratee officials must be rated by a minimum of three (3) Peers or at least half of the actual number of Peer-Officials directly collaborating with the Ratee-Official. In the case of subordinate raters, a minimum of five (5) Subordinate Raters or more than half of his/her actual number of Subordinate Raters, whichever is higher. Those who have less than five subordinates shall be rated by all (100%) of the Subordinate Raters.

11.4. Substitution of Superior, Subordinate and/or Peer Raters. In cases where there is a need to substitute Superior and/or Subordinate/Peer Raters, the following rules shall apply:

(a) Superior Raters

The Superior, who is higher in rank to the immediate superior of the Ratee, and who currently or may have exercised direct or indirect supervision and control over the ratee in the performance of tasks/ functions for a certain period of time may substitute as a Superior Rater in completing the CESPES.

(b) Subordinate /Peer Raters

In case the minimum number of Subordinate Rater is not met, qualified peer raters may be added as raters for the Executive/Management Competence. In cases where there are no peer raters, the subordinate rating shall constitute 50% of the BCS rating.

11.5. Computation of Incomplete Ratings of a Ratee-Official. The following rules shall apply in case of incomplete ratings of a Ratee-Official:

(a) The CESB may allow the computation and evaluation of the CESPES ratings of the Ratee-Officials only when the said ratings in question can no longer be obtained due to any or a combination of the following circumstances affecting the basis of the ratings:

- Death;
- Retirement;
- Resignation;
- Approved official leave availed of for a long term;
- No substitute raters are available from the ratee's RIS; and,
- All other reasons that will qualify that the ratings cannot be obtained or that the source of the rating is impossible to reach within the allowable and reasonable duration of time for the conduct of CESPES.

(b) In case of total absence of raters, the Ratee-Official shall make a written request to the CESB for an independent evaluation of his/her work performance and management competence for the given rating period. The Ratee-Official shall attach the samples of the actual accomplishments, related evidence, and other supporting data to describe and validate the performance targets actually accomplished.

11.6. Rating Period other than Semestral. In exceptional cases when an agency finds it necessary to adopt a rating period other than semestral, the agency must request the CES Governing Board in writing, specifying the proposed rating period and the reason for the exemption.

11.7. Effect of Transfer to Another Agency. In case a Ratee-Official transfers to another agency in between rating periods, the Ratee-Official may be rated in his/her previous position, provided s/he has completed more than one quarter in the previous position. A Ratee-Official appointed to a position in another agency must

complete at least six (6) months in the new position, and may thus be rated at the end of the succeeding semester.

11.8. CESPES as a Requirement to CES Rank Appointment. For purposes of fulfilling requirements for appointment to CES Rank, the performance rating requirement of one (1) year shall be construed as one annual rating or two (2) semestral ratings.

A ratee-official who has completed one semestral rating period in one agency and who transferred to another agency that adopted an annual rating period may be allowed to process his/her CESPES rating on a semestral basis.

12. Management of Complaints, Disputes, Anomalies and Irregularities on the CESPES.

The department/agency, through the PMT, shall formulate and implement policies, guidelines, rules and regulations to facilitate and support the effective, systematic and proper administration and use of the CESPES.

12.1. Appeals. All requests, petitions, complaints, disputes, anomalies and irregularities in the implementation and use of the CESPES shall be referred to, managed, and resolved by the PMT duly constituted by the Department/agency for different levels in the Department/agency. Whenever possible, exhaustion of administrative remedies must be done in resolving disputes before they are elevated to the next level.

After the Department/agency PMT has decided on the matter, but the Ratee-Official still finds valid and reasonable basis to pursue the complaint to seek its satisfactory resolution, he/she may appeal the decision of the PMT to the CESB.

The appeal must be filed with the CESB within seven (7) calendar days from the receipt of the PMT's decision and must be in writing. It must also be accompanied by a Certification from the Department/Agency PMT that it has exerted efforts to resolve the complaint, with a narration of all actions undertaken to resolve it.

12.2. Annulment of the CESPES Rating. The CESB shall have the authority to annul or declare a failure of the CESPES performance rating process based on the following grounds:

(a) **Coercion.** Defined as a pre-meditated, purposive and targeted use of physical and/or moral force such as use of threat, intimidation, and/or similar acts of duress to compel individuals or groups (e.g., Superior and/or Subordinate Raters) to think and act according to the will of others (e.g., the Ratee);

(b) **Collusion.** Defined as a conspiracy or agreement by and between individuals and/or groups for an ill-intentioned or deceitful purpose(s), contrary to the purposes, objectives and uses of the CESPES (e.g. predetermined ratings);

(c) **Tampering.** Defined as the willful altering of the CESPES official forms with the objective of manipulating ratings and/or other given data;

(d) **Breach of Confidentiality.** Which shall include, but are not limited to, the following acts:

- i) Conferring of the Ratee with the Subordinate Raters on matters concerning Ratee's CESPES rating(s);
- ii) Looking or glancing at the rating forms accomplished by the Subordinate Raters with the intent to obtain information on the submission of the subordinate raters; and
- iii) Exercising undue influence over the Subordinate Raters, and

(e) Such other offenses, the commission of which are contrary to the attainment of the purposes and objectives of the CESPES.

Annulment or declaration of failure of the CESPES shall cause the Ratee-Official involved to have no CESPES rating for the rating period, without prejudice to the filing of appropriate administrative and/or criminal proceedings.

12.3. Authority of the CESB. The CESB shall have the power and authority to:

- (a) Review, deliberate and decide on cases referred to it by the department/agency involving requests, petitions, complaints, disputes, anomalies and/or irregularities with regard to the implementation and use of the CESPES;
- (b) Deputize the department/agency's CESPES Coordinator and/or a representative of the Performance Management Team (PMT), or any officer(s) from the concerned department/agency to gather, receive and secure evidence, in aid of its review and deliberations; and
- (c) File administrative charges against any person and/or group with proven accountability and/or involvement in any anomaly or irregularity.

12.4. Promulgation of CESB Decision and Recommendation. The CESB shall render its decision and recommendation on the said case within sixty (60) official working days after receipt of the complaint.

13. Custody of CESPES Records. The CESB shall provide the Department Secretary/Head of the Agency with a summary of the performance ratings of the Ratee-Officials in the department/agency, copy furnished the Highest Human Resource Officer of the Agency.

The original copy of the CESPES Feedback Report shall be sent to the Ratee-Official concerned.

14. Violations. Any violation of any provision in this Guidelines shall be dealt with in accordance with existing civil service laws, rules and regulations.

15. Separability Clause. If any section or part of this Guidelines shall be held invalid, the remaining provisions shall be given full force and effect as if the part held invalid has not been included therein.

16. Repealing Clause. All existing CES rules and regulations, circulars and memoranda inconsistent with this Guidelines are hereby repealed or amended accordingly.

17. Effectivity. This Guidelines shall take effect fifteen (15) days after publication in a newspaper of general circulation or in the Official Gazette.

CAREER EXECUTIVE SERVICE PERFORMANCE EVALUATION SYSTEM (CESPES)

RATING FORM FOR SUPERIOR RATER CESPES FORM No. 003-A

Performance Rating Period: 01 January to 30 June 2018

I. RATEE INFORMATION

Name:	Position Title/Description:
Agency/Department:	Work Station:

Function of the Position/Designation as prescribed by law (Please refer to the Position Description Form, Agency Manual of Operations, Agency issuances, among others):

A. Illustration: Generic

1. Undersecretary

“SEC. 10. *Powers and Duties of the Undersecretary.*—The Undersecretary shall:

- (1) Advise and assist the Secretary in the formulation and implementation of department objectives and policies;
- (2) Oversee all the operational activities of the department for which he shall be responsible to the Secretary;
- (3) Coordinate the programs and projects of the department and be responsible for its economical, efficient and effective administration;
- (4) Serve as deputy to the Secretary in all matters relating to the operations of the department;
- (5) Temporarily discharge the duties of the Secretary in the latter’s absence or inability to discharge his duties for any cause or in case of vacancy of the said office, unless otherwise provided by law. Where there are more than one Undersecretary, the Secretary shall allocate the foregoing powers and duties among them. The President shall likewise make the temporary designation of Acting Secretary from among them; and
- (6) Perform such other functions and duties as may be provided by law.”¹

2. Assistant Secretary

“SEC. 11. *Duties and Functions of the Assistant Secretary.*—The Assistant Secretary shall perform such duties and functions as may be provided by law or assigned to him by the Secretary.”²

3. Bureau Director/Assistant Bureau Director

3.1. “SEC. 19. *Staff Bureau.*—x x x

(2) The Director of a staff bureau shall:

- (a) Advise and assist the Office of the Secretary on matters pertaining to the Bureau’s area of specialization;
- (b) Provide consultative and advisory services to the regional offices of the department;
- (c) Develop plans, programs, operating standards, and administrative techniques for the attainment of the objectives and functions of the bureau; and
- (d) Perform such other duties as may be provided by law.

x x x.”³

3.2. “SEC. 20. *Line Bureau.*—(1) x x x

(2) The Director of a line bureau shall:

- (a) Exercise supervision and control over all divisions and other units, including regional offices, under the bureau;
- (b) Establish policies and standards for the operations of the bureau pursuant to the plans and programs of the department;
- (c) Promulgate rules and regulations necessary to carry out bureau objectives, policies and functions; and
- (d) Perform such other duties as may be provided by law.”⁴

3.3. “SEC. 18. *Bureaus in General.*—(1) x x x;

(2) Each bureau shall be headed by a Director who may have one or more Assistant Directors as provided by law; and

x x x.”⁵ (underscoring supplied)

4. Regional Director/Assistant Regional Director

- 4.1. "SEC. 27. *Duties of a Regional Director.*—The Regional Director shall:
- (1) Implement laws, policies, rules and regulations within the responsibility of the agency;
 - (2) Implement agency programs in the region;
 - (3) Exercise the management functions of planning, organizing, directing and controlling;
 - (4) Appoint personnel to positions in the first level and casual and seasonal employees; and exercise disciplinary actions over them in accordance with the Civil Service Law;
 - (5) Approve sick, vacation and maternity leaves of absence with or without pay, for a period not beyond one year;
 - (6) Prepare and submit budget proposals for the region to the central office, administer the budget of the regional office, authorize disbursement of funds pursuant to approved financial and work programs, and administer the budget control machinery in the region;
 - (7) Approve requisition for supplies, materials and equipment, as well as books and periodicals, and other items for the region, in accordance with the approved supply procurement program;
 - (8) Negotiate and enter into contracts for services or furnishing supplies, materials and equipment to the regional office involving an amount not exceeding fifty thousand pesos (P50,000.00) within a given quarter, provided that authority in excess of fifty thousand pesos (P50,000.00) may be further authorized by the proper department or agency head;
 - (9) Approve claims for benefits under existing laws;
 - (10) Approve requests for overtime services;
 - (11) Promote coordination among the regional offices, and between his regional office and local government units in the region;
 - (12) Provide housekeeping services for the regional office;
 - (13) Approve application of personnel for permission to teach, exercise a profession, or engage in business outside of office hours in accordance with standards and guidelines of the Civil Service Commission;
 - (14) Issue travel vouchers authorizing employees to travel on official business within the region for a period not exceeding thirty days;
 - (15) Approve attendance of personnel in conferences, seminars, and non-degree training programs within the region;
 - (16) Authorize the allocation of funds to provincial/district offices; and
 - (17) Perform such other duties and functions as may be provided by law or further delegated by the head of agency or other proper authorities concerned."⁶
- 4.2. "SEC. 23 *Administration of Regional Office.* The regional office shall be headed by a Regional Director who may be assisted by one (1) Assistant Regional Director, except as may otherwise be provided by law. x x x."⁷

B. Illustration: DPWH

1. Undersecretary

- 1.1. "SEC. 6. *Undersecretaries.*—x x x The Secretary is hereby authorized to delineate and assign the respective functional areas of responsibility of the Undersecretaries. Such responsibility shall be with respect to the mandate and objectives of the Department and no Undersecretary shall be assigned primarily administrative responsibilities. Within his functional area of responsibility, an Undersecretary shall have the following functions:
- (1) Advise and assist the Secretary in the formulation and implementation of Department policies, plans, programs and projects;
 - (2) Supervise all the operational activities of the units assigned to him, for which he is responsible to the Secretary; and
 - (3) Perform such other duties and responsibilities as may be assigned or delegated by the Secretary to promote efficiency and effectiveness in the delivery of public services or as may be required by law."⁸
- 1.2. "Shall serve as Undersecretary for Regional Operations in Mindanao, as such, he shall have overall supervision and control over the operations of all Regional Offices in Mindanao. He shall likewise have overall supervision and control over all infrastructure projects implemented by this Department, but funded under the budget of various line agencies, i.e. school buildings, health centers and farm-to-market roads in his areas of assignment."⁹

- 1.3. “Shall serve as Undersecretary for Legal Affairs and Priority Projects, as such, she shall have overall supervision and control over the Legal Service and the Stakeholders Relations Service (SRS). She shall likewise supervise and oversee projects, programs and activities requiring focused and expeditious execution, or which are considered priority, as may be assigned by the Secretary.”¹⁰
- 1.4. “Shall serve as Undersecretary for Support Services, as such she shall have overall supervision and control over the Human Resource and Administrative Service (HRAS), the Financial Service (FS), the Information Management Service (IMS), and the Procurement Service (PrS).”¹¹
- 1.5. “Shall serve as Undersecretary for Unified Project Management Office (UPMO) operations, as such, he shall handle the overall administrative functions of the five (5) specialized clusters of the UPMO. The operations of the four (4) UPMO Clusters, namely, Bridges Management Cluster, Roads Management Cluster 1, Roads Management Cluster 2 and Building Management Cluster, shall remain under his overall supervision.”¹²
- 1.6. “Shall serve as Undersecretary for Regional Operations in Luzon, as such, he shall have overall supervision and control over the operations of all Regional Offices in Luzon except the National Capital Region (NCR) and Region IV-B. He shall likewise have overall supervision and control over all infrastructure projects implemented by this Department but funded under the budget of various line agencies, i.e. school buildings, health centers and farm-to-market roads in his area of assignment.”¹³
- 1.7. “Shall serve as Undersecretary for Regional Operations in Visayas, the National Capital Region (NCR) and Region IV-B, as such, he shall have overall supervision and control over the operations of all Regional Offices in Visayas, the National Capital Region (NCR) and Region IV-B. He shall likewise have overall supervision and control over all infrastructure projects implemented by this Department but funded under the budget of various line agencies, i.e. school buildings, health centers and farm-to-market roads in his area of assignment.”¹⁴

2. Assistant Secretary

- 2.1. “SEC. 7. *Assistant Secretaries.*—The Secretary shall also be assisted by six (6) Assistant Secretaries appointed by the President of the Philippines upon the recommendation of the Secretary; one (1) to be responsible for the Internal Audit Services; one (1) for the Monitoring and Information Service; one (1) for the Planning Service; one (1) for the Comptrollership and Financial Management Service; one (1) for the Legal Service; and one (1) for the Administrative and Manpower Management Service.”¹⁵
- 2.2. “Shall serve as Assistant Secretary for Regional Operations in Luzon except the National Capital Region (NCR) and Region IV-B, as such, he shall assist the Undersecretary for Regional Operations in the overall supervision and control over Regions I, II, III, IV-A, V and CAR.”¹⁶
- 2.3. “Shall serve as Assistant Secretary for Technical Services, as such, he shall assist the Undersecretary for Technical Services in the overall supervision and control over all the Bureaus.”¹⁷
- 2.4. “Shall serve as Assistant Secretary for Support Services, as such, she shall assist the Undersecretary for Support Services in the overall supervision and control over the Human Resource and Administrative Service (HRAS), the Financial Service (FS), the Information Management Service (IMS), and the Procurement Service (PrS).”¹⁸
- 2.5. “Shall serve as Assistant Secretary for Unified Project Management Office (UPMO) operations, as such he shall assist the Undersecretary for UPMO operations.”¹⁹
- 2.6. “Shall serve as Assistant Secretary for the Autonomous Region in Muslim Mindanao (ARMM), as such, he shall assist the Undersecretary for UPMO Operations who is currently in-charge of ARMM Operations in the overall control and supervision of all infrastructure projects in ARMM.”²⁰

3. Bureau Director

“SEC. 14. *Bureau Head.*—Each Bureau shall be headed by a Bureau Director who shall be responsible for efficiently and effectively carrying out the functions of the Bureau.”²¹

4. Regional Director/Assistant Regional Director

“SEC. 21. *Regional Director.*—The Regional Office shall be headed by a Regional Director who shall be responsible for efficiently and effectively carrying out the duties and responsibilities of the Regional Office. Towards this end, and in line with the policy of decentralization, he shall, within his defined powers, exercise functional and administrative supervision over District Offices within the region including the authority to commit their resources and personnel to integrated province or city-wide development thrusts.

He shall also perform such other related duties and responsibilities as may be assigned or delegated by the Secretary or as may be required by law.

The Regional Director shall be assisted by two (2) Assistant Regional Directors who shall exercise supervision, respectively over:

(1) the construction, maintenance and works supervision functions in the region; and (2) the planning, project design, evaluation and technical assistance functions of the Regional Office.”²²

5. District Engineer

“SEC. 23. *District Engineer.*—The District Engineer of or within a province or city shall be accountable for the efficient and effective conduct of the duties and responsibilities of the District Office of which he is the head. Within his defined powers, he shall exercise functional and administrative supervision over district operations including the authority to recommend that field resources and personnel be committed to integrated district-wide development thrusts. He shall also perform such other related duties and responsibilities as may be assigned or delegated by the Secretary or as may be required by law.”²³

II. ORGANIZATIONAL INFORMATION

1. Organizational Unit: (as contained in the Agency Manual of Operations, Agency issuances, among others)

A. Illustration: Generic

1. Office of the Secretary

1.1. “SEC. 3. *Department Proper.*—(1) Unless otherwise provided in this Code or by law, the Department proper shall include the Office of the Secretary and the staff units directly under it. The Office of the Secretary shall consist of the Secretary and the Undersecretary or Undersecretaries, together with the personnel in their immediate offices;

x x x

(3) Whenever necessary, Assistant Secretary position or positions may be created to form part of the Department proper; and

x x x.”²⁴

1.2. “The Office of the Secretary x x x It is composed of a Secretary, Undersecretary/ies and Assistant Secretary/ies, and their immediate support staff.”²⁵

2. Department Services

“SEC. 3. *Department Proper.*— x x x

x x x

(4) In the absence of special provisions, the major staff units of each department shall be the services which shall include: the Planning Service, the Financial and Management Service, the Administrative Service, and when necessary, the Technical and the Legal Services.”²⁶

3. Bureaus

“SEC. 18. *Bureaus in General.*—(1) A Bureau is any principal subdivision of the department performing a single major function or closely related functions. Bureaus are either staff or line.”²⁷

4. Regional Offices

“SEC. 21. *Regional Offices*.—Regional Offices shall be established according to law defining field service areas. The administrative regions shall be composed of a National Capital Region and Regions I to XII. Provincial and district offices may be established only by law whenever necessary.”²⁸

B. Illustration: DPWH

1. Office of the Secretary

“SEC. 5. *Office of the Secretary*.—The Office of the Secretary shall be composed of the Secretary and his immediate staff.”²⁹

2. Office of the Undersecretaries/Assistant Secretaries

“SEC. 4. *Organizational Structure*.—The Department shall be composed of:

- (1) The Department Proper consisting of the Office of the Secretary, the Offices of the Undersecretaries and Assistant Secretaries, x x x;
x x x.”³⁰

3. Department Services

“SEC. 4. *Organizational Structure*.—The Department shall be composed of:

- (1) The Department Proper consisting of x x x, the Internal Audit Service, Monitoring and Information Service, Planning Service, Comptrollership and Financial Management Service, Legal Service, and the Administrative and Manpower Management Service;
x x x.”³¹

4. Bureaus

“SEC. 4. *Organizational Structure*.—The Department shall be composed of:

x x x

- (2) The Bureau of Research and Standards, Bureau of Design, Bureau of Construction, Bureau of Maintenance, and Bureau of Equipment; and

x x x.”³²

5. Regional Offices/District Offices

“SEC. 4. *Organizational Structure*.—The Department shall be composed of:

x x x

- (3) The Field Offices, consisting of fourteen (14) Regional Offices composed of Region I (Ilocos), Region II (Cagayan Valley), Region III (Central Luzon), National Capital Region, Region IV-A (Southern Tagalog Mainland Provinces), Region IV-B (Southern Tagalog Island Provinces), Region V (Bicol), Region VI (Western Visayas), Region VII (Central Visayas), Region VIII (Eastern Visayas), Region IX (Western Mindanao), Region X (Northeastern Mindanao), Region XI (Southern Mindanao), and Region XII (Central Mindanao), and their respective District Offices.”³³

2. Functions of the Organizational Unit: (as provided in law)

A. Illustration: Generic

1. Office of the Secretary

“The Office of the Secretary is responsible for the overall management and administration of a Department, formulation and implementation of policies, plans and programs, and in the day-to-day supervision and administration of its functional units. It is composed of a Secretary, Undersecretary/ies and Assistant Secretary/ies, and their immediate support staff.”³⁴

2. Department Services

“SEC. 13. *Planning Service*.—The Planning Service shall provide the department with economical, efficient and effective services relating to planning, programming, and project development, and discharge such other functions as may be provided by law. x x x.

“SEC. 14. *Financial and Management Services*.—The Financial and Management Services shall advise and assist the Secretary on budgetary, financial and management matters and shall perform such other functions as may be provided by law.

“SEC. 15. *Administrative Service*.—The Administrative Service shall provide the Department with economical, efficient and effective services relating to personnel, legal assistance, information, records, delivery and receipt of correspondence, supplies, equipment, collections, disbursement, security and custodial work. It shall also perform such other functions as may be provided by law.

“SEC. 16. *Technical Service*.—Whenever necessary, one or more technical services shall be established to take charge of technical staff activities essential to a department and which cannot be allocated to the three other services or to the bureaus.

“SEC. 17. *Legal Service*.—A Legal Service shall be provided where the operations of the department involve substantial legal work, in which case the Administrative Service shall not have a Legal Division. The Legal Service shall provide legal advice to the department; interpret laws and rules affecting the operation of the department; prepare contracts and instruments to which the department is a party, and interpret provisions of contracts covering work performed for the Department by private entities; x x x.”³⁵

3. Bureaus

“SEC. 18. *Bureaus in General*.—(1) A Bureau is any principal subdivision of the department performing a single major function or closely related functions. Bureaus are either staff or line.
x x x

“SEC. 19. *Staff Bureau*.—(1) A staff bureau shall primarily perform policy, program development and advisory functions.
x x x

“SEC. 20. *Line Bureau*.—(1) A line bureau shall directly implement programs adopted pursuant to department policies and plans.
x x x.”³⁶

4. Regional Offices

“SEC. 26. *Functions of a Regional Office*.—(1) A regional office shall:
x x x”³⁷

B. Illustration: DPWH

1. Office of the Secretary

- 1.1. “SEC. 6. *Undersecretaries.*— x x x The Secretary is hereby authorized to delineate and assign the respective functional areas of responsibility of the Undersecretaries. Such responsibility shall be with respect to the mandate and objectives of the Department and no Undersecretary shall be assigned primarily administrative responsibilities. Within his functional area of responsibility, an Undersecretary shall have the following functions:
- (1) Advise and assist the Secretary in the formulation and implementation of Department policies, plans, programs and projects;
- (2) Supervise all the operational activities of the units assigned to him, for which he is responsible to the Secretary; and
- (3) Perform such other duties and responsibilities as may be assigned or delegated by the Secretary to promote efficiency and effectiveness in the delivery of public services or as may be required by law.”³⁸
- 1.2. “Shall serve as Undersecretary for Regional Operations in Mindanao, as such, he shall have overall supervision and control over the operations of all Regional Offices in Mindanao. He shall likewise have overall supervision and control over all infrastructure projects implemented by this Department, but funded under the budget of various line agencies, i.e. school buildings, health centers and farm-to-market roads in his areas of assignment.”³⁹
- 1.3. “Shall serve as Undersecretary for Legal Affairs and Priority Projects, as such, she shall have overall supervision and control over the Legal Service and the Stakeholders Relations Service (SRS). She shall likewise supervise and oversee projects, programs and activities requiring focused and expeditious execution, or which are considered priority, as may be assigned by the Secretary.”⁴⁰
- 1.4. “Shall serve as Undersecretary for Support Services, as such she shall have overall supervision and control over the Human Resource and Administrative Service (HRAS), the Financial Service (FS), the Information Management Service (IMS), and the Procurement Service (PrS).”⁴¹
- 1.5. “Shall serve as Undersecretary for Unified Project Management Office (UPMO) operations, as such, he shall handle the overall administrative functions of the five (5) specialized clusters of the UPMO. The operations of the four (4) UPMO Clusters, namely, Bridges Management Cluster, Roads Management Cluster 1, Roads Management Cluster 2 and Building Management Cluster, shall remain under his overall supervision.”⁴²
- 1.6. “Shall serve as Undersecretary for Regional Operations in Luzon, as such, he shall have overall supervision and control over the operations of all Regional Offices in Luzon except the National Capital Region (NCR) and Region IV-B. He shall likewise have overall supervision and control over all infrastructure projects implemented by this Department but funded under the budget of various line agencies, i.e. school buildings, health centers and farm-to-market roads in his area of assignment.”⁴³
- 1.7. “Shall serve as Undersecretary for Regional Operations in Visayas, the National Capital Regional (NCR) and Region IV-B, as such, he shall have overall supervision and control over the operations of all Regional Offices in Visayas, the National Capital Region (NCR) and Region IV-B. He shall likewise have overall supervision and control over all infrastructure projects implemented by this Department but funded under the budget of various line agencies, i.e. school buildings, health centers and farm-to-market roads in his area of assignment.”⁴⁴

2. Department Services

“SEC. 8. *Internal Audit Service.*—The Internal Audit Service shall conduct comprehensive audit of various Department activities. Specifically, it shall have the following functions:

x x x

“SEC. 9. *Monitoring and Information Service.*—The Monitoring and Information Service is hereby created to provide the Secretary timely reports on the status of various Department projects and activities; and develop and implement information programs for mass dissemination in coordination with the appropriate government agencies. The Monitoring and Information Service shall have the following functions:

x x x

“SEC. 10. *Planning Service*.—The Planning Service shall provide the Department with the capability to undertake infrastructure development planning and programming. For this purpose, it shall have the following functions:

x x x

“SEC. 11. *Comptrollership and Financial Management Service*.—The Comptrollership and Financial Management Service shall provide the Department with coordinated services relating to financial systems and procedures, budget, cash, accounting, and all financial housekeeping matters. For such purposes, it shall have the following functions:

x x x

“SEC. 12. *Legal Service*.—The Legal Service provides the Department with services on such legal affairs as contract letting and litigation, legal and legislative research, complaints and investigation, legal counselling and other matters of law. For such purposes, it shall have the following functions:

x x x

“SEC. 13. *Administrative and Manpower Management Service*.—The Administrative and Manpower Management Service provides the Department with services relating to human resources development, personnel, records, facilities maintenance, medical and dental, security and property and procurement services. For such purposes, it shall have the following functions:

x x x.”⁴⁵

3. Bureaus

“SEC. 15. *Bureau of Research and Standards*.—The Bureau of Research and Standards shall develop and set effective standards and reasonable guidelines to ensure the safety of all infrastructure facilities in the country and to assure efficiency and proper quality in the construction of government public works. In pursuit of this task, the Bureau shall engage in research and development in all major areas pertinent to infrastructure development. For such purposes, it shall have the following functions:

x x x

“SEC. 16. *Bureau of Design*.—The Bureau of Design shall ascertain that all government infrastructure project implementation plans and designs are consistent with current standards and guidelines. For this purpose, it shall have the following duties and responsibilities:

x x x

“SEC. 17. *Bureau of Construction*.—The Bureau of Construction shall provide technical services on construction works for infrastructure projects and facilities. For this purpose, it shall have the following duties and responsibilities:

x x x

“SEC. 18. *Bureau of Maintenance*.—The Bureau of Maintenance provides technical services on the maintenance and repair of infrastructure projects and facilities. For this purpose, it shall have the following duties and responsibilities:

x x x

“SEC. 19. *Bureau of Equipment*.—The Bureau of Equipment provides technical services on the management of construction and maintenance equipment and ancillary facilities. For this purpose, it shall have the following duties and responsibilities:

x x x.”⁴⁶

4. Regional Office

“SEC. 20. *Regional Offices*.—Regional Offices shall be responsible for highways, flood control and water resource development systems, and other public works within the region, except those defined in Section 3, par. (4) hereof. For this purpose, their duties and responsibilities shall be as follows:

x x x.”⁴⁷

5. District Office

“SEC. 22. *District Office*.—There shall be a District Office in each of the provinces and cities throughout the country to be headed by a District Engineer appointed by the Secretary. A province or city may, however, be divided into two (2) or more engineering districts, upon determination and issuance of an administrative order by the Secretary. The District Office shall be responsible for all highways, flood control and water resource development systems, and other public works within the district, except those defined under Section 3, par. (4) hereof. For this purpose, it shall have the following duties and responsibilities:

x x x.”⁴⁸

3. Delivery Unit:

1. General Administration and Support⁴⁹

A. Illustration: Generic

1. "SEC. 3. *Department Proper*.— x x x

x x x

(4) In the absence of special provisions, the major staff units of each department shall be the services which shall include: x x x the Financial and Management Service, the Administrative Service, x x x."⁵⁰

2. "SEC. 14. *Financial and Management Services*.—The Financial and Management Services shall advise and assist the Secretary on budgetary, financial and management matters and shall perform such other functions as may be provided by law.

SEC. 15. *Administrative Service*.—The Administrative Service shall provide the Department with economical, efficient and effective services relating to personnel, legal assistance, information, records, delivery and receipt of correspondence, supplies, equipment, collections, disbursement, security and custodial work. It shall also perform such other functions as may be provided by law."

x x x

SEC. 17. *Legal Service*.—A Legal Service shall be provided where the operations of the department involve substantial legal work, in which case the Administrative Service shall not have a Legal Division. The Legal Service shall provide legal advice to the department; interpret laws and rules affecting the operation of the department; prepare contracts and instruments to which the department is a party, and interpret provisions of contracts covering work performed for the Department by private entities; assist in the promulgation of rules governing the activities of the department; prepare comments on proposed legislation concerning the department; answer legal queries from the public; assist the Solicitor General in suits involving the Department or its officers, or employees or act as their principal counsel in all actions taken in their official capacity before judicial or administrative bodies; and perform such other functions as may be provided by law."⁵¹

B. Illustration: DPWH

1. "SEC. 11. *Comptrollership and Financial Management Service*.—The Comptrollership and Financial Management Service shall provide the Department with coordinated services relating to financial systems and procedures, budget, cash, accounting, and all financial housekeeping matters. x x x

x x x

SEC. 12. *Legal Service*.—The Legal Service provides the Department with services on such legal affairs as contract letting and litigation, legal and legislative research, complaints and investigation, legal counselling and other matters of law. x x x

x x x

SEC. 13. *Administrative and Manpower Management Service*.—The Administrative and Manpower Management Service provides the Department with services relating to human resources development, personnel, records, facilities maintenance, medical and dental, security and property and procurement services. x x x.

x x x."⁵²

2. "SEC. 7. *Assistant Secretaries*.—The Secretary shall also be assisted by six (6) Assistant Secretaries appointed by the President of the Philippines upon the recommendation of the Secretary; x x x one (1) for the Monitoring and Information Service; x x x one (1) for the Comptrollership and Financial Management Service; one (1) for the Legal Service; and one (1) for the Administrative and Manpower Management Service."⁵³

2. Support to Operations⁵⁴

A. Illustration:

1. "The IAS/IAU shall conduct comprehensive audit of various Department/Agency/GOCC/GFI activities. Specifically, it shall have the following functions:
 - a. Advise the Department Secretary or the Governing Board (thru the audit Committee in the case of GOCCs/GFIs), on all matters relating to management control and operations audit;
 - b. Conduct management and operations performance audit of the Department/Agency/GOCC/GFI activities and their units and determine the degree of compliance with their mandate, policies, government regulations, established objectives, systems and procedures/processes and contractual obligations;
 - c. Review and appraise systems and procedures/processes, organizational structure, assets management practices, financial and management records, reports and performance standards of the agencies/units covered;
 - d. Analyze and evaluate management deficiencies and assist top management by recommending realistic courses of action; and
 - e. Perform such other related duties and responsibilities as may be assigned or delegated by the Secretary or the Governing Board, thru the Audit Committee, or as may be required by law."⁵⁵
2. "SEC. 13. *Planning Service*.—The Planning Service shall provide the department with economical, efficient and effective services relating to planning, programming, and project development, and discharge such other functions as may be provided by law. Where the work of the department does not call for substantial planning and programming, the Planning Service shall be constituted as a single unit without subdivisions. Where substantial primary data-gathering is essential to the operations of the department, a statistical unit may be constituted as part of a technical service."⁵⁶
3. "SEC. 16. *Technical Service*.—Whenever necessary, one or more technical services shall be established to take charge of technical staff activities essential to a department and which cannot be allocated to the three other services or to the bureaus."⁵⁷
4. "SEC. 19. *Staff Bureau*.—(1) A staff bureau shall primarily perform policy, program development and advisory functions.
 - (2) The Director of a staff bureau shall:
 - (a) Advise and assist the Office of the Secretary on matters pertaining to the Bureau's area of specialization;
 - (b) Provide consultative and advisory services to the regional offices of the department;
 - (c) Develop plans, programs, operating standards, and administrative techniques for the attainment of the objectives and functions of the bureau; and
 - (d) Perform such other duties as may be provided by law.

x x x."⁵⁸

B. Illustration: DPWH

1. "SEC. 8. *Internal Audit Service*.—The Internal Audit Service shall conduct comprehensive audit of various Department activities. Specifically, it shall have the following functions:
 - (1) Advise the Secretary on all matters relating to management control and operations audit;
 - (2) Conduct management and operations performance audit of Department activities and units and determine the degree of compliance with established objectives, policies, methods and procedures, government regulations, and contractual obligations of the Department;
 - (3) Review and appraise systems and procedures, organizational structure, assets management practices, accounting and other records, reports and performance standards (such as budgets and standard cost) of the Department Proper, Bureaus and Regional Offices;

(4) Analyze and evaluate management deficiencies and assist top management to solve the problems by recommending realistic courses of action; and

(5) Perform such other related duties and responsibilities as may be assigned or delegated by the Secretary or as may be required by law."⁵⁹

2. "SEC. 10. *Planning Service*.—The Planning Service shall provide the Department with the capability to undertake infrastructure development planning and programming. For this purpose, it shall have the following functions:

(1) Advise the Secretary on all matters relating to infrastructure planning;

(2) Formulate strategies and priorities for infrastructure development consistent with national development objectives; and initiate or undertake, coordinate and review area and sector surveys for development planning;

(3) Formulate long-range, medium-term and annual development plans and programs for infrastructure, especially highways, flood control and water resource development systems, and other public works projects, including phasing of implementation;

(4) Identify priority packages for infrastructure development, especially highways, flood control and water resource development systems, and other public works projects, undertake or supervise and evaluate the conduct of feasibility studies and project preparation thereof;

(5) Prioritize project implementation and the allocation of funds and other resources and package project proposals for funding and implementation;

(6) Evaluate and appraise all regional and interregional infrastructure development plans and programs as to their feasibility and consistency with approved strategies and long and medium-term plans;

(7) Initiate regular Department-wide planning exercise and act as the secretariat thereof;

(8) Gather, analyze and organize needed statistical data and information;

(9) Provide technical assistance related to its functions to the other Services, Bureaus and the Regional Offices as needed; and

(10) Perform such other related duties and responsibilities as may be assigned or delegated by the Secretary or as may be required by law."⁶⁰

3. "SEC. 15. *Bureau of Research and Standards*.—The Bureau of Research and Standards shall develop and set effective standards and reasonable guidelines to ensure the safety of all infrastructure facilities in the country and to assure efficiency and proper quality in the construction of government public works. In pursuit of this task, the Bureau shall engage in research and development in all major areas pertinent to infrastructure development. For such purposes, it shall have the following functions:

(1) Study, on a continuing basis, and formulate and recommend guidelines, standards, criteria, and systems for the survey and design, construction, rehabilitation, maintenance and improvement of all public works and highways;

(2) Conduct or sponsor research on construction materials and formulate and recommend policies, standards and guidelines on materials and quality control;

(3) Undertake or cause to be undertaken specialized technical studies to advance the inhouse technology of the Department and secure the most complete information for project development and implementation purposes;

(4) Formulate technical training programs for Department technical personnel, including the identification of appropriate local and foreign training programs, and recommend the selection of Department personnel for such programs;

(5) Review and study, for the purpose of recognizing new technologies especially those utilizing indigenous resources, current national building and construction standards and procedures and make appropriate recommendations thereon;

(6) Promote, publish and disseminate technical publications;

(7) Provide technical assistance to the Department Proper, other Bureaus, Regional Offices and other agencies on matters within its competence, including technical assistance in the upgrading or updating of the Building Code, and other services;

(8) Cooperate or coordinate with other established research, development, and engineering centers in areas of common or national interests; and

(9) Perform such other duties and responsibilities as may be assigned or delegated by the Secretary or as may be required by law."⁶¹

4. "SEC. 16. *Bureau of Design*.—The Bureau of Design shall ascertain that all government infrastructure project implementation plans and designs are consistent with current standards and guidelines. For this purpose, it shall have the following duties and responsibilities:

(1) Conduct or initiate, supervise and review the results of field surveys for highways, flood control and water resource development systems, and other public works projects, including aerial, hydrologic, hydrographic, topographic, geotechnical and other investigations;

(2) Conduct or initiate, supervise and review the preparation of schemes, designs, specifications, estimates, tender and contract documents covering the architectural, structural, mechanical, electrical and other technical design aspects of highways, flood control and other projects of the Department or of other departments upon request or agreement;

(3) Review and evaluate the designs, specifications, estimates, tender and contract documents covering the architectural, structural, mechanical, electrical and other technical design aspects of public works projects of all agencies in accordance with current standards and guidelines;

(4) Provide technical assistance in the selection of firms or entities that shall undertake actual construction of public works projects via participation in the technical evaluation aspect of the bidding/award process; and

(5) Perform such other related duties and responsibilities as may be assigned or delegated by the Secretary or as may be required by law.”⁶²

5. “SEC. 17. *Bureau of Construction*.—The Bureau of Construction shall provide technical services on construction works for infrastructure projects and facilities. For this purpose, it shall have the following duties and responsibilities:

(1) Formulate policies relating to construction management and contract administration;

(2) Review and evaluate construction programs, estimates, tender and contract documents;

(3) Inspect, check and monitor construction and works supervision activities of field implementing offices for the purpose of ensuring that such activities are being conducted in accordance with the current standards and guidelines of the Department;

(4) Provide specialist support to implementing field offices on construction management and contract administration; and

(5) Perform such other related duties and responsibilities as may be assigned or delegated by the Secretary or as may be required by law.”⁶³

6. “SEC. 18. *Bureau of Maintenance*.—The Bureau of Maintenance provides technical services on the maintenance and repair of infrastructure projects and facilities. For this purpose, it shall have the following duties and responsibilities:

(1) Formulate policies relating to the maintenance of infrastructure projects and facilities;

(2) Review and evaluate maintenance programs, estimates, and tender and contract documents;

(3) Inspect, check, and monitor maintenance activities of implementing field offices for the purpose of ensuring that such activities are being conducted in accordance with the current standards and policies of the Department;

(4) Provide specialist support to implementing field offices on the maintenance of infrastructure projects and facilities;

(5) Perform such other related duties and responsibilities as may be assigned or delegated by the Secretary or as may be required by law.”⁶⁴

7. “SEC. 19. *Bureau of Equipment*.—The Bureau of Equipment provides technical services on the management of construction and maintenance equipment and ancillary facilities. For this purpose, it shall have the following duties and responsibilities:

(1) Formulate policies relating to the management of infrastructure equipment and ancillary facilities;

(2) Review and evaluate programs, estimates, tender and contract documents for equipment;

(3) Inspect, check and monitor the management of equipment by regional equipment services and area shops for the purpose of ensuring that such activities are being conducted in accordance with the current standards and policies of the Department;

(4) Provide specialist support to implementing field offices on equipment management; and

(5) Perform such other related duties and responsibilities as may be assigned or delegated by the Secretary or as may be required by law.”⁶⁵

8. "SEC. 7. *Assistant Secretaries*.—The Secretary shall also be assisted by six (6) Assistant Secretaries appointed by the President of the Philippines upon the recommendation of the Secretary; x x x one (1) for the Planning Service; x x x."⁶⁶
9. "SEC. 14. *Bureau Head*.—Each Bureau shall be headed by a Bureau Director who shall be responsible for efficiently and effectively carrying out the functions of the Bureau."⁶⁷

3. Operations⁶⁸

A. *Illustration: Generic*

1. "The Office of the Secretary is responsible for the overall management and administration of a Department, formulation and implementation of policies, plans and programs, and in the day-to-day supervision and administration of its functional units. It is composed of a Secretary, Undersecretary/ies and Assistant Secretary/ies, and their immediate support staff."⁶⁹
2. "Each Department of Executive Branch is authorized to establish its own IAS to cover audit areas in the Office of the Secretary, bureaus, offices and agencies, including regional/field offices, regulatory agencies, and other agencies under the supervision and control or administrative supervision of a Department consistent with the provisions of the Administrative Code of 1987 on administrative relationships."⁷⁰
3. "SEC. 21. *Regional Offices*.—Regional Offices shall be established according to law defining field service areas. The administrative regions shall be composed of a National Capital Region and Regions I to XII. Provincial and district offices may be established only by law whenever necessary."⁷¹

B. *Illustration: DPWH*

1. "SEC. 5. *Office of the Secretary*.—The Office of the Secretary shall be composed of the Secretary and his immediate staff."⁷²
2. "SEC. 4. *Organizational Structure*.—The Department shall be composed of:
 - (1) The Department Proper consisting of the Office of the Secretary, the Offices of the Undersecretaries and Assistant Secretaries, x x x;
x x x
 - (3) The Field Offices, consisting of fourteen (14) Regional Offices composed of Region I (Ilocos), Region II (Cagayan Valley), Region III (Central Luzon), National Capital Region, Region IV-A (Southern Tagalog Mainland Provinces), Region IV-B (Southern Tagalog Island Provinces), Region V (Bicol), Region VI (Western Visayas), Region VII (Central Visayas), Region VIII (Eastern Visayas), Region IX (Western Mindanao), Region X (Northeastern Mindanao), Region XI (Southern Mindanao), and Region XII (Central Mindanao), and their respective District Offices."⁷³
3. "SEC. 20. *Regional Offices*.—Regional Offices shall be responsible for highways, flood control and water resource development systems, and other public works within the region, except those defined in Section 3, par. (4) hereof. For this purpose, their duties and responsibilities shall be as follows:
 - (1) Undertake and evaluate the planning, design, construction and works supervision functions of the Department for the above mentioned infrastructure within the region;
 - (2) Undertake the maintenance of the above mentioned infrastructure within the region and supervise the maintenance of such local road and other infrastructure receiving national government financial assistance as the Secretary may determine;
 - (3) Ensure the implementation of laws, policies, programs, rules and regulations regarding the above mentioned infrastructure as well as all public and private physical structures;
 - (4) Provide technical assistance related to their functions to other agencies within the region especially the local government;
 - (5) Coordinate with other departments, agencies, institutions and organizations, especially local government units within the region in the planning and implementation of infrastructure projects;

(6) Conduct continuing consultations with the local communities, take appropriate measures to make the services of the Department responsive to the needs of the general public, compile and submit such information to the central office, and recommend such appropriate actions as may be necessary; and

(7) Perform such other related duties and responsibilities as may be assigned or delegated by the Secretary or as may be required by law.

x x x.”⁷⁴

4. “SEC. 22. *District Office*.—There shall be a District Office in each of the provinces and cities throughout the country to be headed by a District Engineer appointed by the Secretary. A province or city may, however, be divided into two (2) or more engineering districts, upon determination and issuance of an administrative order by the Secretary. The District Office shall be responsible for all highways, flood control and water resource development systems, and other public works within the district, except those defined under Section 3, par. (4) hereof. For this purpose, it shall have the following duties and responsibilities:

(1) Undertake and evaluate the planning, design, construction, and works supervision functions of the Department for the above mentioned infrastructure in the district;

(2) Undertake the maintenance of the abovementioned infrastructure within the district and supervise the maintenance of such local roads and other infrastructure receiving national government financial assistance as the Secretary may determine;

(3) Coordinate with other departments, agencies, institutions, and organizations, especially local government units within the district in the planning and implementation of infrastructure projects;

(4) Provide technical assistance to other agencies at the local level on public works planning, design, construction, maintenance and other engineering matters including securing from the Regional Office or, through the same office, assistance from the Department Proper or Bureaus;

(5) Conduct continuing consultations with the local communities, take appropriate measures to make the services of the Department responsive to the needs of the general public, compile and submit such information to the Regional Office and recommend such appropriate actions as may be necessary; and

(6) Perform such other related duties and responsibilities as may be assigned or delegated by the Secretary or as may be required by law.”⁷⁵

III. ALIGNMENT OF RATEE'S OUTPUT WITH AGENCY/ORGANIZATIONAL OUTCOMES

OPERATIONS	OPERATIONS: DPWH
<p>1. Organizational Outcome ____</p> <p><i>(Aggregate of Component Program⁷⁶ Outcomes⁷⁷; Refer to Agency's State Policies and Mandate⁷⁸)</i></p> <p>1.1. Program Outcome No. ____</p> <p><i>(Aggregate of Component Projects⁷⁹ Outputs⁸⁰; Refer to Agency's Functions)</i></p> <p>1.1.1. Project Output ____</p> <p><i>(Aggregate of Component Final Outputs⁸¹)</i></p> <p>1.1.1.1. Final Output ____</p> <p><i>(Aggregate of Component Process⁸² Outputs)</i></p> <p>Process Output 1.1.1.1.1</p> <p><i>(Based on document and process⁸³ flowchart⁸⁴ as contained in the Agency's Citizen's Charter⁸⁵, Service Guide⁸⁶ or Manual)</i></p> <p style="text-align: center;">x x x</p> <p>Process Output 1.1.1.1.6</p> <p><i>(Ratee's [Assistant Head] Output⁸⁷)</i></p> <p>Process Output 1.1.1.1.7</p> <p><i>(Ratee's [Assistant Head] Output)</i></p> <p>Process Output 1.1.1.1.8</p> <p><i>(Ratee's [Head of Office] Output)</i></p> <p>Process Output 1.1.1.1.9</p> <p><i>(Ratee's [Head of Office] Output⁸⁸)</i></p> <p>1.1.1.2. Final Output ____</p> <p><i>(Aggregate of Component Process Outputs)</i></p>	<p>1. Organizational Outcome ____</p> <p>Ensure Safe and Reliable National Road System</p> <p>1.1. Program Outcome No. ____</p> <p>Reduction of Travel Time (Primary Roads)</p> <p>1.1.1. Project Output ____</p> <p>New Road Construction</p> <p>1.1.1.1. Final Output ____</p> <p>Project Identification⁸⁹</p> <p>Process Output 1.1.1.1.1</p> <p><i>(Based on document and process flowchart as contained in the Agency's Citizen's Charter, Service Guide or Manual)</i></p> <p style="text-align: center;">x x x</p> <p>Process Output 1.1.1.1.6</p> <p>Actions taken and rectification of <u>project identification</u> for violations, abuses and other forms of maladministration as a result of evaluation and inspection</p> <p>Process Output 1.1.1.1.7</p> <p>Compliant with effective, efficient, economic and ethical <u>project identification</u> as a result of supervision</p> <p>Process Output 1.1.1.1.8</p> <p>Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>project identification</u></p> <p>Process Output 1.1.1.1.9</p> <p>Compliant with effective, efficient, economic and ethical <u>project identification</u> as a result of supervision and control</p> <p>1.1.1.2. Final Output ____</p> <p>Project Preparation⁹⁰</p>

<p>Process Output 1.1.1.2.1</p> <p><i>(Based on document and process flowchart as contained in the Agency's Citizen's Charter, Service Guide or Manual)</i></p> <p style="text-align: center;">x x x</p> <p>Process Output 1.1.1.2.4</p> <p><i>(Ratee's [Assistant Head] Output)</i></p> <p>Process Output 1.1.1.2.5</p> <p><i>(Ratee's [Assistant Head] Output)</i></p> <p>Process Output 1.1.1.2.6</p> <p><i>(Ratee's [Head of Office] Output)</i></p> <p>Process Output 1.1.1.2.7</p> <p><i>(Ratee's [Head of Office] Output)</i></p> <p>1.1.1.3. Final Output ____</p> <p><i>(Aggregate of Component Process Outputs)</i></p> <p>Process Output 1.1.1.3.1</p> <p><i>(Based on document and process flowchart as contained in the Agency's Citizen's Charter, Service Guide or Manual)</i></p> <p style="text-align: center;">x x x</p> <p>Process Output 1.1.1.3.5</p> <p><i>(Ratee's [Assistant Head] Output)</i></p> <p>Process Output 1.1.1.3.6</p> <p><i>(Ratee's [Assistant Head] Output)</i></p>	<p>Process Output 1.1.1.2.1</p> <p><i>(Based on document and process flowchart as contained in the Agency's Citizen's Charter, Service Guide or Manual)</i></p> <p style="text-align: center;">x x x</p> <p>Process Output 1.1.1.2.4</p> <p>Actions taken and rectification of <u>project preparation</u> for violations, abuses and other forms of maladministration as a result of evaluation and inspection</p> <p>Process Output 1.1.1.2.5</p> <p>Compliant with effective, efficient, economic and ethical <u>project preparation</u> as a result of supervision</p> <p>Process Output 1.1.1.2.6</p> <p>Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>project preparation</u></p> <p>Process Output 1.1.1.2.7</p> <p>Compliant with effective, efficient, economic and ethical <u>project preparation</u> as a result of supervision and control</p> <p>1.1.1.3. Final Output ____</p> <p>Project Implementation⁹¹</p> <p>Process Output 1.1.1.3.1</p> <p><i>(Based on document and process flowchart as contained in the Agency's Citizen's Charter, Service Guide or Manual)</i></p> <p style="text-align: center;">x x x</p> <p>Process Output 1.1.1.3.5</p> <p>Actions taken and rectification of <u>project implementation</u> for violations, abuses and other forms of maladministration as a result of evaluation and inspection</p> <p>Process Output 1.1.1.3.6</p> <p>Compliant with effective, efficient, economic and ethical <u>project implementation</u> as a result of supervision</p>
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Process Output 1.1.1.3.7
(Ratee's **[Head of Office]** Output)

Process Output 1.1.1.3.8
(Ratee's **[Head of Office]** Output)

1.1.1.4. Final Output ____
(Aggregate of Component Process Outputs)

Process Output 1.1.1.4.1
(Based on document and process flowchart as contained in the Agency's Citizen's Charter, Service Guide or Manual)

x x x
Process Output 1.1.1.4.3
(Ratee's **[Assistant Head]** Output)

Process Output 1.1.1.4.4
(Ratee's **[Assistant Head]** Output)

Process Output 1.1.1.4.5
(Ratee's **[Head of Office]** Output)

Process Output 1.1.1.4.6
(Ratee's **[Head of Office]** Output)

1.1.2. Project Output ____
(Aggregate of Component Final Outputs)

1.1.2.1. Final Output
(Aggregate of Component Process Outputs)

Process Output 1.1.1.3.7
Approval, reversal or modification of acts of subordinate officials or units as a result of the review of project implementation

Process Output 1.1.1.3.8
Compliant with effective, efficient, economic and ethical project implementation as a result of supervision and control

1.1.1.4. Final Output ____
Project Operation and Evaluation

Process Output 1.1.1.4.1
(Based on document and process flowchart as contained in the Agency's Citizen's Charter, Service Guide or Manual)

x x x
Process Output 1.1.1.4.3
Actions taken and rectification of project operation and evaluation for violations, abuses and other forms of maladministration as a result of evaluation and inspection

Process Output 1.1.1.4.4
Compliant with effective, efficient, economic and ethical project operation and evaluation as a result of supervision

Process Output 1.1.1.4.5
Approval, reversal or modification of acts of subordinate officials or units as a result of the review of project operation and evaluation

Process Output 1.1.1.4.6
Compliant with effective, efficient, economic and ethical project operation and evaluation as a result of supervision and control

1.1.2. Project Output ____
Road Widening

1.1.2.1 Final Output ____
Project Identification

<p>Process Output 1.1.2.1.1</p> <p><i>(Based on document and process flowchart as contained in the Agency's Citizen's Charter, Service Guide or Manual)</i></p> <p style="text-align: center;">x x x</p> <p>Process Output 1.1.2.1.6</p> <p><i>(Ratee's [Assistant Head] Output)</i></p> <p>Process Output 1.1.2.1.7</p> <p><i>(Ratee's [Assistant Head] Output)</i></p> <p>Process Output 1.1.2.1.8</p> <p><i>(Ratee's [Head of Office] Output)</i></p> <p>Process Output 1.1.2.1.9</p> <p><i>(Ratee's [Head of Office] Output)</i></p> <p>1.1.2.2 Final Output ____</p> <p><i>(Aggregate of Component Process Outputs)</i></p> <p>Process Output 1.1.2.2.1</p> <p><i>(Based on document and process flowchart as contained in the Agency's Citizen's Charter, Service Guide or Manual)</i></p> <p style="text-align: center;">x x x</p> <p>Process Output 1.1.2.2.4</p> <p><i>(Ratee's [Assistant Head] Output)</i></p> <p>Process Output 1.1.2.2.5</p> <p><i>(Ratee's [Assistant Head] Output)</i></p>	<p>Process Output 1.1.2.1.1</p> <p><i>(Based on document and process flowchart as contained in the Agency's Citizen's Charter, Service Guide or Manual)</i></p> <p style="text-align: center;">x x x</p> <p>Process Output 1.1.2.1.6</p> <p>Actions taken and rectification of <u>project identification</u> for violations, abuses and other forms of maladministration as a result of evaluation and inspection</p> <p>Process Output 1.1.2.1.7</p> <p>Compliant with effective, efficient, economic and ethical <u>project identification</u> as a result of supervision</p> <p>Process Output 1.1.2.1.8</p> <p>Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>project identification</u></p> <p>Process Output 1.1.2.1.9</p> <p>Compliant with effective, efficient, economic and ethical <u>project identification</u> as a result of supervision and control</p> <p>1.1.2.2 Final Output ____</p> <p>Project Preparation</p> <p>Process Output 1.1.2.2.1</p> <p><i>(Based on document and process flowchart as contained in the Agency's Citizen's Charter, Service Guide or Manual)</i></p> <p style="text-align: center;">x x x</p> <p>Process Output 1.1.2.2.4</p> <p>Actions taken and rectification of <u>project preparation</u> for violations, abuses and other forms of maladministration as a result of evaluation and inspection</p> <p>Process Output 1.1.2.2.5</p> <p>Compliant with effective, efficient, economic and ethical <u>project preparation</u> as a result of supervision</p>
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<p>Process Output 1.1.2.2.6 (Ratee's [Head of Office] Output)</p> <p>Process Output 1.1.2.2.7 (Ratee's [Head of Office] Output)</p> <p>1.1.2.3. Final Output ____ (Aggregate of Component Process Outputs)</p> <p>Process Output 1.1.2.3.1 (Based on document and process flowchart as contained in the Agency's Citizen's Charter, Service Guide or Manual) x x x</p> <p>Process Output 1.1.2.3.5 (Ratee's [Assistant Head] Output)</p> <p>Process Output 1.1.2.3.6 (Ratee's [Assistant Head] Output)</p> <p>Process Output 1.1.2.3.7 (Ratee's [Head of Office] Output)</p> <p>Process Output 1.1.2.3.8 (Ratee's [Head of Office] Output)</p> <p>1.1.2.4. Final Output ____ (Aggregate of Component Process Outputs)</p> <p>Process Output 1.1.2.4.1 (Based on document and process flowchart as contained in the Agency's Citizen's Charter, Service Guide or Manual) x x x</p>	<p>Process Output 1.1.2.2.6 Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>project preparation</u></p> <p>Process Output 1.1.2.2.7 Compliant with effective, efficient, economic and ethical <u>project preparation</u> as a result of supervision and control</p> <p>1.1.2.3. Final Output ____ Project Implementation</p> <p>Process Output 1.1.2.3.1 (Based on document and process flowchart as contained in the Agency's Citizen's Charter, Service Guide or Manual) x x x</p> <p>Process Output 1.1.2.3.5 Actions taken and rectification of <u>project implementation</u> for violations, abuses and other forms of maladministration as a result of evaluation and inspection</p> <p>Process Output 1.1.2.3.6 Compliant with effective, efficient, economic and ethical <u>project implementation</u> as a result of supervision</p> <p>Process Output 1.1.2.3.7 Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>project implementation</u></p> <p>Process Output 1.1.2.3.8 Compliant with effective, efficient, economic and ethical <u>project implementation</u> as a result of supervision and control</p> <p>1.1.2.4. Final Output ____ Project Operation and Evaluation</p> <p>Process Output 1.1.2.4.1 (Based on document and process flowchart as contained in the Agency's Citizen's Charter, Service Guide or Manual) x x x</p>
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<p>Process Output 1.1.2.4.4 (Ratee's <i>[Assistant Head]</i> Output)</p>	<p>Process Output 1.1.2.4.4 Actions taken and rectification of <u>project operation and evaluation</u> for violations, abuses and other forms of maladministration as a result of evaluation and inspection</p>
<p>Process Output 1.1.2.4.5 (Ratee's <i>[Assistant Head]</i> Output)</p>	<p>Process Output 1.1.2.4.5 Compliant with effective, efficient, economic and ethical <u>project operation and evaluation</u> as a result of supervision</p>
<p>Process Output 1.1.2.4.6 (Ratee's <i>[Head of Office]</i> Output)</p>	<p>Process Output 1.1.2.4.6 Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>project operation and evaluation</u></p>
<p>Process Output 1.1.2.4.7 (Ratee's <i>[Head of Office]</i> Output)</p>	<p>Process Output 1.2.2.4.7 Compliant with effective, efficient, economic and ethical <u>project operation and evaluation</u> as a result of supervision and control</p>

SUPPORT TO OPERATIONS	STO: DPWH
<p>1. Project Output ____ <i>(Aggregate of Component Final Outputs)</i></p> <p>1.1. Final Output ____ <i>(Aggregate of Process Outputs)</i></p> <p>Process Output 1.1.1. <i>(Based on document and process flowchart as contained in the Agency's Service Guide or Manual)</i> x x x</p> <p>Process Output 1.1.7 <i>(Ratee's [Assistant Head] Output)</i></p> <p>Process Output 1.1.8 <i>(Ratee's [Assistant Head] Output)</i></p> <p>Process Output 1.1.9 <i>(Ratee's [Head of Office] Output)</i></p> <p>Process Output 1.1.10 <i>(Ratee's [Head of Office] Output)</i></p> <p>1.2. Final Output ____ <i>(Aggregate of Process Outputs)</i></p> <p>Process Output 1.2.1. <i>(Based on document and process flowchart as contained in the Agency's, Service Guide or Manual)</i> x x x</p> <p>Process Output 1.2.5 <i>(Ratee's [Assistant Head] Output)</i></p>	<p>1. Project Output ____</p> <p>Manuals for Construction, Rehabilitation and Improvement of Infrastructure Facilities</p> <p>1.1. Final Output ____</p> <p>Manuals for Construction of Infrastructure Facilities</p> <p>Process Output 1.1.1. <i>(Based on document and process flowchart as contained in the Agency's Service Guide or Manual)</i> x x x</p> <p>Process Output 1.1.7 Actions taken and rectification of <u>manual for construction of infrastructure facilities</u> for violations, abuses and other forms of maladministration as a result of evaluation and inspection</p> <p>Process Output 1.1.8 Compliant with effective, efficient, economic and ethical <u>manual for construction of infrastructure facilities</u> as a result of supervision</p> <p>Process Output 1.1.10 Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>manual for construction of infrastructure facilities</u></p> <p>Process Output 1.1.11 Compliant with effective, efficient, economic and ethical <u>manual for construction of infrastructure facilities</u> as a result of supervision and control</p> <p>1.2. Final Output ____</p> <p>Manuals for the Rehabilitation of Infrastructure facilities</p> <p>Process Output 1.2.1. <i>(Based on document and process flowchart as contained in the Agency's, Service Guide or Manual)</i> x x x</p> <p>Process Output 1.2.5 Actions taken and rectification of <u>manual for rehabilitation of infrastructure facilities</u> for violations, abuses and other forms of maladministration as a result of evaluation and inspection</p>

<p>Process Output 1.2.6 <i>(Ratee's [Assistant Head] Output)</i></p> <p>Process Output 1.2.7 <i>(Ratee's [Head of Office] Output)</i></p> <p>Process Output 1.2.8 <i>(Ratee's [Head of Office] Output)</i></p> <p>1.3 Final Output ____ <i>(Aggregate of Process Outputs)</i></p> <p>Process Output 1.3.1 <i>(Based on document and process flowchart as contained in the Agency's Service Guide or Manual)</i> X X X</p> <p>Process Output 1.3.6 <i>(Ratee's [Assistant Head] Output)</i></p> <p>Process Output 1.3.7 <i>(Ratee's [Assistant Head] Output)</i></p> <p>Process Output 1.3.8 <i>(Ratee's [Head of Office] Output)</i></p> <p>Process Output 1.3.9 <i>(Ratee's [Head of Office] Output)</i></p>	<p>Process Output 1.2.6 Compliant with effective, efficient, economic and ethical <u>manual for rehabilitation of infrastructure facilities</u> as a result of supervision</p> <p>Process Output 1.2.7 Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>manual for rehabilitation of infrastructure facilities</u></p> <p>Process Output 1.2.8 Compliant with effective, efficient, economic and ethical <u>manual for rehabilitation of infrastructure facilities</u> as a result of supervision and control</p> <p>1.3 Final Output ____</p> <p>Manuals for the Improvement of Infrastructure facilities</p> <p>Process Output 1.3.1 <i>(Based on document and process flowchart as contained in the Agency's Service Guide or Manual)</i> X X X</p> <p>Process Output 1.3.6 Actions taken and rectification of <u>manual for improvement of infrastructure facilities</u> for violations, abuses and other forms of maladministration as a result of evaluation and inspection</p> <p>Process Output 1.3.7 Compliant with effective, efficient, economic and ethical <u>manual for improvement of infrastructure facilities</u> as a result of supervision</p> <p>Process Output 1.3.8 Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>manual for improvement of infrastructure facilities</u></p> <p>Process Output 1.3.9 Compliant with effective, efficient, economic and ethical <u>manual for improvement of infrastructure facilities</u> as a result of supervision and control</p>
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GENERAL ADMINISTRATION AND SUPPORT	GAS: DPWH
<p>1. Project Output ____</p> <p><i>(Aggregate of Component Final Outputs)</i></p> <p>1.1. Final Output ____</p> <p><i>(Aggregate of Process Outputs)</i></p> <p>Process Output 1.1.1.</p> <p><i>(Based on document and process flowchart as contained in the Agency's Service Guide or Manual)</i> x x x</p> <p>Process Output 1.1.7</p> <p><i>(Ratee's [Assistant Head] Output)</i></p> <p>Process Output 1.1.8</p> <p><i>(Ratee's [Assistant Head] Output)</i></p> <p>Process Output 1.1.9</p> <p><i>(Ratee's [Head of Office] Output)</i></p> <p>Process Output 1.1.10</p> <p><i>(Ratee's [Head of Office] Output)</i></p> <p>1.2. Final Output ____</p> <p><i>(Aggregate of Process Outputs)</i></p> <p>Process Output 1.2.1.</p> <p><i>(Based on document and process flowchart as contained in the Agency's Service Guide or Manual)</i> x x x</p> <p>Process Output 1.2.4</p> <p><i>(Ratee's [Assistant Head] Output)</i></p> <p>Process Output 1.2.5</p> <p><i>(Ratee's [Assistant Head] Output)</i></p>	<p>1. Project Output ____</p> <p>Administration of Personnel Benefits</p> <p>1.1. Final Output ____</p> <p>Payroll Administration</p> <p>Process Output 1.1.1.</p> <p><i>(Based on document and process flowchart as contained in the Agency's Service Guide or Manual)</i> x x x</p> <p>Process Output 1.1.7</p> <p>Actions taken and rectification of <u>payroll administration</u> for violations, abuses and other forms of maladministration as a result of evaluation and inspection</p> <p>Process Output 1.1.8</p> <p>Compliant with effective, efficient, economic and ethical <u>payroll administration</u> as a result of supervision</p> <p>Process Output 1.1.9</p> <p>Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>payroll administration</u></p> <p>Process Output 1.1.10</p> <p>Compliant with effective, efficient, economic and ethical <u>payroll administration</u> as a result of supervision and control</p> <p>1.2. Final Output ____</p> <p>Leave Administration</p> <p>Process Output 1.2.1.</p> <p><i>(Based on document and process flowchart as contained in the Agency's Service Guide or Manual)</i> x x x</p> <p>Process Output 1.2.4</p> <p>Actions taken and rectification of <u>leave administration</u> for violations, abuses and other forms of maladministration as a result of evaluation and inspection</p> <p>Process Output 1.2.5</p> <p>Compliant with effective, efficient, economic and ethical <u>leave administration</u> as a result of supervision</p>

<p>Process Output 1.2.6 <i>(Ratee's [Head of Office] Output)</i></p> <p>Process Output 1.2.7 <i>(Ratee's [Head of Office] Output)</i></p>	<p>Process Output 1.2.6 Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>leave administration</u></p> <p>Process Output 1.2.8 Compliant with effective, efficient, economic and ethical <u>leave administration</u> as a result of supervision and control</p>
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IV. PERFORMANCE COMMITMENT AND ACCOUNTABILITY (80% WEIGHT ALLOCATION)

Output	Performance Indicator	Target	Accomplishment	Performance Rating		
				Quantity ⁹²	Quality ⁹³	Time ⁹⁴
<u>OPERATIONS</u>						
1. Ratee's Output 1.1.1.1.8 Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>project identification</u>	Quantity: Quality: Timeliness:					
2. Ratee's Output 1.1.1.1.9 Compliant with effective, efficient, economic and ethical <u>project identification</u> as a result of supervision and control	Quantity: Quality: Timeliness:					
3. Ratee's Output 1.1.1.2.6. Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>project preparation</u>	Quantity: Quality: Timeliness:					
4. Ratee's Output 1.1.1.2.7 Compliant with effective, efficient, economic and ethical <u>project preparation</u> as a result of supervision and control	Quantity: Quality: Timeliness:					
5. Ratee's Output 1.1.1.3.6 Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>project implementation</u>	Quantity: Quality: Timeliness:					
6. Ratee's Output 1.1.1.3.7 Compliant with effective, efficient, economic and ethical <u>project implementation</u> as a result of supervision and control	Quantity: Quality: Timeliness:					
7. Ratee's Output 1.1.1.4.5. Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>project operation and evaluation</u>	Quantity: Quality: Timeliness:					

<p>8. Ratee's Output 1.1.1.4.6</p> <p>Compliant with effective, efficient, economic and ethical <u>project operation and evaluation</u> as a result of supervision and control</p> <p><u>SUPPORT TO OPERATIONS</u></p>	<p>Quantity:</p> <p>Quality:</p> <p>Timeliness:</p>					
<p>1. Ratee's Output 1.1.10</p> <p>Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>manual for construction of infrastructure facilities</u></p>	<p>Quantity:</p> <p>Quality:</p> <p>Timeliness:</p>					
<p>2. Ratee's Output 1.1.11</p> <p>Compliant with effective, efficient, economic and ethical <u>manual for construction of infrastructure facilities</u> as a result of supervision and control</p>	<p>Quantity:</p> <p>Quality:</p> <p>Timeliness:</p>					
<p>3. Ratee's Output 1.2.7.</p> <p>Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>manual for rehabilitation of infrastructure facilities</u></p>	<p>Quantity:</p> <p>Quality:</p> <p>Timeliness:</p>					
<p>4. Ratee's Output 1.2.8</p> <p>Compliant with effective, efficient, economic and ethical <u>manual for rehabilitation of infrastructure facilities</u> as a result of supervision and control</p>	<p>Quantity:</p> <p>Quality:</p> <p>Timeliness:</p>					
<p>5. Ratee's Output 1.2.7.</p> <p>Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>manual for improvement of infrastructure facilities</u></p>	<p>Quantity:</p> <p>Quality:</p> <p>Timeliness:</p>					
<p>6. Ratee's Output 1.2.8</p> <p>Compliant with effective, efficient, economic and ethical <u>manual for improvement of infrastructure facilities</u> as a result of supervision and control</p>	<p>Quantity:</p> <p>Quality:</p> <p>Timeliness:</p>					

<p><u>GENERAL ADMINISTRATION AND SUPPORT</u></p> <p>1. Ratee's Output 1.1.10.</p> <p>Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>payroll administration</u></p> <p>2. Ratee's Output 1.1.10</p> <p>Compliant with effective, efficient, economic and ethical <u>payroll administration</u> as a result of supervision and control</p> <p>3. Ratee's Output 1.2.6.</p> <p>Approval, reversal or modification of acts of subordinate officials or units as a result of the review of <u>leave administration</u></p> <p>4. Ratee's Output 1.2.8</p> <p>Compliant with effective, efficient, economic and ethical <u>leave administration</u> as a result of supervision and control</p>	<p>Quantity:</p> <p>Quality:</p> <p>Timeliness:</p> <p>Quantity:</p> <p>Quality:</p> <p>Timeliness:</p> <p>Quantity:</p> <p>Quality:</p> <p>Timeliness:</p> <p>Quantity:</p> <p>Quality:</p> <p>Timeliness:</p>				
Average Rating					

V. CERTIFICATION

I hereby certify that all the stated outcomes and accomplishments are true and correct.

Signature over Printed Name
of Ratee-Official

Position

Date

Attested by:

Signature over Printed Name
of Superior Rater

Position

Date

1 Chapter 2 Secretaries, Undersecretaries, and Assistant Secretaries, Book IV The Executive Branch, Executive Order No. 292, the "Administrative Code of 1987", 25
 2 July 1987, as amended
 3 Ibid.
 4 Chapter 4 Bureaus, Ibid.
 5 Ibid.
 6 Ibid.
 7 Chapter 5 Field Offices, Ibid.
 8 Ibid.
 9 Chapter 2 Department Proper, Title V Public Works and Highways, Ibid.
 10 Page 1, DPWH Department Order No. 12, "Amending the Authorities and Areas of Responsibilities of DPWH Key Officials", 22 January 2018
 11 Page 2, *ibid.*
 12 Ibid.
 13 Ibid.
 14 Page 3, *ibid.*
 15 Ibid.
 16 Supra Note 8
 17 Page 4, Supra Note 9
 18 Ibid.
 19 Ibid.
 20 Ibid.
 21 Page 5, *ibid.*
 22 Chapter 4 The Bureau, Title V Public Works and Highways, Book IV The Executive Branch, Executive Order No. 292, the "Administrative Code of 1987", 25 July
 23 1987, as amended
 24 Chapter 5 Regional Offices, *Ibid.*
 25 Ibid.
 26 Chapter 1 The Departments, Book IV The Executive Branch, Executive Order No. 292, the "Administrative Code of 1987", 25 July 1987, as amended
 27 Item b. Organization of the Office of the Secretary, B Organization Guidelines for Departments, III Organization Guidelines, DBM and CSC Joint Resolution No. 1, s.
 28 2006, "Rationalization Program's Organization and Staffing Standards and Guidelines", 12 May 2006
 29 Supra, Note 24
 30 Supra, Note 3
 31 Supra, Note 6
 32 Supra, Note 8
 33 Chapter 1 General Provisions, Title V Public Works and Highways, Book IV The Executive Branch, Executive Order No. 292, the "Administrative Code of 1987", 25
 34 July 1987, as amended
 35 Ibid.
 36 Ibid.
 37 Ibid.
 38 Item B Organization Guidelines for Departments, III Organization Guidelines, DBM and CSC Joint Resolution No. 1, s. 2006, "Rationalization Program's Organization
 39 and Staffing Standards and Guidelines", 12 May 2006
 40 Chapter 3 Department Services, Book IV The Executive Branch, Executive Order No. 292, the "Administrative Code of 1987", 25 July 1987, as amended
 41 Supra, Note 3
 42 Supra, Note 6
 43 Supra, Note 8
 44 Page 1, DPWH Department Order No. 12, "Amending the Authorities and Areas of Responsibilities of DPWH Key Officials", 22 January 2018
 45 Page 2, *ibid.*
 46 Ibid.
 47 Ibid.
 48 Page 3, *ibid.*
 49 Ibid.
 50 Chapter 3 Department Services, Title V Public Works and Highways, Book IV The Executive Branch, Executive Order No. 292, the "Administrative Code of 1987", 25
 51 July 1987, as amended
 52 Supra, Note 21
 53 Supra, Note 22
 54 Ibid.
 55 "**General Administration and Support (GAS)** are activities that deal with the provision of overall administrative management support to the entire agency operation.
 56 It includes activities such as general management and supervision, legislative liaison services, human resource development, and financial and administrative services.
 57 x x x GAS is common to all departments/agencies; it is therefore possible to compare the ratio of GAS expenditure to establish benchmarks for cost efficiency."
 58 (underscoring supplied) Organizational Performance Indicator Framework (OPIF) Reference Guide, p. 57, DBM Circular Letter No. 2012- 9, "Organizational
 59 Performance Indicator Framework (OPIF) Reference Guide", June 13, 2012
 60 Supra, Note 24
 61 Supra, Note 35
 62 Supra, Note 45
 63 Supra, Note 8
 64 "**Support To Operations (STO)** are activities that provide technical and substantive support to the operations and projects of the department/agency. These are activities
 65 which contribute to or enhance the delivery of services but which by themselves do not produce the MFOs. The types of services included under STO are likewise
 66 common across agencies. Examples include planning and policy formulation, program monitoring and evaluation, public information programs, research and development,
 67 statistical services, and information systems development.", (underscoring supplied) Supra Note 49, p. 58
 68 Item 2.4, DBM Circular Letter No. 2008-5, "Guidelines in the Organization Staffing of an Internal Audit Service/Unit and Management Division/Unit in
 69 Departments/Agencies/GOCCs/ GFIs Concerned", April 14, 2008
 70 Chapter 3 Department Services, Book IV The Executive Branch, Executive Order No. 292, the "Administrative Code of 1987", 25 July 1987, as amended
 71 Ibid.
 72 Chapter 4 Bureaus, Book IV The Executive Branch, Executive Order No. 292, the "Administrative Code of 1987", 25 July 1987, as amended
 73 Supra, Note 45
 74 Ibid.
 75 Supra, Note 21
 76 Ibid.
 77 Ibid.
 78 Ibid.
 79 Ibid.
 80 Ibid.
 81 Supra Note 8
 82 Supra, Note 21
 83 "**Operations** are activities directed at fulfilling the department's/agency's mandate. These may include regulatory services, production of goods, delivery of services such
 84 as health care or education, national economic planning, and central statistics administration and management. x x x." (underscoring supplied), Supra Note 54
 85 Item b. Organization of the Office of the Secretary, B Organization Guidelines for Departments, III Organizational Guidelines, DBM and CSC Joint Resolution No. 1, s.
 86 2006, "Rationalization Program's Organization and Staffing Standards and Guidelines", 12 May 2006
 87 Item 2.1., DBM Circular Letter No. 2008-5, "Guidelines in the Organization Staffing of an Internal Audit Service/Unit and Management Division/Unit in
 88 Departments/Agencies/GOCCs/GFIs Concerned", April 14, 2008

71 Supra, Note 6
72 Supra, Note 8
73 Supra, Note 30
74 Supra, Note 22
75 Ibid.

76 "SEC. 2. *Definition of Terms.* – x x x

x x x

(12) 'Program' refers to the functions and activities necessary for the performance of a major purpose for which a government agency is established.

x x x." (underscoring supplied) [Chapter 1 – General Provisions, Book VI National Government Budgeting,

Executive Order (EO) No. 292, the "Administrative Code of 1987", 25 July 1987, as amended]

77 "Outcome is any change, effect, or result brought about by an agency's programs or strategies upon individuals, social structures, or the physical environment." [Item 4.6, DBM National Budget Circular No. 569, "Adoption of Program Expenditure Classification-Based Performance-Informed Budgeting (PREXC-PIB) for the Preparation of the Proposed National Budget for Fiscal Year 2018", February 8, 2017]

78 "The **OPIF process** involves the following steps on how to make the OPIF system operational in departments/agencies:

1. Reviewing the mandate and functions to formulate the **organizational outcomes** that the department/agency is expected to achieve or contribute to and the MFOs it is expected to deliver for that purpose. x x x," (underscoring supplied) [Organizational Performance Indicator Framework (OPIF) Reference Guide, p. 23, DBM Circular Letter No. 2012- 9, "Organizational Performance Indicator Framework (OPIF) Reference Guide", June 13, 2012]

79 "SEC. 2. *Definition of Terms.* – x x x

x x x

(13) 'Project' means a component of a program covering a homogenous group of activities that results in the accomplishment of an identifiable output."

x x x." (underscoring supplied) [Supra, Note 76]

80 "Output is any good or service that an agency delivers to a target population or client group external to the agency." [Supra, Note 77]

81 "A **major final output (MFO)** is a good[s] or service that a department/agency is mandated to deliver to external clients through the implementation of programs, activities, and projects." (letter in brackets supplied) [Supra, Note 78, p. 32] and "MFOs, not projects or activities, link to sector/societal outcomes in the PDP, and this linkage is reflected in OPIF and PDP Results Matrices. In other words, the primary purpose for the existence of each agency of government is the production of specified MFOs to achieve certain social and economic goals. The organizational processes required to produce these MFOs are the starting points for corporate planning." [Supra, Note 78, p. 49]

82 "set of interrelated or interacting activities that use inputs to deliver an intended result" [Item 3.4.1., PNS SO 9001:2015, Quality management systems – Fundamentals and vocabulary, p. 15]

83 "Activity A work process that contributes to a program or sub-program or project (See: PAP, Program, Project)" [Appendix 5 Glossary, p. 92, supra note 78]

84 "Flowcharting is an analytical technique to document the process of work or activities in a clear, concise and logical manner, showing the movements of documents and action taken through various steps from their origin to their final destination." [Item 2.8.1.1 Fact Finding, Chapter 2 The Position Classification Plan, Manual on Position Classification and Compensation, p. 2-13, DBM Circular Letter 2007-6, "Manual on Position Classification and Compensation", February 19, 2007]

85 "SEC. 6. Section 6 of the same Act is hereby amended to read as follows:

'SEC. 6. *Citizen's Charter.* – All government agencies including departments, bureaus, offices, instrumentalities, or government-owned and/or-controlled corporations, or LGUs shall set up their respective most current and updated service standards to be known as Citizen's Charter in the form of information billboards which shall be posted at the main entrance of offices or at the most conspicuous place, in their respective websites and in the form of published materials written either in English, Filipino, or in the local dialect, that detail:

'(a) A comprehensive and uniform checklist of requirements for each type of application or request;

'(b) The procedure to obtain a particular service;

'(c) The person/s responsible for each step;

'(d) The maximum time to conclude the process;

'(e) The document/s to be presented by the applicant or requesting party, if necessary;

'(f) The amount of fees, if necessary; and

'(f) The procedure for filing complaints.'" 9[RA 11032, "Ease of Doing Business and Efficient Government Service Delivery Act of 2018", May 28, 2018

86 "Section 4. Every department, office and agency shall conduct continuing studies and analyses of their work systems and procedures to improve delivery of public services. Towards this end, such studies and analyses shall: (1) identify systems and procedures that lead or contribute to negative bureaucratic behavior; (2) simplify rules and procedures to avoid red tape; and (3) devise or adopt systems and procedures that promote official and employee morale and satisfaction.

Each department, office or agency shall develop a service guide or its functional equivalent which shall be regularly updated and made available to the transacting public. A workflow chart showing procedures or flow of documents shall likewise be posted in conspicuous places in the department, office or agency for the information and guidance of all concerned.

Upon request, the Department of Budget and Management shall assists departments, offices and agencies in the evaluation and adoption of work systems and procedures that will institutionalize a management climate conducive to public accountability." (underscoring supplied) [Rule III Reforms on Public Administrative Systems, Rules Implementing the Code of Conduct and Ethical Standards for Public Officials and Employees, April 21, 1989]

87 **Ratee's output** refers to the aggregate result of the, produces process that contributes to the agency's Final Output. Each process generates specific output that serves as an input to succeeding processes, and at the final stage thereof the Ratee's output. It follows a hierarchical non-linear pattern whereby initial process outputs are produced by employees at varying levels in the organization and will proceed to the next- in-rank employees, with the final process outputs generated by the Assistant Heads and Heads of Offices depending on the their function as follows:

"SEC. 38. *Definition of Administrative Relationship.* – x x x

(2) *Administrative Supervision* – (a) Administrative supervision which shall govern the administrative relationship between a department or its equivalent and regulatory agencies or other agencies as may be provided by law, shall be limited to the authority of the department or its equivalent to generally oversee the operations of such agencies and to insure that they are managed effectively, efficiently and economically but without interference with day-to-day activities; or require the submission of reports and cause the conduct of management audit, performance evaluation and inspection to determine compliance with policies, standards and guidelines of the department; to take such action as may be necessary for the proper performance of official functions, including rectification of violations, abuses and other forms of maladministration; and to review and pass upon budget proposals of such agencies but may not increase or add to them;

x x x." (underscoring supplied) [Chapter 7 – *Administrative Relationship*, Book IV –

The Executive Branch, Executive Order 292, "Administrative Code of 1987", 27 July 1987, as amended]

88 "SEC. 38. *Definition of Administrative Relationship.* – x x x (1) *Supervision and Control.*—Supervision and control shall include authority to act directly whenever a specific function is entrusted by law or regulation to a subordinate; direct the performance of duty; restrain the commission of acts; review, approve, reverse or modify acts and decisions of subordinate officials or units; determine priorities in the execution of plans and programs; and prescribe standards, guidelines, plans and programs. x x x.

x x x." (underscoring supplied) [Chapter 7 – *Administrative Relationship*, Book IV –

The Executive Branch, Executive Order 292, "Administrative Code of 1987", 27 July 1987, as amended]

89 DPWH Infrastructure Development Cycle, <http://www.dpwh.gov.ph/dpwh/business/index>, last visited May 21, 2018

90 Ibid.

91 Ibid.

92 "Quantity A quantity PI indicates the number of units or volume of output delivered during a given period of time. (**How much did we do?**)" [Supra note 78, p. 42]

93 "Quality A quality PI indicates how well the output is delivered and how they are perceived by clients. (**How well did we do it?**) Common quality performance indicators include accuracy or completeness, safety, and client satisfaction." [Ibid.]

94 "Timeliness A timeliness PI indicates a measure of the availability of the output as and when required by the client. Timeliness indicators may include turnaround time, average waiting time, distance/time travelled by clients to receive a service, etc." [Ibid.]