



REPUBLIC OF THE PHILIPPINES  
DEPARTMENT OF FINANCE  
**BUREAU OF CUSTOMS**

January 29, 2015

**CUSTOMS MEMORANDUM ORDER**

NO. 05 - 2015

**TO : ALL DEPUTY COMMISSIONERS, SERVICE DIRECTORS,  
DISTRICT COLLECTORS, DEPUTY COLLECTORS, DIVISION  
CHIEFS, ALL EMPLOYEES AND OTHERS CONCERNED**

**SUBJECT : THE BUREAU OF CUSTOMS STRATEGIC PERFORMANCE  
MANAGEMENT SYSTEM (SPMS)**

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**A. Rationale**

The Bureau of Customs recognizes the crucial role of collective performance in the realization of a modern and efficient customs administration committed to:

1. Efficient assessment and collection of lawful revenues;
2. Curb, monitor and control illicit trade and other forms of customs fraud;
3. Promote trade in a secured manner;
4. Utilize innovative and cutting-edge technology at par with international standards and best practices manned by competent and service oriented customs personnel; and
5. Advance a culture promoting integrity, professionalism and service in all offices of the Bureau.

Establishment of the SPMS is considered an essential step to align necessary resources critical to the attainment of the Bureau's objectives, plans and targets.

**B. Objectives**

The BOC-SPMS aims to link individual and group performance with the Bureau's vision, mission and strategic goals through:

1. The identification of group and individual objectives, accountabilities and key result areas aligned with the strategic objectives of the Bureau;
2. Utilization of a performance evaluation system that promotes organizational effectiveness which strengthens, individual, collective and institutional capabilities through a mechanism of shared rewards and accountabilities;

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3. Cultivation of a proactive coaching culture focused on continuing professional development; and
4. Strengthening the link between performance and rewards between the BOC-SPMS with RA 9335 – Attrition Act of 2005 and other pertinent laws and issuances.

**C. Coverage**

The BOC-SPMS covers all regular, co-terminus, casual and contractual employees who have rendered at least ninety (90) days service. Employees who have rendered at least 90 days service who shall be on official travel, approved leave or on scholarship for the duration of the rating period shall accomplish and submit their IPCR form prior to leaving the office.

**D. General Guidelines**

1. Individual and Office performance rating shall be done twice (2) a year covering the period January to June and July to December.
2. Employees who have rendered at least ninety (90) days service during the rating period are to be rated by their immediate supervisor.
3. Employees who will be on official travel, approved absence, training or scholarship for the rest of the rating period but who have rendered the minimum 90 days service shall be required to submit their duly accomplished IPCR form prior to the start of their travel/leave/training.
4. For purposes of personnel actions and the grant of performance-based incentives, employees who are on official travel, scholarship or training within a rating period shall use their performance rating obtained in the immediately preceding rating period.
5. Performance-rating for employees who transferred to another organizational unit during the rating period but who have rendered the required 90 days minimum service shall be pro-rated between the current and former unit.
6. Employees on detail or secondment shall be rated in their current office, copy furnished the mother office. Performance rating of detailed employees shall be consolidated with their mother agency. Employees on secondment shall have their performance rating consolidated with the agency which they have served the most time.
7. Employees who receive an Unsatisfactory/Poor performance rating for a given period shall be notified and provided appropriate developmental interventions by the head of the organizational unit and the immediate supervisor in coordination with the ITDD.
8. Two (2) consecutive Unsatisfactory/Poor performance rating for succeeding rating periods shall be a ground for dropping from the rolls. Concerned employees shall be notified by the Commissioner thru the HRMD at least three months before the end of the current rating period.

**E. Key Players and Roles**

1. THE COMMISSIONER (SPMS Champion)

- 1.1. Responsible for the establishment and implementation of the SPMS.
- 1.2. Sets the Bureau's targets, strategic goals and objectives and performance measures.
- 1.3. Approves Group and Collection Districts' targets and performance ratings.

2. BUREAU OF CUSTOMS-PERFORMANCE MANAGEMENT TEAM (BOC-PMT)

- Chairperson - Deputy Commissioner, Internal Administration Group
- Vice Chairperson - Deputy Commissioner, Revenue Collection and Monitoring Group
  
- Members -
  - Director, Administration Office
  - Director, Financial Management Office
  - Director, Port Operations Services
  - Director, PSDS
  - President, Bureau of Customs Employees Association (BOCEA)

The Policy, Planning and Research Division (PPRD) together with the ITDD shall serve as BOC-PMT Secretariat with:

- a. Budget Officer, Financial Management Office
- b. Chief, Statistical Analysis Division
- c. Representative, Intelligence Group
- d. Representative, Enforcement Group

Responsibilities

- 2.1 Conduct consultation meetings with functional groups to discuss and agree on targets to be incorporated in the Office Performance Commitment and Review (OPCR) form.
- 2.2 Ensure that targets, budget allocation and resources across all functional groups are aligned with the Bureau's targets and that work distribution across all offices and individual employees are rationalized.
- 2.3 Validate targets confirmed by the Unit-PMT for endorsement and approval by the Commissioner.
- 2.4 Recommend for approval by the Commissioner coursed through the Deputy Commissioners and Service Directors the duly accomplished Bureau-wide performance ratings reflected in the respective OPCR, DPCR and IPCR forms.
- 2.5 Act as appeals body and final arbiter for all performance-related matters.

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- 2.6 Identifies top performers and recommends appropriate rewards through the BOC Program on Awards and Incentives for Service Excellence (PRAISE) and Lateral Attrition Implementation Committee (LAIC).
- 2.7 Adopt its own internal rules relative to the efficient dispensation of its functions.
3. UNIT PERFORMANCE MANAGEMENT TEAM (Unit-PMT)

For Offices under the Office of the Commissioner:

- Chairperson - Deputy Commissioner of the functional group
- Members - All Directors  
All Division Chiefs  
BOCEA representative
- Secretariat - Employee designated by the Deputy Commissioner

For Offices under the Collection Districts:

- Chairperson - District Collector
- Vice Chairperson - Deputy Collector for Administration (if applicable)
- Members - Deputy Collector for Assessment  
Chief, Administration Division  
Chief, Budget Section/Unit  
Chief, Personnel Section/Unit  
BOCEA Representative, Local Chapter
- Secretariat - Employee designated by the District Collector

The duly accomplished SPMS forms by all Collection Districts shall be submitted to the PPRD, Financial Management Office for review by the BOC-PMT.

Responsibilities

- 3.1 Conduct annual performance review and planning activities with respective members of the Unit-PMT to discuss and agree on targets, required budget and resources in line with the Bureau's annual targets and strategic objectives.
- 3.2 Cascade duly approved targets from concerned offices down to individual employees.
- 3.3 Confirm targets agreed by both raters and rates as reflected in the respective SPMS forms for endorsement to the BOC-PMT.
- 3.4 Recommend for confirmation by the BOC-PMT and approval by the Commissioner performance ratings by employees under the Unit-PMT.

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- 3.5 Monitor the quarterly submission on individual Performance Monitoring and Coaching (PMC) form and ensure compliance with the agreed annual Individual Development Plan (IDP) between rater and ratee.
  - 3.6 Identify top performers within the Unit and recommend to the BOC-PMT the grant of appropriate rewards, recognition or incentives.
  - 3.7 Act as the basic appeals body for the settlement of performance-related concerns.
  - 3.8 Adopt internal rules and regulations to effectively administer the Team's mandate.
4. PLANNING, POLICY AND RESEARCH DIVISION (PPRD)
- 4.1 Facilitate the conduct of annual performance review and planning conference with the BOC Executive Committee (EXECOM) to discuss the Bureau's major final outputs, targets, strategic plans, objectives, goals, appropriate success indicators and proposed budget.
  - 4.2 Disseminate BOC-EXECOM strategic plan, organizational goals and outcomes, major final outputs, targets, and applicable performance measures.
  - 4.3 Monitor the bi-annual submission of OPCR and DPCR forms and facilitate the review/evaluation of office commitments and targets by the BOC-PMT within the first quarter of the current year.
  - 4.4 Review duly submitted OPCR forms and ensure that all targets, commitments and performance measures are in line with that of the Bureau's strategic plan and that appropriate budget provisions and resources has been allocated.
  - 4.5 Furnish each Office with the final Office performance rating.
5. HUMAN RESOURCE MANAGEMENT DIVISION (HRMD)
- 5.1 Monitor the bi-annual submission of IPCR forms duly validated by the BOC-PMT and approved by the Commissioner.
  - 5.2 Reviews the List of Individual Performance Ratings to ensure that the average performance ratings of all officials and employees shall not be higher than the performance rating of their respective office.
  - 5.3 Regularly conduct orientation for new and existing employees regarding recent SPMS-related issuances and developments.
  - 5.4 Issue notice of final individual performance rating to all officials and employees. Heads of Offices, Division Chiefs and equivalents shall likewise be furnished a copy of the summary of final performance rating of their staff.

6. INTERIM TRAINING AND DEVELOPMENT DIVISION

- 6.1 Monitor the bi-annual submission of IDP and PMC forms duly signed by both raters and ratees.
- 6.2 Design appropriate formal training programs to complement coaching interventions.
- 6.3 Prepare a comprehensive training plan aligned with the Bureau's strategic objectives in partnership with the HRMD designed to strengthen identified competency gaps through the implementation of responsive career development programs.
- 6.4 Monitor compliance of employees with Unsatisfactory/Poor performance rating in coordination with the Head of Office and the immediate supervisor to ensure that agreed development interventions are implemented and supplemented by alternative growth opportunities as necessary.

7. HEAD OF OFFICES, DIVISION CHIEFS AND EQUIVALENT

- 7.1 Assume primary responsibility for the management of individual performance among their direct staff.
- 7.2 Conduct regular performance evaluation, planning and coaching sessions with the staff to determine progress and possible areas for improvement.
- 7.3 Cascade targets among the staff and rationalize workload distribution appropriate per employee level.
- 7.4 Review and approve individual performance ratings for confirmation by the Unit-PMT.
- 7.5 Delineate performance levels among the staff and ensure that the average performance rating of all supervised employees shall not exceed that of the office.
- 7.6 Discuss with concerned staff their final performance rating and agree on appropriate development interventions to enhance performance.
- 7.7 Develop appropriate development plans for employees with Unsatisfactory/Poor performance ratings and ensure compliance of agreements/commitments thereof.

8 INDIVIDUAL EMPLOYEES

- 8.1 Assist the Bureau in the achievement of its organizational targets and commitments.
- 8.2 Proactively recommend to direct supervisors or concerned offices ways on how to improve organizational efficiency and individual performance.

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- 8.3 Actively document through journals or similar instruments coaching sessions with supervisors or individual learning experiences to serve as reference for ITDD in the design of responsive and effective career development programs.

**F. SPMS Cycle**

The BOC-SPMS observes a four (4) stage cycle intended to align institutional targets, strategies and objectives with individual commitments in accordance with the BOC SPMS Calendar. The stages proceeds as follows:

**Stage 1. Performance Planning and Commitment**

1. Every 4<sup>th</sup> quarter of the year the BOC-Executive Committee (EXECOM) shall conduct a planning conference to agree on the targets, strategies and objectives to be adapted for the succeeding year to be reflected in required SPMS and other pertinent documents.
2. Upon approval of institutional targets, the functional groups through the Unit PMTs shall cascade the targets from the group level down to the office level within the first quarter of the current year. Directors, District Collectors and Division Chiefs shall likewise cascade the same down to the individual staff level.
3. The following official forms shall facilitate the effective conduct of the performance evaluation and rating process:

Form	Administrator	Frequency	Description
Office/Collection District Performance and Review (OPCR) Form	PPRD	Bi-Annual	Documents commitments and actual accomplishments for: <ul style="list-style-type: none"> <li>• Office of the Deputy Commissioners</li> <li>• Office of the Director</li> </ul>
Division Performance Commitment and Review (DPCR) Form			Contains cascaded commitments and actual accomplishments at the Division level.
Individual Performance Commitment and Review (IPCR) Form	HRMD	Bi-Annual	Covers individual targets and accomplishments of all employees.
Individual Development Plan (IDP)	ITDD	Annual	Formalizes the development plan for individual employees for the succeeding year.
Performance Monitoring and Coaching (PMC) Form		Quarterly	Monitors the frequency and kind intervention provided by immediate supervisors to concerned staff.

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4. Raters and ratees shall discuss and agree on individual targets based on the approved institutional targets together with appropriate performance standards to include definitions of effectiveness/quality, efficiency and timeliness.
5. Individual targets agreed by both raters and ratees duly reflected in the IPCR shall be submitted to the respective Unit-PMTs for confirmation and endorsed to the BOC-PMT and the Commissioner for validation and approval, respectively within the first quarter of the current year.
6. To institutionalize a culture of coaching within the BOC, mentorship/coaching shall be incorporated as a strategic priority of all raters/supervisors. Success indicators may be measured in terms of the number of trainings direct reports were sent, number of development interventions implemented, number of PRAISE awardees conferred among staff supervised, the overall performance of the office or any appropriate measure.
7. Calibration of targets may be done at any time of the year only in highly meritorious cases brought about by changes in mandate, major shifts in policy directions, and inadvertent social, political, economic, organizational forces. In such cases targets may be changed subject to the approval of the BOC-EXECOM for institutional targets and Unit-PMTs for individual targets subject to the validation of the BOC-PMT and the approval of the Commissioner.

### **Stage 2. Performance Monitoring and Coaching**

1. Coaching may be done at any time of the rating period. Ratees shall submit the duly accomplished PMC forms to the ITDD every last month of the quarter duly signed by the rater and ratee. This shall serve as the basis for the monitoring of employee competency levels and the formulation of Bureau-wide development plans.
2. Raters shall be guided by the IDP and document the ratee's progress through the PMC form. Raters shall ensure that the necessary interventions are provided to develop the required areas/competencies.
3. Officials and employees are advised to keep a journal to document formal and informal forms of coaching and progress made during each session. Journal entries shall serve as reference for HRMD and ITDD in the crafting of institutional development programs and the evaluation of recommendations for participation in training programs.
4. Unit-PMTs in partnership with the HRMD, ITDD and other Bureau Offices/Collection Districts may collaborate in the design and implementation of multi-group, multi-level career development programs to develop employee competencies across all job families and employee levels.

### **Stage 3. Performance Review and Evaluation**

1. Performance evaluation and rating shall be conducted every last month of the semester.



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2. In evaluating and rating performance of supervised staff, raters are advised to revisit the approved OPCR, DPCR and IPCR forms validated by the BOC-PMT and approved by the Commissioner/Deputy Commissioner/Service Directors/District Collectors concerned during the first quarter of the current year.
3. Raters and ratees shall meet to discuss the targets vis a vis actual accomplishments for the rating period. In evaluating performance, raters are advised to revisit the agreed performance standards to distinguish levels of performance of agreed commitments.
4. During the deliberation, raters are encouraged to discuss ratee's areas for improvement and possible support ratees may need in order to improve performance. This shall be documents in the IDP.
5. A scale of 1-5 shall be observed in the evaluation and rating of performance, a general description of which is as follows:

<b>Numerical Rating</b>	<b>Adjectival Rating</b>	<b>Description</b>
5 (4.77-5.00)	Outstanding	Performance exceeded expectations by 30% and above the planned targets. Performance demonstrated was exceptional in terms of quality, technical skills, creativity and initiative, showing mastery of task. Accomplishments were made in more than expected but related aspects of the target.
4 (3.87-4.76)	Very Satisfactory	Performance exceeded expectations by 15-29% of the planned targets.
3 (2.30-3.86)	Satisfactory	Performance met 100% to 114% of the planned targets. For accomplishments requiring 100% of the targets, such as those pertaining to accuracy and fixed number which may no longer be exceeded, a rating of 5 shall be given for meeting the target and 1 for falling short of or failing to meet the target
2 (1.40-2.29)	Unsatisfactory	Unsatisfactory Performance of 51-99% of the planned targets
1 (1.00-1.39)	Poor	Performance of 50% or less of the planned targets

Raters are encouraged to develop their own performance standards and success indicators in coordination with ratees consistent with the general parameters of the above CSC-SPMS rating matrix.

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6. Performance standards should likewise conform to three (3) parameters as follows:

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

7. Duly accomplished OPCR, DPCR and IPCR forms shall be signed and submitted to their respective Unit-PMT for confirmation and validation by the BOC-PMT and the Commissioner's/Deputy Commissioner's/Director's approval.
8. Employees shall be notified regarding their final performance rating.

#### **Stage 4. Performance Reward and Development Planning**

1. The HRMD in coordination with Unit-PMTs and other Offices shall develop an agency-wide development plan to strengthen employee capabilities.
2. The BOC-PMT shall identify and recommend to the BOC-PRAISE and LAIC a list of employees eligible to receive appropriate rewards, incentives or recognition.
3. Awardees may be considered for promotion, training, scholarships, nominated to external award giving bodies or granted appropriate personnel actions.

#### **G. APPEALS**

1. Employees who feel aggrieved with their performance ratings may file a petition with the Unit-PMT within five (5) days of being notified of their final performance rating.
2. Petitions involving performance ratings of other offices/individuals shall not be allowed.
3. The Unit-PMT shall render a decision within one (1) month upon receipt of the petition.

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4. Should the aggrieved employee not be satisfied with the Unit-PMTs decision, the petition may be elevated to the BOC-PMT for consideration. A decision shall be rendered within one (1) month upon receipt of the petition which shall be final and executory.
5. Employees who are separated from the service on the basis of two (2) consecutive Unsatisfactory or Poor performance rating can appeal their separation with the CSC within fifteen (15) days upon receipt of the order of notice of separation.

#### H. SANCTIONS

1. Non-submission of OPCR/DPCR/IPCR forms within the prescribed date set by respective PMTs shall be ground for administrative sanctions for wilful violation of reasonable office rules and regulations.
2. Employees who fail to submit their respective IPCR forms shall automatically disqualify them from eligibility for personnel actions, performance-based incentives as well as participation in scholarships and trainings.

#### I. AMENDMENT PROVISION

The BOC may issue supplementary guidelines consistent with the general principles of the CSC-SPMS to facilitate and further strengthen institutional capabilities.

#### J. EFFECTIVITY

This Order shall take effect immediately.

  
**JOHN P SEVILLA**  
Commissioner  
  
15-00417

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Republic of the Philippines  
Department of Finance  
**Bureau of Customs**  
1099 Manila

**CUSTOMS PERSONNEL ORDER**

August 18, 2014

NO. D-10-2014

**SUBJECT: RECONSTITUTION OF THE BUREAU OF CUSTOMS  
PERFORMANCE MANAGEMENT TEAM (BOC-PMT)**

1.0 Pursuant to CSC Memorandum Circular No. 6, s. 2012, promulgating the guidelines in the establishment and implementation of Agency Strategic Performance Management System (SPMS), the BOC Performance Management Team (PMT) in the Office of the Commissioner shall be created composed of the following:

- |     |  |                   |
|-----|--|-------------------|
| 1.1 | Deputy Commissioner, IAG                         | -Chairperson      |
| 1.2 | Deputy Commissioner, RCMG                        | -Vice Chairperson |
| 1.3 | Director, Administration Office                  | -Member           |
| 1.4 | Director, Financial Management Office            | -Member           |
| 1.5 | Director, Port Operations Services               | -Member           |
| 1.6 | Director, PSDS, MISTG                            | -Member           |
| 1.7 | Chief, Human Resource Management Division        | -Member           |
| 1.8 | Chief, Interim Training and Development Division | -Member           |
| 1.9 | President, BOCEA                                 | -Member           |

2.0 The Performance Management Team (PMT) shall have the following functions and responsibilities:

- 2.1. Set consultation meeting of all Heads of Offices for the purpose of discussing the targets set in the Office Performance Commitment and Review (OPCR) form;
- 2.2. Ensure that office performance targets and measures, as well as the budget are aligned with those of the agency and that work distribution of office/units is rationalized;
- 2.3. Recommend approval of the OPCR to the Head of the Agency;
- 2.4. Act as appeals body and final arbiter for performance management issues of agency;
- 2.5. Adopt its own internal rules, procedures and strategies in carrying out the above responsibilities including schedule of meetings and deliberations, and delegation of authority to representatives in case of absence of its members.

3.0 The Policy Planning and Research Division (PPRD), together with the Interim Training and Development Division (ITDD) and the Performance Management Committee (PMC) shall serve as the PMT Secretariat together with other designated officers as follows:

- 3.1 Budget Officer, FMO
- 3.2 Chief, Statistical Analysis Division
- 3.3 Representative, Intelligence Group
- 3.4 Representative, Enforcement Group

The HRMD shall extend assistance to the PMT.

4.0 The Secretariat shall have the following functions and responsibilities:

- 4.1 Monitors submission of Office Performance Commitment and Review Form and schedule the review/evaluation of Office Commitments by the PMT before the start of a performance period;
- 4.2 Consolidates, reviews, validates and evaluates the initial performance assessment of the Heads of Offices based on reported Office accomplishments against the success indicators, and the allotted budget against the actual expenses. The result of the assessment shall be the basis of PMT's recommendation to the Head of Agency who shall determine the final Office rating;
- 4.3 Conducts an agency performance planning and review conference annually for the purpose of discussing the Office assessment for the preceding performance period and plans for the succeeding rating period with concerned Heads of Offices. This shall include participation of the Financial Office as regards budget utilization;
- 4.4 Provides each Office with the final Office Assessment to serve as basis of offices in the assessment of individual staff members; and
- 4.5 Other functions as may be assigned by the OCOM PMT.

5.0 To complement the OCOM PMT and to ensure a synchronized implementation of the SPMS in the whole Bureau, a Unit PMT at the Collection District Level shall be constituted to be composed of the following:

- |   |                    |
|---|--------------------|
| 5.1 District Collector                  | - Chairperson      |
| 5.2 Deputy Collector for Administration | - Vice Chairperson |
| 5.3 Deputy Collector for Assessment     | - Member           |
| 5.4 Chief, Administration Division      | - Member           |
| 5.5 Chief, Budget Section/Unit          | - Member           |
| 5.6 Chief, Personnel Section/Unit       | - Member           |
| 5.7 Representative, BOCEA Local Chapter | - Member           |

The Unit PMT shall be assisted by a Secretariat to be designated by the District Collector.

6.0 The unit PMTs shall have the following functions and responsibilities:

- 6.1 Assist the OCOM PMT in the SPMS implementation in their respective Collection District;

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- 6.2 Assist the OCOM PMT in communicating all the information relevant to the SPMS to their respective staff;
  - 6.3 Set the performance targets and measures of their respective Office through the OPCR form based on the relevant planning documents;
  - 6.4 Translate the OPCR into the Individual Performance Commitment and Review (IPCR) form in consultation with the staff;
  - 6.5 Recommend top individual performers who may qualify for performance-based incentives and awards, subject to existing rules and regulations and other rules that may be issued for this purpose;
  - 6.6 Attend to and render decision on performance management issues of the office including appeals on performance evaluation. Its decision however, may be reviewed and be appealable to the OCOM PMT;
  - 6.7 Adopt its own internal rules, procedures and strategies in carrying out the above responsibilities including schedule of meetings and deliberations, and delegation of authority to representatives in case of absence of its members; and
  - 6.8 Other functions as may be identified by the OCOM PMT.
- 7.0 This Order supersedes CPO No. D-62-2013 dated November 27, 2013 and all other orders or parts thereof inconsistent with this Order are hereby superseded, repealed or amended accordingly.
- 8.0 This order takes effect immediately.

  
**JOHN P. SEVILLA**  
Commissioner



AUG 26 2014



Republic of the Philippines  
 Department of Finance  
 Bureau of Customs  
 Manila 1099

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Bureau of Customs Strategic Performance Management System Calendar																			
Activity	Performance Period - Second Semester									Performance Period - First Semester						Submission of Reports			
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		Jan	Feb	
Performance Planning and Commitment	BOC's Annual Planning Conference												BOC's Annual Planning Conference						PPRD
		Office Planning and preparation of OPCR forms, for the Commissioner's approval												Office Planning and preparation of OPCR forms, for the Commissioner's approval					BOC-PMT thru PPRD
			Identification of individual performance commitments and preparation of DPCR and IPCR forms, for approval of the Director concerned													Identification of individual performance commitments and preparation of DPCR and IPCR forms, for approval of the Director concerned			ITDD and documented by PPRD
Performance Monitoring				(5th of the month) Submission of individual monthly accomplishment report													Unit PMT- Documented by PPRD		
				(7th) Submission of office quarterly accomplishment report			(7th) Submission of office quarterly accomplishment report									(7th) Submission of office quarterly accomplishment report			PPRD
				(10th) Submission of the Bureau's quarterly accomplishment report			(10th) Submission of the Bureau's quarterly accomplishment report									(10th) Submission of the Bureau's quarterly accomplishment report			BOC thru DOF
Performance Coaching			Last Monday of Every Month prior to the submission of the monthly report. PPRD and ITDD identify the units that may never meet the collection target and commitments, and submit to the Unit-PMT areas for coaching and improvements														ITDD, Process Experts and PMC		

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Bureau of Customs Strategic Performance Management System Calendar																			
Activity	Performance Period - Second Semester									Performance Period - First Semester						Submission of Reports			
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		Jan	Feb	
Performance Review and Feedback										Review and rating of office performance for the first semester						Review and rating of office performance for the second semester			BOC-PMT thru PPRD
											Review and rating of individual performance for the first semester						Review and rating of office performance for the second semester		ITDD Documented by PPRD
Performance Rewarding and Development Planning											Determination of necessary interventions and development planning for the individual						Determination of necessary interventions and development planning for the individual		ITDD Documented by PPRD
																	Grant of peroma nee-based rewards and incentives		PPRD





ANNEX A

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OFFICE PERFORMANCE COMMITMENT AND REVIEW (OPCR) FORM										
I head of the _____ of the Bureau of Customs, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period ____ to _____, 20__										
With the concurrence of the Unit PMT:										
_____ Division Chief	_____ Division Chief	_____ Division Chief	_____ Division Chief	_____ Division Chief						
Recommended by: _____ _____, Deputy Commissioner for _____ Date: _____					Approved by: _____ _____, Commissioner Date: _____					
Action/MFO/PAP (1)	Success Indicators (2)	Responsible Office/Division/Staff (3)	Allotted Budget (4)	Accomplishments (5)				Rating (6)		Remarks/Parameters/Assumptions
				____ Quarter	____ Quarter	Q <sup>+</sup>	E <sup>+</sup>	T <sup>+</sup>	A <sup>+</sup>	
<b>PART A: BOC PIB and Planning Tool Commitments (Strategic and Support Functions)</b>										
<b>MAJOR FINAL OUTPUT</b>										
PAP										
<b>MAJOR FINAL OUTPUT</b>										
PAP										
<b>PART B: Additional Performance Commitments (Additional Functions)</b>										
PAP										
PAP										
Initial Assessment Rating										
Final Rating										
Adjectival Rating										
Rating Endorsed by:			Reviewed and recommended for final rating			Final Rating by:				
_____			_____			_____				
Functional Group Head			Chairperson - BOC-PMT			Commissioner - Bureau of Customs				
Date			Date			Date				

V

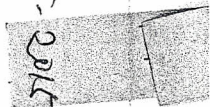


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DIVISION PERFORMANCE COMMITMENT AND REVIEW (DPCR) FORM								
I, _____ of the _____ Division of _____ commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period _____ to _____ 20__.								
Signed by			Reviewed and approved by					
Employee-Division Chief / Date			Head of Office / Date					
Action Plan	Success Indicator	Responsible Staff	Accomplishment	Rating				Remarks
				Qn	QI	T	Ave	
Initial Assessment Rating								
Final Rating								
Adjectival Rating								
Comments and Recommendations for Development Purposes								
Discussed with:			Assessed and final rating given by:					
			I certify that I discussed my assessment of the performance with the employee.					
Employee - Division Chief/Date			Head of Office/Date					

ANNEX C

INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR)							
I, _____, of the _____ Section/Division/Office/Port of _____ commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period _____ to _____, 20__.							
Ratee							
Date _____							
Reviewed by:		Date	Approved by:		Date		
Immediate Supervisor			Head of Office/Service/Collection District				
Output	Success Indicator (Target + Measure)	Actual Accomplishments	Rating				Remarks
			Q <sup>1</sup>	E <sup>2</sup>	T <sup>3</sup>	A <sup>4</sup>	
<b>Strategic Priority No.:</b>							
Output 1							
Output 2							
<b>Core Function:</b>							
Output 1							
Output 2							
Final Average Rating							
<b>Comments and Recommendations for Development Purposes</b>							
Reviewed by:		Date	Assessed by		Final Rating by		
			I certify that I discussed my assessment of the performance with the employee.				
Immediate Supervisor			Supervisor		Head of Office		
Legend : 1- Quantity    2 - Efficiency    3 - Timeliness    4 - Average							

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ANNEX D

**Performance Monitoring and Coaching Form**

Name of Employee: \_\_\_\_\_

Position/Division/Office: \_\_\_\_\_

Monitoring Date	Individual Success Indicator/s Monitored	Timeline	Status	Remarks (Cite critical incident/ commendable action/ areas for and actions to bring about improvement)

\_\_\_\_\_  
Signature over printed name of immediate supervisor

INDIVIDUAL DEVELOPMENT PLAN

Employee's Name/ Signature:	
Current Position:	Date:
Salary Grade:	Performance Period:
Years in the Position:	Division/Office:
Supervisor's Name/ Signature:	Head of Office's Name/ Signature:

Part A: COMPETENCY ASSESSMENT AND DEVELOPMENT PRIORITIES

Development Area	Objective Supported
<i>List at most three competency/ies and/or skill/s which needs to be developed or improved</i>	<i>Link to specific operational objective/s of the Division/ Office; Which team objective is supported by addressing this development need of the employee?</i>

Part B: DEVELOPMENT PLAN

Given the competency assessment in Part A, this section provides the interventions and plan of action for the development of the employee.

Development Activity	Status
<i>Consider a variety of developmental approaches (e.g. formal classroom training, coaching, on-the-job training, self-study, etc); indicate timeframe of implementation</i>	<i>Track the implementation of the development activity; Report on (i) the completion of the development activity and (ii) verifiable basis of performance improvement as a result of the intervention</i>