

2018-05-015

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

MEMORANDUM

FOR : All Deputy Commissioners
All Service Directors
All District Collectors
All Division Chiefs



FROM: Commissioner **ISIDRO S LAPEÑA, PhD, CSEE**
MAY 1 1 2018

RE : Implementation of the CMO 26-2016 and the Reactivation of the Performance Management Team (PMT)

DATE: May 8, 2018

In anticipation to the forthcoming semestral submission of the Office Performance Commitment and Review (OPCR) forms for the 1st Semester of 2018 (January –June), all offices of the above-mentioned officials are directed to activate the Unit Performance Management Teams (PMT) in your respective areas. Once the teams are organized, you are to ensure for the full compliance and implementation of CMO 26-2016. All PMT's shall start the process of consultation and identification of Office Targets and Office Performance Success Indicators. In this connection, I had directed the Chief of the Planning and Policy Research Division, Coll. JOHN M. SIMON, to coordinate with your respective PMT's in order to come up with realistic and quantifiable office success indicators. The output of your PMT shall be submitted to the office of the Commissioner thru PPRD (Planning and Policy Research Division). We shall first evaluate and approve your targets and success indicators before the final submission of the OPCR and IPCR this June. Last day of submission shall be on or before the 28th of May 2018.



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

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October 14, 2016

CUSTOMS MEMORANDUM ORDER

No. 26-2016

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

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

1. Rationale.

As one of the leading revenue generating agencies, the Bureau of Customs (BOC) aims to work towards a modernized and efficient customs administration. To realize this vision, the BOC focuses on the following mission statements:

- 1.1. Assess and collect lawful revenues;
- 1.2. Monitor and control illicit trade and all forms of customs fraud;
- 1.3. Facilitate trade in a secured manner;
- 1.4. Utilize modern and advanced communications and information technology (CIT) systems that are at par with International standards in the performance of customs functions; and
- 1.5. Promote integrity and professionalism in public service.

Accordingly, the BOC adopts the principles embedded in the provisions of the Civil Service Commission (CSC) Memorandum Circular (MC) No. 6, series of 2012 on Strategic Performance Management System or SPMS. The implementation of the SPMS shall ensure the alignment and integration of the vision and mission of BOC with the accountable mandates of every office through a system of cascading and a continuing performance evaluation. At the individual level, the SPMS shall be an efficient tool in the assessment and development of employees' services.

2. Objectives

- 2.1. Identification of specific mandated accountabilities of every office and its individual employees and ensure the following:
 - 2.1.1. Align the accountabilities of offices and its individual employees with the major final output (MFOs) and programs, activities and projects (PAPs) of the BOC; and

- 2.1.2. Document and monitor how these accountabilities have been accomplished by offices and its Individual employees through the implementation of the SPMS.
- 2.2. Utilization of a performance evaluation system that promotes organizational effectiveness and strengthens collective and Institutional capabilities which lead to an equitable reward program for offices and individual employees;
- 2.3. Development and implementation of a proactive SPMS coaching system focused on continuing professional development; and
- 2.4. Implement all relevant laws, rules and Issuances related to performance evaluation systems namely:
 - 2.4.1. Section 33, Chapter 5, Book V of Executive Order (EO) No. 292 Establishment of Performance Evaluation System;
 - 2.4.2. Administrative Order (AO) No. 25 dated December 21, 2011 establishing "a unified and Integrated Results-Based Performance Management System (RBPMS) across all departments and agencies within the Executive Branch of Government incorporating a common set performance scorecard, and creating an accurate, accessible, and up-to-date government-wide, sectoral and organizational performance information system.";
 - 2.4.3. CSC-MC No. 6, series of 2012 "Guidelines in the Establishment and Implementation of Agency Strategic Performance Management System (SPMS)";
 - 2.4.4. Department of Budget and Management (DBM) MC 2013-01 on Guidelines on the Grant of the Performance-Based Incentives for Fiscal Year 2013 under Executive Order No. 80; and.
 - 2.4.5. Customs Memorandum Order (CMO) 05-2015 on the implementation guidelines of "The Bureau of Customs Strategic Performance Management System", CMO 05-2016, CMO 08-2016 and CMO 08-2016B.

3. Definition of Terms

- 3.1. **Core Functions** are statements of MFOs and PAPs that are referenced from the mandates that are cited in the laws, rules and regulations that have established or created the office or any thereof that defines the functions of every individual employee in the unit, office, division or agency. These statements are written on the SPMS forms.
- 3.2. **Casual Employee** is a person who has been employed for a short duration of time. The contract of employment is seasonal and intermittent in nature; the

length depends upon the needs of the service for which the appointment is issued; and re-employment is not certain.¹

- 3.3. **Contractual employee** is a person who has been employed to undertake a specific work or job that requires special or technical skills that are not available in the employing agency. The length of employment is within a specific period which in no case shall exceed one year. This type of employee is contracted to perform or accomplish the specific work or job under his own responsibility with minimal direction or supervision from the employing agency.²
- 3.4. **Co-Terminus Employee** is a person whose entrance and continuity in the service is based on the trust and confidence of the appointing authority or of the head of the organizational unit. The length of employment is co-existent with the incumbent or appointing authority, or limited by the duration of the project, or co-existent with the period for which an agency or office was created.³
- 3.5. **Detailed Employee** is a person who is a regular employee of a department or agency where he or she is temporarily assigned or moved to another department or agency. Such movement does not reduce his or her rank, status or salary.⁴
- 3.6. **Individual Development Plan or IDP** is a form duly signed and accomplished by an individual employee and submitted to the Interim Training and Development Division (ITDD) every quarter of the performance year. This form obtains the following information from the individual employee:
- a. Competency assessment and development priorities where it includes the list of skills that needs to be developed;
 - b. Development plan that indicates a variety of developmental approaches (e.g. formal classroom training, coaching, on-the-job training, self-study, etc). Moreover, this also provides the timeframe of implementation.
- 3.7. **Individual Performance Commitment and Review form or IPCR** is an SPMS form that is required to be duly accomplished, signed and submitted by an individual employee every evaluation and rating period. The individual employee indicates in this form the MFOs, PAPs and success indicators (SIs) that he or she is responsible to perform within a given period set by this CMO. This form is also duly signed and approved by the individual employee's immediate supervisor and the head of office.
- 3.8. **Major Final Output or MFO** is a function that an office or an individual is mandated to perform through the implementation of programs, activities and projects.

¹ Joint Memorandum Circular No. 2, s. 1979 of the Civil Service Commission, Commission on Audit and the Ministry of the Budget

² Presidential Decree No. 807

³ Rule III of Civil Service Commission Memorandum Circular No. 40, series of 1998 Section 2. Letter D.

⁴ Civil Service Commission Memorandum Circular No. 21, series of 2002 Section 1.

3.9. Office Performance Commitment and Review form or OPCR is an SPMS form that must be duly accomplished and submitted by the head of an office every performance evaluation and rating period. It indicates MFOs, PAPs and SIs that office is mandated to perform within a given period set by this CMD.

3.10. Performance Monitoring and Coaching or PMC form is duly signed and accomplished by an individual employee and submitted to the Interim Training and Development Division (ITDD) every quarter of the performance year. This form obtains the following information from the individual employee:

- a. Individual success indicators that are being monitored;
- b. Timeline in the accomplishment of the success indicator;
- c. Status of the performance or accomplishment; and
- d. Remarks that may cite a critical incident, a commendable action or area/s for improvement.

3.11. Programs, Activities and Projects or PAPs refer to undertakings or actions performed by offices and its individual employees that collectively contribute to the achievement of the MFOs.

3.12. Regular Employee is a person who has met all the requirements for the position in a department or agency where he is appointed to; where an important requisite is the appropriate eligibility prescribed in accordance with the provisions of the laws, rules and standards promulgated in pursuance thereof.⁵

3.13. Secondment is a movement of an employee from one department or agency to another which is temporary in nature and which may or may not require the issuance of an appointment which may either involve increase in compensation and benefits.⁶

3.14. Strategic Functions are MFOs and PAPs indicated by offices and its individual employees in the SPMS Forms (OPCR and IPCR) that have been committed to be performed or that have been affirmed to have been accomplished. These statements are linked to the MFOs of the Core Functions where these are envisioned to provide efficiency in the accomplishment of the mandates of the offices

3.15. Success Indicator or SI is a statement indicating a specific and measurable commitment of delivery or of achievement within a specified period based on the MFO.

4. Coverage

The BOC-SPMS covers all regular, detailed, co-terminus, casual and contractual employees who have rendered at least ninety (90) days service. Employees who have rendered at least ninety (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.

⁵ Executive Order No. 292 [BOOK V/Title I/Subtitle A/Chapter 5-Personnel Policies and Standards]

⁶ Civil Service Commission Memorandum Circular no. 15 s.1999. Rule III. Section 6. Letter C.

5. General Guidelines

- 5.1. Office and individual performance ratings shall be done twice a year. The first (1st) rating period of the performance year is from January to June and the second (2nd) rating period covers the months of July to December.
- 5.2. Employees who have rendered at least ninety (90) days service during the rating period are to be rated by their immediate supervisor.
- 5.3. 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 of ninety (90) days service shall be required to submit their duly accomplished IPCR form prior to the start of their travel, leave or training.
- 5.4. 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.
- 5.5. Performance-rating for employees who have transferred to another organizational unit during the rating period but who have rendered the required ninety (90) days minimum service shall be pro-rated between the current and former unit.
- 5.6. 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.
- 5.7. Employees who receive an Unsatisfactory or 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.
- 5.8. Two (2) consecutive Unsatisfactory or Poor performance ratings 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.

6. Key Players and their Responsibilities and Roles

- 6.1. Responsibilities of the Commissioner as the SPMS Champion:
 - 6.1.1. Ensures that the institutionalization and cascading of the SPMS concepts are done in all offices of the Bureau;
 - 6.1.2. Sets the Bureau's targets, strategic goals and objectives and performance measures; and
 - 6.1.3. Approves Office Groups and Collection Districts' targets and performance ratings.

6.2. Bureau of Customs – Performance Management Team (BOC-PMT)

6.2.1. Composition of the BOC-PMT

Bureau of Customs – Performance Management Team	
Chairperson	Deputy Commissioner Internal Administration Group
Vice Chairperson	Management Information Systems and Technology Group
Members	
Division Chiefs or Highest Ranking Personnel of the following offices: <ul style="list-style-type: none"> ✓ Human Resource Management Division ✓ Interim Training and Development Division ✓ Planning and Policy Research Division ✓ Budget Division 	
Rank and File Representation:	
✓ President – Bureau of Customs Employees Association (BOCEA) Alternate for BOCEA President	
✓ Secretariat : Central Records Management Division (CRMD)	

6.2.2. Responsibilities of the BOC-PMT:

1. Conducts consultation meetings with functional groups to discuss and agree on targets to be incorporated in the Office Performance Commitment and Review (OPCR) form;
2. Ensures 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;
3. Validates targets confirmed by the Unit-PMT for endorsement and approval by the Commissioner;
4. Recommends 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 and IPCR forms;
- ✓ 5. Acts as an appeals body and final arbiter for all performance-related matters;
- ✓ 6. Identifies top performers and recommends appropriate rewards through the BOC Program on Awards and Incentives for Service Excellence (PRAISE) or any committee or governing body within the agency that may provide incentives or awards to fitting individual or offices; and

7. Adopts its own internal rules relative to the efficient dispensation of its functions.

6.3. Unit Performance Management Team (Unit-PMT)

6.3.1. Office Groups 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

6.3.2. Composition of Unit-PMT for Collection Districts:

Chairperson	District Collector
Vice Chairperson	Deputy Collector for Administration or equivalent
Members	Deputy Collector for Assessment or equivalent Deputy Collector for Operations or equivalent BOCEA Representative, Local Chapter
Secretariat	Employee designated by the District Collector

6.3.3. Responsibilities of the UNIT-PMT:

1. Conducts 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 core functions and strategic objectives;
2. Cascades duly approved targets from concerned offices down to individual employees;
3. Confirms targets agreed by both raters and ratees as reflected in the respective SPMS forms for endorsement to the BOC-PMT;
4. Recommends for confirmation by the BOC-PMT and approval by the Commissioner performance ratings by employees under the Unit-PMT;
5. Monitors the quarterly submission on individual PMC form and ensures compliance with the agreed annual Individual Development Plan (IDP) between rater and ratee;
6. Identifies top performers within the Unit and recommend to the BOC-PMT the grant of appropriate rewards, recognition or incentives;
7. Acts as the basic appeals body for the settlement of performance-related concerns;

8. Adopts internal rules and regulations to effectively administer the BOC mandate; and

9. Submits the duly accomplished SPMS forms to the PPRD for review or finality.

6.4. Responsibilities of the Planning and Policy Research Division (PPRD):

6.4.1. Facilitates the conduct of annual performance review and planning conference with the BOC Executive Committee (EXECOM) to discuss the Bureau's MFOs, PAPs, SIs, targets, strategic plans, objectives, goals and proposed budget;

6.4.2. Disseminates BOC-EXECOM strategic plan, organizational goals and outcomes, MFOs, targets, and applicable performance measures;

6.4.3. Monitors the bi-annual submission of OPCR and IPCR forms and facilitate the review and evaluation of office commitments and targets by the BOC-PMT within the first quarter of the current year;

6.4.4. Reviews 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; and

6.4.5. Furnishes each Office with the final Office performance rating.

6.5. Responsibilities of the Human Resource Management Division (HRMD):

6.5.1. Monitors the bi-annual submission of IPCR forms duly validated by the BOC-PMT and approved by the Commissioner;

6.5.2. 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;

6.5.3. Regularly conducts orientation for new and existing employees regarding recent SPMS-related issuances and developments in coordination with the ITDD; and

6.5.4. Issues 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.

6.6. Responsibilities of the Interim Training and Development Division (ITDD):

6.6.1. Monitors the submission of IDP and PMC forms duly signed by both raters and ratee;

- 6.6.2. Designs appropriate formal training programs to complement coaching interventions;
 - 6.6.3. Prepares 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; and
 - 6.6.4. Monitors 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.
- 6.7. Responsibilities of the Deputy Commissioners; Directors or Service Chiefs; Division Chiefs; District Command heads of the Customs Police Division and the Intelligence Division; Officers-In-Charge and other appointed or designated heads of offices or equivalent:
- 6.7.1. Accomplishes OPCR based on the laws, rules and regulations that have established or created the office and clearly indicate them on the Core Function Section of the OPCR form;
 - 6.7.2. Specifies at the Strategic Function Section of the OPCR form all MFOs, PAs that may promote organizational efficiency, as indicated by the BOC-PMT or deliberated and approved by both the individual employees and the supervisors;
 - 6.7.3. Assumes primary responsibility for the management of individual performance among their direct staff;
 - 6.7.4. Conducts regular performance evaluation, planning and coaching sessions with the staff to determine progress and possible areas for improvement;
 - 6.7.5. Cascades targets among the staff and rationalize workload distribution appropriate per employee level;
 - 6.7.6. Reviews and approve individual performance ratings for confirmation by the Unit-PMT;
 - 6.7.7. Delineates performance levels among the staff and ensure that the average performance rating of all supervised employees shall not exceed that of the office;
 - 6.7.8. Discusses with concerned staff their final performance rating and agree on appropriate development interventions to enhance performance;
 - 6.7.9. Develops appropriate development plans for employees with unsatisfactory or poor performance ratings and ensure compliance of agreements or commitments thereof; and

6.7.10. Coordinates with the PPRD for the review of the OPCR form prior to its final submission.

6.8. Responsibilities of the Individual Employees:

6.8.1. Accomplishes IPCR forms in parallel or identical to their specified responsibilities at the OPCR's. The individual employees' major final output; programs, activities and projects; and key performance indicators must be correspondingly similar to the OPCR; and

6.8.2. Recommend to immediate supervisors, members of the UNIT-PMT, head of office ways to improve organizational efficiency and individual performance that may be indicated in the Strategic Function section of the OPCR.

7. The SPMS Cycle

The BOC-SPMS shall observe 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 proceed as follows:

7.1. Stage 1. Performance Planning and Commitment

7.1.1. Every 4th 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.

7.1.2. 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.

7.1.3. The following official forms shall facilitate the effective conduct of the performance evaluation and rating process:

Form	Administrator	Frequency	Description
Office Performance Commitment and Review (OPCR)	PPRD	Bi-Annual	Documents commitments and actual accomplishments for: <ul style="list-style-type: none"> • Office of the Deputy Commissioners • Office of the Director
			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	Quarterly	Formalizes the development plan for individual employees for the succeeding year.
Performance Monitoring and Coaching (PMC)		Quarterly	Monitors the frequency and kind intervention provided by immediate supervisors to concerned staff.

7.1.4. 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.

7.1.5. 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.

7.1.6. To institutionalize a coaching system 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.

7.1.7. 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.

7.2. Stage 2. Performance Monitoring and Coaching

7.2.1. 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.

7.2.2. 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.

7.2.3. 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.

7.2.4. Unit-PMTs in partnership with the HRMD, ITDD and other Bureau Offices and 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.

7.3. Stage 3. Performance Review and Evaluation

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

7.3.2. In evaluating and rating performance of supervised staff, raters are advised to revisit the approved OPCR and IPCR forms validated by the BOC-PMT and approved by the Commissioner, Deputy Commissioners, Service Directors and District Collectors concerned during the first quarter of the current year.

7.3.3. 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.

7.3.4. 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 documented in the IDP.

7.3.5. Scale of one (1) to five (5) shall be observed in the evaluation and rating of performance, a general description of which is as follows:

Numerical Rating	Adjectival Rating	Description
5.0	Outstanding	Performance exceeded expectations by 10% 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.
4.0 - 4.99	Very Satisfactory	Performance met by 100% of

		the planned targets.
3.0 - 3.99	Satisfactory	Performance met by 90% 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
2.0 - 2.99	Unsatisfactory	Unsatisfactory Performance of 51-99% of the planned targets
1.0 - 1.99	Poor	Performance of 50% or less of the planned targets

7.3.6. Every UNIT-PMT and raters are encouraged to develop their own performance standards and success indicators in coordination with rates consistent with the general parameters of the above CSC-SPMS rating matrix.

7.3.7. Performance measures shall include any one, combination of, or all of the following general categories, whichever is applicable:

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

7.3.8. Duly accomplished OPCR 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 or Director's approval.

7.3.9. Employees shall be notified regarding their final performance rating.

7.4. Stage 4. Performance Reward and Development Planning

7.4.1. The HRMD in coordination with Unit-PMTs and other Offices shall develop an agency wide development plan to strengthen employee capabilities.

7.4.2. The BOC-PMT shall identify and recommend to the BOC-PRAISE a list of employees eligible to receive appropriate rewards, incentives or recognition.

7.4.3. Awardees may be considered for promotion, training, scholarships, nominated to external award giving bodies or granted appropriate personnel actions.

8. Guidelines in the Accomplishments and Submission of OPCR Forms.

8.1. Format of the MFOs, PAPs and SIs Statements

8.1.1. For brevity and consistency, the statements of MFOs, PAPs and SIs must strictly follow the NOUN - VERB format as indicated in the CSC SPMS Guidelines; and

8.1.2. The PPRD shall ensure that all OPCR's commitments and OPCR's with final ratings strictly follow the NOUN - VERB convention or statement format.

8.2. Core Functions Section

8.2.1. All heads of offices shall determine all their mandated functions based on the provisions of the laws, rules, regulations and Customs Issuances that created their offices, divisions and units. These shall be written on the OPCR's "Core Functions" section.

8.2.2. Administrative functions of every office shall also be written down as part of this section.

8.2.3. The PPRD shall review and ensure that all mandated functions of every office are written on the aforementioned section.

8.3. Strategic Function Section

8.3.1. The following matrix shall be the guide in accomplishing the Strategic Function Section of the OPCR:

Type	Remarks	Responsible Office / Personnel
Implementation of New Policies	New policies defined in the OPCR must be related to the mandate	Head of the office and assigned personnel.
Additional office equipment, furniture and fixture		General Services Division (GSD)
Communications and Information Technology (CIT) hardware and software		GSD and/or MISTG
Structural programs: Construction of new building, renovation and repairs		GSD
Function Specific Trainings		ITDD
Additional Personnel		HRMD
Other requests related to the optimal performance of the mandated or core functions		

8.4. Submission of the SPMS forms with final ratings

8.4.1. The SPMS forms shall be forwarded to the concerned offices in two formats:

- a. Scanned copies in pdf format which shall be transmitted by email.
- b. Original signed copies that shall be submitted through regular mail or courier service.

8.4.2. Scanned copies and original signed copies of SPMS forms in pdf format shall be transmitted the following:

- a. Internal Administration Group;
- b. Planning and Policy Research Division;
- c. Human Resource Management Division; and
- d. Interim Training and Development Division.

8.4.3. Dates of Submission of the OPCR and IPCR

a. OPCR and IPCR Commitments

The OPCR and IPCR commitments shall be submitted by the UNIT-PMTs 2 weeks after the EXECOM planning at the 4th quarter of the year.

b. Accomplished OPCR and IPCR with final ratings

- i. For OPCR and IPCR covering January to June- before the seventh (7th) working day of July; and
- ii. For OPCR and IPCR covering July to December - before the seventh (7th) working day of January of the next fiscal year.

9. Appeals on Performance Ratings and PMT Decisions

- 9.1. 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.
- 9.2. Petitions involving performance ratings of other offices/individuals shall not be allowed.
- 9.3. The Unit-PMT shall render a decision within one (1) month upon receipt of the petition.
- 9.4. Should the aggrieved employee not be satisfied with the Unit-PMT's 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.
- 9.5. 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.

10. Sanctions on Non-submission of the OPCR and the IPCR

- 10.1. Unless justified and accepted by the UNIT-PMT, non-submission of the Office Performance Commitment and Review form to the PPRD, and the Individual Performance Commitment and Review forms to the HRMD within the specified dates shall be a ground for:
 - 10.1.1. Employees' disqualification for performance-based personnel actions which would require the rating for the given period such as promotion, training or scholarship grants and performance enhancement bonus, if the failure of the submission of the report form is the fault of the employees.
 - 10.1.2. An administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty for the supervisors or employees responsible for the delay or non-submission of the office and individual performance commitment and review report.

11. Effectivity

This Order shall take effect immediately.

Nicanor E. Faeldon
NICANOR E. FAELDON
Commissioner



OCT 20 2016

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ANNEX A. OFFICE PERFORMANCE COMMITMENT AND REVIEW (OPCR)

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_____.

Supervisor/Officer/Division Chief		Supervisor/Officer/Division Chief		Supervisor/Officer/Division Chief	
Rank and File Representative - 2nd Level		Rank and File Representative - 1st Level		Rank and File Representative - 1st Level	
Noted by Deputy Collector for Assessment Date:		Success Indicators (2)		Head of Office Date	
Action/FOIPAP (1)	Responsible Officer/Division/Staff (3)	Allotted Budget (4)	Accomplishments (5)		Remarks
			1 st Quarter	2 nd Quarter	
PART A: CORE FUNCTIONS					
PART B: STRATEGIC FUNCTIONS					
Final Rating					
Adjectival Rating					
Rating Endorsed by:					
Reviewed and recommended for final rating			Final Rating by:		
Date		Date		Date	
Functional Group Head		Chairperson - BOC-PMT		Commissioner - Bureau of Customs	
Date		Date		Date	
Legend : 1 - Quantity or Efficiency 2 - Quality or Effectiveness 3 - Timeliness 4 - Average					

MASTER

ANNEX B: INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR)

I, _____ of the _____ Section/Division/Office/Port of _____ to _____, 20____ 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

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

Output	Success Indicator (Target + Measure)	Actual Accomplishments				Rating	Remarks
		Q1	Q2	T3	A4		
Core Function:							
1.							
2.							
Strategic Priority No.:							
1.							
2.							
Final Average Rating							
Comments and Recommendations for Development Purposes							

Reviewed by: _____ Date _____
 Assessed by: _____ Date _____
 I certify that I discussed my assessment of the performance with the employee.
 Supervisor _____
 Legend: 1 - Quantity or Efficiency 2 - Quality or Effectiveness 3 - Timeliness 4 - Average
 Immediate Supervisor _____ Head of Office _____



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

MASTER COPY *[Signature]*

ANNEX C: 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>

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