



REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF FINANCE
BUREAU OF CUSTOMS
MANILA 1099

February 29, 2008

CUSTOMS MEMORANDUM ORDER

No. 13-2008

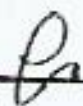
SUBJECT: ESTABLISHING THE INTERIM BOC PERFORMANCE MANAGEMENT SYSTEM (PMS), ITS GUIDELINES AND FOR OTHER PURPOSES

SECTION 1. BASIS. – This Order is issued in compliance with the provisions of Civil Service Commission (CSC) Memorandum Circular No. 07 s. 2007, entitled, "Installation of the Performance Management System (PMS) in the Civil Service."

SECTION 2. OBJECTIVES. – This Order has the following objectives:

- a. Strengthen the merit and rewards system in the Bureau of Customs.
- b. Promote a culture of individual and collective efficiency, productivity, accountability and ultimately, a performance-based security of tenure in the Bureau of Customs.
- c. Establish a quantifiable performance management system to gauge expectations as against actual performance of customs personnel in relation to the Strategic Plan of the Bureau of Customs from 2008 to 2012.
- d. Serve as a feedback system for the adjustment and refinement of the Strategic Actions formulated pursuant to the Vision/Mission of the Bureau of Customs from 2008 to 2012.

SECTION 3. CONCEPT OF THE BOC PERFORMANCE MANAGEMENT SYSTEM. – The BOC PMS is primarily an organizational tool for institutional efficiency. It provides a built-in mechanism for self-motivation and encouragement designed to put emphasis on individual performance to attain the goals of the Bureau of Customs. By aligning itself with the Vision/Mission and the Strategic Plan for 2008 to 2012 of the Bureau of Customs, it encapsulates individual goals and actions as determinants of success of the Bureau of Customs.

 (08-01-07)

SECTION 4. PMS COMPONENTS. – The BOC PMS has the following components:

- a. Performance Evaluation System (PES)
- b. Career Executive Service Performance Evaluation System (CESPES)
- c. Office Performance Evaluation System (OPES)

SECTION 5. COVERAGE. – PMS components shall be covered by the following administrative issuances:

- a. **PES.** – The existing PES as provided for under CMO No. 31-2002 shall continue to be used for First and Second Level positions in the Bureau of Customs.
- b. **CESPES.** – CMO No. 6-2008 covers Third Level positions or those plantilla position holders of Collector of Customs V and VI, Directors I thru III, Assistant Commissioners of Customs, Deputy Commissioners of Customs, Commissioner of Customs and other plantilla holders designated to the previously named positions, and all other BOC CES eligibles, CSE Eligibles, or CEO Eligibles.
- c. **OPES.** – Unless otherwise specifically provided elsewhere, this Order shall cover PMS in general and the OPES in particular.

SECTION 6. REASSIGNED PERSONNEL. – Reassigned personnel shall be required to accomplish the appropriate performance evaluation form and execute the corresponding Performance Contract Form and shall be evaluated as part of the division or unit where he or she is assigned.

SECTION 7. OPES FORM AND GUIDELINES. – There are two kinds of OPES Forms:

- a. **FORM A.** – Shall be used for offices under the Office of the Commissioner, Deputy Commissioners including Services, Divisions and Ad Hoc Offices such as WAMU, VICMU, VRIS,

Form A shall be accomplished by reflecting the appropriate Strategic Action/Key Performance Indicator/Time Frame by the particular office as laid out in the BOC Strategic Plan for 2008 to 2012.

A corresponding weight for each Strategic Action shall be assigned as agreed upon with the immediate superior of the office or unit. In the Rating column, the immediate superior evaluates the results achieved by the office/unit against the agreed standards by marking "X" the appropriate box using the following rating scale:

- 1 - 15% + below target
- 2 - 7 to 14% below target
- 3 - Meets target
- 4 - 7 to 14% above target
- 5 - 15% + above target

b. **FORM B.** Shall be used by all collection districts, ports and sub-ports.

Form B shall be accomplished by incorporating at least one Strategic Action formulated under the BOC Strategic Plan for 2008 to 2012 in each of the following areas:

- **Financial.** – Refers to measures or actions designed to meet the division’s or units’ revenue collection target.
- **Customer.** – Pertains to all strategic objectives leading to increasing compliance and satisfaction levels of the customers/stakeholders of the division or unit.
- **Process Improvement.** – Includes all strategic actions of an office to improve core operations processes.
- **Organizational Learning and Growth.** – Subsumes all strategic actions contributing to improvement in human resource competence, integrity and professionalism.

A corresponding weight for each Strategic Action shall be assigned as agreed upon with the immediate superior of the office or unit. In the Rating column, the immediate superior evaluates the results achieved by the office/unit against the agreed standards by marking “X” the appropriate box using the following rating scale:

- 1 - 15% + below target
- 2 - 7 to 14% below target
- 3 - Meets target
- 4 - 7 to 14% above target
- 5 - 15% + above target

c. Attached as Annex “A” is OPES Form A-1 while Annex “B” is OPES Form B-1. Both forms may be reproduced freely by the respective units.

SECTION 8. PES, CESPES AND OPES SUPPLEMENTAL PERFORMANCE CONTRACT. – From January to September of an evaluation year, the concerned official may submit an adjusted Performance Contract using the Supplemental Performance Contract Form, OPES Form A-2 and OPES Form B-2, attached as Annex “C” and “D”, respectively.

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SECTION 9. FULFILLMENT CYCLE. - The annual fulfilment cycle for OPES shall generally follow the following schedule:

ACTIVITY	FORM	SCHEDULE/VENUE
A. Planning Stage		
1. Review of Strategic Plan to update the Strategic Actions	Strategic Plan	2 nd week of December
2. Cascading of Updated Strategic Actions	Updated Strategic Actions	2 nd week of January
3. Preparation and Submission of OPES Performance Forms; CESPES Performance Contracts; and PES Commitments	OPES Forms A and B CESPES Performance Contract and Review Form PES Individual Commitment Form	OPES - Not later than February 15 CESPES - Not later than March 30 PES - Not later than February 15 (1 st semester) and July 15 (2 nd semester)
B. Monitoring Stage		
1. Preparation and submission of OPES Supplemental Performance Contract and CESPES Adjusted Performance Contract or PES Supplemental Commitment, if and when applicable and necessary	Applicable Forms	Throughout the year but not later than September
2. Regular consultation meetings/dialogue	Copy of submitted Forms Proof of accomplishments	Throughout the year

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<p>s between Ratees and Rater</p> <p>3. Continuing monitoring of Office performance</p>	<p>OPES Monitoring System</p>	<p>Throughout the year</p>
<p>C. Review and Feedback Stage</p> <p>1. Preparation and submission of Accomplishments</p>	<p>OPES Forms A or B CESPES Performance Feedback Report PES Performance and Appraisal Report</p>	<p>OPES - By December 30 CESPES - Not later than end of February PES - Not later than January 15 and July 15</p>

SECTION 10. ROLE OF IICO. – The Interim Internal Control Office (IICO) shall be the lead office for implementing the provisions of this Order. IICO shall also provide a helpline for PMS which shall be available from 8:00 A.M. to 5:00 P.M. during weekdays.

SECTION 11. SAVING CLAUSE. – In the event that any legislation, governmental regulation or court decision causes invalidation of any part or section of this Order, all other parts and Sections not so invalidated shall be given full force and effect.

SECTION 12. REPEALING CLAUSE. - All rules, regulations and orders inconsistent with this Order are hereby repealed, rescinded or modified accordingly.

SECTION 13. EFFECTIVITY. – This Order takes effect immediately.

NAPOLEON L. MORALES

Commissioner

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(02-61237)

OPES-10-1-1978

 Bureau of Customs	Office Performance Evaluation System (OPES) <small>Linking the Office to the BCC Strategic Plan</small>
OFFICE/UNIT: _____	PERFORMANCE PERIOD: _____

INSTRUCTIONS:

- Accomplish this Form by reflecting the appropriate Strategic Action/Key Performance Indicator/Time Frame according to your corresponding Responsible Group as laid out in the BCC Strategic Plan for 2008 to 2012.
- Assign the corresponding weight for each Strategic Action as agreed upon with your immediate superior.
 1. Financials - Refers to your revenue collection target.
 2. Customer - Refers to all strategic objectives leading to increasing compliance and satisfaction levels of your customers/stakeholders.
 3. Process Improvement - Includes all strategic actions of your office to improve its core operations processes.
 4. Organizational Learning and Growth - Subsumes all strategic actions contributing to improvement in your office's human resource competence, integrity and professionalism.
- In the Rating column, the immediate superior evaluates the results achieved by the office/unit against the agreed standards. Appropriate box must be marked with the corresponding number.
 Commandable: 5 (15%+ Above Target) - Above Average: 4 (7-14% Above Target) - Solid Performance: 3 (Meets Target) - Below Average: 2 (7-14% Below Target) - Unacceptable: 1 - (15%+ Below Target)
- Table 1 Additional Outputs to be used as additional goals/objective/interactions.
- Table 2 will only be filled-up if a previously targeted output will be replaced or deferred.

PLANNING PHASE (ACCOMPLISH AT START OF THE YEAR)				EVALUATION PHASE (To be accomplished at YEAR- END)						
GOALS	STRATEGIC ACTION	KPI	WEIGHT	RESULTS ACHIEVED AND OTHER ACCOMPLISHMENTS	C	AA	SP	BA	U	Weighted Average
					5	4	3	2	1	
					(15%+ Above Target)	(7-14% Above Target)	(Meets Target)	(7-14% Below Target)	(15%+ Below Target)	
			100%							

Superior's Signature	Subordinate's Signature	Superior's Signature	Subordinate's Signature
Date of Discussion		Date of Discussion	

OPES Form B-1

Bureau of Customs		Office Performance Evaluation System (OPES)					Area 2-2			
TABLE 1: ADDITIONAL OUTPUTS				EVALUATION PHASE (To be accomplished at YEAR- END)						
GOALS	STRATEGIC ACTION	KPI	WEIGHT	RESULTS ACHIEVED AND OTHER ACCOMPLISHMENTS	C	AA	SP	BA	U	Weighted Average
					5 (15%+ Above Target)	4 (7-14% Above Target)	3 (Meets Target)	2 (7-14% Below Target)	1 (15% Below Target)	
			100%							

Superior's Signature

Subordinate's Signature

Superior's Signature

Subordinate's Signature

Date of Discussion

Date of Discussion

OPES Form B-1

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Bureau of Customs

Office Performance Evaluation System (OPES)

Supplemental Performance Contract

Guiding the Office to the BIC Strategic Plan

TABLE 2: REPLACED OUTPUT(S)

EVALUATION PHASE (To be accomplished at YEAR-END)

GOALS	STRATEGIC ACTION	KPI	WEIGHT	RESULTS ACHIEVED AND OTHER ACCOMPLISHMENTS	C	AA	SR	BA	U	Weighted Average
					5	4	3	2	1	
					15% Above-Target	20% Above-Target	Meets-Target	17-14% Below-Target	10-5% Below-Target	
			100%							

ACTIONS ON THE REPLACED OUTPUTS

deferred/postponed indefinitely

withdrawn/crossed

to be incorporated in the next cycle

transferred to division _____

Superior's Signature

Subordinate's Signature

Superior's Signature

Subordinate's Signature

Date of Discussion

Date of Discussion

OPES Form A-2



Bureau of Customs

Office Performance Evaluation System (OPES)

Supplemental Performance Contract

Linking the Office to the BOC Strategic Plan

TABLE 2: REPLACED OUTPUT(S)

EVALUATION PHASE (to be accomplished at YEAR-END)

GOALS	STRATEGIC ACTION	KPI	WEIGHT	RESULTS ACHIEVED AND OTHER ACCOMPLISHMENTS	C	AA	SP	BA	U	Weighted Average
					5 (15%+ Above Target)	4 (7-14% Above Target)	3 (Meets Target)	2 (7-14% Below Target)	1 (15%+ Below Target)	
			100%							

ACTIONS ON THE REPLACED OUTPUTS

deferred/postponed indefinitely

withdrawn/dropped

to be incorporated in the next cycle

transferred to division _____

Superior's Signature

Subordinate's Signature

Superior's Signature

Subordinate's Signature

Date of Discussion

Date of Discussion

OPES Form B-2

PMS IMPLEMENTATION STRATEGY for 2008 only

Activity	Time Frame	Responsible Person
Issuance of CMO on the Establishment of PMS and its guidelines	Not later than March 5	Commissioner
Cascading Workshop - TWG with the assistance of Consultant conducts workshop to brief Focal Persons of each Group/District on OPES, CESPES, PES	March 6 and 7	Nora Cawile Requirement - cpo, program, presentation materials, PMS Kit (OPES, CESPES and PES)
District / Group cascading to lower offices and individuals and preparation of OPES and CESPES/PES in accordance with issued CMOs	March 8-30	Focal Persons TWG to provide support in the preparation of respective OPES, CESPES and PES, assigned as follows: POM-Helly and Sonia MICP - Nancy and Tata NAIA - Nerza, Tina, Arnold and Janel OCCOM Groups - Linda, Iere & Nora Luzon Ports - Baby A, Erika et al Visayas Ports - Jimmy, Ramon and Joseph Mindanao Ports - Ramon, Jimmy and Joseph
Submission of OPES, CESPES Contracts and PES Commitments	Not later than March 30	IICO to monitor submission of OPES CESPES Coordinator to monitor submission of CESPES Performance Contracts Chief HRMD to monitor submission of PES Commitments
Monitoring	Throughout the year	IICO to develop OPES monitoring system (CMO) and conduct continuing briefing and audit thereon
Submission of Performance Evaluation (OPES, CESPES, PES)	By July (PES) By December (OPES, CESPES and PES)	IICO to provide technical assistance and monitor submission of OPES; CESPES Coordinator to provide technical assistance and monitor submission of CESPES; and Chief HRMD to provided technical assistance and monitor submission of PES