



REPUBLIC OF THE PHILIPPINES  
DEPARTMENT OF FINANCE  
BUREAU OF CUSTOMS  
MANILA

June 13, 2002

CUSTOMS MEMORANDUM ORDER  
NO. 31-2002

TO: All Bureau Officials and Employees

SUBJECT: Revised BOC Performance Evaluation System

In line with the Revised Policies on Performance Evaluation System (PES) enunciated under CSC Resolution No. 99-1792 and CSC MC No. 13 s. 1999, the Bureau of Customs hereby adopts the herein Performance Evaluation System to be referred to as BOC-PES.

I. Policies-

1. The BOC-PES adheres to the principle of performance-based security of tenure. It provides motivation and basis for incentives to performers and applies sanctions to non-performers.
2. The BOC-PES operates on shared commitments and objective measures of performance results. Performance targets and standards or measures for results are planned and agreed upon by the management, supervisors and employees.
3. The BOC-PES enhances productivity by using performance targets and standards attuned to organizational goals and mandate.
4. The BOC-PES promotes transparency and provides mechanism for appeals and resolution of conflicts and/or disagreements.

II. Objectives-

The BOC-PES aims:

1. to continuously foster improvement of employee performance and efficiency;
2. to enhance organizational effectiveness and productivity; and
3. to provide an objective performance rating which serves as a basis for personnel actions, incentives, rewards and administrative sanctions.

III. Creation and Operations of Performance Evaluation Review Committee (PERC)

- A. The Performance Evaluation Review Committee (PERC) is hereby created at two levels and constituted as follows:

OCOM PERC:

Chairman	-	Deputy Commissioner for Internal Administration Group
Vice-Chairman	-	Director, Administration Office
Members	-	Chief, HRMD Chief, Planning & Policy Research Division

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- 2 Representatives from personnel, first and second level nominated by the accredited employee association
- Representative, concerned Chief of Division/Office/Unit

COLLECTION DISTRICT PERC:

- Chairman - Deputy Collector for Administration
- District Administrative Officer
- Chief, Law Division/Equivalent Unit
- Representative of the accredited employee Association
- Concerned Chief of Division/Unit

The Collection District PERC shall be under the administrative supervision of the OCOM PERC and shall therefore operate within the policies and guidelines set by the latter.

B. The functions and responsibilities of the PERC shall include the following:

1. Review of Employees' Performance Targets  
The PERC initiates the review and comparative assessment of employees' performance targets to ensure rationalization of employee workload particularly of those holding similar positions and working under the same work conditions and recommends necessary modifications or corrective action, if necessary.
2. Review of Performance Standards  
The PERC reviews performance standards adopted for each duty of a position in the different organizational units in the Agency. It also ensures the adoption of uniform standards of measurements in rating employees holding similar positions, performing similar functions and working under same conditions.
3. Determination of Final Rating  
Upon request of HRMD, the PERC may help in the final determination of the final rating under question by the ratee by reviewing documents, evaluating work accomplishments, and conducting hearings and dialogues in order to provide opportunities for employee or supervisor to defend a particular rating.
4. Monitoring and Evaluation of BOC-PES  
The PERC monitors and evaluates the effectiveness of the BOC-PES every year and effects or implements improvements essential to ensure its continued suitability to the different positions and needs of the Bureau.
5. Setting of Internal Rules and Procedures  
The PERC may adopt its own internal rules, procedures and strategies in carrying out the above responsibilities, including the setting of schedule of meetings and deliberations, creation of Secretariat and delegation of authority to representatives in case of absence of members.

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IV. Scope and Coverage

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The BOC-PES applies to all first and second level employees in the career service.

V. Rating Period and Submission of Forms

Performance evaluation shall be done every six (6) months ending on June 30 (First Semester) and December 30 (Second Semester) of every year. Hence, the following schedule for submission of necessary documents shall be adhered to:

First Semester: Commitment Form - not later than December 15  
For confirmation not later than January 15  
Appraisal Report - not later than July 15

Second Semester: Commitment Form - not later than June 15  
For confirmation not later than July 15  
Appraisal Report - not later than January 15

These forms must be prepared in triplicate to be distributed as follows:

- Original - IIRMD
- Duplicate - Employee concerned
- Triplicate - Office/Division/Unit where the employee belongs

VI. Responsibility of Rating

The Rating Forms as prescribed in the BOC-PES shall be accomplished together by the employee and his immediate supervisor and finally submitted to the next higher supervisor. In which case, signatures of all three concerned are required.

VII. Procedures

A. Setting of Targets

Before the beginning of each rating period, but not later than December 15 or June 15, as the case may be, each employee shall accomplish the Individual Commitment Record (BOC-PES Form # 1) attached as Annex A-1. The BOC-PES Form # 1 has four (4) columns, as follows:

1. Responsibility Area (REA) - The employee lists what he, in his position intends to contribute to organization functioning. These are the output requirements of his position which align horizontally with those of other employees and vertically with those of his supervisor/subordinate. For reference, attached as Annex A-2 up to Annex A-6 is a listing of established REA that may be used for plantilla positions in the Bureau.
2. Targetted Result or Objective - Each REA shall have a corresponding objective/result which the employee hopes to achieve which must be stated in specific, measurable, attainable, relevant and time-bounded terms. Likewise, included in Annex A-2 to 6 are example objectives which may be committed by the employee for each REA.

Annex A-2 up to 6 may be updated by the PERC as often as necessary.

- 3. Success Factor/Indicator is the proof, evidence or testimony that an objective/result has been achieved. This will help minimize differences of opinion in the discussion of outputs. It may come in the form of -
  - A written document
  - A report
  - A record
  - A performance test
  - A spot check
  - On the job observation
  - Or Statistics

- 4. Accomplishment of Work refers to the actual accomplishment of the objectives of each employee. This portion shall be filled-up at the end of the rating period.

After discussion with his immediate supervisor and the conference of the next higher supervisor, the BOC-PES Form No. 1 shall be signed by all concerned and submitted to the PERC for confirmation, after which it shall be placed on suspense file until the final appraisal period.

**B. Progress Review**

The employee concerned is under obligation to accomplish his commitments under close supervision and monitoring by his supervisor. The supervisor and the ratee must meet at least once a month to review progress of work accomplishments. They focus their review or discussion on problems and difficulties encountered and find ways to resolve the same.

They also discuss and agree on certain checkpoints in terms of schedule and output status in order to ensure accomplishment of the tasks.

**C. Appraisal Discussion and Rating Proper**

At the end of the rating period, the supervisor and the employee meet to discuss the latter's accomplishments against established targets and standards. Column 4 of BOC-PES Form No. 1, Annex A-1, is thus accomplished. This will document the worker's achievement of results or delivery of committed performance objectives. Together, they will then compute the Total Equivalent Score (TES) of the employee using the prescribed weight allocation and computation under this system using the BOC-PES Performance Appraisal Report Form (BOC-PES Form #.2), attached as Annex B-1 (For Supervisor) and Annex B-2 (For Non-Supervisors).

The TES of the employee shall be computed as follows:

- 1. Part I - Performance is given a weight of 70% of the overall rating of the employees.
  - Based on the accomplished BOC-PES Form # 1, the performance of the employee in each Responsibility Area is evaluated and rated accordingly by comparing the targets against the actual accomplishments and using the following standards:
    - 10 - Actual accomplishments of 30% and above against expected results
    - 8 - Actual accomplishments of 15% to 29% against expected results

- 6 - Actual accomplishments of 100% to 114 % against expected results
- 4 - Actual accomplishments of 51% to 99% against expected results
- 2 - Performance failing to meet the expected results by 50% and below

All scores for each responsibility area is then added and divided by the number of entries to get the Average Point Score (APS) Part I. This is then multiplied by 70% to get the Equivalent Point Score (EPS) Part I.

2. Part II - Critical Factors is given a weight of 30% of the overall rating of the employees.

Critical factors reflect the behavioral dimensions that affect the job performance of the employee. Each critical factor is thus rated by comparing the manifested behavior of the employee against set standards as herein indicated.

The following are the critical factors for Supervisors and the equivalent scores for prescribed standards :

- a. Punctuality and Attendance-
  - 10 - no absences nor tardiness
  - 8 - 2 to 4 days absent and tardy
  - 6 - 5 to 7 days absent and tardy
  - 4 - 8 to 11 days absent and tardy
  - 2 - more than 11 days absent and tardy
- b. Organizational Ability -
  - 10 - Plans and organizes his job exceptionally well; delegates intelligently and sees to it that approved plans and instructions are properly carried out
  - 8 - Organizes his work well; usually does most urgent task first; delegates properly and follows-up work
  - 6 - Organizational ability is adequate for his present work; normally delegates and checks work assigned to subordinates
  - 4 - Organizational Ability inadequate for effective leadership; does delegate a little of work to subordinates
  - 2 - Cannot plan or organize work; allows things to run their courses; does not want to delegate and prefers to do the job himself.
- c. Ability to Communicate -
  - 10 - Superior ability to express his thoughts and clearly concisely
  - 8 - Expresses and conveys well his thoughts and ideas. Writes good reports/write-ups within the time prescribed
  - 6 - Has an average fluency and ability to convey his thoughts and ideas, both oral and written form
  - 4 - Quite slow in communicating his thoughts and ideas. Needs a lot of time to write a simple report
  - 2 - Finds difficulty in communicating his thoughts, expresses himself poorly and can not produce a good report

d. Leadership -

- 10 - Outstanding leader and supervisor; accepted by subordinates without question; maintains the morale of the subordinates at high level
- 8 - A very good leader and supervisor; naturally accepted by subordinates and peers
- 6 - Leadership qualities adequate to meet present assignment; has to exert much effort in getting cooperation of subordinates and peers
- 4 - Finds difficulty in leading; often resisted by subordinates and peers
- 2 - Lacks leadership qualities

The following are the critical factors for non-supervisors and the corresponding equivalent scores for prescribed standards:

a. Punctuality -

- 10 - not more than 3 times tardy
- 8 - 4 to 6 times tardy
- 6 - 7 to 9 times tardy
- 4 - 10 to 12 times tardy
- 2 - more than 12 times tardy

b. Attendance -

- 10 - perfect attendance
- 8 - 1 to 3 times absences
- 6 - 4 to 6 times absences
- 4 - 7 to 9 times absences
- 2 - more than 10 times absences

c. Human Relations -

- 10 - Very effective in dealing with the public. Gets along easily with other members of the work force. Has cordial relationship with supervisors, peers, and subordinates.
- 8 - Can be relied upon to deal with the public and is generally courteous and accommodating
- 6 - Has the ability to deal with the public and peers, although needs advice at times
- 4 - Has some difficulty in dealing with the public, occasionally discourteous except when attending to important and influential persons
- 2 - Has considerable difficulty in dealing with the public. Draws negative reactions. Often discourteous and irritable

d. Aptitude and adaptability

- 10 - Has exceptional and unusual keenness of perception, can grasp new work quickly and easily; able to anticipate new developments
- 8 - Can rapidly adjust to new work with brief instructions. Welcomes changes
- 6 - Can normally adjust to new work after detailed instructions
- 4 - Somewhat slow to learn but can still adjust to work after careful instructions
- 2 - Very slow to learn; requires frequent instructions; finds difficulty in adjusting to his new job

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The above critical factors may be subject to change and or revision by the PERC whenever necessary.

The score for each factor is then added and divided by four (4) to get the Average Point Score (APS) Part II, the result of which is multiplied by 30% to get the Equivalent Point Score (EPS) Part II.

3. Final Rating

The Total Equivalent Score (TES) is arrived at by adding the APS (Parts I and II). Rating for Intervening Task is then added, if any. The TES is then converted to Adjectival Rating using the conversion table, as follows:

9.50 - 10.00	=	10	=	Outstanding (O)
7.51 - 9.49	=	8	=	Very Satisfactory (VS)
4.01 - 7.50	=	6	=	Satisfactory (S)
2.01 - 4.00	=	4	=	Unsatisfactory (US)
2.00 & Below	=	2	=	Poor (P)

4. Performance of Intervening Tasks

The performance of intervening or additional tasks is duly considered only if these were done simultaneously with the planned targets.

Intervening tasks are those which are neither inherent nor directly related to employee's plantilla or designated positions and may include memberships in ad-hoc committees, research work and other similar assignments which require a considerable amount of effort and time of the employees and are duly covered by office order.

Employees' performance of intervening tasks may be given a maximum of one (1) additional point to their Total Equivalent Score provided the following criteria are met:

- a. Said task is difficult, technical in nature or requiring special skills;
- b. Said task is not within the regular functions of the employees or work program/performance contract of the divisions or units;
- c. There is urgency in the completion of intervening tasks which has the impact on the organizational unit concerned;
- d. Non-compliance of the intervening task will unduly prejudice the service;
- e. Employees planned targets were all accomplished and rated at least satisfactorily; and
- f. Performance or completion of said intervening task will require an aggregate period of one week to two months.

Special or additional assignments are no longer considered intervening task if it will significantly affect the performance of the employees' regular targets. In such case, the same is treated as an allowable modifications of regular targets.

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VIII. Sanctions

Non-submission of the PES Forms within the prescriptive period as defined in this Order shall be a ground for the following:

1. Employee's disqualification for performance-based personnel actions which would require the rating for a given period such as promotion, training or scholarship grants, and productivity incentive bonus if the failure of the submission of the report form is the fault of the employee concerned.
2. Administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty in accordance with existing CSC rules and regulations.

Administrative action shall also be filed against an employee using the BOC-PES to give undue advantage or disadvantage to the employees they rate.

Procedure of filing complaints and imposing administrative sanctions shall be in accordance with the Uniform Rules in the Conduct of Administrative Investigation.

IX. Appeals

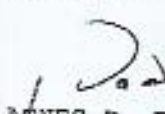
Employees who feel aggrieved or dissatisfied with their final performance ratings can file an appeal with HRMD within 10 days after receipt of his Final Rating or after the appraisal discussion with his supervisor. The same will be endorsed by HRMD to the PERC within 5 days from receipt of the letter- appeal.

The PERC, on the other hand, shall decide on the appeals within one month from receipt. Decision of the PERC, whether , at OCOM or Collection District level, is already final and appealable only to the CSC in exceptional cases. Decisions of the Collection District PERC must however, be furnished to the OCOM PERC for information and central filing.

X. Effectivity

The BOC-PES shall take effect 01 January 2003 covering the first semester rating period of that Calendar Year.

  
 ANTONIO M. BERNARDO  
 Commissioner

SPFRCTRE  
  
 ARNES D. PADILLA  
 Director IV

7-11-02





REPUBLIC OF THE PHILIPPINES  
DEPARTMENT OF FINANCE  
BUREAU OF CUSTOMS  
MANILA

CND-31-02

BOC-PES INDIVIDUAL COMMITMENT RECORD  
FOR RATING PERIOD \_\_\_\_\_

NAME \_\_\_\_\_ POSITION \_\_\_\_\_  
DIVISION /PORT/SERVICE \_\_\_\_\_

Responsibility Area	Targetted Results or Objectives	Success Factor	Accomplishment of Work

Committed By :

Agreed W:

Consented By:

Ratee

Immediate Supervisor

Next Higher Supervisor

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REPUBLIC OF THE PHILIPPINES  
 DEPARTMENT OF FINANCE  
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 MANILA

CNO-31.02

BOC-PES PERFORMANCE APPRAISAL REPORT  
 FOR RATING PERIOD \_\_\_\_\_  
 (For Non Supervisors)

NAME \_\_\_\_\_ POSITION \_\_\_\_\_ DIVISION/OFFICE/PORT \_\_\_\_\_

Adjective Rating					6 - Satisfactory					2 - Poor				
10 - Outstanding					4 - Unsatisfactory									
8 - Very Satisfactory														
PART I - WORK ACCOMPLISHMENTS (70%)					PART II - OTHER CRITICAL FACTORS (30%)									
Responsibility Area	Rating				Factor	Rating								
	2	4	6	8	10	Punctuality	2	4	6	8	10			
	2	4	6	8	10	Attendance	2	4	6	8	10			
	2	4	6	8	10	Human/Public Relations	2	4	6	8	10			
	2	4	6	8	10	Aptitude & Adaptability	2	4	6	8	10			
	2	4	6	8	10	Development Needs:								
Competencies														

Rated By: \_\_\_\_\_  
 Immediate Supervisor

Concurred by: \_\_\_\_\_  
 Next higher supervisor

Discussed with: \_\_\_\_\_  
 Ratee

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 DEPARTMENT OF FINANCE  
 BUREAU OF CUSTOMS  
 MANILA

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BOC-PES PERFORMANCE APPRAISAL REPORT  
 FOR RATING PERIOD \_\_\_\_\_  
 (For Supervisors)

NAME \_\_\_\_\_ POSITION \_\_\_\_\_ DIVISION/OFFICE/PORT \_\_\_\_\_

Adjective Rating		10 - Outstanding		8 - Very Satisfactory		6 - Satisfactory		4 - Unsatisfactory		2 - Poor			
<b>PART I - WORK ACCOMPLISHMENTS (70%)</b>						<b>PART II - OTHER CRITICAL FACTORS (30%)</b>							
Responsibility Area		Rating					Factor		Rating				
		2	4	6	8	10	Punctuality and Attendance	2	4	6	8	10	
		2	4	6	8	10	Organizational Ability	2	4	6	8	10	
		2	4	6	8	10	Ability to Communicate	2	4	6	8	10	
		2	4	6	8	10	Leadership	2	4	6	8	10	
		2	4	6	8	10	Development Needs:						
Computations:													

Rated By:

Concurred by:

Discussed with:

\_\_\_\_\_  
 Immediate Supervisor

\_\_\_\_\_  
 Next higher supervisor

\_\_\_\_\_  
 Date

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GUIDELINES:

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• Rating for Work Accomplishments:

- 10 - Actual accomplishments of 30% and above against expected results
- 8 - Actual accomplishments of 15% to 29% against expected results
- 6 - Actual accomplishments of 100% to 114% against expected results
- 4 - Actual accomplishments of 51% to 99% against expected results
- 2 - Performance failing to meet the expected results by 50% and below

• Rating for other critical factors (non supervisors)

- Punctuality -
- 10 - not more than 3 times tardy/undertime during the last 6 months
  - 8 - 4 to 6 times tardy/undertime
  - 6 - 7 to 10 times tardy/undertime
  - 4 - 11 to 15 times tardy/undertime
  - 2 - more than 15 times tardy/undertime

- Attendance -
- 10 - not more than 4 days absent
  - 8 - 5 to 8 days absent
  - 6 - 9 to 12 days absent
  - 4 - 13 to 16 days absent
  - 2 - more than 16 days absent

For this purpose, authorized sick leave, scheduled leave, maternity leave, paternity leave and privilege leave of absences are not included in the counting of the number of days absent .

- Human Relations -
- 10 - Very effective in dealing with the public. Gets along easily with other Members of the work force. Has cordial relationship with supervisors, Peers and subordinates.
  - 8 - Can be relied upon to deal with the public and is generally courteous and accommodating
  - 6 - Has the ability to deal with the public and peers, although needs some advice at times.
  - 4 - Has some difficulty in dealing with the public, occasionally discourteous except when attending to important and influential persons
  - 2 - Has considerable difficulty in dealing with the public. Draws negative reactions. Often discourteous and irritable.

- Aptitude and Adaptability - 10 - Has Exceptional and unusual keenness of perceptions; can grasp new work quickly, easily and always anticipates new developments
- 8 - Can rapidly adjust to new work with brief instructions. Welcomes changes
- 6 - Can normally adjust to new work after detailed instructions.
- 4 - Somewhat slow to learn but can still adjust to work after careful instructions
- 2 - Very slow to learn; requires frequent instructions; finds difficulty in adjusting to his new job

• Rating for other critical factors (supervisors)

- Punctuality and attendance - 10 - not more than 4 days absent and tardy/undertime
- 8 - 5 to 8 days absent and tardy/undertime
- 6 - 9 to 12 days absent and tardy /undertime
- 4 - 13 to 16 days absent and tardy/undertime
- 2 - more than 16 days absent and tardy/undertime
- Organizational Ability - 10 - Plans and organizes his job exceptionally well; delegates intelligently and sees to it that approved plans and instructions are properly carried out.
- 8 - Organizes his work well; usually does most urgent tasks first; delegates properly and follows-up work.
- 6 - Organizational ability is adequate for his present work; normally delegates and checks work assigned to subordinates
- 4 - Organizational ability inadequate for effective leadership; Does delegate a little of work to subordinates
- 5 - Cannot plan or organize his work; allows things to run their courses; does not want to delegate and prefers to do the job himself.

## Ability to communicate

- 10 - Superior ability to express his thoughts clearly and concisely in a convincing and forceful manner. Produces exceptionally good reports/write-ups in a very short time.
- 8 - Expresses and conveys well his thoughts and ideas. Writes good reports/write-ups within the time prescribed
- 6 - Has an average fluency and ability to convey his thoughts and ideas, both oral and written forms.
- 4 - Quite slow in communicating his thoughts and ideas. Needs a lot of time to write a simple report.
- 2 - Finds difficulty in communicating his thoughts, expresses himself poorly and can not produce a good report.

## Leadership -

- 10 - Outstanding leader and supervisor; accepted by subordinates without question; maintains the morale of the subordinates at high level
- 8 - A very good leader and supervisor; naturally accepted by subordinates; easily gets cooperation of his subordinates and peers
- 6 - Leadership qualities adequate to meet present assignment; has to exert much effort in getting cooperation of subordinates and peers
- 4 - Finds difficulty in leading; often resisted by subordinates and peers
- 2 - Lacks leadership qualities

## • Computation

Each value is added and divided by the number of items. The resulting score of under work accomplishment is multiplied by 70% while the resulting score under critical factors is multiplied by 30%. After which, the two equivalent ratings are added to come up with the final equivalent rating.

For supervisors, equivalent rating for other critical factors shall be composed of 50% from supervisor's rating and 50% from subordinates' ratings.

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Final equivalent rating

9.50 - 10.0	10	Outstanding
7.51 - 9.49	8	Very Satisfactory
4.01 - 7.50	6	Satisfactory
2.01 - 4.00	4	Unsatisfactory
2.00 below	2	Poor

- Rating Period - Semestral (January to June) & (July to December)
- Commitment Sheet for 1<sup>st</sup> semester - not later than December 15
- Commitment Sheet for 2<sup>nd</sup> semester - not later than June 15
- Appraisal Report for 1<sup>st</sup> semester - not later than July 15
- Appraisal Report for 2<sup>nd</sup> semester - not later than January 15
- Distribution - Rater
- Ratee
- HRMD
- PERC

Rating Scheme - A non-supervisor will be rated by his immediate supervisor and reviewed by his next higher supervisor in both parts

A supervisors will be rated by his immediate supervisor to be reviewed by his next higher supervisor in both parts and by all his subordinates in part II only, the average of which will be equal to 50% of his equivalent rating in part II.