

## SYSTEM FOR RANKING OFFICERS AND EMPLOYEES

### GUIDELINES/MECHANICS IN RANKING OFFICES/DELIVERY UNITS FOR THE GRANT OF FY 2023 PERFORMANCE-BASED BONUS

#### PORO POINT MANAGEMENT CORPORATION

Poro Point Management Corporation (PPMC) has a Policy on Performance Appraisal which is the basis for evaluating employee performance. This was approved by the PPMC Board pursuant to PPMC Board Resolution No. 2003-075.

The Policy is hereto marked and attached as **Annex “A”** and made an integral part hereof.

After the conduct of performance appraisal, PPMC determines the eligibility of employees to the Performance Based-Bonus pursuant to the applicable GCG Memorandum Circular.

Thus, PPMC follows the GCG Memorandum Circular No. 2019-02 as regards the distribution system and forced ranking of employees, viz:

**“6. Distribution System**. – The CEO should ensure that only eligible and qualified officers and employees are included in the rating and ranking to be submitted to GCG. Distribution of PBB among qualified Officers and Employees of a GOCC who have complied with the conditions under Section 4.3 and 5 above shall be in accordance with the following procedure:

**6.1 Grouping of Personnel** - In determining the distribution of the PBB among qualified GOCC Officers and Employees, all personnel shall be ranked on a percentile basis within their respective levels as determined by the GOCC Governing Board through Management in accordance with the following guidelines:

- a. **Senior Management:** This refers to the executive officers of the GOCC, and includes all heads of functional units, which are primarily involved in the development, evolution, and approval of long-term vision across a function or area of specialization. It includes those who lead the development of function strategy, implement and maintain policies of the organization for area of responsibility. (e.g., Deputy Administrator, Sr. Deputy Administrator, Assistant General Manager, Executive Vice President, Sr. Vice President, Vice President, etc.)

The President/CEO, or whoever is the highest-ranking executive officer, has the prerogative to avail of either the Performance-Based Incentive (PBI) under the applicable M.C. on the PBI, or the PBB, *but not both*. In the event the CEO is included in the PBB application, he/she must meet the eligibility requirements for the PBI and shall be ranked separately on his/her own and shall not be included in the forced ranking of Officers and Employees.

- b. **Middle Management:** This covers those whose work is primarily achieved through others, with direct accountability for setting direction and deploying resources. Responsible for people management, including performance evaluation and pay reviews and typically hire/fire decisions. Includes individual contributors who are recognized as subject matter experts with in-depth technical knowledge, project management and significant influence skills in area of expertise (e.g., Head of Department or Service).

- c. **Professional and Supervisory:** This level comprises the personnel whose work is primarily achieved by an individual or through project teams. Requires the application of expertise in professional or technical area(s) to achieve results. Typically has a university degree or equivalent work experience that provides knowledge and exposure to fundamental theories, principles and concepts. Includes supervisors and junior management that may not have full management authority (e.g., Financial Analyst/ Specialists, Accountant, HR Officer, etc.)
- d. **Clerical/General Staff:** This category includes all clerical, administrative and secretarial staff with little or no supervisory responsibility but who contribute independently to the organization. It also covers basic computing/data processing staff such as operators, customer service assistants and skilled craftsmen/technicians (e.g., Secretary, Clerk, Finance Processor, Administrative Assistant, Chauffeur, Utility Worker, Messenger).

**6.2 Distribution for Qualified Officers and Employees.** - In each level provided for in Section 4.1 above, the ratings of Officers and Employees under the GOCC's SPMS or its equivalent shall be quantified to allow for ranking on a percentile basis for the purpose of distribution as follows:

**6.2.1 Rates of PBB** - The grant of the PBB shall be based on the performance of the individual Officers and Employees with the rate of incentive as a multiple of the individual's monthly basic salary (MBS) as of 31 December of the applicable year based on the table below, but not lower than Php 5,000.00:

Percentile	PBB as % of MBS
<b>Top:</b> Maximum 10%	65.0%
<b>Next:</b> Maximum 25%	57.5%
<b>Remaining:</b> Minimum 65%	50.0%

- *The percentile of the "Top" and "Next" levels are maximum figures with discretion on the part of the Governing Board/Management to decrease figures and distribute them to the "Remaining" level.*

**6.3 Posting of the System of Ranking Individuals** – The GOCCs shall post in their respective Transparency Seals the guidelines/mechanics in ranking the officers and employees according to the mechanism herein stated."

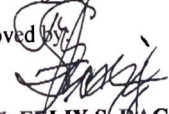
Prepared by:

  
**MICHELLE A. SUBALA**  
 HR Officer

Reviewed by:

  
**MS. MARIA VICTORIA REDEMPTA DE GUZMAN-SORIANO**  
 Vice President for HR and Administration

Approved by:

  
**ATTY. FELIX S. RACADIO**  
 President and CEO

For inquiries on the System for Ranking Officers and Employees, you may contact the following:

<b>Office for Human Resources &amp; Administration Personnel</b>	<b>Position</b>	<b>Contact Numbers</b>
Ms. Maria Victoria Redempta De Guzman-Soriano	Vice President for HR and Administration	0917-572-4872/ (072) 242-0684
Michelle A. Subala	HR Officer	0919-591-0470/ (072) 242-0684
Lorna G. Peña	HR Assistant	0912-355-5436/ (072) 242-0684

**Details of cascading to employees:**

1. Posting of System for Ranking Officers and Employees on the PPMC Bulletin Boards on September 26, 2023;
2. Redistribute copies of the System for Ranking Officers and Employees to employees on September 26, 2023;
3. Heads of Offices have been reminded to discuss the results of performance appraisal of their subordinates in a memorandum dated July 6, 2023.

## **I. POLICY**

The Company shall develop and maintain a performance appraisal and incentive program that will establish and strengthen employee performance output, and enhance the inter-relationship between the employee's personal goal and the Company's goals.

## **II. OBJECTIVE**

To provide a systemic evaluation of the employee's performance output and his/her potential for development, which shall serve as the basis for rewarding employee contribution towards the achievement of corporate goals.

## **III. IMPLEMENTING GUIDELINES**

### **3.1 RESPONSIBILITY**

3.1.1 The Office for HR & Administration shall develop, maintain and administer the Company's performance appraisal and incentive program and shall ensure that the system of performance measurement is made particularly relevant to the employee's key responsibilities.

3.1.2 All Vice Presidents with the assistance of the Vice President for HR & Administration shall ensure that the performance appraisal and incentive program is explained to their subordinates.

### **3.2 APPLICABILITY**

3.2.1 The Performance Appraisal policy shall apply to all Officers and Rank-and-File employees.

### **3.3. PERFORMANCE APPRAISAL PROGRAM**

3.3.1 The Performance Appraisal Program shall provide an opportunity for the employee to reflect and discuss with the supervisor his/her performance, accomplishments and goals for the following year.

3.3.2 The Program shall incorporate a mechanism for feedback on performance issues between the supervisor and his/her subordinates, for clarifying current job responsibilities as the future opportunities, and for pinpointing the training and development needs of the employees.

3.3.3 The Program shall serve as guide for meaningful discussion of employee's work output, attitude and suggestions for improvements, and shall include the elements of incentives and awards as well as provisions for penalties and control.

### **3.4 APPRAISAL PROCEDURE**

3.4.1 Office Target Setting/Departmental KRAs- In line with the goals of PPMC, each Office shall initiate the setting up of action plans based on the agreed upon KRAs, as well as standards for the Office. This shall be accomplished every December.

3.4.2 Individual performance Targets/Individual KRAs- Based on the Office's



KRAs and action plans, each employee with the concurrence of the Vice President/Head of Office, shall formulate his/her own verifiable and quantifiable performance targets. This shall be done by accomplishing the KRA WORKSHEET for the rating period. The rater, ratee and Office for HR & Administration shall have a copy of the duly accomplished and concurred worksheet.

- 3.4.3 Discussion of target/KRAs with superiors- The employee shall discuss with the superior the targets/KRAs to be accomplished during the period. It is essential that they mutually agree on all targets.
- 3.4.4 Performance Progress Monitoring- The employee shall agree upon by both, a progress review of targets/KRAs shall be conducted by both. The superior shall be responsible for ensuring that performance targets are monitored for completion.
- 3.4.5 Conduct of rating by the immediate superior- The employee shall be rated by the immediate supervisor by accomplishing the Performance Appraisal Form.  
  
Employees on probationary status shall be evaluated on their fifth month of employment.
- 3.4.6 Discussion of Performance Rating- within two weeks after the conduct of appraisal, performance review shall be discussed with the ratee who shall be given a chance to comment on the findings of his/her superior. The ratee must sign the Performance Appraisal Form to acknowledge the rating.
- 3.4.7 Review of Performance Rating- The next higher superior shall review and concur with the rating and take note of the evaluation. Other comments of recommendation, if any shall be included.

### **3.5 PERFORMANCE STANDARDS**

The evaluator shall rate the staff considering the following indicators:

- 3.5.1 For Supervisors and Vice Presidents
  - 3.5.1.1 Achievement/Output (70%)
    - 3.5.1.1.1 Quantity of work (25%) – Refers to the ability to complete work within normal work schedule; capability to successfully handle a number of assignments at the same time and capability to absorb additional/special assigned tasks.
    - 3.5.1.1.2 Quality of work (25%) – Refers to accuracy, thoroughness and neatness in work, attention to details and accomplishing work with minimum errors.
    - 3.5.1.1.3 Timeliness (20%) – Refers to awareness of the reasonable time limit given in particular tasks; the ability to produce quality work within a reasonable time and successful completion of a number of work within a given time

### 3.5.1.2 Behavioral Dimensions (30%)

- 3.5.1.2.1 Professional competence (5%) – refers to the officers' technical knowledge and skills relative to his/her position.
- 3.5.1.2.2 Leadership/Management Skills (5%) – Refers to skills which include, but are not limited to the ability to encourage staff to achieve high standards of work; ability to plan, control, delegate work as necessary and deploy staff effectively; the ability to set the right example to ensure that internal rules and regulations are strictly observed; ability to maintain team spirit in difficult circumstances; problem solving skills; and communication skills.
- 3.5.1.2.3 Office Discipline (5%) – Refers to compliance with office rules and regulations.
- 3.5.1.2.4 Punctuality and Attendance (5%) – Refers to the regularity and punctuality in office attendance; attitude towards and concern for the time lost from work.
- 3.5.1.2.5 Interpersonal relations (5%) – Refers to how well the officer creates and maintains a wholesome work environment; cordial relations with superiors, peers, subordinates, staff and visitors.
- 3.5.1.2.6 Stress Tolerance (5%) – Refers to the stability of performance under pressure or opposition.

### 3.5.2 For Rank and File

#### 3.5.2.1 Achievement/Output (70%) – same with Supervisors and Vice President

- 3.5.2.1 Quantity of Work
- 3.5.2.1 Quality of Work
- 3.5.2.1 Timeliness

#### 3.5.2.2 Behavioral Dimensions (30%)

- 3.5.2.2.1 Professional competence (5%) – refers to the employee's technical knowledge and skills required for his position.
- 3.5.2.2.2 Punctuality and Attendance (5%) – Refers to the regularity and punctuality in office attendance; attitude and concern for the time lost from work.
- 3.5.2.2.3 Office Discipline (5%) – Refers to the employee's compliance with office rules and regulations.
- 3.5.2.2.4 Interpersonal Relations (5%) – Refers to how well the employee creates and maintains a wholesome work environment; cordial relations with superiors, peers, officers, staff and visitors.

3.5.2.2.5 Commitment (5%) – Refers to the employee’s manifested concern towards the attainment of the KRAs of the Division and PPMC as a whole.

3.5.2.2.6 Potential (5%) – Refers to the employee’s capacity to undertake more responsibilities over and beyond the normal load.

### **3.6 RATING GUIDE**

#### **I. Achievement Output**

##### **A. Quantity of Work 25%**

- 10 Meets 100% of performance targets
- 8 Meets 87% of performance targets
- 6 Meets 75% of performance targets
- 4 Meets 50% of performance targets
- 2 Meets less than 50% of performance targets

##### **B.1 Quantity of Written Work**

- 10 No mistakes of deficiency; every aspect of work assignment well covered; clearly presented; well organized
- 8 One or two minor errors or deficiencies work in accordance with instructions, clearly presented well organized
- 6 More than two minor errors or deficiencies; partial/minor revisions needed
- 4 One or two major errors or deficiencies, major revisions needed.
- 2 Work not acceptable; needs total revision

##### **B.2 Quality of Non-Written Work**

- 10 Excellent results; all aspects of work assignments thoroughly covered.
- 8 One or two minor errors in the execution of work assignment results acceptable
- 6 More than two minor errors or deficiencies in the execution of work assignment; results acceptable
- 4 One major error or deficiency that can be overcome with help from superior
- 2 Haphazard or careless execution of work assignment, unacceptable results

**C. Timeliness 20%**

- 10 100 % of tasks identified completed just before or on the deadline.
- 8 87% of tasks identified completed at the expected time of completion.
- 6 75% of tasks identified completed at the expected time of completion
- 4 50% of tasks identified completed at the expected time of completion.
- 2 Less than 50% of tasks identified completed at the expected time of completion.

**II. Behavioral Dimensions**

**A. Professional Competence**

- 10 Shows mastery of all phases of the job.
- 8 Above average understanding of all phases of the job; performs job with little assistance.
- 6 Satisfactory understanding of all phases of the job and performs with minimal supervision.
- 4 Lacks sufficient knowledge of the job resulting to a below average job performance; needs substantial supervision.
- 2 Poorly informed and inadequate knowledge of his work resulting to poor job performance; needs training substantial supervision and training.

**B. Leadership – (For Vice Presidents and Supervisors only)**

The manner of guiding, influencing, motivating and developing confidence of subordinates to work as a team and accomplish assigned tasks leading the organizational unit to achieve its goals and objectives enthusiastically.

- 10 Leads staff exceptionally well; easily achieves high productivity through teamwork; maintains a good balance of task and people concern.
- 8 Leads staff effectively; often gets job done through teamwork; staff are productive.
- 6 Leads staff adequately well; usually gets job done
- 4 Seldom exercises leadership over staff; seldom gets job done on time.
- 2 Cannot lead staff; no teamwork; productivity is low; no balance of task and people concern.



**C. Punctuality and Attendance**

Rating	Tardiness (35%)	Undertime (35%)	Unauthorized Absence (30%)
10	0-6 times	0-3 times	none
8	7-12 times	4-6 times	
6	13-20 times	7-9 times	
4	21-30 times	10-15 times	1 day
2	more than 30	16 or more times tardy	2 days

- Timeless shall mean reporting for work 15 minutes after reporting time.
- Time absent rather than days absent shall be the basis of reckoning e.g. half day's absence shall be counted as one time.

**D. Office Discipline**

- |    |   |
|----|---|
| 10 | Generally complies with all office rules and regulations  |
| 8  | Generally complies with all office rules and regulations, but with one minor infraction sanctioned by verbal warning  |
| 6  | Generally complies with all office rules and regulations, but with two infraction sanctioned by written warning   |
| 4  | Frequently complies with all office rules and regulations, with one major infraction sanctioned by 5 days suspension.   |
| 2  | Fails to comply with office rules and regulation; with two or more major infractions, sanctioned by 5 days suspension or with infarction sanctioned by 10 days/ 15 days suspension. |

**E. Interpersonal Relations – Integrates concerns for people at work, office clientele, and supervisor- subordinate relationship into work situation.**

- |    |   |
|----|---|
| 10 | Very effective in dealing with public. Gets along easily with other members of the workforce. Has cordial relationship with supervisor, peers and subordinates. |
| 8  | Can be relied upon to deal with the public and is generally courteous and accommodating.  |
| 6  | Has some difficulty in dealing with the public; occasionally discourteous except when attending to important or influential person.                             |
| 2  | Has considerable difficulty in dealing with the public. Draws negative reactions. Often discourteous and irritable.   |

**F. Commitment (For Rank and File only)**

- 10 Exceptional commitment to the goals of the company, works with exceptional effort without extra compensation.
- 8 Above average commitment to the goals of the company. Makes extra effort to achieve more than set goals and targets.
- 6 Satisfactory commitment to the goals of the company but does not make extra effort to achieve more than set goals and targets.
- 4 Selective commitment to company goals.
- 2 Shows little interest in company goals. Self- interest is prime motivation for working.

**G. Stress Tolerance (For Vice Presidents/ Head of Office and Supervisors only)**

- 10 Always calm and shows pleasant disposition; consistently confident and positive even during stressful conditions at work. Never loses patience and never allows others' tension and anxiety to affect workplace.
- 8 Most of the time calm, confident and positive. Occasionally loses emotional control during stressful condition.
- 6 Normally calm, confident and positive. Occasionally loses emotional control during stressful conditions.
- 4 Often loses emotional control in dealing with stressful work situations. Often complains about people and situations at work.
- 2 Cannot handle stress. Highly emotional and into violent arguments with others.

**H. Potential (For Rank and File only)**

- 10 Shows exceptional potential for advancement. Surpasses all requirements of present position. Manifests ability and interest to assume higher position.
- 8 Shows above average potential advancement. Surpasses most requirements of present positions. Shows above average ability and interest and assumes duties and responsibility of higher position.
- 6 Shows potential for advancement with minimal supervision and training
- 4 Shows little potentials for advancement. Needs substantial supervision and training to advance to higher position
- 2 Shows no potential for advancement. Meets minimum requirement of present position.

EQUIVALENT POINT SCORE	EQUIVALENT NUMERICAL RATING	EQUIVALENT ADJECTIVAL RATING
10	10	Excellent
8 - 9.99	8	Very Satisfactory
6 - 7.99	6	Satisfactory
4 - 5.99	4	Unsatisfactory
2 - 3.99	2	Poor

**PORO POINT MANAGEMENT CORPORATION**

**PSNL Form 23**

**PERFORMANCE APPRAISAL**

**Period Covered:** \_\_\_\_\_

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

<b>I.</b>	Achievement / Output – 70%		Score	Weighted Score
	a. Quantity of Work	25%	_____	_____
	b. Quality of Work	25%	_____	_____
	c. Timeliness	20%	_____	_____
			Part 1 Weighted Score	_____
<b>II.</b>	Behavioral Dimension – 30%			
	a. Professional Competence (For all positions)			_____
	b. Leadership (For Vice President & Supervisors)			_____
	c. Office Discipline (For all positions) c/o HR			_____
	d. Punctuality and Attendance (For all positions) c/o HR			_____
	e. Interpersonal Relations (For all positions)			_____
	f. Stress Tolerance (For VPs and Supervisors)			_____
	g. Commitment (For Rank & File positions)			_____
	h. Potential (For Rank & File positions)			_____
		Total		_____
		Average		_____
		Part II Weighted Score (30%)		_____

**PLEASE DO NOT FILL OUT ITEMS BELOW**

<b>I.</b>	Score for Intervening Tasks – 10%		Points	_____
			Weighted Score	_____
<b>II.</b>	Total Weighted Score			
	Part I	_____		
	Part II	_____		
	Part III	_____		
	Total Weighted Score	_____		

**III.** Performance Rating \_\_\_\_\_

Rated by:

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

\_\_\_\_\_  
 Vice President

**MS. MARIA VICTORIA REDEMPTA DE GUZMAN-SORIANO**  
 Vice President for HR and Administration

Reviewed and Approved by:

\_\_\_\_\_  
**ATTY. FELIX S. RACADIO**  
 President & CEO