PROGRAM ON AWARDS AND INCENTIVES
FOR SERVICE EXCELLENCE
(PRAISE)
IRIGA CITY WATER DISTRICT PROGRAM ON AWARDS AND INCENTIVES FOR SERVICE EXCELLENCE (ICWD-PRAISE)

In line with the Revised Policies on Employee Suggestions and Incentive Awards System (ESIAS) provided under CSC Resolution No. 010112 and CSC MC No. 01, S. 2001, the Iriga City Water District adopts the herein program on Awards and Incentives for Service Excellence (PRAISE) referred to as the ICWD-PRAISE.

I. BASIC POLICIES

1.1 The Iriga City Water District shall establish its own Employee Suggestions and Incentives Awards System.

1.2 The system shall be designed to encourage creativity, innovativeness, efficiency, integrity and productivity in the public service by recognizing and rewarding officials and employees, individually or in groups for their suggestions, inventions, superior accomplishments and other personal efforts which contribute to the efficiency, economy, or other improvement in government operations, or for other extraordinary acts or services in the public interest.

1.3 The PRAISE shall adhere to the principle of providing incentives and awards based on performance, innovative ideas and exemplary behavior.

1.4 The PRAISE shall give emphasis on the timeliness of giving award or recognition. Aside from conferment of awards during the traditional or planned awarding ceremonies, the spirit of on-the-spot grant of recognition is hereby institutionalized.
1.5 The PRAISE shall provide for both monetary and non-monetary awards and incentives to recognize and reward productive, creative, innovative and ethical behavior of employees through formal and informal mode.

For this purpose, the system shall encourage the grant of non-monetary awards. However, monetary awards are granted only when the suggestions, inventions, superior accomplishments and other personal efforts result in monetary savings which shall not exceed 20% of the savings generated.

1.6 At least 5% of the HRD funds shall be allocated for the PRAISE and incorporated in the ICWD’s Annual Work and Financial Plan and Budget.

1.7 The PRAISE shall be institutionalized through the ICWD-PRAISE Committee.

1.8 Following is the composition of the ICWD-PRAISE Committee:
   - The General Manager or his authorized representative who will act as Chairperson.
   - The Head of the Financial Unit or its equivalent
   - The Head of the Planning Unit or its Equivalent
   - The HRMO or Officer-in-Charge of personnel
   - Two (2) representatives from the Career Rank-and-File Employees

1.9 The General Manager or his authorized representative shall be responsible for overseeing the System’s operation and the Administrative Service Management Officer shall serve as the Secretariat.
1.10 The PRAISE Committee shall ensure that productivity, innovative ideas, suggestions and exemplary behavior can be identified, considered, managed and implemented on a continuing basis to cover employees at all levels.

1.11 The PRAISE committee shall be responsible for the development, administration, monitoring and evaluation of the awards and incentives system of the district. The ICWD of the committee may, however, employ an external or independent body to assist the PRAISE Committee to judiciously and objectively implement the system of incentives and awards.

1.12 The PRAISE Committee shall establish its own internal procedures and strategies which may be independent from but not contrary to CSC established rules as the committee deems applicable. Membership in the Committee shall be considered part of the member’s regular duties and functions.

1.13 The Iriga City Water District shall submit its own Program on Awards and Incentives for Service Excellence (PRAISE) and its subsequent amendments, if any, to the Civil Service Commission Regional Office V which shall provide technical assistance, if deemed necessary, to ensure proper implementation.

1.14 The CSC approved PRAISE shall be the basis of the grant of Productivity Incentive |Bonus (PIB), other awards and incentives. The Annual PRAISE Report shall be submitted by the Committee to the Civil Service Commission Regional Office V on or before the Thirtieth (30th) day of January to enable its employees to qualify for nomination to the CSC sponsored national awards.
1.15 Issues relative to awards and incentives shall be brought before the PRAISE Committee which shall address the same within fifteen (15) days from the date of submission.

II. OBJECTIVES

2.1 General

To encourage, recognize and reward employees, individually and/or in groups, for their creativity, suggestions, innovative ideas, inventions, discoveries, superior accomplishments, heroic deeds, exemplary behavior, extraordinary acts or services to the public interest and other personal efforts which contribute to the efficiency, economy and improvement in government operations, which in turn lead to organizational productivity.

2.2 Specific

2.2.1 To establish a mechanism for identifying, selecting, rewarding and providing incentives to deserving employees at the start of each year;

2.2.2 To identify outstanding accomplishments, best practices of employees on a continuing basis;

2.2.3 To recognize and reward accomplishments and innovations periodically or as the need arises;
2.2.4 To provide incentives and interventions to motivate employees who have contributed ideas, suggestions, inventions, discoveries, superior accomplishments and other personal efforts;

2.2.5 To foster awareness and desire to excel and maintain remarkable performance and noteworthy accomplishments;

2.2.6 To encourage creativity, efficiency and integrity in the public service among officials and employees of the ICWD;

2.2.7 To motivate officials and employees to contribute more, and be more responsive to the community in which they serve.

III. SCOPE

The system shall apply to all permanent officials and employees (Career and Non-Career Service) of the Iriga City Water District (effective May 2004 with CSC Approved Amendment).

IV. DEFINITION OF TERMS

- **Agency**—Iriga City Water District
- **Award**—recognition which may be monetary or non-monetary conferred on individual or group of individuals for ideas, suggestions, inventions, discoveries, superior accomplishments, exemplary behavior, heroic deeds, extraordinary acts or service in the public interest which contribute to the
efficiency, economy, improvement in government operations which lead to organizational productivity.

- **Career**—positions in the Civil Service characterized by (1) entrance based on merit and fitness to be determined as far as practicable by competitive examination, or based on highly technical qualifications; (2) opportunity for advancement to higher career positions; and (3) security of tenure.
- **Committee**—The PRAISE Committee
- **Contribution**—any input which can be in the form of an idea, invention, or performance.
- **Discovery**—is the uncovering of something previously existing but found or learned for the first time which will improve public service delivery.
- **District**—Iriga City Water District
- **Idea Type Contribution**—refers to an idea, a suggestion, or discovery for improvement to effect economy in operation, to increase production and improve working conditions.
- **Incentive**—monetary or non-monetary motivation or privilege given to an official or employee for contributions, suggestions, inventions, ideas, satisfactory accomplishment or demonstration of exemplary behavior based on agreed performance standards and norms of behavior.
- **Invention**—the creation of something previously non-existent which will benefit the government.
- **Non-Career**—positions expressly declared by law to be in the non-career service, or those whose entrance in the service is characterized by (1) entrance on bases other than those of the usual tests
of merit and fitness for the career service and (2) tenure which is limited to the duration of a particular project for which purpose of employment was made.

- **Officials**-refer to the General Manager, Division Managers and other positions with supervisory functions. (effective May 2004 with CSC approved amendment)
- **Performance Type Contribution** - refers to performance of an extraordinary act or service in the public interest in connection with, or related to one’s official employment; or outstanding community service or heroic acts in the public interest; or sustained work performance for a minimum period of one (1) year which is over and above the normal requirement of the individual or group.
- **PRAISE**-Program on Awards and Incentives for Service Excellence.
- **Suggestion**-idea or proposal which improves work performance, systems and procedures and economy in operations that will benefit the government.
- **System**-the ICWD awards and incentives program for officials and employees.

V. TYPES OF AWARDS

5.1 **National Awards**

The Iriga City Water District shall participate in the search for deserving employees who may be included in the screening of candidates for awards given by
other government agencies, private entities, NGO’s and other award giving bodies at the:

5.1.1 Presidential or Lingkod Bayan Award—conferred on an individual for consistent, dedicated performance exemplifying the best in any profession or occupation resulting in the successful implementation of an idea or performance, which is of significant effect to the public or principally affects national interest, security and patrimony.

5.1.2 Outstanding Public Official/Employee or Dangal ng bayan Award—granted to any public official or employee in government who has demonstrated exemplary service and conduct on the basis of his or her observance of one or more of the eight (8) norms of behavior described under Republic Act |No. 6713 or the Code of Conduct and Ethical Standards for Government Officials and Employees.

5.1.3 Civil Service Commission or the PAGASA AWARD—conferred on a group of individuals or team who has demonstrated outstanding teamwork and cooperation, which resulted in the successful achievement of its goal or has greatly improved public service delivery, economy in operation,
improved working conditions or otherwise benefited the government in many other ways.

5.1.4 GOCC Award or the Kapwa Award—conferred on an individual or group of individuals or team in recognition of his/her contributions from an idea or performance resulting to direct benefits to the ICWD. Nominations for this category need not be submitted to the CSCROV for screening & evaluation. The PRAISE Committee shall evaluate the nominations & recommends to the General Manager the most qualified nominee/s.

5.1.5 Other Awards—given by other government agencies, private institutions or NGO’s to an individual or team for contributions of an idea or performance that directly benefited the government.

5.2 Agency Level Awards

The agency shall develop and initiate the search for deserving employees who may be included in the screening of candidates for awards to be given such as:

5.2.1 Best Employee Award—granted to an individual or individuals who excelled among peers in a functional group, or
profession. A cash award of not less than the amount provided under relevant existing laws shall be given to outstanding employees plus a Certificate of Recognition or other forms of incentives as the committee may decide, e.g., Best Division Chief, Best Secretary, best Driver, Best Utility Worker and other similar awards.

5.2.2 Gantimpala Agad Award—given outright to employees commended by clients for their courtesy, promptness, efficiency, and dedication to duty.

5.2.3 Exemplary Behavior Award—an award given based on the eight (8) norms of conduct as provided under RA 6713 (Code of conduct and Ethical Standards). The awardee shall be automatically nominated by the ICWD-PRAISE Committee to the Dangal ng Bayan Award.

5.2.4 Best Organizational Unit Award—granted to the top organizational unit which may be a section, division, or office on the basis of meeting the organization’s performance targets and other pre-determined criteria.

5.2.5 Cost Economy Measures Award—granted to an employee or team whose contributions such as ideas, suggestions, inventions, discoveries or performance of functions resulted in savings in terms
of manhours and cost or otherwise benefited the agency and government as a whole. The monetary award shall not exceed 20% of the monetary savings generated from the contribution.

5.2.6 Service Award-conferrred on retirees whether under optional or compulsory retirement schemes held during a fitting ceremony on or before their retirement.

5.2.7 Such other awards the ICWD or PRAISE Committee may decide to give.

VI. TYPES AND FORMS OF INCENTIVES

The Iriga City Water District shall continuously search, screen and reward deserving officials and employees to motivate them to improve the quality of their performance and instill excellence in public service. As such, the following types of incentives but not limited to the following shall be awarded:

6.1 Performance Incentive—shall be given to an official or employee who has obtained an Outstanding or Very Satisfactory Rating in accordance with the approved Merit Promotion Plan and the Performance Evaluation System of the ICWD for the last two (2) succeeding rating periods. The incentive shall be in the form of step increments in accordance with the following:
a. Outstanding performance for two (2) consecutive rating periods shall be given two (2) step increments.
b. Very Satisfactory performance for two (2) consecutive rating periods shall be given a one (1) step increment.

These step increments shall be based from the prevailing existing law, rules and regulations and shall take effect following the end of the second rating period. Provided however, that the total number of recipients in any calendar year shall not be more than 10% of the total number actually employed in the district. Of this, the total number of recipients of two step increments shall not exceed 3%.

6.2 Length of Service Incentive—shall be given to an official or employee who has rendered at least three (3) years of service and every three years thereafter for continuous satisfactory service in the same position. The cash award shall be incorporated in the salary adjustments following the CSC-DBM Joint Circular No. 1, S. 1990, provided, the grant of step increment shall not exceed the maximum.

6.3 Productivity Incentive—given to all employees who have performed satisfactorily for the year covered in accordance with the agency’s CSC-approved PES. This incentive shall follow relevant existing guidelines.

6.4 Career and Self-Development Incentive—granted in recognition to an individual who has satisfactorily completed a course or degree within
or outside the country at one’s own expense. A plaque of recognition may be given during the district’s anniversary celebration.

6.5 Loyalty Incentive—granted to an official or employee who has completed at least ten (10) years of continuous satisfactory service in the ICWD. This award shall consist of cash bonus plus loyalty pin, 14K ring or wristwatch with ICWD emblem differentiated as follows:

<table>
<thead>
<tr>
<th>First ten (10) years</th>
<th>Gold Pin plus P500 per year of service</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 – 15 years</td>
<td>P1,000 per year of service</td>
</tr>
<tr>
<td>16 – 20 years</td>
<td>P1,000 per year of service</td>
</tr>
<tr>
<td>21 – 25 years</td>
<td>P1,500 per year of service</td>
</tr>
<tr>
<td>26 – 30 years</td>
<td>P1,500 per year of service</td>
</tr>
<tr>
<td>31 – 35 years</td>
<td>P2,000 per year of service</td>
</tr>
<tr>
<td>36 – 40 years</td>
<td>P2,000 per year of service</td>
</tr>
</tbody>
</table>

Thereafter, succeeding awards shall be given every five years and be awarded only in cash bonus equivalent to the five years additionally served. The 14k ring and the wristwatch shall be awarded only upon reaching the 15th and 25th year of service respectively.

6.6 Service Incentive—shall be given to an employee or official who has rendered an aggregate number of years of service enumerated herein:

| Below 15 yrs of service | - 1 month salary per yr. of service |
| 15 yrs & below 25 yrs   | - 1½ half month salary per year     |
| 25 yrs & below 35 yrs   | - 2 month salary per year           |
| 35 years & above        | - 2½ month per year                 |

14
Provided, the official or employee was not separated for cause. The manner of computation shall not be cumulative following the principle in paragraph 6.5 as underscored. However, a fraction of at least six (6) months shall be computed as one whole year.

6.7 **A Financial Assistance** equivalent to one month salary shall be given to officials and employees. Provided, the same shall be included in the district’s annual budget and in accordance with existing MC’s, rules & regulations as the case may be.

6.8 **A Efficiency Incentive Bonus** equivalent to Ten Thousand (P10,000.00) Pesos shall be granted to all officials and employees of the district, regardless of salary. Provided, the following parameters are met, and shall be given only, during the first quarter of the succeeding year when said parameters shall have been determined.

- Collection Efficiency of at least 95% of the preceding year
- Average of less than 25% of Non-Revenue Water
- Fifteen (15%) Percent Net Income before tax on total operating revenues
- Staff ratio of 1:120
- Up-to-date debt service payment
- Strict compliance of the above conditions
VII. OTHER INCENTIVES

7.1 **An Economic Relief Assistance** in the amount of Seven Thousand (P7,000.00) Pesos per year shall be granted to officials and employees with permanent status regardless of salary. Employees who have rendered less than one (1) year but not less than four (4) months of service be entitled to an amount proportionate to the total number of months of continuous service.

7.2 **Medical and Dental Assistance** shall be granted to officials and employees in the amount not exceeding Five Thousand (P5,000.00) Pesos per year reimbursable upon presentation of a receipt in accordance with CSC MC No. 17, S. 1989, or the prevailing law, rules and regulations.

7.3 **A Grocery Allowance** shall be granted to each official and employee in the amount of Seven Hundred Fifty (P750.00) Pesos per month which shall be taken from the yearly budget appropriation effective August 2004 (with CSC approved amendment).

7.4 **A Monthly Rice Allowance** shall be given to officials and employees in the amount equivalent but not to exceed an average of One Thousand Pesos per month for one year.

7.5 **Compensatory Time-Off** shall be granted to an employee who has worked beyond his regular office hours without overtime pay.

7.6 **Flexiplace** - a work arrangement allowed for qualified employee/s who has demonstrated responsibility, initiative, and capacity to produce
output/result accomplished outside of the workplace subject to established guidelines.

7.7 **Salu-salo Together** – A meal hosted by the supervisor/s for employees in their division/department who have made significant contributions.

7.8 **Personal Growth Opportunities** – Incentives in the form of attendance in conferences on official business, membership in professional or civic organizations, books, journals, tapes and the like, travel packages and other learning opportunities shall be granted to employees who have given significant contributions in line with their job accomplishments.

7.9 **Gratuities** – in the form of merchandise, computers, cellular phones, reserved parking space, recognition posted at the Wall of Fame, feature in Agency Publication, and others shall be given to employees in accordance with their degree of accomplishment or contribution to the agency.

### VIII. PRAISE COMMITTEE

#### 8.1 Composition

The PRAISE Committee in the ICWD without prejudice to future changes in its composition shall be comprised of the following:

- The General Manager or his Authorized Representative
o The Head of the Financial Division of Unit or Equivalent
o The Head of the Planning Division or Unit or Equivalent
o The HRMO of Officer-in-Charge of Personnel
o Two (2) Representatives of the Career Rank-and-File Employees representing levels I & II, who shall serve for two (2) years, chosen through a General Assembly or, any mode of selection applicable, or designated by the registered union, if any.

8.2 Duties and Responsibilities

The PRAISE Committee shall be responsible for the development, administration, monitoring and evaluation of the awards and incentives system of the district. As such, the committee shall meet periodically to perform the following tasks:

8.2.1 Establish a system of incentives and awards to recognize and motivate employees for their performance and conduct;

8.2.2 Formulate, adopt and amend internal rules, policies and procedures to govern the conduct of its activities which shall include the guidelines in evaluation the nominees and the mechanism for recognizing the awardees;
8.2.3 Monitor implementation of approved suggestions and ideas through feedbacks and reports;

8.2.4 Prepare plans, identify resources and propose budget for the system on an annual basis;

8.2.5 Develop, produce, distribute a System Policy Manual and orient the employees on the same;

8.2.6 Document best practices, innovative ideas and success stories which will serve as promotional materials to sustain interest and enthusiasm;

8.2.7 Submit an annual report on the awards and incentives system to the CSCROV on or before the thirtieth (30th) day of January;

8.2.8 Monitor and evaluate the System’s implementation every year and make essential improvements to ensure its suitability to the agency, and;

8.2.9 Address issues relative to awards and incentives within fifteen (15) days from the date of submission.

To implement the System effectively, the PRAISE Committee members are expected to possess positive attitude, be capable of implementing submitted ideas, open-minded, decisive, have high tolerance for stress or pressure, and actively participate in all committee meetings.
The Chairperson shall be responsible for overseeing the system’s operations and the Human Resource Management Unit or its equivalent shall serve as the System’s Secretariat.

The District may, however, employ an external or independent body to assist the PRAISE Committee to judiciously and objectively implement the system of awards and incentives.

IX. FUNDING

The Iriga City Water District in coordination with the PRAISE Committee shall allocate sufficient funds for the PRAISE and incorporate the same in the Annual Work and Financial Plan and Budget.

X. EFFECTIVITY

The Iriga City Water District PRAISE shall become effective immediately after final evaluation and approval by the Civil Service Commission Regional Office V. Subsequent amendments shall likewise become effective immediately after its evaluation and approval.
XI. COMMITMENT

I hereby commit to implement and abide by the provisions of this ICWD-PRAISE which shall be the basis for the grant of awards and incentives to officials and employees of the ICWD.

Original Signed:

ENGR. BEDA B. MALAZARTE
General Manager

CSC Action:

I have evaluated the herein ICWD-PRAISE and found it to be in accordance with the provision of CSC MC 01 Series of 2001, and may now be implemented.

Signed:

Atty. DAVID E. CABANAG, JR.
Regional Director
Civil Service Commission
Regional Office V
Rawis, Legaspi City
In line with the ICWD-PRAISE, following shall be adopted for STRICT implementation as Supplemental Guideline for the grant of Awards and Incentives to officials and employees.

1. The PRAISE Committee with the concurrence of all its members shall have the sole authority to nominate, grant awards and incentives to qualified officials and employees.

2. The grant of national awards shall be governed by the criteria being followed by the CSC or other award governing bodies concerned.

3. The grant of the performance incentive shall be governed by the rules stipulated in paragraph 6.1 of the ICWD-PRAISE.

4. Length of Service Incentive shall be governed by the CSC-DBM Joint Circular No. 1, S. 1990 or its existing equivalent prevailing law, rules and regulations.

5. The Productivity Incentive Bonus shall be granted only to those officials and employees who have adhered and submitted their PES in accordance with Office Order No. 23-01. Likewise, the following shall be instituted:
5.1 A RANKING SYSTEM for giving the PIB be adopted including the amount to be granted to each official and employee.

5.2 The PIB be granted only to those officials and employees with a performance rating of at least SATISFACTORY.

5.3 A penalty of REPRIMAND and above during the preceding year where the PIB will be granted shall automatically disqualify the individual to receive the PIB.

6. To be entitled to the Career and Self-Development Incentive, the following criteria shall be the basis:

The course that was taken shall have been completed after the employee was hired;

The course completed is his/her second course and taken at one’s own expense.

7. The criteria for the grant of the Loyalty Incentive shall be the following:

The official/employee must have completed ten (10) years of continuous (uninterrupted) satisfactory service.

He/she must not have received a rating below Satisfactory for that 10 year period.

He/she must not have been penalized administratively for that 10 year period.
The Certificate of Award shall indicate the ten year period at which the individual was entitled to receive regardless of his/her date of employment.

Paragraph 6.5 of the PRAISE shall be the basis for computation for the grant of loyalty incentive regardless of the years of service rendered by the employee.

8. The aggregate total of years of service shall be the basis for giving out the Service Incentive. The emphasis shall be, that when SEPARATED FOR CAUSE, NO SEVERANCE PAY nor service incentive shall be given away.

9. Financial Assistance shall be granted as governed by existing law, MC’s rules and regulations.

10. The Efficiency Incentive Bonus shall be granted ONLY when the parameters enumerated in paragraph 6.9 and its subsequent amendments, if any, are met.

11. The Economic Relief Assistance shall entitle all officials and employees regardless of salary.

12. Medical and Dental Assistance is a supplemental health program for officials and employees.

13. The Monthly Rice Allowance is a necessary supplemental aid to officials and employees.

14. Compensatory Time-Off may be applied to OFFSET the number of hours or day that an employee had
spent without being paid overtime pay. However, the same shall not apply to tardiness an employee had committed in coming late for office.

15. A flexiplace arrangement may be applied if the ICWD adopts the flexitime with CORE HOURS being observed.

16. A Salu-salo together may be initiated by a Supervisor/Division Chief for employees who had given significant contribution to the district. The PRAISE Committee at its discretion may recommend the incentive if the recommendation of the supervisor/division head is deemed meritorious.

17. For Personal Growth Opportunities and Gratuities, the following qualifications should be met:

The incentive shall be appropriate to the position held.

Availability of the fund in the budget.

Evaluation and Favorable Recommendation from the PRAISE Committee.

The PRAISE committee is hereby given the discretion to grant the above but in no case the fund intended for the incentives adversely affect the financial viability of the ICWD.

The PRAISE Committee shall issue a certification on the evaluation conducted including all data/documents
necessary and subsequent confirmation on the type and form of award to be granted to an official or employee.

The PRAISE Committee are committed to uphold the above provisions of the supplemental guideline set forth for the implementation of the ICWD PRAISE.

APPROVED:

Signed: MARIETTA H. CRUZATA
         Member

Signed: JUVENAL B. NERI
         Member

Signed: LEDA V. GONZAGA
         Member

Signed: MARGARITO M. CERILLO
         Member

Signed: SALVADOR D. ALCOMENDAS
         Member

Signed: BEDA B. MALAZARTE
         Member
STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (SPMS)
STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (SPMS)

In line with CSC Memorandum Circular No. 6, s. 2012, the Iriga City Water District (ICWD) adopts the herein Strategic Performance Management System to be referred to as Iriga City Water District -SPMS.

I. General Policies

This Iriga City Water District -SPMS:

a. Adheres to the principle of performance-based security of tenure which provides motivation and basis for incentives to performers, applies developmental plans for poor performers and sanctions for non-performers.

b. Operates on the basis that performance goals and measurements are aligned to the national development plans, agency mandate/vision/mission and strategic priorities and/or organizational performance indicator framework.

c. Puts premium on major final outputs that contributes to the realization of organizational mandate, mission/vision, strategic priorities, outputs and outcomes.

d. Adopts a team-approach to performance management such that accountabilities and individual roles in the achievement of organizational goals are clearly defined to give
way to collective goal setting and performance rating.
e. Provides mechanism for appeals and resolutions of conflicts and/or disagreements.

II. General Objectives

This Iriga City Water District -SPMS shall be prepared and administered to:

a. Concretize the linkage of organizational performance with the Philippine Development Plan, the Agency Strategic Plan and the Organizational Performance Indicator Framework (OPIF).
b. Ensure organizational effectiveness and improvement of individual employee efficiency by cascading institutional accountabilities to the various levels of the organization anchored on the establishment of rational and factual basis for performance targets and measures.
c. Link performance management with other HR systems and ensure adherence to the principle of performance-based tenure and incentive system.
III. Key Players and Responsibilities

A. SPMS Champion (Agency Head)
   1. Primarily responsible and accountable for the establishment and implementation of the SPMS.
   2. Sets agency performance goals/objectives and performance measures.
   3. Determines agency target setting period.
   6. Constitutes a Performance Management Team (PMT) through an Office Order indicating the duties and responsibilities of its members.

B. Performance Management Team (PMT). The PMT shall be composed of the following:

   1. Executive Official designated by the Agency Head as Chairperson.
   2. Highest Human Resource Management Officer or the career service employee directly responsible for human resource management.
3. Highest Human Resource Development Officer or the career service employee directly responsible for personnel training and development.

4. Highest Finance Officer or the career service employee directly responsible for financial management.

5. Highest Planning Officer or the career service employee directly responsible in Planning, if there is any.

6. Unit/Division designated by the Agency Head as PMT Secretariat.

7. President of the accredited employee association in the agency of the authorized alternate representative. In offices where there are no accredited or recognized employee association/unions, the rank and file representative shall be chosen through a general election or assembly.

The PMT shall have the following functions and responsibilities:

1. Sets consultation meeting of all Unit Heads for the purpose of discussing the targets set in the office performance commitment and rating form.

2. Ensures that Office performance targets and measures, as well as the budget are
aligned with those of the agency and that work distribution of offices/units is rationalized.

3. Recommends approval of the office performance commitment and rating to the Agency Head.

4. Acts as appeals body and final arbiter for performance management issues of the agency.

5. Identifies potential top performers and provide inputs to the PRAISE Committee for grant of awards and incentives.

6. Adopts its own internal rules, procedures and strategies in carrying out the above responsibilities including schedule of meetings and deliberations, delegation of authority to representatives in case of absence or its members.

7. Conducts agency performance planning and review conference annually for the purpose of discussing the office assessment for the preceding performance period and plans for the succeeding rating period with concerned Heads of Offices. This shall include participation of the Financial Office as regards budget utilization.
C. PMT Secretariat

1. Monitors submission of Office Performance Commitment and Review Form and schedule the review/evaluation of Office Commitments by the PMT before the start of a performance period.

2. Consolidates, reviews, validates and evaluates the initial performance assessment of the Heads of Offices based on reported office accomplishments against the success indicators, and the allotted budget against the actual expenses. The result of the assessment shall be the basis of PMT’s recommendation to the Head of Agency who shall determine the final office rating.

3. Records proceedings of the agency performance planning and review conference annually for the purpose of discussing the office assessment for the preceding performance period and plans for the succeeding rating period with concerned Heads of Offices. This shall include participation of the
Financial Office as regards budget utilization.

4. Provides each office with the final Office Assessment to serve as basis of offices in the assessment of individual staff members.

5. Prepares the agency’s Listing of Major Final Outputs (MFO) (Annex A).

6. Prepares a listing of concerns vis-a-vis agency’s MFO, the corresponding Programs and Projects and their outputs (which will be derived from a particular MFO), the Department (Division/Section) responsible for it, success measure and target.

D. Human Resource Management Office

1. Monitors submission of Individual Performance Commitment and Review Form by heads of offices.

2. Reviews the Summary List of Individual Performance Rating to ensure that the average performance rating of employees is equivalent to or not higher than the Office Performance Rating as recommended by the PMT and approved by the Agency Head.
3. Provides analytical data on retention, skill/competency gaps and talent development plans that align with strategic plans.

4. Coordinates developmental interventions that will form part of the Human Resource (HR) Plan.

5. Prepares semestral and annual Summary Listing of Performance Rating (Annex B) earned by the different offices (departments and/or sections) and the officials and employees actually assigned thereat.

6. Makes said listing readily available at the HR Office for reference, storage period of which is five (5) years.

E. Head of Unit/Department

1. Assumes primary responsibility for performance management in his/her unit/department.

2. Conducts strategic planning session with the supervisors and staff and agree on the outputs that should be accomplished based on the goals/objectives of the organization and submits the Office Performance
Commitment and Review (OPCR) Form to the Planning Office.
3. Reviews and approves individual employee’s Performance Commitment and Review (IPCR) Form for submission to the HRM Office/Personnel Office before the start of the performance period.
4. Does initial assessment of unit/department performance using the approved OPCR Form.
5. Determines final assessment of performance level of the individual employees in his/her unit/department based on proof of performance.
6. Informs employees of the final rating and identifies necessary interventions to employees based on the assessment of developmental needs.

i. Recommends and discusses a development plan with the subordinates who obtained Unsatisfactory performance during the rating period not later than one (1) month after the end of the said period and prepares written notice/advice to subordinates that a succeeding Unsatisfactory
performance shall warrant their separation from the service.

ii. Provides preliminary rating to subordinates showing Poor performance not earlier than the 3\textsuperscript{rd} month of the rating period. A development plan shall be discussed with the concerned subordinate and issue a written notice that failure to improve their performance shall warrant their separation from the service.

F. Division Chief or Equivalent

1. Assumes joint responsibility with the Head of Office in ensuring attainment of performance objectives and target
2. Rationalizes distribution of targets/tasks.
3. Monitors closely the status of the performance of his/her subordinates (see Annex C1) and provides support and assistance through the conduct of coaching for the attainment of targets set by the Division/Unit and individual employee.
4. Assesses individual employees’ performance.
5. Recommends developmental intervention.
6. Prepares and submits necessary evaluation report to the Head of Agency a week before the end of any rating period in cases of underperforming subordinate employees despite conduct of on-the-job coaching or mentoring. Said report must be duly supported with report of the coaching and mentoring assistance (Annex C2) provided.
7. Distribute to specific personnel within the unit (department or division or section) the tasks and activities pertinent to the delivery of an outcome the department is expected to deliver per Agency’s OPCR (see Annex C3).

Note: In cases of agencies with less than ten (10) personnel, items E & F shall be merged together.

G. Individual Employees

1. Act as partners of management and their co-employees in meeting organizational performance goals.
2. Keep track and accomplish necessary reports in monitoring individual work progress through submission of Monthly Accomplishment Report to unit/department head or division chief.

IV. Timetable of SPMS Activities

A. Performance Planning and Commitment (Setting of Performance Targets)

1. Organizational Targets - Office Performance Commitment and Review (OPCR)

Not later than the last quarter immediately preceding the rating period is devoted to preparation and setting of organizational targets.

Organizational targets refer to short-range (annual or semi-annual) expected accomplishments set to achieve objectives.

The approved OPCR (Annex D) shall serve as basis for individual performance targets and measures to be prepared in the Individual Employee’s Performance Commitment and Review (IPCR) Form (Annex E).
2. Employee/Individual Targets

Employee/individual targets are determined by the unit heads of concerned employees through a work distribution plan (WDP). This shall be prepared semi-annually.

Each employee/individual then prepares his/her IPCR based on the WDP and submits the same to the unit head for approval and submission to the HR Office. It is a must that the unit head/supervisor and the employee agree on the targets set.

Employees’ performance targets for a given rating period may still be modified based on changes brought about by new mandates and programs of the agency in general and the organizational unit in particular. Modifications of the originally planned targets may also be allowed in cases where an employee is given special assignments that would significantly affect the accomplishment of the original targets.

B. Performance Monitoring and Coaching

During the performance monitoring and coaching phase, the performance of the
offices and every individual shall be regularly monitored at various levels: i.e. the Head of Agency, HRM Office, Division Head and individual, on a regular basis.

Performance monitoring and mentoring shall be done quarterly using the Performance Monitoring and Coaching Journal (Annex C1, C2 & C3).

Division chiefs/unit heads shall maintain a logbook to record critical incidents and schedule of coaching and action plan. Interventions are given to those behind work targets; in the Employee Feedback Form (Annex F), a space is provided for recommended interventions.

C. Performance Review and Evaluation

1. Office Performance Assessment

The PMT Secretariat in the agency shall consolidate, review, validate and evaluate the initial performance assessment of the Heads of Offices based on reported office accomplishments against success indicators as may be found in the MFO Listings (Annex A) as well as the allotted budget against actual expenses.
The result of the assessment shall be submitted to the PMT for calibration and recommendation to the Agency Head. The Agency Head shall determine the final rating of units/departments/divisions.

An agency performance review conference shall be conducted annually by the PMT Secretariat for the purpose of discussing the Office assessment with concerned Unit Heads. This shall include participation of the Finance Office as regards budget utilization. To ensure complete and comprehensive performance review, all units shall submit a quarterly accomplishment report to the PMT Secretariat based on the SPMS calendar (Annex G).

2. Performance Assessment for Individual Employees

The immediate supervisor shall assess the individual employee performance based on the commitments made at the beginning of the rating period. The performance rating shall be based solely on records of accomplishment; hence, there is no need for self-rating.

The SPMS puts premium on major final outputs towards realization of
organizational mission/vision. Hence, rating for planned and/or intervening tasks shall always be supported by reports, documents or any output as proofs of actual performance. In the absence of said bases or proofs, a particular task shall not be rated and shall be disregarded.

The supervisor shall include qualitative comments, observations and recommendations in the individual employee’s performance commitment and review form to include competency\(^1\) assessment and critical incidents\(^2\) which shall be used for human resource development purposes such as promotion and other interventions.

Employee’s assessment shall be discussed by the supervisor with the concerned ratee prior to the submission of the individual employee’s performance commitment and review form to the Head of Office. The Head of Office shall determine the final assessment of performance level of the individual employees in his/her unit/division based on proof of

\(^1\) Competencies are observable, measurable and vital behavioural skills, knowledge and personal attributes that are translations or organizational capabilities deemed essential for success. Competencies shall be identified for a particular position or job family.

\(^2\) Record of events, happenings or actual information affecting the overall accomplishments of the employee during the particular rating period.
performance. The final assessment shall correspond to the adjectival description of Outstanding, Very Satisfactory, Satisfactory, Unsatisfactory or Poor.

The **average** of all individual performance assessments shall **not** go higher than the collective performance assessment of the Office.

The Head of Unit/Department shall ensure that the employee is notified of his/her final performance assessment and the Summary List of Individual Ratings with the attached IPCRs submitted to the HRM Office/Personnel Office within **five (5) working days** after the end of the rating period (3 months, 6 months or 1 year).

D. Performance Rewarding and Development Planning

Part of the individual employee’s evaluation is the competency assessment vis-à-vis the competency requirements of the job. The result of the assessment shall be discussed by the Heads of Offices and supervisors with the individual employee at the end of each rating period. The discussion shall focus on the strengths, competency-related performance gaps and the opportunities to address these gaps, career paths and alternatives.
The result of the competency assessment shall be treated independently of the performance rating of the employee.

Appropriate developmental interventions shall be made available by the Agency Head and supervisors in coordination with the HRM Section of the Administrative Division.

A Professional Development Plan (Annex H1 & H2) to improve or correct performance of employees with Unsatisfactory and Poor performance ratings must be outlined, including timeliness, and monitored to measure progress.

The results of the performance evaluation/assessment shall serve as inputs to the:

1. Heads of Offices in identifying and providing the kinds of interventions needed, based on the developmental needs identified.
2. Agency HRM Office/Personnel Office in consolidating and coordinating developmental interventions that will form part of the HR Plan and the basis for rewards and incentives.
3. PMT in identifying potential PRAISE Awards nominees for various awards categories
4. PRAISE Committee in determining top performers of the Iriga City Water District who qualify for awards and incentives.

V. Rating Period

Performance evaluation shall be done semi-annually. However, if there is a need for a shorter or longer period, the minimum appraisal period is at least 90 calendar days or 3 months while the maximum is not longer than one (1) calendar year.

Various rating scales may be used for specific sets of measures. However, in general, there shall be five-point rating scale (1 to 5), 5 being the highest and 1, the lowest.

VI. SPMS Rating Scale

This shall refer to the over-all rating earned (of an official or employee) for a given period, taking in consideration the parameters (which can either be one, two or all three parameters, namely: Effectiveness, Efficiency, Timeliness) as predetermined during the targeting period and found necessary as contained in the OPCR and IPCR (of the subject official or employee).
Results of the total rating as derived from the computation, shall determine the would-be adjectival rating of an official or employee.

**General Rating Scale**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Numerical</th>
<th>Adjectival</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.50 to 5.00</td>
<td>Outstanding</td>
<td>Performance represents an extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity, creativity and initiative. Employees at this performance level should have demonstrated exceptional job mastery in all major areas of responsibility. Employee achievement and contributions to the organization are marked excellence.</td>
<td></td>
</tr>
<tr>
<td>3.51 – 4.49</td>
<td>Very Satisfactory</td>
<td>Performance exceeded expectations. All goals, objectives and targets were achieved above the established standards.</td>
<td></td>
</tr>
<tr>
<td>2.50 – 3.50</td>
<td>Satisfactory</td>
<td>Performance met expectations in terms of quality of work, efficiency and timeliness. The most critical annual goals were met.</td>
<td></td>
</tr>
<tr>
<td>1.50 – 2.49</td>
<td>Unsatisfactory</td>
<td>Performance failed to meet expectations, and/or one or more of the critical goals were not met.</td>
<td></td>
</tr>
<tr>
<td>1.00 – 1.49</td>
<td>Poor</td>
<td>Performance was consistently below expectations, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas.</td>
<td></td>
</tr>
</tbody>
</table>
The **General Rating Scale** shall be used in determining the final equivalent adjectival rating of the office and individual.

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality / Effectiveness</td>
<td>The extent to which actual performance compares with targeted performance. The degrees to which objectives are achieved and the effectiveness to which targeted problems are solved. In management, effectiveness relates to <em>getting the right things done</em>.</td>
</tr>
<tr>
<td>Efficiency</td>
<td>The extent to which time or resources is used for the intended task or purpose. Measures whether targets are accomplished with a minimum amount or quantity of waste, expense, or unnecessary effort.</td>
</tr>
<tr>
<td>Timeliness</td>
<td>Measures whether the deliverable was done on time based on the requirements of the law and/or clients/stakeholders. Time-related performance indicators evaluate such things as project completion deadlines, time management skills and other time-sensitive expectations.</td>
</tr>
</tbody>
</table>

This description shall be operationalized through the Rating Scale provided below.

**Rating Scale:**
This shall guide assignment of rating, taking in consideration status of accomplishment vis-a-vis target set, for specific programs/projects.

a. Quality / Effectiveness

a. Written Work

This shall cover output in written format.

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Output is substantially correct and complete; no major mistakes or deficiency; every aspect of the work assignment well covered; clearly presented; well organized. No error in content, requiring restudying or major rehash of the output submitted.</td>
</tr>
<tr>
<td>4</td>
<td>10% of the output subjected to modifications or not organized.</td>
</tr>
<tr>
<td>3</td>
<td>25% of the substantial aspect of the work had to be revised; or Grammatically incorrect.</td>
</tr>
<tr>
<td>2</td>
<td>50% of the substantial aspect of the work had to be revised.</td>
</tr>
<tr>
<td>1</td>
<td>Work not acceptable. Needs total revision. Assignment has to be given to another.</td>
</tr>
</tbody>
</table>

b. Non Written Work

This shall cover output in non-written format.

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Excellent results; all aspects of work assignment thoroughly covered; No mistakes in performing the duty.</td>
</tr>
<tr>
<td>4</td>
<td>One or two minor errors in execution</td>
</tr>
</tbody>
</table>
b. Efficiency

This shall refer to rate of turn-over of accomplishment; subsuming available administrative resources.

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Target or quota exceeded by 30% or more; planned quantity for the rating period exceeded by at least 30%.</td>
</tr>
<tr>
<td>4</td>
<td>Target or quota exceeded by at least 15% but short of 30%.</td>
</tr>
<tr>
<td>3</td>
<td>Target or quota accomplished as expected or had exceeded up to 14%</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>2</td>
<td>Only 51 to 99% of target or quota was accomplished</td>
</tr>
<tr>
<td>1</td>
<td>Less than 50% of quota or target was accomplished</td>
</tr>
</tbody>
</table>

Formula for Efficiency Rating (ER):

\[
ER = \frac{\text{accomplished}}{\text{target / quota}} \times 100\% 
\]

Illustration: (Collection Services)

Accomplished = P100,000.00  
Target / quota = P80,000.00  
\[
ER = \frac{100,000.00}{80,000.00} \times 100\% = \frac{100,000.00}{80,000.00} \times 100\% = 125\% 
\]

The illustration shows that employee exceeded his target / quota by 25%. Therefore, his equivalent efficiency rating is 4.

c. Timeliness

a. Work which can be prepared and submitted earlier than scheduled date

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Task completed at least two (2) days before the scheduled date of completion or deadline.</td>
</tr>
<tr>
<td>4</td>
<td>Task completed at least one (1) day</td>
</tr>
</tbody>
</table>

51
before the scheduled date of completion or deadline.

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Task completed on the scheduled date of completion or deadline.</td>
</tr>
<tr>
<td>2</td>
<td>Task completed after the deadline or planned time.</td>
</tr>
<tr>
<td>1</td>
<td>Task not completed at all.</td>
</tr>
</tbody>
</table>

b. **Work which cannot be completed and/or submitted earlier than scheduled date (such as accounting reports due end of month, etc)**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Task completed on the scheduled date of completion or deadline.</td>
</tr>
<tr>
<td>4</td>
<td>Task completed one (1) day after the scheduled date of completion or deadline.</td>
</tr>
<tr>
<td>3</td>
<td>Task completed two (2) days after the scheduled date of completion or deadline.</td>
</tr>
<tr>
<td>2</td>
<td>Task completed three (3) days or more after the scheduled date of completion or deadline.</td>
</tr>
<tr>
<td>1</td>
<td>Task not completed at all.</td>
</tr>
</tbody>
</table>

Note: In case an official or employee is reassigned or is separated from the service prior to end or completion of rating period, provided that the set minimum rating period is completed, accomplishment shall be rated using principle of ratio and proportion. The total period served and its corresponding record of accomplishment for the period, shall be viewed against supposed total working period and target for the period.
Critical factors affecting the delivery of work output shall be reflected and computed/averaged (A) in the columns provided for in the OPCR / IPCR Form using the standards for Quality/Effectiveness (Q), and the rating scales for Efficiency (E) and Timeliness (T).

In computing the final rating of the office and individual performance, the following weight allocation shall be followed:

- Strategic Objectives 45%
- Core Functions 45%
- Support Functions 10%

Sample Computation:

<table>
<thead>
<tr>
<th>MFOs/PAP*</th>
<th>Q1</th>
<th>E2</th>
<th>T3</th>
<th>A4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Objectives:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program/Activity 1</td>
<td>4.00</td>
<td>4.00</td>
<td>1.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Program/Activity 2</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Program/Activity 3</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
</tr>
<tr>
<td><strong>Core Functions:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program/Activity 1</td>
<td>2.00</td>
<td>3.00</td>
<td>5.00</td>
<td>3.33</td>
</tr>
<tr>
<td>Program/Activity 2</td>
<td>4.00</td>
<td>2.00</td>
<td>3.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Program/Activity 3</td>
<td>4.00</td>
<td>3.00</td>
<td>3.50</td>
<td></td>
</tr>
<tr>
<td><strong>Support Functions:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program/Activity 1</td>
<td>1.00</td>
<td>5.00</td>
<td>3.00</td>
<td></td>
</tr>
<tr>
<td>Program/Activity 2</td>
<td>5.00</td>
<td>4.00</td>
<td>4.50</td>
<td></td>
</tr>
</tbody>
</table>
EMPLOYEE RATING

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>AVERAGE RATING</th>
<th>WEIGHTED RATING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Priority (45%)</td>
<td>(3.00 + 5.00 + 4.00)/3 = 4.00</td>
<td>(4.00 x 45%) = 1.80</td>
</tr>
<tr>
<td>Core Functions (45%)</td>
<td>(3.33 + 3.00 + 3.50)/3 = 3.277</td>
<td>(3.277 x 45%) = 1.47</td>
</tr>
<tr>
<td>Support Functions (10%)</td>
<td>(3.00 + 4.50)/2 = 3.75</td>
<td>(3.75 x 10%) = 0.375</td>
</tr>
<tr>
<td>Final Numerical Rating</td>
<td>1.80 + 1.47 + 0.375 = 3.645</td>
<td></td>
</tr>
<tr>
<td>Final Adjectival Rating</td>
<td>Very Satisfactory (VS)</td>
<td></td>
</tr>
</tbody>
</table>

The computation shows that the final numerical rating of the employee is 3.645 with an adjectival rating of Very Satisfactory derived from computing the average rating of all MFOs/PAP classified under Strategic Objectives, Core Functions and Support Functions and then multiplying the result by the weight allocation per category.
VII. **SPMS Initiation / Implementation**

The Agency Head shall:

a. Submit Iriga City Water District -SPMS to the Civil Service Commission Regional Office No. 5 for review/approval.

b. Conduct orientation/reorientation on the new Iriga City Water District -SPMS to all employees. This is to promote awareness and interest on the system, generate employees’ appreciation for the agency SPMS as a management tool for performance planning, control and improvement, and guarantee employees’ internalization of their role as partners of management and co-employees in meeting organizational performance goals.

c. Administer the approved Iriga City Water District -SPMS in accordance with the guidelines/standards set herein.

d. Provide the CSC – Camarines Sur Field Office with a copy of the consolidated Individual Performance Review Reports indicating alignment of the collective individual performance rating with the Organizational/Office Performance Rating.
VIII. Sanctions

Unless justified and accepted by the PMT, non-submission of the Office Performance Commitment and Review (OPCR) form to the PMT, and the Individual employee’s Performance Commitment and Review (IPCR) forms to the HRM Section of Administrative Division within the specified dates shall be ground for:

1. Employee’s 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.

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 OPCR and IPCR report.

3. Failure on the part of the Head of Agency/Unit/Department Head to comply with the required notices to their subordinates for their unsatisfactory or poor performance during a rating period shall be a ground for administrative offense for neglect of duty.
4. Non-submission of agency SPMS to the Civil Service Commission for review/approval shall be a ground for disapproval of promotional appointments issued by concerned agency head.

IX. Uses of Performance Ratings

1. Security of Tenure of those holding permanent appointments is not absolute but based on performance.

Employees who obtained UNSATISFACTORY rating for one (1) rating period or exhibited poor performance shall be provided appropriate developmental intervention by the Agency Head and supervisor (Division/Unit Head), in coordination with the HRM Section of Administrative Division, to address competency-related performance gaps.

If after advice and provision of developmental intervention, the employee still obtains UNSATISFACTORY rating in the immediately succeeding rating period or POOR rating for the immediately succeeding rating period, he/she may be dropped from the rolls. A written notice/advice from the Agency Head at least 3 months before the end of the rating period is required.
2. The PMT shall validate the Outstanding performance ratings and may recommend concerned employees for performance-based awards. Grant of performance-based incentives shall be based on the final ratings of employees as approved by the Agency Head.

3. Performance ratings shall be used as basis for promotion, training and scholarship grants and other personnel actions.

   Employees with Outstanding and Very Satisfactory performance ratings shall be considered for the above mentioned personnel actions and other related matters.

4. Officials and employees who shall be on official travel, approved leave of absence or training or scholarship programs and who have already met the required minimum rating period of 90 days shall submit the performance commitment and rating report before they leave the office.

   For purposes of performance-based benefits, employees who are on official travel, scholarship or training within a rating period shall use their performance
ratings obtained in the immediately preceding rating period.

5. Employees who are on detail or secondment to another office shall be rated in their present or actual office, copy furnished their mother office. The ratings of those who were detailed or seconded to another office during the rating period shall be consolidated in the office, either the mother (plantilla) office of present office, where the employees have spent majority of their time during the rating period.

X. Appeals

1. Office performance assessment as discussed in the performance review conference shall be final and not appealable. Any issue/appeal on the initial performance assessment of an Office shall be discussed and decided during the performance review conference.

2. Individual employees who feel aggrieved or dissatisfied with their final performance ratings can file an appeal with the PMT within ten (10) days from the date of receipt of notice of their final performance evaluation rating from the Agency Head.
3. The PMT shall decide on the appeals within one month from receipt.

4. Officials or employees who are separated from the service on the basis of Unsatisfactory or Poor performance rating can appeal their separation to the CSC or its regional office within 15 days from receipt of the order or notice of separation.

XI. Effectivity

This Iriga City Water District -SPMS shall take effect on January 2013 and thereafter. Pilot-testing shall be done during the first semester of 2013.

Original Signed:

ROMULO M. CORPORAL, JR.
General Manager

Date: November 28, 2012

CERTIFICATION OF APPROVAL

This Iriga City Water District -SPMS is hereby conditionally approved for initial implementation subject to the completion of essential aspects of the MFO herein provided on or before January 10, 2013. A report of implementation of this SPMS shall be submitted to the CSCRO5 not later than April 5, 2013 (covering implementation of January-March OPCR), which shall be the basis for final approval of this SPMS.

Original Signed:

CECILIA R. NIETO
CSCRO5 Director IV
Date Signed: 12/04/12
MERIT SELECTION PLAN (MSP)

I. BASIC POLICIES

1. Selection of employees for appointment in the government service shall be open to all qualified men and women according to the principle of merit and fitness.

2. The Merit Selection Plan shall cover positions in the first, second and third levels and shall also include original appointments and other related personnel actions.

   There shall be no discrimination in the selection of employees on account of gender, civil status, disability, religion, ethnicity or political affiliation.

3. When a position in the first, second or third level becomes vacant, applicants for employment who are competent, qualified and possess appropriate civil
service eligibility shall be considered for permanent appointment.

In addition to the required qualifications, applicants for third level positions must possess executive and managerial competence.

4. Vacant positions marked for filling shall be published in accordance with Republic Act 7041 (Publication Law). The published vacant positions shall also be posted in at least three (3) conspicuous places in the agency for at least ten (10) calendar days. Other appropriate modes of publication shall also be considered.

Filing of vacant positions shall be made after ten (10) calendar days from publication. The publication of a particular vacant position shall be valid until filled up but not to extend beyond six (6) months reckoned from the date the vacant position was published.

5. The following positions are exempt from the publication requirement:

   a. Positions which are Policy Determining;
   b. Highly Technical Positions;
   c. Other Non-Career Positions;
   d. Third Level Positions (Career Executive Service); and
e. Positions to be filled by existing regular employees in the agency in case of reorganization.

6. A Personnel Selection Board (PSB) for first and second level positions shall be established with the following composition:

a. The General Manager or his Authorized Representative;
b. The Division Chief where the vacancy is;
c. The Human Resource Management Officer or the career service employee directly responsible for personnel management; and
d. Two (2) Representatives of the Rank-and-File career employees, one from the first level and one from the second level, who shall both be chosen by the duly accredited employee association. In case there is no accredited employee association in the agency, the representatives shall be chosen at large by the employees through General Assembly. The candidate who garnered the second highest votes in each level shall automatically be the alternate representative. However, any other mode of selection may also be conducted for the purpose.
The first level representative shall participate during the screening of candidates in the first level while the second level representative shall participate in the screening for vacancies in the second level. Both rank-and-file representatives shall serve for a period of two (2) years. For continuity of operation, the alternate representative of each level may take the place of the duly elected/designated representative.

e. A member of the ICWD Board of Directors.

7. The PSB members including the alternate representatives shall undergo orientation and workshop on the selection/promotion process and CSC policies on appointments.

8. All candidates for appointment to first and second level positions shall be screened by the PSB. Candidates for appointment to third level positions shall be screened by the PSB for third level positions composed of at least three (3) career executive service officers as may be constituted in the Agency.

Appointment to entry laborer positions, casual and renewal of temporary appointment issued to the incumbent personnel shall no longer be subject to PSB screening.
9. The Agency Head, shall, as far as practicable, ensure equal opportunity for men and women to be represented in the PSB for all levels.

10. For vacancies in the first and second levels, all qualified next-in-rank employees shall be automatically considered candidates for promotion to the next higher position.

11. The PSB shall maintain fairness and impartiality in the assessment of candidates for appointment. Towards this end, the PSB may employ the assistance of external or independent resource persons and may initiate innovative schemes in determining the best and most qualified candidate.

12. The appointing authority shall assess the merits of the PSB’s recommendation for appointment and in the exercise of sound discretion, select, in so far as practicable, from among the top three (3) ranking applicants deemed most qualified for appointment to the vacant position.

13. The appointing authority may appoint an applicant who is not next-in-rank but possesses superior qualification and competence, and has undergone selection process.
14. The comparative competence and qualification of candidates for appointment shall be determined on the basis of the following:

**A. PERFORMANCE**

For appointment by promotion the performance rating of the appointee for the last rating period prior to the effectivity date of the appointment should be at least VERY SATISFACTORY.

For appointment by transfer-the performance rating for the last rating period immediately preceding the transfer from the former office or agency should be at least VERY SATISFACTORY.

**B. EDUCATION AND TRAINING**

**C. EXPERIENCE & OUTSTANDING ACCOMPLISHMENTS**

**D. PSYCHO-SOCIAL ATTRIBUTES AND PERSONALITY TRAITS**

**E. POTENTIAL**

15. An employee may be promoted or transferred to a position, which is not more than three (3) salary, pay or job grades higher than the employee’s present position except in very meritorious cases, such as: if
the vacant position is next-in-rank as identified in the System of Ranking Positions (SRP) approved by the head of the agency, or the lone or entrance position indicated in the agency staffing pattern.

16. An employee should have rendered at least Very Satisfactory service for the last rating period in the present position before being considered for promotion.

17. An employee who is on local or foreign scholarship, or training grant, or on maternity leave may be considered for promotion.

For this purpose, performance rating to be considered shall be the rating immediately prior to the scholarship, or training grant, or maternity leave.

If promoted, the effectivity date of the promotional appointment shall be on the assumption to duty.

18. Promotion within six (6) months prior to compulsory retirement shall not be allowed except as otherwise provided by law.

19. A notice announcing the appointment of an employee shall be posted in three (3) conspicuous places in the agency a day after the issuance of the appointment for at least fifteen (15) days.
20. The approved agency Merit Selection Plan shall be used as one of the bases for the expeditious approval of appointments, for attestation and accreditation to take final action on appointments.

21. All appointments shall be subject to the confirmation and be with the concurrence of the ICWD Board of Directors.

22. This Merit Selection Plan and its subsequent amendments shall be submitted to the Civil Service Commission Regional Office V which shall take effect immediately.

II. OBJECTIVES

It is the policy of the agency to strictly adhere to the principles of merit fitness and equality. The selection of employees shall be based on their relative qualifications and competence to perform the duties and responsibilities of the position. There shall be no discrimination in the selection of employees on account of gender, civil status, disability, religion, ethnicity, or political affiliation. In this pursuit, the Iriga City Water District Merit Selection Plan aims to:

1. Establish a system that is characterized by strict observance of the merit, fitness and equality principles in the selection of employees for appointment to positions in the career and non-career service in all levels.
2. Create equal opportunities for employment to all qualified men and women to enter the government service and for career advancement in the agency.

III. SCOPE

This Merit Selection Plan shall cover career positions in the first, second and third levels in the agency including its attached offices. It may also include non-career positions.

IV. DEFINITION OF TERMS

1. **Agency**-refers to the Iriga City Water District
2. **Career Service**-positions in the civil service characterized by (1) entrance based on merit and fitness to be determined as far as practicable by competitive examination, or based on highly technical qualifications; (2) opportunity for advancement to higher career positions; and (3) security of tenure.
3. Comparatively at Par-pre-determined reasonable difference or gap between point scores of candidates for appointment established by the PSB.
4. **Deep Selection**-the process of selecting a candidate for appointment who is not next-in-rank but possesses superior qualifications and competence.
5. **Discrimination**-is a situation wherein a qualified applicant is not included in the selection line-up
on account of gender, civil status, pregnancy, disability, religion, ethnicity, or political affiliation.

6. **District**-refers to the Iriga City Water District

7. **First Level Positions**-shall include clerical, trades and crafts, and custodial service which involve sub-professional work in a non-supervisory or supervisory capacity.

8. **Hiring Quota**-is the pre-determined ratio of applicants for appointment to ensure that one gender does not fall short of the desired percentage of the selection rate for the other gender in equivalent positions at every level, provided they meet the minimum requirement of the position.

9. **Job Requirements**-requisite not limited to the qualification standards of the position, but may include skills, competences, potential, physical and psycho-social attributes necessary for the successful performance of the duties required of the position.

10. **Next-in-Rank**-refers to a position which by reason of the technical arrangement of positions in the agency or in the government is determined to be in the nearest degree of relationship to a higher position as contained in the agency’s System of Ranking Positions (SRP).

11. **Non-Career Service**-positions expressly declared by law to be in the non-career service or those
whose entrance in the service is characterized by (1) entrance on bases other than those of the usual tests of merit and fitness utilized for the career service; and (2) tenure which is limited to the duration of a particular project for which purpose employment was made.

12. **Personal Actions**—any action denoting the movement or progress of personnel in the civil service such as original appointment, promotion, transfer, reinstatement, reemployment, detail, reassignment, secondment and demotion.

13. **Promotion**—is the advancement of an employee from one position to another with an increase in duties and responsibilities as authorized by law and usually accompanied by an increase in salary.

14. **Psycho-Social Attributes**—refer to the characteristics or traits of a person which involved both psychological and social aspects. Psychological includes the way he/she perceives things, ideas, beliefs and understanding and how he/she acts and relates these things to others and in social situations.

15. **Qualifications Standards**—is a statement of the minimum qualifications for a position which shall include education, experience, training, civil service eligibility, and physical characteristics and personality traits required in the performance of the job.
16. **Qualified Next-in-Rank**-refers to an employee appointed on a permanent status to a position next-in-rank to the vacancy as reflected in the SRP by the head of the agency and who meets the requirements for appointment to the next higher position.

17. **Second Level Positions**-involve professional, technical and scientific work in a non-supervisory capacity up to Division Chief Level or its equivalent.

18. **Selection**-is the systematic method of determining the merit and fitness of a person on the basis of qualifications and ability to perform the duties and responsibilities of the position.

19. **Selection Line-Up**-is a listing of qualified and competent applicant for consideration to a vacancy which includes, but not limited to, the comparative information of their education, experience, training, civil service eligibility, performance rating, performance rating (if applicable), relevant work accomplishments, physical characteristics, psycho-social attributes, personality traits and potential.

20. **Superior Qualifications**-shall mean outstanding relevant work accomplishments, educational attainment and training appropriate for the position to be filled. It shall include demonstration
of exceptional job mastery and potential in major areas of responsibility.

21. **System of Ranking Positions** - is the hierarchical arrangement of positions from highest to lowest which shall be a guide in determining which position is next-in-rank, taking into consideration the following:

   a. Organizational structure;
   b. Salary grade allocation;
   c. Classification and functional relationship of positions; and
   d. Geographical locations

22. Third level positions—generally require either Career Service Executive Eligibility (CSEE) or Career Executive Service Eligibility (CES). This includes Undersecretary, Assistant Secretary, Bureau Director, Assistant Bureau Director, Regional Director, Assistant Regional Director, Chief of Department Services and other officers of equivalent rank.

V. **PROCEDURE**

1. Publish the vacant position in the CSC Bulletin of Vacant Position or through other mode of publication and post the same in three (3)
conspicuous places in the agency for at least ten (10) calendar days. Men and women shall be encouraged to apply.

Vacant positions which are not filled within six (6) months should be republished. The following positions are exempt from the publication requirement:

a. Primarily Confidential Positions;
b. Positions which are Policy Determining;
c. Highly Technical Positions;
d. Other Non-Career Positions:
e. Third Level Positions (Career Executive Service);
f. Positions to be filled by existing regular employees in the agency in case of reorganization.

2. List candidates aspiring for the vacant position, either from within or outside the agency, including qualified next-in-rank employees. In the process, the following should be considered:

a. The pre-determined ratio of applicants or hiring quota.
b. An employee may be promoted or transferred to a position which is not more than three (3) salary, pay or job grades higher than the employee’s present position, except, in very meritorious cases, such as, if the vacant
position is next-in-rank as identified in the SRP approved by the head of agency, or the lone or entrance position indicated in the agency staffing pattern.

c. An employee who is on local or foreign scholarship or training grant or on maternity leave may be considered for promotion. For this purpose, the performance ratings to be considered shall be the rating immediately prior to or after the scholarship or training grant or maternity leave.

If promoted, the effectivity date of the promotional appointment shall be after the scholarship or training grant or maternity leave.

Promotion within six (6) months prior to compulsory retirement shall not be allowed except as otherwise provided by law.

3. Conduct preliminary evaluation of the qualification of all candidates. Those initially found qualified shall undergo further assessment such as: written examination, skills test, interview and others. After which, selection line-up shall be prepared and posted in three (3) conspicuous places in the agency for at least fifteen (15) calendar days. The date of posting shall be indicated in the notice.
3.1 The selection line-up shall reflect the comparative competence and qualification candidates on the basis of:

3.1.1 PERFORMANCE

- For appointment by promotion, the performance rating of the appointee for the rating period prior to the effectivity date of the appointment should be at least Very Satisfactory.
- For appointment by transfer, the performance rating for the last rating period immediately preceding the transfer from the former office or agency should be at least Very Satisfactory.

3.1.2 EDUCATION AND TRAINING

- Include educational background, successful completion of training courses accredited by the Civil Service Commission, scholarships, training grants and others which must be relevant to the duties of the position to be filled.

3.1.3 EXPERIENCE AND OUTSTANDING ACCOMPLISHMENTS
• Include occupational history, relevant work experience acquired either from the government or private sector, and accomplishments worthy of special commendation.

3.1.4 PSYCHO-SOCIAL ATTRIBUTES AND PERSONALITY TRAITS.

○ Refer to the characteristics or traits of a person which involved both psychological and social aspects. Psychological includes the way he/she perceives things, ideas, beliefs, & understanding and how he/she acts and relates these things to others and in social situations.

3.1.5 POTENTIAL

• Refers to the capacity and ability of a candidate to assume the duties of the position to be filled and those of higher or more responsible positions.

• A greater percentage weight shall be allocated to performance.

4. Notify all applicants of the outcome of the preliminary evaluation.
5. Submit the selection line-up to the PSB for deliberation en banc:

Appointment to the following positions shall no longer be screened by the PSB:

a. Casual appointment
b. Appointment through Job Order
c. Appointment to entry laborer positions
d. Appointment to personal and primarily confidential positions; and
e. Renewal of temporary appointment issued to the incumbent personnel.

6. Make a systematic assessment of the competence and qualifications of candidates for appointment to the corresponding level of positions. Evaluate and deliberate en banc the qualifications of those listed in the selection line-up.

7. Submit the list of candidates recommended for appointment from which the appointing authority shall choose the applicant to be appointed.

The list of recommended candidates should specify the top three (3) ranking candidates whose over-all point scores are comparatively at par based on the comparative assessment under procedure 3.1 hereof.
8. Assess the merits of the PSB’s recommendation for appointment and in the exercise of sound discretion, select, in so far as practicable, from among the top three ranking applicants deemed most qualified for appointment to the vacant position.

The top three ranking candidates, however, should be limited to those whose overall point scores are comparatively at par, based on the comparative assessment under procedure 3.1 hereof. To determine candidates who are comparatively at par, the PSB set reasonable difference or gap between point scores of candidates for appointment.

9. Issue appointment in accordance with the provisions of the Merit Selection Plan with the confirmation and concurrence of the ICWD Board of Directors.

10. Post a notice announcing the appointment of an employee in three (3) conspicuous places in the agency a day after the issuance of the appointment for at least fifteen (15) days. The date of posting should be indicated in the notice.
VI. GRIEVANCE

1. A qualified next-in-rank employee may present the grievance with the agency grievance machinery under the following conditions:

   a. Non compliance with the selection process;
   b. Discrimination on account of gender, civil status, disability, pregnancy, religion, ethnicity, or political affiliation;
   c. Disqualification of applicant for a career position for reason of lack of confidence of the appointing authority; and
   d. Other violations of the provisions of the Merit Selection Plan.

VII. COMPOSITION OF THE PERSONNEL SELECTION BOARD (PSB)

For first and second level positions:

   a. General Manager or his Authorized Representative
   b. Human Resource Management Officer/Personnel Officer
   c. Division Chief of the organizational unit where the vacancy is.
   d. Two Representatives of the Rank-and-File employees, one from the first level and one from the second level, who shall be chosen by
the duly accredited employees association in the agency.

In case there is no accredited employee association in the agency, the representatives shall be chosen at large by the employees through a general assembly or any other mode of selection to be conducted for the purpose. The candidate who garnered the second highest votes in each level shall automatically be the alternate representative.

The first level representative shall participate during the screening of candidates for vacancies in the first level; the second level representative shall participate in the screening of candidates for vacancies in the second level. Both rank-and-file representatives shall serve for a period of two (2) years. For continuity of operation, the duly accredited employee association or in its absence, the alternate may take the place of the duly designated/elected representative.

e. A member of the ICWD Board of Director

For third level positions:

a. Chairman of the Board

b. Two Career Executive Officers to be designated by the Chairman
The HRM unit shall act as the secretariat for the PSB of first, second and third level.

The Agency Head shall ensure equal opportunity for men and women to be represented in the PSB in all levels.

**VIII. FUNCTIONS AND RESPONSIBILITIES**

8.1 The Human Resource Management Officer (HRMO) shall have the following functions and responsibilities:

a. Disseminate copies of the Merit Selection Plan (MSP) and its annexes in all personnel after approval thereof by the Civil Service Commission Regional Office V. An orientation shall also be conducted by the HRD unit within six (6) months upon approval of the MSP. This orientation is meant to ensure awareness and understanding of the Plan. A report on the same shall be submitted to the CSC Field office for record purposes;

b. Develop a System of Ranking Positions which shall be submitted for approval of the appointing authority. Copy furnished the CSCROV and field office for reference purposes;
c. Identify vacant positions that may be enrolled in the brightest for the Bureaucracy Program (BSP);

d. Develop a Plan which shall set forth the number, knowledge and skills of personnel needed to achieve the organization’s goals, objectives and programs;

e. Develop and maintain an updated qualification database of employees of the agency to include education, training, experience, skills, competences, and other similar information;

f. Develop a program to fast track the career movement of employees with superior qualifications; and

g. Publish vacant position in the CSC Bulletin of Vacant Positions or through other modes of publication and post the same in three (3) conspicuous places in the agency for at least ten (10) calendar days.

Vacant positions which are not filled within six (6) months should be republished. The following are exempt from the publication requirement.

a. Primarily confidential positions;

b. Positions which are policy determining;

c. Highly technical positions;
d. Other non-career positions;
e. Third level positions (Career Executive Service); and
f. Positions to be filled by existing regular employees in the agency in case of reorganization.

h. Prepare list of candidates aspiring for the vacant position either from within or outside the agency, including qualified next-in-rank employees within fifteen (15) days from completion of the preliminary evaluation, in the process, the following should be considered:

1. The pre-determined ratio of applicants for appointment or hiring quota.
2. An employee may be promoted or transferred to a position which is not more than three (3) salary, pay or job grades higher than the employee’s present position except, in very meritorious cases, such as; if the vacant positions is next-in-rank as identified in the SRP approved by the head of agency, or the lone or entrance position indicated in the agency staffing pattern.
3. An employee who is on local or foreign scholarship or training or pregnant or on maternity leave may be considered for promotion. 

For this purpose, the performance ratings to be considered shall be the rating immediately prior to or after the scholarship or training or maternity leave. 

If promoted, the effectivity date of the promotional appointment shall be after the scholarship or training grant or maternity leave. 

4. Promotion within six (6) months prior to compulsory retirement shall not be allowed except as otherwise provided by law. 

i. Conduct preliminary evaluation of the qualification of all candidates. Those initially found qualified shall undergo further assessment such as: written examination, skills test, interview and others. After which, selection line-up shall be prepared and posted in three (3) conspicuous places in the agency for at least fifteen (15) calendar days. The date of posting shall be indicated in the notice;
j. Notify all applicants of the outcome of the preliminary evaluation;

k. Submit selection line-up to the PSB for deliberation en banc. Appointment to the following positions shall no longer be screened by the PSB:
   - Casual or Job Order Appointments;
   - Appointment to entry laborer positions;
   - Appointment to personal and primarily confidential positions; and
   - Renewal of temporary appointment issued to the incumbent personnel.

8.2 The employees shall be responsible for upgrading their Personal Data Sheet annually, if deemed necessary, and submit supporting documents thereto to the HRD Unit.

8.3 The Personnel Selection Board for first, second and third levels shall have the following functions and responsibilities:

a. Adopt a formal screening procedure and formulate criteria for the evaluation of candidate for appointment, taking into consideration the following:
a.1 Reasonable and valid standards and methods of evaluating the competence and qualifications of all applicants competing for a particular position.

a.2 Criteria for evaluation of qualifications of applicants for appointment must suit the job requirements of the position.

b. Disseminate screening procedure and criteria for selection to all agency officials and employees and interested applicants. Any modification of the procedure and criteria for selection shall likewise be properly disseminated;

c. Prepare a systematic assessment of the competence and qualifications of candidates for appointment. Maintain fairness and impartiality in the assessment of candidates. Towards this end, the PSB may employ the assistance of external or independent resource persons and may initiate innovative schemes in determining the best and most qualified candidate;

d. Evaluate and deliberate en banc the qualifications of those listed in the selection line-up;
e. Submit the list of candidates recommended for appointment from which the appointing authority shall choose the applicant to be appointed;

The list of recommended candidates should specify the top three (3) ranking candidates whose over-all point scores are comparatively at par based on the comparative assessment under procedure 3.1 hereof.

f. Maintain records of the deliberations which must be made accessible to interested parties upon written request and for inspection and audit by the CSC; and

g. Orient the officials and employees in the agency pertaining to policies relative to personnel actions, including the gender and development dimensions of the Merit Selection Plan.

8.4 The Appointing Authority shall have the following functions and responsibilities:

a. Establish a Personnel Selection Board and see to it that all PSB members undergo orientation and workshop on the
selection/promotion process and CSC policies on appointments. The Agency Head, shall, as far as practicable, ensure equal opportunity for men and women to be represented in the PSB in all levels.

b. Assess the merits of the PSB’s recommendation for appointment and in the exercise of sound discretion, select, in so far as possible, from among the following:

- The top three (3) applicants deemed most qualified to the vacant position;
- Applicants who have undergone deep selection and found to possess superior qualifications; and
- Pool of the Brightest for the Bureaucracy Program (BBP).

c. Issue appointment in accordance with the provisions of the Merit Selection Plan with the confirmation and concurrence of the ICWD Board of Directors.

IX. EFFECTIVITY

This Merit Selection Plan and subsequent amendments thereto shall take effect immediately after the approval by the Civil Service Commission Regional Office V.
X. COMMITMENT

I hereby commit to implement and abide by the provisions of this Merit Selection Plan. It is understood that this MSP shall be the basis for expeditious approval of appointment.

Original Signed:

ENGR. BEDA B. MALAZARTE
General Manager

___________________________
Date

Approved by:

Original Signed:

ATTY. JUDITH D. CHICANO
Regional Director
Civil Service Commission
Regional Office V
Rawis, Legaspi City
GRIEVANCE
MACHINERY
In line with the Revised Policies on the Settlement of Grievance in the Public Sector contained in CSC Resolution No. 010113 dated January 10, 2001 and implemented through CSC Memorandum Circular No. 02, S. 2001, the Iriga City Water District adopts the herein Grievance Machinery.

I. BASIC POLICIES

1. A grievance shall be resolved expeditiously at all times at the lowest level possible in the agency. However, if not settled at the lowest level possible, an aggrieved party shall present his or her grievance step by step following the hierarchy of positions.

2. The Iriga City Water District (ICWD) shall establish a Grievance Machinery that is the best way to address grievances between or among officials and employees.

3. The aggrieved party shall be assured freedom from coercion, discrimination, reprisal and biased action on the grievance.

4. Grievance proceedings shall not be bound by legal rules and technicalities. Even verbal grievance must be acted upon expeditiously. The service of a legal counsel shall not be allowed.

5. A grievance may be presented verbally or in writing in the first instance by the aggrieved party to his or her immediate superior. The latter shall, within three (3) working days from the date of presentation,
inform verbally, the aggrieved party of the corresponding action.

If the aggrieved party being complained of is the immediate supervisor, the grievance shall be presented to the next higher supervisor.

6. Grievance refers to work related issues giving rise to employee dissatisfaction. The following cases shall be acted upon through the grievance machinery;

   a. Non-implementation of policies, practices and procedures on economic and financial issues and other terms and conditions of employment fixed by law including salaries, incentives, working hours, leave benefits and other related terms and conditions;
   b. Non-implementation of policies, practices and procedures which affect employees from recruitment to promotion, detail, transfer, retirement, termination, lay-offs, and other related issues that affect them.
   c. Physical working conditions;
   d. Interpersonal relationships and linkages;
   e. Protest on appointments; and
   f. All other matters giving rise to employee dissatisfaction and discontentment outside of those enumerated in item no. 6.

7. The following cases shall not be acted upon through the grievance machinery;
a. Disciplinary cases which shall be resolved pursuant to the Uniform Rules on Administrative Cases;

b. Sexual harassment cases as provided for in RA 7877; and

c. Union-related issues and concerns.

8. Only permanent officials and employees whenever applicable, shall be appointed or elected as members of the grievance committee.

In the appointment or election of the committee members, their integrity, probity, sincerity and credibility shall be considered.

9. In the Iriga City Water District, the composition of the grievance committee is as follows:

a. The General Manager;

b. The Human Resource Management Officer;

c. The Division Manager concerned where the grievance is filed, except when the Division Manager is the subject of the grievance;

d. The Administrative Division Manager

e. Two (2) Representatives from the Rank-and-File employees representing the first and second levels who shall serve for two (2) years and chosen through a general assembly or any other mode of selection conducted for the purpose. The first level representative shall participate in the resolution of the grievance of first level employees while the second level representative shall participate
in the resolution of grievance of second level employees; and
f. The Bilis Aksyon Partner (BAP) duly designated.

10. The Agency Head shall ensure equal opportunity for men and women to be represented in the grievance committee.

11. The agency grievance committee shall develop and implement pro-active measures that would prevent grievance, such as: Employees Assembly which shall be conducted at least once every quarter, “Talakayan”, Counseling, HRD Interventions and other similar activities.

12. The personnel unit, in collaboration with the agency grievance committee, shall conduct a continuing information drive on grievance machinery among its officials and employees.

13. The grievance committee may conduct an investigation and hearing within ten (10) working days from receipt of the grievance and render a decision within five (5) working days after the investigation. Provided, however, that where the object of the grievance is the grievance committee, the aggrieved party may submit the grievance to the top management.

14. A grievance may be elevated to the Civil Service Commission Regional Office V only upon submission of a Certification on the Final Action on the Grievance (CFAG) issued by the grievance committee. The
CFAG shall contain, among other things, the following information: History and Final Action taken by the agency on the grievance.

15. The personnel unit of the agency shall extend secretariat services to the grievance committee.

16. The grievance committee shall establish its own internal procedures and strategies. Membership in the grievance committee shall be considered part of the member’s regular duties.

17. The grievance committee shall submit a quarterly report of its accomplishments and status of unresolved grievances to the Civil Service Commission Regional Office V.

18. Supervisors or officials who refuse to take action on a grievance brought to their attention shall be liable for neglect of duty in accordance with existing civil service law, rules and regulations.

19. The agency grievance machinery shall be submitted to the Civil Service Commission Regional Office V for approval. Subsequent amendments shall be subject to CSCROV approval and shall take effect immediately.

II. OBJECTIVES
   1. General
      Create a work atmosphere conducive to good supervisor-employee relations and improved morale.
2. **Specific**
   2.1 Activate and strengthen agency’s existing grievance machinery;
   2.2 Settle grievance at the lowest possible level in the organization; and
   2.3 Serve as a catalyst for the development of capabilities of personnel on dispute settlement especially among supervisors in the agency.

### III. SCOPE

The Grievance Machinery applies to all levels of officials and employees in the Iriga City Water District. It may also apply to non-career employees whenever applicable.

### IV. DEFINITION OF TERMS

- **Accredited or Recognized Employee Union**—an employee union accredited pursuant to Executive Order No. 180 and its implementing rules and regulations.

- **Bilis Aksyon Partner**—is the counterpart Action Officer of the Civil Service Commission under the Mamamayan Muna Program in every agency pursuant to CSC MC No. 3, S. 1994.

- **Grievance**—a work-related discontentment or dissatisfaction which has been expressed verbally or in writing and which, in the aggrieved
employee’s opinion, has been ignored or dropped without due consideration.

- **Grievance Machinery**—a system or method of determining and finding the best way to address the specific cause or causes of a grievance.

- **Public Sector Labor Management Council (PSLMC)**—the Council responsible for the promulgation, implementation and administration of the guidelines for the exercise of the right of government employees to organize pursuant to Executive Order No. 180.

**V. APPLICATION OF GRIEVANCE MACHINERY**

The following instances shall be acted upon through the grievance machinery:

a. Non-implementation of policies, practices and procedures on economic and financial issues and other terms and conditions of employment fixed by law, including salaries, incentives, working hours, leave benefits, such as delay in the processing of overtime pay, unreasonable withholding of salaries and inaction on application for leave;

b. Non-implementation of policies, practices and procedures which affect employees from recruitment to promotion, detail, transfer, retirement, termination, lay-offs, and other related issues that affect them such as, failure to observe selection process in appointment,
and undue delay in the processing of retirement papers;

c. Inadequate physical working conditions such as: lack of proper ventilation in the workplace, and insufficient facilities and equipment necessary for the safety and protection of employees whose nature and place of work are classified as high risk or hazardous;

d. Poor interpersonal relationships and linkages such as unreasonable refusal to give information by one employee to another;

e. Protest on appointments; and

f. All other matters giving rise to employee dissatisfaction and discontentment outside of those cases enumerated above.

The following cases shall not be acted upon through the grievance machinery:

- Disciplinary cases which shall be resolved pursuant to the Uniform Rules on Administrative Cases;
- Sexual harassment cases as provided for in RA 7877; and
- Union-related issues and concerns.
VI. GRIEVANCE PROCEDURES

The procedures for seeking redress of grievance shall be as follows:

1. Discussion with the immediate supervisor. At the first instance, a grievance shall be presented verbally or in writing by the aggrieved party to his/her immediate supervisor.

   The supervisor shall inform the aggrieved party of the corresponding action within three (3) working days from the date of presentation.

   Provided, however, that where the object of the grievance is the immediate supervisor, the aggrieved party may bring the grievance to the next higher supervisor.

2. Appeal to the Higher Supervisor. If the aggrieved party is not satisfied with the verbal decision, he or she may submit the grievance in writing within five (5) days to the next higher supervisor who shall render his or her decision within five (5) working days from receipt of the grievance.

3. Appeal to the Grievance Committee. The decision of the next higher supervisor may be elevated to the grievance committee within five (5) working days from receipt of the decision of the next higher supervisor.
The grievance committee may conduct an investigation and hearing within ten (10) working days from receipt of the grievance and render a decision within five (5) working days after the investigation. Provided, however, that where the object of the grievance is the grievance committee, the aggrieved party may submit the grievance to the top management.

4. Appeal to Top Management. If the aggrieved party is not satisfied with the decision of the grievance committee, he or she may elevate his or her grievance within five (5) working days from receipt of the decision through the committee to top management who shall make the decision within ten (10) working days after the receipt of the grievance. Provided however, that where the object of the grievance is the top management, the aggrieved party may bring his or her grievance directly to the Civil Service Commission Regional Office.

5. Appeal to the Civil Service Commission Regional Office. If the aggrieved party is not satisfied with the decision of top management, he or she may appeal or elevate his or her grievance to the Civil Service Commission Regional Office within fifteen (15) working days from the receipt of such decision. Together with the appeal, the aggrieved party shall submit a Certification on the Final Action on the Grievance (CFAG). The Civil Service Commission Regional Office shall rule on the
appeal in accordance with existing Civil Service law, rules and regulations.

VII. GRIEVANCE COMMITTEE

7.1 Criteria for the Selection of the Members of the Grievance Committee:

7.1.1 Only permanent officials and employees, whenever practicable, shall be appointed or elected as members of the grievance committee;

7.1.2 In the appointment or election of the committee members, their integrity, probity, sincerity and credibility shall be considered;

7.1.3 The agency head shall ensure equal opportunity for men and women to be represented in the grievance committee.

7.2 Composition of the Grievance Committee

The Iriga City Water District Grievance Committee shall be composed of the following:

a. The General Manager;
b. The Human Resource Management Officer/Personnel Officer;
The personnel unit of the agency shall extend secretarial services to the grievance committee.

c. The Division Manager of the division where the grievance is filed, except when the Division Manager is the subject of the grievance.

d. The Administrative Division Manager;

e. Two Representatives from the Rank-and-File employees representing the first and second levels who shall serve for two (2) years and chosen through a general assembly or any other mode of selection conducted for the purpose. Then first level representative shall participate in the resolution of the grievance of first level employees while the second level representative shall participate in the resolution of grievance of second level employees; and

f. The Bilis Aksiyon Partner (BAP) duly designated.

7.3 Responsibilities of the Grievance Committee:

In addition to finding the best way to address specific grievance, the committee shall have the following responsibilities:

7.3.1 Establish its own internal procedures and strategies. Membership in the grievance
committee shall be considered part of the member’s regular duties;

7.3.2 Develop and implement pro-active or activities to prevent grievance such as Employee Assembly which shall be conducted at least once every quarter, “Talakayan”, Counseling and other HRD interventions. Minutes of the proceedings of these activities shall be documented for audit purposes.

7.3.3 Conduct continuing information drive on Grievance Machinery among officials and employees in collaboration with the personnel unit;

7.3.4 Conduct dialogue between and among the parties involved;

7.3.5 Conduct an investigation and hearing within ten (10) working days from receipt of the grievance and render a decision within five (5) working days after the investigation. Provided however, that where the object of the grievance is the grievance committee, the aggrieved party may submit the grievance to the top management;

7.3.6 Direct the documentation of the grievance including the preparation and signing of written agreements reached by the parties involved;
7.3.7 Issue Certification on the final action on the Grievance (CFAG) which shall contain, among other things, the following information: History and Final Action taken by the agency on the grievance; and

7.3.8 Submit a Quarterly Report of its accomplishments and status of unresolved grievances to the Civil Service Commission Regional Office V.

VIII. GRIEVANCE FORMS

The following forms shall be used:

1. Grievance Form

Iriga City Water District
GRIEVANCE FORM

<table>
<thead>
<tr>
<th>Date Filed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Aggrieved Party</td>
</tr>
<tr>
<td>Division/Office</td>
</tr>
<tr>
<td>Position Title/Designation</td>
</tr>
<tr>
<td>Aggrieved Party’s Supervisor</td>
</tr>
<tr>
<td>Nature/subject of grievance:</td>
</tr>
</tbody>
</table>

__________________________________________
Signature of Aggrieved Party
2. Grievance Agreement Form

Iriga City Water District
GRIEVANCE AGREEMENT FORM

Name of Parties to a Grievance: 
Nature of the Grievance: 
Steps Toward Settlement: 
Agreements Reached: 

We promise to abide by the above-stated agreement

Aggrieved Party

Subject of Grievance

Chairman, Grievance Committee

3. Certificate of Final Action on the Grievance

Iriga City Water District
CERTIFICATE OF FINAL ACTION ON THE GRIEVANCE

This certifies that the grievance filed by 
on 
has been acted upon by the Grievance Committee on .

Final Action Taken:

________________________________________

Chairman, Grievance Committee

________________________________________

Date
IX. EFFECTIVITY

The Grievance Machinery and its subsequent amendments shall take effect immediately after its approval by the Civil Service Commission Regional Office V.

X. COMMITMENT

I hereby commit and abide by the provisions of this Grievance Machinery. It is understood that this grievance machinery shall be the basis for the expeditious resolution of grievances in the Iriga City Water District.

Signed:

ENGR. BEDA B. MALAZARTE
General Manager

__________________________
Date

Approved by:

Signed:

Atty. DAVID E. CABANAG, JR.
Regional Director
Civil Service Commission
Regional Office V
Rawis, Legaspi City