



Para sa taumBAYAN

NATIONAL CAPITAL REGION

MAR 24 REC'D

January 5, 2015

CONRADO C. CUETO

Acting President
Philippine Aerospace Development Corporation
PADC Hangar 2, General Aviation Area
Old MIA Road, Pasay City

Dear **Acting President Cueto**:

This refers to the Strategic Performance Management System (SPMS) of the Philippine Aerospace Development Corporation (PADC), which was submitted to this Office for approval.

An evaluation of the provisions of the System shows substantial compliance with CSC Memorandum Circular No. 6, s. 2012. However, there are certain areas that have to be addressed, as follows:

1. There is no Performance Monitoring and Coaching Form/Journal devised;
2. There is no database/summary of targets created which will serve as basis for verification of accomplishments;
3. There is no range of rating (in terms of percentage of accomplishment) for Quantity/Efficiency for each level of performance indicated in the Agency SPMS Rating Scale which should be in accordance with CSC Memorandum Circular No. 13, s. 1999. Likewise, there is no separate and clear standards for measuring Quality/Effectiveness and Timeliness for all levels of performance; and
4. There is no schedule for the SPMS orientation and SPMS pilot test indicated in the Agency SPMS calendar.

Other Observations:

1. Under the SPMS guidelines, individual employees who feel aggrieved or dissatisfied with their final performance ratings can file their appeal with the Performance Management Team (PMT). The decision of the PMT may be appealed to the head of office. There is nothing in the SPMS guidelines which provides that if 75% of the total number of performance factors are being appealed, the employee may directly appeal to the CSC.

rec'd 2-24-2015

In a Race to Serve: Responsive, Accessible, Courteous and Effective Public Service

Hence, Item No. 6, Part VII (Appeals) on page 16 of the Agency SPMS guidelines should be modified accordingly.

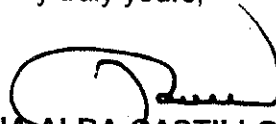
2. Under the SPMS guidelines, the approval of the Office Performance and Review Form (OPCR) is internal to the agency. Hence, the activity and the person responsible relative to the approval by the CSC of the OPCR as indicated in the Agency SPMS calendar submitted under the Performance Planning and Commitment Stage should be modified accordingly.
3. Under the SPMS guidelines, the Annual Performance Review is internal to the agency. Hence the activities and person/s responsible relative thereto as indicated in the Agency SPMS calendar submitted under the Performance Review and Feedback Stage should be modified accordingly.

In view thereof, the PADC SPMS is hereby approved for initial implementation, subject to compliance with the above-enumerated observations. A copy of the PADC SPMS incorporating compliance with the above-enumerated observations and a report of implementation of this SPMS shall be submitted to CSC-NCR within three (3) months after initial implementation, together with the following sample documents:

- Communication materials
- Accomplished OPCR, DPCR and IPCR or their equivalent
- Accomplished Performance Monitoring and Coaching Forms
- Accomplished Professional Development Plan

Thank you for your support to the programs of the Commission.

Very truly yours,



LYDIA ALBA CASTILLO
Director IV

Copy furnished:

DIRECTOR II RODERICK J. ROMUALDO
CSCFO-PHILSCA

PSD/ef_PADC_spms



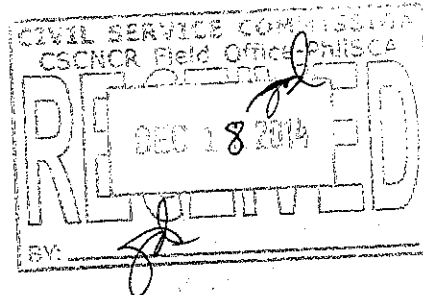
Department of Transportation and Communications
PHILIPPINE AEROSPACE DEVELOPMENT CORPORATION

MAIN CORPORATE OFFICE : PADC Hangar 2, General Aviation Area, Old Mia Road Pasay City, Philippines
POSTAL ADDRESS : P.O. Box 7395, Domestic Airport Post Office Lock Box, Gen Aviation Area,
Domestic Road, Pasay City, Metro Manila, Philippines 1300



17 December 2014

Mr, Roderick J. Romualdo
Director- CSCFO-PhilSCA
CIVIL SERVICE COMMISSION
Villamor Airbase, Pasay City




Dear Director Romualdo:

In compliance with CSC Memorandum Circular No. 06, Series of 2012, the Philippine Aerospace Development Corporation has established its Strategic Performance Management Systems (SPMS) and likewise constituted its Performance Management Team. PADC hereby submits the following for your consideration:

1. Office Order No. 2014-01 – Original Copy of PADC's SPMS with Annexes "A", "B" and "C" and other forms;
2. Personnel Order No. 82, dated 13 November 2014 – PADC's Performance Management Team; and
3. PADC's 2015 MFOs Commitments (signed OPCR's)

We hope you find the above in order. Thank you.


JOSEFA R. CABANGANGAN
Officer-In-Charge
Administrative Services Department



Department of Transportation and Communications
PHILIPPINE AEROSPACE DEVELOPMENT CORPORATION

MAIN CORPORATE OFFICE
POSTAL ADDRESS

: PADC Hangar 2, General Aviation Area, Old Mia Road Pasay City, Philippines
: P.O. Box 7935, Domestic Airport Post Office Lock Box,
Gen Aviation Area, Domestic Road, Pasay City, Metro Manila, Philippines 1300



13 November 2014

MEMORANDUM

For : THE ACTING PRESIDENT

Subject : OFFICE ORDERS STRATEGIC PERFORMANCE MANAGEMENT
SYSTEM AND PERFORMANCE MANAGEMENT TEAM

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Attached herein for your signature is the Office Order No. 01, series of 2014, adopting CSC Memorandum Circular no. 06, series of 2012 in establishing the Strategic Performance Management System of PADC, for the monitoring its efficiency and effectiveness based on the major final output (MFOs) commitments of the different offices/units of PADC, also attached, beginning on the strategic period of January to June 2015.

Likewise, an Office Order constituting PADC's Performance Management Team is attached for your approval for the purpose of reviewing the MFO commitments prior to submission of the MFOs to the CSC NCRFO on or before 01 December 2014, in accordance with the SPMS Calendar, Annex "A" of the SPMS Office Order.

In accordance with the SPMS Calendar, the MFOs of PADC and its different offices shall be established and rated on semestral basis.

Upon approval of the foregoing office orders and review of the MFOs, the CSC NCRFO shall be furnished copy thereof and shall form part of the evaluation of the CSC in granting a re-accreditation of PADC in its appointments processing.

For your consideration.


JOSEFA R. CABANGAN
OIC - ASD



Department of Transportation and Communications
PHILIPPINE AEROSPACE DEVELOPMENT CORPORATION

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13 November 2014

PERSONNEL ORDER NO. 82
Series of 2014

Pursuant to Memorandum Circular No. 06, series of 2012, of the Civil Service Commission (CSC MC No. 06, s. 2012), as adopted in Office Order No. 2014 - 001, Item II 3(b), a Performance Management Team (PMT), chaired by hereunder, is hereby constituted to be composed of the following:

Alternate Chairman	-	ANTONIO M. SUBAY
Members	-	JOSEFA R. CABANGANGAN CORAZON T. AGUINALDO MARK TIMOTHY G. LINSAG ROSEMARIE I. CRUZ

The PMT shall perform the functions and responsibilities set forth under CSC MC No. 06, s. 2012 as adopted into the PADC Strategic Performance Management System, and its constitution variable in accordance with changes in the agency.

Previous orders or issuances on PMT composition are hereby rescinded or amended accordingly.

For compliance.

CONRADO C. CUETO, MNSA
Acting President



Department of Transportation and Communications
PHILIPPINE AEROSPACE DEVELOPMENT CORPORATION

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Likewise, an Office Order constituting PADC's Performance Management Team is attached for your approval for the purpose of reviewing the MFO commitments prior to submission of the MFOs to the CSC NCRFO on or before 01 December 2014, in accordance with the SPMS Calendar, Annex "A" of the SPMS Office Order.

In accordance with the SPMS Calendar, the MFOs of PADC and its different offices shall be established and rated on semestral basis.

Upon approval of the foregoing office orders and review of the MFOs, the CSC NCRFO shall be furnished copy thereof and shall form part of the evaluation of the CSC in granting a re-accreditation of PADC in its appointments processing.

For your consideration.


JOSEFA R. CABANGAN
OIC - ASD



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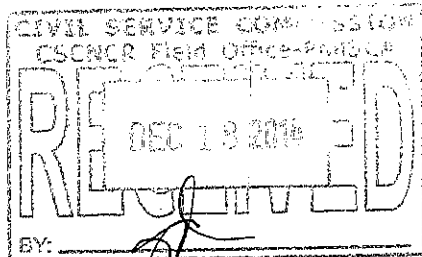
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For compliance.

CONRADO C. CUETO, MNSA
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OFFICE ORDER No. 2014 - 01
27 October 2014

To : ALL CONCERNED
Subject : PADC's STRATEGIC PERFORMANCE MANAGEMENT SYSTEM

In accordance with Memorandum Circular No. 06, series of 2012, of the Civil Service Commission (hereinafter referred to CSC MC No. 06, s. 2012), there is hereby established in the Philippine Aerospace Development Corporation, a STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (SPMS), as a performance-based incentive scheme that will assess its personnel and its own performance through measured outputs and accomplished objectives of its strategic plans and projects, emanating from and promoting its organizational vision, mission and strategic goals.

The following shall be the implementing guidelines:

I. Rationale

- a) To adopt measures to promote morale, efficiency, integrity, responsiveness and courtesy in the workplace and to institutionalize a management climate conducive to public accountability; and
- b) To continually foster individual employee efficiency and organizational effectiveness

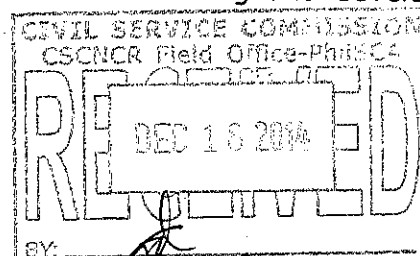
II. The SPMS Concept

The SPMS is focused on linking individual performance vis-à-vis PADC's organizational vision, mission and strategic goals. It is envisioned as a technology composed of strategies, methods and tools for ensuring fulfillment of the functions of the offices and its personnel as well as for assessing the accomplishments.

It is a mechanism which ensures that the employee achieves the objectives set by PADC which, on the other hand, achieves the objectives that it has set itself in its strategic plan.

Performance management system is the heart of the human resource system because information produced from it is useful in human resource planning, management and decision making processes.

The SPMS follows the four-stage PMS cycle: performance planning and commitment, performance monitoring and coaching, performance review and evaluation and performance rewarding and development planning.



To complement and support the SPMS, the following enabling mechanisms shall be made present, operational and maintained:

- ☐ a Recruitment System that identifies competencies and other attributes required for particular jobs or functional groups;
- ☐ an adequate Rewards and Incentives System;
- ☐ Mentoring and Coaching Program;
- ☐ an Information Communications Technology (ICT) that supports project documentation, knowledge management, monitoring and evaluation;
- ☐ Change Management program; and
- ☐ Policy Review and Formulation

1. General Objectives

The SPMS shall be prepared and administered to:

- a. Concretize the linkage of organizational performance with the Philippine Development Plan, the Agency's Strategic Plan (or PADC's Sustainable Growth Plan 2011:2016 and its derivatives for succeeding strategic periods), and the Organizational Performance Indicator Framework;
- 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; and
- c. Link performance management with other HR systems and ensure adherence to the principle of performance-based tenure and incentive system.

2. Basic Elements

The SPMS shall include the following basic elements:

- a. **Goal Aligned to Agency Mandate and Organizational Priorities.**
Performance goals and measurements are aligned with the Philippine Development framework (long-term and medium-term development plans), PADC's mandates/vision/mission and strategic priorities and/or organizational performance indicator framework. Standards are pre-determined to ensure efficient use and management of inputs and work processes. These standards are

integrated into the success indicators as organizational objectives are cascaded down to operational level.

b. **Outputs/Outcomes-based.**

The PADC system puts premium on major final outputs that contributes to the realization of organizational mandate, mission/vision, strategic priorities, outputs and outcomes.

c. **Team-approach to Performance Management.**

Accountabilities and individual roles in the achievement of organizational goals are clearly defined to give way to collective goal setting and performance rating. Individual's work plan or commitment and rating form is linked to the division / unit / office work plan or commitment and rating form to establish clear linkage between organizational performance and personnel performance.

d. **User-friendly.**

The forms used for both the organizational and individual performance are similar and easy to accomplish. The organizational and individual major final outputs and success indicators are aligned to facilitate cascading of organizational goals to the individual staff members and the harmonization of organizational and individual performance ratings.

e. **Information System that supports Monitoring and Evaluation.**

Monitoring and Evaluation mechanisms (M&Ems) and Information System (IS) are vital component of the SPMS in order to facilitate linkage between organizational and employee performance. The M&Ems and IS will ensure generation of timely, accurate and reliable information for both performance monitoring / tracking, accomplishment reporting, program improvement and policy decision-making.

f. **Communication Plan.**

A program to orient agency officials and employees on the new and revised policies on SPMS shall be implemented. This is to promote awareness and interest on the system, generate employees' appreciation for PADC's 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.

3. Key Players and Responsibilities

a) **SPMS Champion – PADC President (or designated person) as Head of Agency**

1. Primarily responsible and accountable for the establishment and implementation of the SPMS

2. Sets PADC's performance goals / objectives and performance measures

3. Determines targeting period
4. Approves office performance commitment and rating
5. Assesses performance of offices

b) Performance Management Team (PMT)

A PMT shall be established preferably with the following composition:

1. Executive official designated by the PADC President 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 Planning Officer or the career service employee directly responsible for organizational planning
5. Highest Finance Officer or the career service employee directly responsible for financial management
6. President of the accredited employee association or the association's authorized alternate representative

The PMT shall have the following functions and responsibilities:

1. Sets consultation meeting of all Heads of Departments for the purpose of discussing the targets set in the office performance commitment and rating form and specially inculcate compliances in accordance with the SPMS Calendar (Schedule of Compliances);
2. Ensures that Office performance targets and measures, as well as the budget are aligned with those of PADC's, and that work distribution of offices/units is rationalized;
3. Recommends approval of the office performance commitment and rating to the PADC President;
4. Acts as appeals body and final arbiter for performance management issues
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, and delegation of authority to representatives in case of absence of its members

The OP / Corporate Planning Office shall serve as the PMT Secretariat.

c) Corporate Planning Office

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 Departments based on reported Office accomplishments against 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 PADC President who shall determine the final Office rating.
3. Conducts PADC's 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 Departments. This shall include participation of the Financial Office as regards budget utilization.
4. Provides each Department with the final Office Assessment to serve as basis of offices in the assessment of individual staff members.

D. Human Resource Management Office – Personnel Division

1. Monitors submission of Individual Performance Commitment and Review Form(s) by heads of departments.
2. Reviews the Summary List of Individual Performance Rating to ensure that the average performance rating of employee is equivalent to or not higher than the department's performance rating as recommended by the PMT and approved by the President.
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 HR Plan.

E. Each Head of Department

1. Assumes primary responsibility for performance management in his/her 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 Commitments and Review Form to the Planning Office

3. Reviews and approves individual employee's Performance Commitment and Review Form for submission to the HRM Office / Personnel Office before the start of the performance period
4. Submits a quarterly accomplishment report to the Corporate Planning Office based on the PMS Calendar (ANNEX "A")
5. Does initial assessment of department's performance using the approved Office Performance Commitment and Review Form.
6. Determines final assessment of performance level of the individual employees in his/her department based on proof of performance.
7. Informs employees of the final rating and identifies necessary interventions to employees based on the assessment of developmental needs.
8. 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.
9. Provides preliminary rating to subordinates showing POOR performance not earlier than the third (3rd) 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 Chiefs

1. Assumes joint responsibility with the Head of Department in ensuring attainment of performance objectives and targets.
2. Rationalizes distribution of targets/tasks
3. Monitors closely the status of the performance of their subordinates and provide 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. Does initial assessment of divisions' performances using the approved Office Performance Commitment and Review Form(s).
7. Determines final assessment of performance level of the individual employees in his/her division based on proof of performance.

8. Informs employees of the final rating and identifies necessary interventions to employees based on the assessment of developmental performance needs.
9. 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.
10. Provides preliminary rating to subordinates showing POOR performance not earlier than the third (3rd) 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.

G. Individual Employees

Act as partners of management and their co-employees in meeting organizational performance goals.

III. The SPMS Process / The SPMS Cycle

The SPMS shall follow the same four-stage PMS cycle that underscores the importance of performance management.

a. STAGE 1: Performance Planning and Commitment

This is done at the start of the performance period where the President meets with the supervisors and staff and agree on the Major Final outputs that should be accomplished based on the goals/objectives of the organizations.

During this stage, SUCCESS INDICATORS are determined. Success indicators are performance level yardsticks consisting of PERFORMANCE MEASURES AND PERFORMANCE TARGETS. This shall serve as bases in the office and individual employee's preparation of their performance contract and rating form.

PERFORMANCE MEASURES (ANNEX "B"- Major Final Output Commitments) need not be many. Only those that contribute to or support the outcomes that the PADC aims to achieve shall be included in the office performance contract, i.e. measures that are relevant to PADC's core functions and strategic priorities. The performance measures must be continuously refined and reviewed.

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

CATEGORY	DEFINITION
Effectiveness / Quality	The extent to which annual performance compares with targeted performance. The degree to which objectives are achieved and the extent to which targeted problems are solved. In management, effectiveness relates to <i>getting the right things done</i> .
Efficiency	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.
Timeliness	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.

The President shall cause the determination of PADC's target setting period, a period within which the office and employees' targets are set and discussed by the raters and the ratees, reviewed and concurred by the head of the department or office and submitted to the PMT.

The PADC Road Map, Sustainable Growth Plan and Annual Budget Plan, etc., shall be the bases of the targets. Aside from the Office commitments explicitly identified in the Road Map, Major Final Outputs that contribute to the attainment of organizational mission/vision which form part of the core functions of PADC, now and in the future, shall be indicated as performance targets.

The targets shall take into account any combination of, or all of the following:

1. Historical Data. The data shall consider past performance.
2. Benchmarking. This involves identifying and comparing the best agencies or institutions or units, the best practices and strategic initiatives, in the aerospace development and aviation industry with similar functions or processes to that of PADC. Benchmarking may also involve recognizing existing standards based on provisions or requirements of the law.
3. Client Demand. This involves a bottom-up approach where PADC sets targets based on the needs of its clients. PADC may consult with stakeholders and review the feedback on its services.
4. OPES Reference Table. List of Major Final Outputs with definition and corresponding OPES points.

5. **Top Management Instruction.** The President may set targets and give special assignments.
6. **Future trend.** Targets may be based from the results of the comparative analysis of the actual performance of PADC with its potential performance.

In setting work targets, the departments shall likewise indicate the detailed budget requirements per expense account to help the President in ensuring a strategy driven budget allocation and in measuring cost efficiency, the department shall also identify specific division / unit / group / individuals as primarily accountable for producing a particular target output per program / project / activity. These targets, performance measures, budget and responsibility centers are summarized in a MFO Commitment matrix to be prepared by the Corporate Planning Office.

The approved Office Performance Commitment and Review (OPCR)/MFO Commitments Form shall serve as basis for individual performance targets and measures to be prepared in the Individual Employee's Performance Commitment and Review (IPCR)/MFO Commitments Form.

Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and ratees.

Individual employees' performance standards shall not be lower than PADC's standards in its approved Office Performance Commitment and Review Form.

b. STAGE 2: Performance Monitoring and Coaching

During the performance monitoring and coaching phase, the performance of the departments and every individual shall be regularly monitored at various levels: i.e., the President, Planning Office, Heads of departments/divisions and individual, on a regular basis.

Monitoring and evaluation mechanisms should be in place to ensure that timely and appropriate steps can be taken to keep a program on track and to ensure that its objectives or goals are met in the most effective manner. Also a very vital tool of management at this stage is an information system that will support data management to produce timely, accurate and reliable information for program tracking and performance monitoring/reporting.

Supervisors and coaches play a critical role at this stage. Their focus is on the critical function of managers and supervisors as coaches and mentors in order to provide an enabling

environment/intervention to improve team performance; and manage and develop individual potentials.

c. STAGE 3: Performance Review and Evaluation
(Office Performance and Individual Employee's Performance)

This phase aims to assess both Office and individual employee's performance level based on performance targets and measures approved in the office and individual performance commitment contracts.

The results of assessment of Office and individual performance shall be impartial owing to scientific and verifiable basis for target setting and evaluation.

1. OFFICE PERFORMANCE ASSESSMENT

The Planning Office shall consolidate, review, validate and evaluate the initial performance assessment of the President based on reported department accomplishments against the success indicators, and the allotted budget against the actual expense. The result of the assessment shall be submitted to the PMT for calibration and recommendation to the President. The President shall determine the final rating of departments/divisions.

A PADC Performance Review Conference shall be conducted annually by the Corporate Planning Office for the purpose of discussing the department assessment with concerned heads of departments. This shall include participation of the Financial Office as regards budget utilization. To ensure complete and comprehensive performance review, all departments shall submit quarterly accomplishment report to the Planning Office based on the SPMS Calendar (Annex "A").

Any issue / appeal / protest on the department assessment shall be articulated by the concerned head of department and decided by the President during this conference, hence the final rating shall no longer be appealable, contestable after the conference,

The Corporate Planning Office shall provide each department with the final department assessment to serve as basis of departments in the assessment of individual staff members.

2. PERFORMANCE ASSESSMENT FOR INDIVIDUAL EMPLOYEES

The immediate supervisor shall assess 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 outputs 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 indicate qualitative comments, observations and recommendations in the individual employee's performance commitment and review form to include competency assessment and critical incidents 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 department.

The head of the department shall determine the final assessment of performance level of the individual employees in his / her department based on proof of performance. The final assessment shall correspond to the adjectival description of Outstanding, Very Satisfactory, Satisfactory, Unsatisfactory or Poor.

The head of department may adopt appropriate mechanism to assist him/her distinguish performance level of individuals, such as but not limited to peer ranking and client feedback.

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

The head of 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, is submitted to the HRM Office / Personnel Office within the prescribed period.

d. STAGE 4: 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 departments 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 heads of departments and supervisors in coordination with the HRM Office / Personnel Office.

A professional development plan to improve or correct performance of employees with Unsatisfactory and Poor performance ratings must be outlined, including timelines, and monitored to measure progress.

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

1. Heads of departments in identifying and providing the kinds of interventions needed, based on the developmental needs identified;
2. 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; and
4. PRAISE Committee in determining top performers of PADC who qualify for awards and incentives.

IV. Rating Period and SPMS Calendar

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 ninety (90) calendar days or three (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, unless non-accomplishment or nonperformance of a committed major final output can be given "0" rating.

SPMS RATING SCALE

Rating		Description
Numerical	Adjectival	
5	Outstanding	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 of marked excellence.
4	Very Satisfactory	Performance exceeded expectations. All goals, objectives and targets were achieved above the established standards.
3	Satisfactory	Performance met expectations in terms of quality of work, efficiency and timeliness. The most critical annual goals were met.
2	Unsatisfactory	Performance failed to meet expectations, and/or one or more of the most critical goals were not met.
1	Poor	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.

V. Uses of Performance Ratings

- a. Security of tenure of those holding permanent appointments is not absolute but is based on performance.

Employees who obtained UNSATISFACTORY rating for one rating period or exhibited poor performance shall be provided appropriate developmental intervention by the heads of departments and supervisors (division / unit head), in coordination with the HRM Office / Personnel Office, to address competency -related performance gaps.

If, after advice and provision of developmental intervention, the employee still obtains UNSATISFACTORY ratings 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 head of department, at least three (3) months before the end of the rating period, is required.

- b. 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 President.

- c. 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.

- d. 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 ninety (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.

- e. Employees who are on details or secondment to another office shall be rated in their present or actual office, copy furnished their mother office/unit. 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 or present office, where the employees have spent majority of their time during the rating period.

VI. Sanctions

Unless justified and accepted by the PMT, non-submission of the Office Performance Commitment and Review form to the PMT, and the Individual employee's performance commitment and review forms to the HRM Office / Personnel Office within the specified dates shall be a ground for:

- a. 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.
- b. An administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty for the supervisors or employees responsible for the delay or non-submission of the office and individual performance commitment and review report.
- c. Failure on the part of the head of department to comply with the required notices to their subordinates for their UNSATISFACTORY or POOR performance during a rating period shall be a ground for an administrative offence for neglect of duty.

- d. Non-submission of PADC's SPMS to the Civil Service Commission for review/approval shall be a ground for disapproval of promotional appointments issued by the President.

VII. Appeals

- a. 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 (department) shall be discussed and decided during the performance review conference.
- b. 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 head of department. An office / unit or individual employee, however, shall not be allowed to protest the performance ratings of other office/unit or co-employees. Ratings obtained by the other office / unit or employees can only be used as basis or reference for comparison in appealing one's office or individual performance rating.
- c. The PMT shall decide on the appeals within one month from receipt.
- d. 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.

The following steps shall be undertaken by an aggrieved official / employee:

- 1. An employee may appeal the performance feedback appraisal where it is believed that the overall rating or individual performance factor ratings do not represent a true evaluation of the employee's work performance during the appraisal period.
- 2. Within ten (10) days of receipt of a signed copy of the appraisal, the employee should meet with the evaluating Immediate Supervisor / Division Chief in an attempt to resolve the disagreement before filing a formal appeal. Though not required at this step, the appealing employee is encouraged to complete and utilize this Performance Feedback Appeal Form as the basis of the initial discussion with the Immediate Supervisor / Division Chief.
- 3. If not resolved in this informal discussion, the employee may formally appeal the evaluation by completing and submitting this Performance Feedback Appeal Form to the evaluating Immediate

Supervisor / Division Chief within ten (10) days after receiving the signed copy of the performance feedback rating.

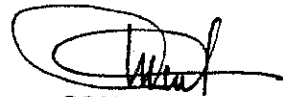
4. If the appeal is not resolved by the Immediate Supervisor / Division Chief, it is the appellant's responsibility to move the appeal through the subsequent steps in a timely manner.
5. Only completed Appeals Form with supporting documents will be given due course.
6. If more than 75% of the total number of performance factors are being appealed, the employee may directly appeal to the Civil Service Commission.

VIII. Forms (see attached annexes/samples for guidance)

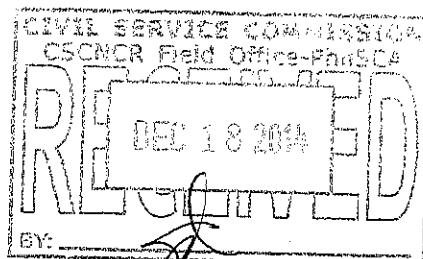
IX. EFFECTIVITY

These guidelines shall take effect immediately. All policies and issuances which do not conform to these guidelines are superseded, repealed, amended or modified accordingly.

Signed this 27th day of October at PADC, Pasay City.



CONRADO C. CUETO, MNSA
Acting President



ACTIVITY		SUBMIT TO		Schedule of Compliances												
				JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
1. Performance Planning and Commitment (For Next Performance Period)																
IPCR/MFOs	Head of Dept			1st								1st				
OPCR/MFOs	PMT			30th								30th				
OPCR/MFOs for Review	Head of Agency				30th								31st			
PMT Review Report	CSC-NCRFO					15th								15th		
CSC Approval of OPCR								1st							1st	
2. Performance Monitoring and Coaching																
MFO Form	OPCR / IPCR	7th of January														
Monitoring by:	Performance of:															
CSC - NCRFO	PADC	Once a year, 4th Quarter														
PADC - OP	Departments	Regular Basis (bi-monthly)														
PMT		Per Semester, 2nd & 4th Quarter														
Departments	Divisions	Regular Basis														
Divisions	Individual Staff	Regular Basis														
3. Performance Review and Feedback (For Immediate Past Performance Period)																
Activity	Submit To															
RATED OPCR/MFOs	PMT	7th								7th						
PMT to review, evaluate and validate RATED OPCR against targets and return validated OPCR to Departments		15-30 days								15-30 days						
Validated OPCR	Maintenance & Engg, Marketing & Logistics	31st								31st						
	OP, IAU, Controller & Administrative		7th								7th					
Return Final Rated OPCR/IPCR	PMT		15th								15th					
PADC to submit Office performance assessment & facilitate performance review by the CSC NCRFO	CSC -NCRFO		25th								25th					
Annual Performance Review	CSC -NCRFO														15th	
Departments to submit Rated IPCR	PMT → Head of Office		15th								15th					
Head of Office to forward Rated IPCR	CSC -NCRFO		28th								31st					
4. Performance Rewarding and Development Planning																
PMT to submit Top Performers list	Head of Office → CSC NCRFO														7th	
Office Performance Assesment	CSC NCRFO														15th	

Note: In the event that the deadline falls on a non-working holiday, submission will be on the next working day.

I, (NAME), Head of the (Division and/or Operating Unit), commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period JANUARY to DECEMBER, 2015.

RATING SCALE	5 – Outstanding
	4 – Very Satisfactory
	3 – Satisfactory
	2 – Unsatisfactory
	1 – Poor

Date: _____

Signature _____

Recommending Approval	Date	Approved by	Date
Immediate Supervisor		CONRADO C. CUETO Head of Agency	

[illegible]

Assessed by	Reviewed by	Final Rating by	Date
ANTONIO M. SUBA	ANTONIO M. SUBA	CONRADO C. CUETO	
PMT	Planning Office	Head of Agency	

Legend: 1 – Quality 2 – Efficiency 3 – Timeliness 4 – Average

INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR)

I, (NAME), <Position> of the (Division and/or Operating Unit), commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period JANUARY to DECEMBER, 2015.

RATING SCALE	5 -- Outstanding
	4 -- Very Satisfactory
	3 -- Satisfactory
	2 -- Unsatisfactory
	1 -- Poor

Signature

Date:

Recommending Approval	Date	Approved by	Date
Immediate Supervisor		Head of Department/Office	

[illegible]

Assessed by	Date	Reviewed by	Date	Final Rating by	Date
Immediate Supervisor					
		HRMD			
				Head of Agency	

Legend:

1 - Quality

2 - Efficiency

3 – Timeliness

4 - Average

o

INDIVIDUAL PERFORMANCE IMPROVEMENT PLAN (IPIP)

1. Name (Last, First, MI)	6. One - Year Period	
2. Current Position	7. Division	
3. Salary Grade	8. Office	
4. Years in the Position	9. No further development is desired or required for this year/s (Please check the box here.)	
5. Years in the Agency	<input type="checkbox"/> Year 1 <input type="checkbox"/> Year 2 <input type="checkbox"/> Both years	10. Supervisor's Name (Last, First, MI) Division Chief

PURPOSE: ☐ To meet level of performance in current position ☐ To increase the level of performance in current position

☐ To enhance potential for the next higher position. ☐ Others, pls. indicate: _____

PERFORMANCE IMPROVEMENT PLAN

Targets Performance Improvement (1)	Priority for IPIP (2)	Specific Areas for Performance Improvement (3)	Improvement Activity (4)	Support Needed (5)	Trainer/ Provider (6)	Schedule or Completion Date (7)

8. Employee Signature	Date	9. Supervisor's Signature	Date	10. Head/Assistant Head of Office's Signature	Date

15. Check applicable copy designation as shown:	<input type="checkbox"/> Employee's Copy	<input type="checkbox"/> Supervisor's Copy	<input type="checkbox"/> CHRMD's Copy
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MAJOR FINAL OUTPUT (MFO) / Programs, Activities and Projects	Period: JANUARY - JUNE 2015	Committed By: CONRADO C. CUETO Signature over Printed Name	Acting President Position/Office	Date Submitted:	Approved By: Head: PMT
DELIVERABLES	SUCCESS INDICATOR	Above Officer is overall responsible for the deliverable	PERFORMANCE MEASURES		
			QUALITY	EFFICIENCY	TIMELINESS
OFFICE OF THE PRESIDENT					
Submit reports to the PADCO Board	Furnished all PADCO Board members with President's report one week prior scheduled Board meeting	ASD			5 - one week before 3 - on scheduled meeting 1 - no written reports on or after scheduled meeting
Inter-agency compliances	100% complied within required period	Concerned department			5 - before required period 3 - on deadline date 1 - delayed / no compliance
Annual Strategic goals	Attained Gross profits by year-end	All departments		5 - over 100% 4 - 100% 3 - 75% below 1 - loss fr. operations	5 - semi annual 3 - 3rd quarter 1 - 4th quarter
Performance Management Monitoring	100% assessment and determination of performance of all offices/units within required period	All departments	5 - at least 2 depts got >100% 4 - 1 dept got >100% 3 - 100% performance of all depts. 1 - 1 dept performed <100%		5 - assessed all at least 1 week before d-line 3 - assessed all Within 1 week 1 - delayed assessment

MAJOR/FINAL OUTPUT (MFO) / Programs, Activities and Projects	Period: JANUARY – JUNE 2015	Committed by: MARK TIMOTHY G. LINSAG Signature over Printed Name	In-Charge, IAU Position / Office	Date Submitted:	Approved by: CONRADO C. CUETO Head of Agency
DELIVERABLES	SUCCESS INDICATOR	Above Officer is overall responsible for the deliverable	PERFORMANCE MEASURES		
			QUALITY	EFFICIENCY	TIMELINESS
INTERNAL AUDIT UNIT					
Conduct of Audit	100% of documents received relating to expenditures accurately checked for compliance with the standard operating procedure within an hour		5 – no lapse 1 – with lapses	5 – 100% 1 – 99% and below	5 – <40 minutes 4 – 41-50 minutes 3 – 51-60 minutes 2 – 61-70 minutes 1 – beyond 70 minutes from the receipt of documents
	Completed Monitoring of employees leave credits for compliance with laws and rules to include daily time record on a quarterly basis		5 – no lapse 1 – with lapses		5 – <10 working days 4 – 11-15 working days 3 – 16-20 working days 2 – 21-30 working days 1 – >30 working days after completion of the last month report for a given quarter
	Completed Audit of financial transactions as to accounting journal entry, posting, and trial balance on a monthly basis				5 – <10 working days 4 – 11-15 working days 3 – 16-20 working days 2 – 21-30 working days 1 – >30 working days after completion of the monthly Financial Statements (FS)



MAJOR FINAL OUTPUT (MFO) / Programs, Activities and Projects	Period: JANUARY – JUNE 2015	Committed by: MARK TIMOTHY G. LINSAG Signature over Printed Name	In-Charge, IAU Position / Office	Date Submitted:	Approved By: CONRADO C. CUETO Head of Agency
DELIVERABLES	SUCCESS INDICATOR	Above Officer is overall responsible for the deliverable	PERFORMANCE MEASURES		
			QUALITY	EFFICIENCY	TIMELINESS
	Completed Review of monitoring placed on Budget Utilization on a monthly basis				5 – <10 working days 4 – 11-15 working days 3 – 16-20 working days 2 – 21-30 working days 1 – >30 working days after the close of the month
	Completed Checking purchase orders vis-a-vis IAR for complete delivery and conform with the specifications on a quarterly basis		5 - no lapse 1 - with lapses		5 – <10 working days 4 – 11-15 working days 3 – 16-20 working days 2 – 21-30 working days 1 – >30 working days after the close of the quarter
	Completed Monthly review of sales transactions (with actual costing) as to conformity with the pricing policy		5 - no lapse 1 - with lapses		5 – Submitted at least one Special Report on vital findings 3 – Submitted Report each month for MANCOM meeting 1 – No submitted report for a monthly MANCOM meeting

MAJOR FINAL OUTPUT (MFO)/ Programs, Activities and Projects	Period: JANUARY - JUNE 2015	Committed by: MARK TIMOTHY G. LINSAG Signature over Printed Name	In-Charge, IAU Position / Office	Date Submitted:	Approved By: CONRADO C. CUETO Head of Agency
DELIVERABLES	SUCCESS INDICATOR	Above Officer is overall responsible for the deliverable	PERFORMANCE MEASURES		
			QUALITY	EFFICIENCY	TIMELINESS
	100% Monitoring of income, value-added, and withholding taxes every deadline of filing with the BIR		5 - no lapse 1 - with lapses	5 - 100% 1 - 99% and below	5 - <10 working days 4 - 11-15 working days 3 - 16-20 working days 2 - 21-30 working days 1 - >30 working days after completion of the FS for the month the tax was filed
Validation of Inventory Count	Completed Validation selected inventory count sheets against the correctness of quantity, part number and description when conducting physical count				5 - Validation report submitted to the Inventory Count Team Leader a day after the recount 1 - Submission of report beyond one (1) day
	Completed Tests of inventory control on moving inventory items				5 - Report submitted within one (1) month after the completion of the physical count 1 - Submission of report beyond one (1) month
Audit reports and recommendations	100% of audit recommendations approved by the Head of Agency		5 - no lapse 1 - with lapses	5 - 100% 1 - 99% and below	

MAJOR FINAL OUTPUT (MFO) / Programs, Activities and Projects	Period: JANUARY – JUNE 2015	Committed by:  MARK TIMOTINY G. LINSAG Signature over Printed Name	In-Charge, IAU _____ Position / Office	Date Submitted: _____	Approved by:  CONRADO C. CUETO Head of Agency
DELIVERABLES	SUCCESS INDICATOR	Above Officer is overall responsible for the deliverable	PERFORMANCE MEASURES		
			QUALITY	EFFICIENCY	TIMELINESS
Special audit/review engagement	Completed Monitoring and follow-up of audit recommendations (status of implementation by the Department concerned)		5 – no lapse 1 – with lapses		5 – Report at least once 1 – No report in monthly MANCOM meeting
Reports and documentations	Accomplished the engagement on or before the deadline			5 – 100% 1 – below 99%	5 – Engagement completed before the deadline 3 – Completion on the deadline 1 – Accomplishment of the task beyond the deadline
	100% Assistance in the preparation of tax reconciliation on various BIR Tax Assessments				5 – Reports submitted on or before the deadline 1 – Submission made after the specified deadline
	100% Assistance in the preparation of MIAA account reconciliation and provide pertinent documents thereon				5 – Reports submitted on or before the deadline 1 – Submission made after the specified deadline
	Prepared and submitted required reports for submission to DBM, DOTC, Congress, and Senate, among others				5 – Reports submitted on or before the deadline 1 – Submission made after the specified deadline

MAJOR FINAL OUTPUT (MFO)/ Programs, Activities and Projects	Period: JANUARY – JUNE 2015	Committed by: MARK TIMOTHY G. LINSAG Signature over Printed Name	In-Charge, IAU Position / Office	Date Submitted:	Approved By: CONRADO G. CUETO Head of Agency
DELIVERABLES	SUCCESS INDICATOR	Above Officer is overall responsible for the deliverable	PERFORMANCE MEASURES		
			QUALITY	EFFICIENCY	TIMELINESS
Inter-agency compliances (reports, requests, etc.)	100% complied within required period	ASD / Concerned department			5 – 2 days before 3 – deadline 1 - late / no compliance
Intra-agency compliances (reports, requests, etc.	100% complied with written or verbal requests within required period	ASD / Concerned department			5 – 2 days before 3 – deadline 1 - late / no compliance


PHILIPPINE AEROSPACE DEVELOPMENT CORPORATION

MAJOR FINAL OUTPUT (MFO) / Programs, Activities and Projects	Period: JANUARY – JUNE 2015	Committed by:  ANTONIO M. SUBA <small>Signature over Printed Name</small>	Date Submitted:	Approved By:  CONRADO C. CUETO <small>Head of Agency</small>
		OIC - ASD <small>Position / Office</small>		

DELIVERABLES	SUCCESS INDICATOR	Above Officer is overall responsible for the deliverable	PERFORMANCE MEASURES	
			QUALITY	TIMELINESS



ADMINISTRATIVE SERVICES DEPARTMENT Personnel Division / General Services Division				
1. Career development	100% short-listing of employees, as necessary, for career advancement and for professional enhancement.	Personnel and concerned department head(s)		5 – within 5 wd, provided shortlist 3 – within 2 weeks 1 – after 2 weeks
2. Trainings	100% of requests processed with issuance of Personnel Order(s) / Travel Order(s) after submission of complete documents	Personnel		5 – 100% complied 1 – below 99%
3. Hiring & selection	100% prescreened candidates in compliance with qualification standards of vacant position to be filled in	Human Resource / PSB & Concerned office units	5 – 100% prequalified applicants 1 – inclusion of a non-qualified	5 – within 5 WD from approval of appointment 3 – within 6 – 10 WD from approval 1 – after 10 WD
4. Employee Salaries, Welfare and Benefits	100% of request processed accurately after receipt of complete documents	ASD / Personnel	5 – without error 3 – error corrected prior to disbursement 1 – with complaint	5 – 3 WD after receipt of request 3 – 4-5 WD after receipt 1 – after 5 WD

PHILIPPINE AEROSPACE DEVELOPMENT CORPORATION

MAJOR FINAL OUTPUT (MFO) / Programs, Activities and Projects	Period: JANUARY – JUNE 2015	Committed by:  ANTONIO M. SUBA <small>Signature over Printed Name</small>	OIC-ASD Position / Office	Date Submitted: CONRADO C. CUETO Head of Agency	
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DELIVERABLES	SUCCESS INDICATOR	Above Officer is overall responsible for the deliverable	PERFORMANCE MEASURES		
			QUALITY	EFFICIENCY	TIMELINESS
5. Remittances to Government Agencies (i.e. GSIS, Pag-ibig, etc.)	100% of ER-EE contributions remitted on or before 10th day of the succeeding month			5 – 100% 1 – 99% & below	5 – before 10 th day of succeeding month 3 – on 10 th day 1 – after 10 th or no remittance
6. Maintenance and repair of buildings and facilities	100% completed improvements / renovation projects with complete materials within schedule	GSD	5 – no complaint / no re-work 1 – re-work made	5 – 100% usable 1 – 99% below	5 – 5 days ahead of schedule 3 – within schedule of work project 1 – delayed completion of work project
7. Maintenance of Motor vehicles	100% performed BLOWBAG daily	GSD	5 – 100% performed 1 – below 100%	5 – submitted BLOWBAG report prior to travel 1 – no report	
8. Risk Management	100% quick response to prevent or counter damage	GSD			5 – within 8 hours from knowledge of occurrence of emergency / risk / disaster 3 – within 24 hours 1 – beyond 24 hours
9. Inter-agency compliances (reports, requests, etc.)	100% complied within required period	ASD / Concerned department			5 – 2 days before 3 – deadline 1 – late / no compliance
10. Intra-agency compliances (reports, requests, etc.)	100% complied with written or verbal requests within required period	ASD / Concerned department			5 – 2 days before 3 – deadline 1 – late / no compliance

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MAJOR FINAL OUTPUT (MFO) / Programs, Activities and Projects	Period: JANUARY – JUNE 2015	Committed by:  ANTONIO M. SUBA Signature over Printed Name	OIC - ASD Position / Office	Date Submitted:	Approved By:  GONZADO C. CUETO Head of Agency
DELIVERABLES	SUCCESS INDICATOR	Above Officer is overall responsible for the deliverable	PERFORMANCE MEASURES		
			QUALITY	EFFICIENCY	TIMELINESS
11. Performance Commitments	100% Collection of all Performance Commitment (MFO) forms within required period of SPMS Calendar			5 – 100% 1 – below 100%	5 – > 5 days before deadline 3 – on date of deadline 1 – with late submissions
12. Monitoring Performance Ratings	100% Collection of all Performance Ratings within required period of SPMS Calendar			5 – 100% 1 – below 100%	5 – > 5 days before deadline 3 – on date of deadline 1 – with late submissions
13. Monthly / Quarterly / Annual Reports (Status of Activities, accomplishments, other functional reports, including performance ratings)	Submitted Reports within 3 days from end of each required period of reporting.				5 – < 3 days from end of each required period of reporting 3 – on 3 rd day from end of required period of reporting 1 – > 3 days from end of required period of reporting or no submitted reports



PHILIPPINE AEROSPACE DEVELOPMENT CORPORATION



MAJOR FINAL OUTPUT (MFO) / Programs, Activities and Projects	Period: JANUARY - JUNE 2015	Committed by: <i>[Signature]</i> LORITA M. TAPAC Signature over Printed Name	OIC-LOGISTICS Position / Office	Date Submitted	Approved By: <i>[Signature]</i> CONRADO C. CUESTO Head of Agency
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DELIVERABLES	SUCCESS INDICATOR	Above Officer is overall responsible for the deliverable	PERFORMANCE MEASURES		
			QUALITY	EFFICIENCY	TIMELINESS
5. Inter-agency compliances (reports, requests, etc.)	100% complied within required period	With Concerned department			5 - 2 days before 3 - deadline 1 - late / no compliance
6. Intra-agency compliances (reports, requests, etc.)	100% complied with written or verbal requests within required period	with Concerned department			5 - 2 days before 3 - deadline 1 - late / no compliance
7. Monthly / Quarterly / Annual Reports (Status of Activities, accomplishments, other functional reports, including performance ratings)	Submitted Reports within 3 days from end of each required period of reporting.	All functional units / assigned staff			5 - <3 days from end of each required period of reporting 3 - on 3rd day from end of required period of reporting 1 - >3days from end of required period of reporting or no submitted reports

MAJOR FINAL OUTPUT (MFO) / Programs, Activities and Projects	Period: JANUARY - JUNE 2015	Committed by: <i>ANNJEEN BERSAMIRA</i> Signature over Printed Name	OIC - Marketing Position / Office	Date Submitted:	Approved by: <i>CONRADO C. CUETO</i> Head of Agency
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DELIVERABLES	SUCCESS INDICATOR	Above Officer is overall responsible for the deliverable	PERFORMANCE MEASURES	
			QUALITY	EFFICIENCY

MARKETING DEPARTMENT				
1. Generation of revenue from aircraft parts sales and services	100% of targeted sales based on amount of Awarded contracts	Sales Administration		5 - more than 100% 4 - 70% - 100% 3 - 50% 2 - 40% 1 - below 40%
2. Generation of revenue from lease / rental agreements	100% of targeted sales based on amount of approved lease agreements			5 - more than 100% 4 - 70% - 100% 3 - 50% 2 - 40% 1 - below 40%
3. Collection of the amount due from customers	100% collection of amount due within 1 week from advice of approved checks	Jonathan Solomon Ryan Felipe Maxilinda Dimaano Kristina Dizon		5 - within 1 week 1 - beyond 1 week
4. Inter-agency compliances (reports, requests, etc.)	100% complied within required period	With Concerned department		5 - 2 days before 3 - deadline 1 - late / no compliance
5. Intra-agency compliances (reports, requests, etc.)	100% complied with written or verbal requests within required period	With Concerned department		5 - 2 days before 3 - deadline 1 - late / no compliance

MAJOR FINAL OUTPUT (MFO) / Programs, Activities and Projects	Period: JANUARY - JUNE 2015	Committed by:  ANDY N. BERSAMIRA Signature over Printed Name	OIC - Marketing Position / Office	Date Submitted:	Approved by:  CONRADO C. CUETIO Head of Agency
DELIVERABLES	SUCCESS INDICATOR	Above Officer is overall responsible for the deliverable	PERFORMANCE MEASURES	QUANTITY	EFFICIENCY
6. Monthly / Quarterly / Annual Reports (Status of Activities, accomplishments, other functional reports, including performance ratings)	Submitted Reports within 3 days from end of each required period of reporting.	All functional units / assigned staff			5 - <3 days from end of each required period of reporting 3 - on 3rd day from end of required period of reporting 1 - >3days from end of required period of reporting or no submitted reports



PHILIPPINE AEROSPACE DEVELOPMENT CORPORATION

MAJOR FINAL OUTPUT (MFO) / Programs, Activities and Projects	Period: JANUARY – JUNE 2015	Committed by: <i>Josefa R. Capanganan</i> JOSEFA R. CAPANGANAN Signature over Printed Name	OIC- CONTROLLER DEPARTMENT Position / Office	Date Submitted:	Approved By: <i>Conrado C. Cueto</i> CONRADO C. CUETO Head / Agency
DELIVERABLES	SUCCESS INDICATOR	Above Officer is overall responsible for the deliverable	PERFORMANCE MEASURES		
			QUALITY	EFFICIENCY	TIMELINESS
CONTROLLER DEPARTMENT					
1. Approval of Journal Entry Vouchers (JEVs) before submission to COA	100% Accurate JEVs submitted to COA within 10 days after each month		5- Accurate 1-with error	5 - 100% 1 - 99% and below	5 - before target 3 - on target 1 - delayed
2. Controls Disbursements of the corporation thru signing BOX B of Disbursement Vouchers (DV) before approval of Pres	100 % Accurate DV submitted to the Office of the President within 10 working days upon receipt		5 - accurate 3 - with 2 -4 errors 1- with 5 and above	5 - 100% 1 - 99% and below	5 - before target 3 - on target 1 - delayed
3. Approves Sales Invoice (SI),	100 % Accurate SI and BS endorsed to Marketing Dept. 2 working days upon receipt		5- Accurate 1-with error	5 - 100% 1 - 99% and below	5 - before target 3 - on target 1 - delayed
4. Approves Billing Statement (BS)	100 % Accurate SI and BS endorsed to Marketing Dept. 2 working days upon receipt		5- Accurate 1-with error	5 - 100% 1 - 99% and below	5 - before target 3 - on target 1 - delayed
5. Certifies Correct to Trial Balance, (5 days upon receipt from Accountant)	100% accurate submitted to the Office of the President on or before the 15 th day of the following month		5- Accurate 3-with 2 errors 1-with 5 or more errors	5 - 100% 1 - 99% and below	5 - before target 3 - on target 1 - delayed

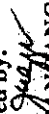



PHILIPPINE AEROSPACE DEVELOPMENT CORPORATION

MAJOR FINAL OUTPUT (MFO) / Programs, Activities and Projects	Period: JANUARY – JUNE 2015	Committed by: <u>JOSEFA R. CABANGAN</u> Signature over Printed Name	OIC- CONTROLLER DEPARTMENT Position / Office	Date Submitted:	Approved By: <u>CONRADO C. CUETO</u> Head / Agency
DELIVERABLES	SUCCESS INDICATOR	Above Officer is overall responsible for the deliverable	PERFORMANCE MEASURES		
			QUALITY	EFFICIENCY	TIMELINESS
6. Certifies Correct to Balance Sheet, (5 days upon receipt from Accountant)	100% accurate submitted to the Office of the President on or before the 15 th day of the following month		5- Accurate 3-with 2 errors 1-with 5 or more errors	5 - 100% 1 - 99% and below	5 - before target 3 - on target 1 - delayed
7. Certifies Correct to Income Statement, (5 days upon receipt from Accountant)	100% accurate submitted to the Office of the President on or before the 15 th day of the following month		5- Accurate 3-with 2 errors 1-with 5 or more errors	5 - 100% 1 - 99% and below	5 - before target 3 - on target 1 - delayed
8. Certifies Correct to Statement of Cash Flows (5 days upon receipt from Accountant)	100% accurate submitted to the Office of the President on or before the 15 th day of the following month		5- Accurate 3-with 2 errors 1-with 5 or more errors	5 - 100% 1 - 99% and below	5 - before target 3 - on target 1 - delayed
9. Approves Monthly Bank Reconciliation Statements before submission to OP and COA (5 days upon receipt from Accountant)	100% accurate submitted to the Office of the President and COA on or before the 15 th day of the following month		5- Accurate 3-with 2 errors 1-with 5 or more errors	5 - 100% 1 - 99% and below	5 - before target 3 - on target 1 - delayed
10. Initiates the preparation of yearly Corporate Operating Budget (COB) 5 days after receipt the Budget Call Manual from DBM	Disseminate Budget Call Memorandum to all Managers				



PHILIPPINE AEROSPACE DEVELOPMENT CORPORATION

MAJOR FINAL OUTPUT (MFO) / Programs, Activities and Projects	Period: JANUARY – JUNE 2015	Committed by:  JOSEFA R. CARANDANG Signature over Printed Name	OIC- CONTROLLER DEPARTMENT Position / Office	Date Submitted:  CONRADO C. CUETO Head / Agency
DELIVERABLES	SUCCESS INDICATOR	Above Officer is overall responsible for the deliverable	PERFORMANCE MEASURES	
			QUALITY	TIMELINESS
11. Submits the Proposed COB to the President then to the PADC Board for approval	100% accurate submitted to the Office of the President then to the Board 10 days after finalized proposal		5- Accurate 3-with 2 errors 1-with 5 or more errors	5 – before target 3 – on target 1 – delayed
12. Submits the Approved COB to DOTC, DBM, the Congress and Senate of the Philippines	100% accurate submitted to DOTC, DBM, the Congress and Senate of the Philippines 10 days after approval		5- Accurate 3-with 2 errors 1-with 5 or more errors	5 – before target 3 – on target 1 – delayed
13. Submits to the Board Financial Performance during Board Meeting	100% accurate submitted to the Office of the President then to the Board 10 days before Board Meeting Schedule		5- Accurate 3-with 2 errors 1-with 5 or more errors	5 – before target 3 – on target 1 – delayed
14. Presents to the Board Financial Performance during Board Meeting	100% accurate submitted to the Office of the President then to the Board		5- Accurate 3-with 2 errors 1-with 5 or more errors	5 – before target 3 – on target 1 – delayed
15. Inter-agency compliances (reports, requests, etc.)	100% complied within required period	With Concerned department	5- 100% 1 – 99% and below	5 – 2 days before 3 – deadline 1 – late / no compliance
16. Intra-agency compliances (reports, requests, etc.)	100% complied with written or verbal requests within required period	with Concerned department		5 – 2 days before 3 – deadline 1 – late / no compliance



PHILIPPINE AEROSPACE DEVELOPMENT CORPORATION



MAJOR FINAL OUTPUT (MFO) / Programs, Activities and Projects	Period: JANUARY – JUNE 2015	Committed by: <u>JOSEFA R. CABANANGAN</u> Signature over Printed Name	OIC- CONTROLLER DEPARTMENT Position / Office	Date Submitted:	Approved By: <u>CONRADO C. CUETO</u> Head / Agency
DELIVERABLES	SUCCESS INDICATOR	Above Officer is overall responsible for the deliverable	PERFORMANCE MEASURES		TIMELINESS
17. Monthly / Quarterly / Annual Reports (Status of Activities, accomplishments, other functional reports, including performance ratings)	Submitted Reports within 3 days from end of each required period of reporting.	All divisions / functional units	QUALITY	EFFICIENCY	
5 – <3 days from end of each required period of reporting 3 – on 3rd day from end of required period of reporting 1 - >3days from end of required period of reporting or no submitted reports					

PHILIPPINE AEROSPACE DEVELOPMENT CORPORATION

MAJOR FINAL OUTPUT (MFO) / Programs, Activities and Projects	Period: JANUARY - JUNE 2015	Committed by: CAPT. WILSON L. CLUSTEB	Director: MRCS	Date Submitted:	Head / Agency:
DELIVERABLES		SUCCESS INDICATOR	Above Division is overall responsible for the deliverable	PERFORMANCE MEASURES	
				QUALITY	EFFICIENCY
MAINTENANCE AND ENGINEERING DEPARTMENT					
1. Repair of aircraft engines.	100 % completed and approved for release by QA inspector within specified period (based on standard manhours)	Engine Overhaul Shop	5 - accepted by customer without complaint 3 - approved for release by QA inspector. 1 - returned for correction of defect.	5 - 100% Complete 1 - below 100%	5 - before target 3 - on target 1 - delayed
2. Conduct of Non Destructive Testing of aircraft engines parts	100 % completed and approved for release by QA inspector within specified period	Engine Overhaul and NDT Shops	5 - no warranty claim 1 - warranty claim cause by inaccurate findings.	5 - 100% Complete 1 - below 100%	5 - before target 3 - on target 1 - delayed
3. Repair of aircraft	100 % completed and approved for release by QA inspector within specified period	Flight Line	5 - approved for release by QA inspector. 1 - returned for correction of defect.	5 - 100% Complete 1 - below 100%	5 - before target 3 - on target 1 - delayed


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PHILIPPINE AEROSPACE DEVELOPMENT CORPORATION

MAJOR FINAL OUTPUT (MFO) Programs, Activities and Projects	Period: JANUARY – JUNE 2015	Committed by:  CAPT. M. C. CUETO <small>Signature over Printed Name</small>	Director, MROS Position / Office	Date Submitted: CONRADO C. CUETO, MNSA Head / Agency	Appraised by:  CONRADO C. CUETO, MNSA
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DELIVERABLES	SUCCESS INDICATOR	Above Division is overall responsible for the deliverable	PERFORMANCE MEASURES		
			QUALITY	EFFICIENCY	TIMELINESS
7. Fabrication and modification of aircraft parts.	100 % completed based on target period and approved for release by QA inspector	Machine shop	5 - approved for release by QA inspector. 1 - returned for correction of defect.	5 - 100% Complete 1 - below 100%	5 - before target 3 - on target 1 - delayed
8. Renewal of CAAP License	CAAP license renewed one month before expiration.	All technical personnel			5 - renewed more than one month before expiration. 3 - renewed one month before expiration 1 - renewed less a month prior expiration.
9. Planning, scheduling and controlling all phases of maintenance activities	Completeness of work packages being disseminated to related shops & work areas within the allotted timeframe	Production Planning and Control Office	5 - Completion of activities / work outputs reported 3 - Status of Maintenance Activities were properly monitored 1 - Maintenance activities are not properly monitored	5 - 100% Complete 1 - below 100%	5 - before target 3 - on target 1 - delayed

PHILIPPINE AEROSPACE DEVELOPMENT CORPORATION

	MAJOR FINAL OUTPUT (MFO) / Programs, Activities and Projects	Period: JANUARY – JUNE 2015	Committed by: CAPT. WILBERT S. ESTEROS	Signature over United Name	Director, MROS Position / Office	Date Submitted:	Approved by: CONRADO C. CUETO, MN Head / Agency
DELIVERABLES	SUCCESS INDICATOR	Above Division is overall responsible for the deliverable	QUALITY	EFFICIENCY	TIME LINESS		
10. Ensure CAAP requirements for AMO Certification are updated	Acquired AMO Certification	Production Planning and Control			5 - renewed more than one month before expiration 3 - renewed one month before expiration 1 - renewed less a month prior expiration.		
11. Inter-agency compliances (reports, requests, etc.)	100% complied within required period	With Concerned department			5 - 2 days before 3 - deadline 1 - late / no compliance		
12. Intra-agency compliances (reports, requests, etc.)	100% complied with written or verbal requests within required period	With Concerned department			5 - 2 days before 3 - deadline 1 - late / no compliance		
13. Monthly / Quarterly / Annual Reports (Status of Activities, accomplishments, other functional reports, including performance ratings)	Submitted Reports within 3 days from end of each required period of reporting.	All Shops / Sections			5 - < 3 days from end of each required period of reporting 3 - on 3rd day from end of required period of reporting 1 - > 3 days from end of required period of reporting or no submitted reports		