

**Manual of Operations  
of the  
NATIONAL COUNCIL ON DISABILITY  
AFFAIR (NCDA)**



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# **FOREWORD**

This Manual contains the legal bases, functions, standard operating procedures and organizational structure of the National Council on Disability Affairs (NCDA) to familiarize its officers, staff, stakeholders and concerned individuals of its government operations as an agency attached to the Department of Social Welfare & Development.

We sincerely hope that this Manual will guide the end-users to successfully accomplish their objectives in the exercise of their official functions - towards the agency vision of full participation and equalization of rights and opportunities for PWDs.

This Manual will be updated as the need arises to be relevant to the needs of the end-users and the times.

**CARMEN REYES-ZUBIAGA**  
Acting Executive Director III

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## I. INTRODUCTION

### A. NCDA AS A COUNCIL

The National Council on Disability Affairs (NCDA) is the national government agency mandated to formulate policies and coordinate the activities of all agencies, whether public or private, concerning disability issues and concerns.

#### A.1. Legal Bases

##### A.1.1. Executive Order No. 33 (2011)

Transferring the National Council on Disability Affairs from the Office of the President to the Department of Social Welfare and Development.

##### A.1.2. Executive Order No. 709 (2008)

Redefining the Functions and Organizational Structure of the National Council for the Welfare of Disabled Persons which is Renamed as the National Council on Disability Affairs and attached to the Office of the President, and Amending for the Purpose Executive Order 676 (2007) and

##### A.1.3. Executive Order No. 676 (2007)

Transferring the National Council for the Welfare of Disabled Persons (NCWDP) from the Department of Social Welfare and Development (DSWD) to the Office of the President.

##### A.1.4. Executive Order No. 232 (1987)

Providing for the structural and functional reorganization of the National Council for the Welfare of Disabled Persons and for other purposes.

##### A.1.5. Executive Order No. 123 (1987)

Reorganizing the Ministry of Social Services and Development, now referred to as Ministry of Social Welfare and Development.

##### A.1.6. Executive Order No. 366 (2004)

Directing a Strategic Review of the Operations and Organizations of the Executive Branch and Providing Options and Incentives for Government Employees who may be affected by the Rationalization of the Functions and Agencies of the Executive Branch.

##### A.1.7. Republic Act No. 7277 otherwise known as the Magna Carta for Disabled Persons

An act providing for the rehabilitation, self-development and self-reliance of disabled persons and their integration into the mainstream of society and for other purposes.

##### A.1.8. Batas Pambansa Blg. 344 otherwise known as the Accessibility Law

An act to enhance the mobility of disabled persons by requiring certain buildings, institutions, establishments and public utilities to install facilities and other devices.

##### A.1.9. Republic Act No. 6759

An act declaring August 1 of each year as White Cane Safety Day in the Philippines and for other purposes.

##### A.1.10. Presidential Proclamation No. 125

Proclaiming the Nationwide Observance in the Philippines of the Asian and Pacific Decade of Disabled Persons, 2003-2013.

##### A.1.11. Presidential Proclamation No. 240

Declaring the Period from the Year 2003 to the Years 2012 as the Philippine Decade of Persons with Disabilities.

#### A.2. Vision/Mission/Mandate

##### a. Vision

All persons with disabilities are able to attain their fullest potential and to become active contributors and participants in nation building.

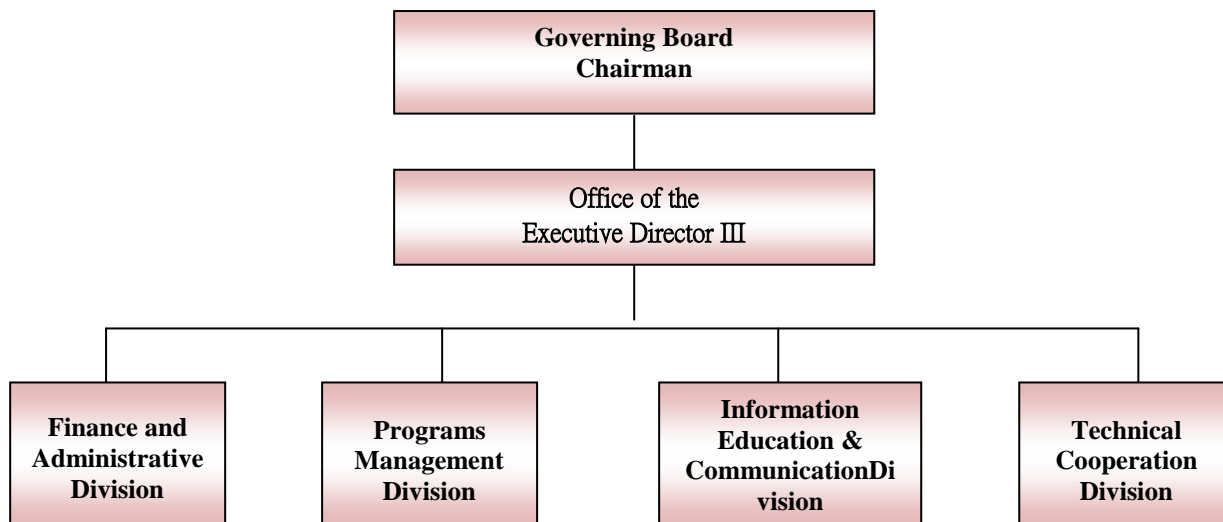
##### b. Mission

“To provide direction to and coordinate and monitor the activities of government, non-government, and people’s organizations involved in the prevention of the causes of disability, rehabilitation, and equalization of opportunities in partnership with persons with disabilities.”

##### c. Mandate

“Created by virtue of E.O. 709 under the Office of the President and by virtue E.O. 33 attached to the Department of Social Welfare and Development. The NCDA is mandated to be the government policy-making, planning, monitoring, coordinating and advocating for the prevention of the causes of disability, rehabilitation and equalization of opportunities in the concept of rights-based society for persons with disabilities and lead in the implementation of programs and projects.”

### A.3. Organizational Structure



NCDA is an agency attached to the Department of Social Welfare and Development (DSWD). It is composed of a Governing Board headed by a Chairperson and its Secretariat, the members of which are heads or representatives of governmental and non-governmental organizations, and of persons with disabilities (PWDs) as well as civic and cause-oriented organizations.

#### A.3.1. Composition of the Governing Board

##### a. Government Organizations

Chairperson - Department of Social Welfare & Development Secretary

Members:

- Department of Health
- Department of Labor & Employment
- Department of Education
- Department of the Interior and Local Government
- Department of Trade & Industry
- Department of Public Works and Highways
- Department of Transportation and Communications
- Department of Foreign Affairs
- Department of Justice
- Philippine Information Agency
- Technical Education and Skills Development Authority
- Two (2) representatives from Non-Government Organizations (NGOs) with national network on Persons with Disabilities (PWDs)
- Two (2) Disabled Persons representing legitimate PWD organizations
- Two (2) representatives from Civic Groups and Cause-Oriented Organizations concerned with the welfare of PWD

##### b. Powers and Functions of the NCDA (EO No. 709 (2008))

1. Formulate policies and propose legislations concerning the rights and well being of disabled persons, and lead in the implementation of programs and services concerning the same;
2. Conduct consultative meetings and prepare symposia with all stakeholders, and undertake program evaluation and monitoring to ensure that comprehensive relevant and timely programs and services are adequate and accessible to persons with disabilities;
3. Conduct researches and studies relevant to formulated policies to promote and enhance at all levels the rights of persons with disabilities;
4. Establish develop and maintain a data bank on disability in partnership with concerned government agencies and non-government organizations and strengthen the referral services to ensure availability of data to stakeholders and services to persons with disabilities including provision of assistive devices;
5. Establish and maintain linkages and networking with local and international organizations, including organizations of and for persons with disabilities to generate resources and to maximize utilization of existing resources and for purposes of convergence;
6. Serve as a national working body to promote and monitor implementation of national laws and international commitments;

7. Assist in the establishment of self-help organizations and the setting up of specific projects through the provision of technical and financial assistance to draw out the active participation of persons with disabilities in the social and economic development of the country, (Section 31, RA 7277).

#### **A.3.2. Functions of the Governing Board**

1. Provide direction/guidelines towards the achievement of the goals of the Council and the Agenda for Action for Disabled Persons.
2. Facilitate compliance of the member agencies to existing laws relating to disability prevention, rehabilitation, and equalization of opportunities to the President/Congress.
3. Review performance and act on all recommendations of the Executive Committee.

#### **A.3.3. Duties and Responsibilities of the Governing Board Chairperson**

1. To call and preside over the meetings of the Board and the Executive committee.
2. To manage and administer the affairs of the Council and the Secretariat.
3. To monitor the implementation of policies approved by the Board.
4. To sign communications for the Board and represent the Board whenever necessary.
5. To solicit and accept, on behalf of the Board, gifts, grants or donations in accordance with government rules and regulations and policies.
6. To execute contracts in the pursuit of the Council's objectives as may be authorized by the Board, in accordance with government rules and regulations.
7. To organize permanent or ad-hoc committee consisting of members of the Board or such other experts as are deemed necessary for the discharge of functions and objectives of the agency.
8. To appoint the Executive Director who will head the Secretariat upon the favorable recommendation of the Board.
9. To appoint the other officers and staff of the Secretariat upon the favorable recommendation of the Board.

#### **A.3.4. Composition of the Executive Committee/Sub Committee**

##### 1. Executive Committee

###### ➔ Composition

There shall be an Executive Committee chaired by the Board Chairperson composed of the eight (8) Sub-Committee Chairpersons and one (1) Person with Disability who is a regular member of the Board chosen by the Chairman.

###### ➔ Function

The NCDA Executive Committee will resolve policy issues or program recommendations before Presentation to the Board.

##### 2. Sub-Committees

###### ➔ Composition: **for correction/update**

- a. Sub-Committee on Accessibility on Built Environment and Transportation – chaired by the DPWH
- b. Sub-Committee on Training, Employment and Livelihood – chaired by DOLE
- c. Sub-Committee on Auxiliary Social Services – chaired by the DSWD
- d. Sub-Committee on Health – Chaired by the DOH
- e. Sub-Committee on Information, Communication and Technology – chaired by the DOTC
- f. Sub-Committee on Advocacy – chaired by the PIA
- g. Sub-Committee on Education – chaired by the DepEd
- h. Sub-Committee on International Disability Network – chaired by the DFA
- i. The members of the sub-committees shall be selected by the Sub-Committee Chairperson from among the members of the Board and other experts on their specific areas of concern.

### **III. NCDA SECRETARIAT**

#### **A. FUNCTIONS and DUTIES OF THE SECRETARIAT**

1. Provide the machinery to coordinate functions
2. Organize Services
3. Monitor Policies and Plans
4. Evaluate the implementation of programs and services for persons with disabilities as may be required by the Board in the exercise of its functions

The Secretariat shall be headed by an Executive Director who shall be appointed by the Chairperson upon the favorable recommendation of the Board.

The Office of the Executive Director (OED) provides the overall direction, supervision and coordination of all the divisions.

## B. FUNCTIONS OF EACH DIVISION

There are four (4) Divisions operating in the Council

1. Programs Management Division (PMD)
2. Technical Cooperation Division (TCD)
3. Information, Education and Communication Division (IECD)
4. Finance and Administrative Division (FAD)

**Below are the functions of OED and each division:**

### Office of The Executive Director (OED)

- Provides the machinery to coordinate functions of the Council.
- Organizes Program Services of the Secretariat.
- Monitors Policies and Plans of the Council.
- Evaluates the implementation of programs and services for Persons with disabilities as may be required by the Board in the exercise of its functions.

### Programs Management Division (PMD)

- Develops policy and program proposals to address disability-related problem areas and concerns.
- Conducts development studies/technical researches for policy, plan and program development in coordination with associates/stakeholders both government and private sectors.
- Conducts pilot tests and experimentation on approaches, programs and projects to address issues and gaps towards the empowerment of persons with disabilities including prevention of the causes of disability.
- Coordinates and collaborates with local and international agencies/organizations and organizations of persons with disabilities on disability-related issues and concerns including resource generation.
- Provides technical assistance to partner agencies, associates and stakeholders both from the government and private sectors including the sector with disability on areas of policy, plan and program development and implementation and other disability issues related.
- Monitors and evaluates the implementation of disability-related policies/legislation programs, projects and other local and international commitments at the national level.

### Technical Cooperation Division (TCD)

- Establishes, maintains linkages and networking with concerned international organizations and facilitates resource exchange on disability-related concerns.
- Plans, develops, executes and evaluates long and short-term technical cooperation programs to promote resource generation for local organizations of and for persons with disabilities.
- Promotes technology transfer of current international disability trends/standards and approaches to update and strengthen local GOs, NGOs, and POs.
- Conducts researches on international disability issues and trends in support of the Council's policymaking function, advocacy, international networking and program/standards development functions.
- Plans, develops and maintains the Council's Research and Data Banking through its website and databases to provide local/international stakeholders a window on the disability situation in the country.



### **Information Education And Communication Division (IECD)**

- Plans and develops/evaluates comprehensive public information programs on disability issues.
- Disseminates information through the use of publications, tri-media, audio-visual materials and other IEC projects.
- Provides IEC support to all programs and projects of the Council, and other concerned agencies.
- Establishes information linkages and networks with local and international organizations involved in disability.
- Produces publications on disability and provide media and audio-visual services to the Council's official functions including its partner agencies and associates.
- Implements mass education activities; special projects and programs support communication concerning disability matters.

### **Finance and Administrative Division (FAD)**

- Plans, directs, coordinates and controls the various administrative and financial service functions of the Council.
- Facilitates personnel transactions, trainings, recruitment, selection and maintenance of personnel records.
- Performs accounting, budgeting cashiering, supply and property management, records management and general services including messengerial and janitorial services.
- Provides transportation, maintenance and repair of office equipment and facilities, and such other support services as may be required by the Council.

## **C. GENERAL PROVISIONS AND INTERNAL OPERATIONS**

### **C.1. PERSONNEL MANAGEMENT**

#### **C.1.1. Personnel, Policies and Standards**

People constitute an organization's most important and vital factor in its success or failure. Thus, the personal, professional and career development of its human resources should be a priority concern of an organization if its people are to become the assets that will contribute to its growth and development.

The NCDA has a total workforce of 59 plantilla positions including the Executive Director and Deputy Executive Director who are both presidential appointees. Of this number, 59 hold permanent positions while 1 casual and 2 job orders or contractual employees.

#### **1.2. Recruitment and Selection of Personnel**

As per CSC MC No. 03 S. 2001, the Revised Policies on Merit Promotion Plan, states that Selection of employees for appointment in the government services shall be open to all qualified men and women according to the principle of merit and fitness. There shall be equal employment opportunity for men and women at all levels of position in the agency, provided they meet the minimum requirements of the position to be filled.

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

It is a declared policy of the government that opportunity for government employment in the career service shall be open to qualified Filipino citizens and positive efforts shall be exerted to attract the best qualified to enter the service. Employees shall be selected on the basis of fitness to perform the duties and assume the responsibilities of the position.

Qualification Standards in an appropriate examination are the basic requirements for appointment to position in the first and second levels in the career service in accordance with the Civil Service Law and Rules.

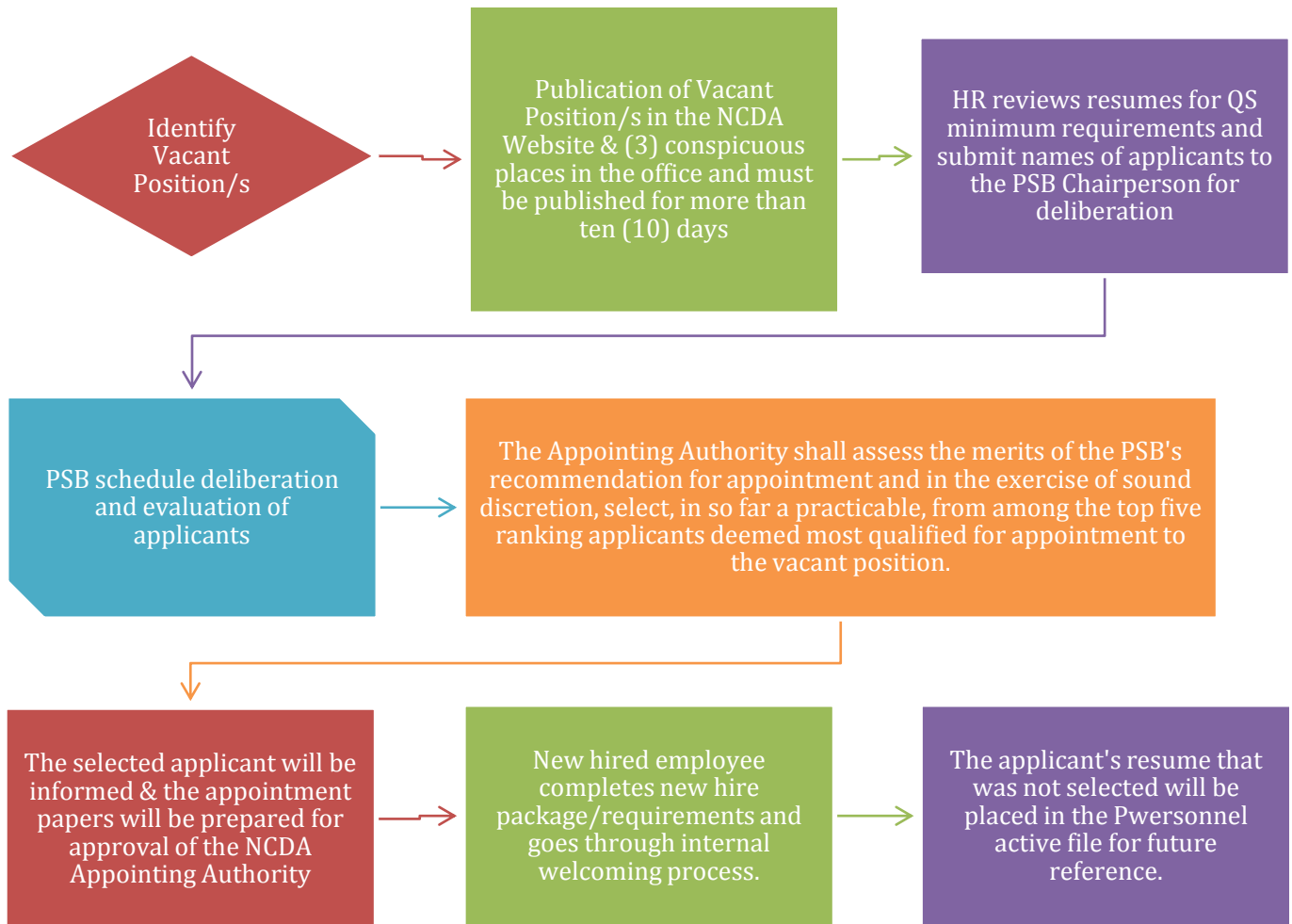
The Qualification Standards are based on the following minimum requirements:

- Education
- Experience
- Training
- Eligibility

To ensure the implementation of policies, standards and procedures on personnel selection and promotion system, the Personnel Selection Board covers both the requirement and selection of the best qualified persons whether in hiring or in the promotion of qualified next-in-rank employees.

Under the Revised Policies on Merit Promotion Plan of 2001, there shall be no discrimination in the selection of employees on account of gender, civil status, disability, religion, ethnicity or political affiliation.

#### Personnel Selection Board (PSB) – Recruitment and Hiring Process Flow



#### a.2. Status of Appointment

Original appointment refers to the initial entry into the career service of persons who meet all the requirements of the position. It is understood that the first six (6) months of service following an original appointment will be probationary in nature and the appointee shall undergo a thorough character investigation. A probationer may be dropped from the service for unsatisfactory conduct or want of capacity anytime before the expiration of the probationary period. Provided that such action is appealable to the Commission.

However, if no notice of termination or unsatisfactory conduct is given by the appointing authority to the employee before the expiration of the six month probationary period, the appointment automatically becomes permanent. (CSC MC No. 40 S. 1998).

#### a.3. Probationary Period (CSC MC. 03, s 2005)

To determine whether the appointee shall continue to hold permanent appointment or be separated from the service within or at the end of the probationary period due to want of capacity or unsatisfactory conduct.

To facilitate the review and monitoring of employee performance, the performance targets and work output standards of a probationer should be set and documented as follows:

- a.1. They shall be set, agreed upon and duly signed by the probationer, the immediate supervisor (rater), and the head of agency within five (5) days upon appointee's assumption to duty; and
- a.2. They shall form part of the employee's 201 file with a copy furnished the CSC Field Office concerned.

#### a.4. Promotion

A 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 pay. For appointment by promotion, the

performance rating of appointee for the last rating period prior to the effectivity date of the appointment should be at least very satisfactory. (CSC MC No. 03 s 2001)

The Personnel Selection Board is tasked to implement the New Rule on Promotion and the Merit Promotion Plan for the Council.

#### **a.5. Career and Personnel Development**

Every department or agency shall establish a continuing program for career and personnel development for all agency personnel at all levels, and shall create an environment or work climate conducive to the development of personnel skills, talents and values for better public service.

The Career and Personnel Development Plan shall include provisions on merit promotion, performance evaluation; in-service training; overseas and local scholarships and training grants; suggestions, incentive award systems, provision for welfare, counseling, recreation and similar services; and other human resource development interventions such as on training counseling, coaching, job rotation, secondment, job swapping and others.

Relative to this, the Personnel Development Committee (PDC) of the Council conducts screening of applicants/prospective participants in training courses both local and international in accordance to the guidelines approved by the Executive Director.(EO No. 292 Omnibus Rules).

#### **a.6. Complaints and Grievances**

Complaints mean an employee's expressed (written or spoken) feelings of dissatisfaction with some aspects of his working conditions, relationships or status which are outside his control. This does not include those involving disciplinary actions which are governed by separated rules.

Grievances refers to a complaints in writing which has, in the first instance and in the employee's opinion, been ignored, overridden or dropped without due consideration.

Complaints and Grievances may exist between and among individual employees and Supervisor/Management and the Management and the Recognized Negotiating/bargaining Unit on any and all matters, which give rise to employee's dissatisfaction. (EO No. 292)

The grievant presents his complain orally to his immediate supervisor who, within three (3) working days from the date of presentation shall inform the employee orally of his decision.

If the employee is not satisfied with the oral decision he may submit his grievance in writing within five (5) working days from receipt of the oral decision of his immediate supervisor to the higher supervisor through his immediate supervisor. Within five (5) working days from receipt of the written complaint the higher supervisor through the immediate supervisor shall inform the employee of his decision in writing. However, if the object of grievance is the immediate supervisor, the complainant may bring the grievance to the next higher supervisor who shall take a proper action within five (5) working days from receipt of the complaint. The approved NCDA Grievance Machinery shall be implemented.

#### **a. 7. NCDA Strategic Performance Management System (NCDA-SPMS)**

pls. see annex

## **National Council on Disability Affairs**

### **STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (NCDA-SPMS)**

#### **Part 1: The NCDA-SPMS**

#### **I. Background**

The **National Council on Disability Affairs (NCDA)** is the national government agency mandated to formulate policies and coordinate the activities of all agencies, whether public or private, concerning disability issues and concerns. As such, the **NCDA** is the lead agency tasked to steer the course of program development for persons with disabilities and the delivery of services to the sector.

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<sup>1</sup> *"The PMS-OPES: Re-inventing the performance management system of the bureaucracy"*. Annex A of CSC Resolution NO. 1100224

The **NCDA** is tasked to monitor the implementation of several laws to ensure the protection of PWDs' civil and political rights. These laws include Republic Act No 7277 (Magna Carta for Disabled Persons), Batas Pambansa Blg. 344 (Accessibility Law), Republic Act 6759 (White Cane Act) and ILO Convention No. 159 (Vocational Rehabilitation of Persons with Disability). It has also been tasked, through Proclamation No. 125, to coordinate activities and to monitor the observance of the Asian and Pacific Decade of Disabled Persons (1993-2002) in the Philippines. Proclamation No. 125 was issued by the President on January 15, 1993, to enjoin both the government and the private entities to organize projects based on the policy categories mentioned in the agenda for action of the decade.

The Council is currently using the mandatory human resource systems under the Revised Administrative Code of 1987, which is the Performance Evaluation System (PES) administered in accordance with rules and regulations and standards promulgated by the Civil Service Commission. The system, however, focuses only on individual appraisals which are pre-requisites for promotion and other personnel actions including separation and performance-based incentives.

To address the gaps and weaknesses found in previous performance evaluation system, the agency will use the National Council on Disability Affairs - Strategic Performance Management System or the NCDA-SPMS. The NCDA-SPMS will provide a scientific and verifiable basis in assessing and improving the performance of the NCDA employees and the effectiveness of the Council's programs and projects. It will strengthen the culture of performance and accountability in the Institute.

## **II. The NCDA-SPMS Concept**

The NCDA-SPMS is focused on linking individual performance vis-à-vis the agency's organizational vision, mission and strategic priorities. It is envisioned as a technology composed of strategies, methods and tools for ensuring fulfilment of the functions of the Divisions and its personnel as well as for assessing the accomplishments<sup>1</sup>

It is a mechanism that ensures that each employee contributes to the attainment of or helps achieve the objectives set by the organization and, on the other hand, the organization, achieves the objectives that it has set itself to achieve in its strategic plan.

Performance Management System (PMS) is the heart of human resource systems because information produced from it is useful in human resource planning, management and decision making processes.

The NCDA-SPMS follows the four-stage PMS cycle: (Annex F).

- 1. Performance Planning and Commitment**
- 2. Performance Monitoring and Coaching**
- 3. Performance Review and Evaluation**
- 4. Performance Rewarding and Development Planning**

To complement and support the NCDA-SPMS, the following enabling mechanisms will be put in place, and maintained:

1. A Recruitment System that identifies competencies and other attributes required for particular jobs or functional groups;
2. An adequate Rewards and Incentive System;
3. Mentoring and Coaching Program;
4. An information communication technology (ICT) that supports project documentation, knowledge management, monitoring and evaluation;
5. Change Management Program; and
6. Policy Review and Formulation.

### III. General Objectives

The NCDA-SPMS shall be prepared and administered to:

- a. Concretize the linkage of organizational performance with the Philippine Development Plan, the Agency Mandate and Program Thrusts, 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 human resource systems and ensure adherence to the principle of performance-based tenure and incentive system.

### IV. Basic Elements

The NCDA-SPMS shall include the following basic elements:

- a. **Alignment of Goal to Agency Mandate and Organizational Priorities.** Performance goals and measurement are aligned to the national development plans, agency mandate/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 operation level.
- b. **Outputs/Outcomes-based.** The 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 (M&E) mechanisms and Information System (IS) are vital components of the NCDA-SPMS in order to facilitate linkage between organizational and employee performance. The M&E 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 NCDA-SPMS shall be implemented. This is to promote awareness and interest on the system, generate employees' appreciation for the NCDA-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.

## V. Key Players and Responsibilities (Annex M)

### a. Executive Director as NCDA-SPMS Lead Implementor

- Primarily responsible and accountable for the establishment and implementation of the NCDA-SPMS.
- Sets agency performance goals/objectives and performance measures.
- Determines agency target setting period.
- Approves office performance commitment and rating.
- Assesses performance of Divisions.

### b. Performance Management Team (PMT)

- |  |                         |
|--|-------------------------|
| 1. Deputy Executive Director III                   | - Chairperson           |
| 2. Planning Officer V                              | - Assistant Chairperson |
| 3. Administrative Officer V, Budget Section        | - Member                |
| 4. Administrative Officer V, Personnel Section     | - Member                |
| 5. President, NCDAEA Representative                | - Member                |
| 6. Administrative Assistant II – Personnel Section | } as PMT Secretariat    |
| 7. Administrative Aide VI - FAD                    |                         |

The PMT shall have the following functions and responsibilities:

1. Sets consultation meeting with all Heads of Divisions for the purpose of discussing the targets set in the Office Performance Commitment and Rating (OPCR) 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 Divisions is rationalized.
3. Recommends approval of the office performance commitment and rating to the NCDA Executive Director.
4. Acts as appeals body and final arbiter for performance management issues of the agency.
5. Identifies potential top performers and provide inputs to PRAISE Committee for grant of awards and incentives.
6. The PMT shall be responsible for the establishment and implementation of the NCDA Strategic Performance Management System (NCDA-SPMS)

### c. Planning Office

1. Monitors submission of Office Performance Commitment and Review (OPCR) 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 Divisions based on reported Office accomplishments against the success indicators, and the allotted budget against actual expenses. The result of the assessment shall be the basis of PMT's recommendation to the NCDA Executive Director who shall determine the final Office rating.

3. Conducts an 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 Divisions. This shall include participation of the Financial Unit as regards budget utilization.
4. Provides each Division with the final Office Assessment to serve as basis in the assessment of individual employees.

**d. Human Resource Management Office**

1. Monitors submission of Individual Performance Commitment and Review (IPCR) Form by Heads of Divisions.
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 NCDA Executive Director.
3. Provides analytical data on retention, skill/competency gaps, and talent development plans that align with strategic plans.
4. Coordinate developmental interventions that will form part of the human resource (HR) Plan

**e. Head of Division**

- Assumes primary responsibility for performance management in his/her Division ensuring attainment of performance objectives and targets
- Conducts strategic planning session with supervisors and staff and agree on the outputs that should be accomplished based on the goals/objectives of the organization and submits the OPCR Form to the Planning Office
- Rationalizes distribution of targets/tasks
- Reviews and approves IPCR Form for submission to the HRM Unit/Personnel Office before the start of the performance period.
- Submits a quarterly accomplishment report to the Planning Office based on the PMS calendar<sup>2</sup> (Annex D)
- Does initial assessment of office's performance using the approved OPCR Form
- Monitors closely the status of performance of their subordinates and provide support and assistance through the conduct of coaching for the attainment of targets set by the Divisions and individual employees
- Determines final assessment of performance level of the individual employees in his/her office based on proof of performance
- Informs employees of the final rating and identifies and recommends necessary interventions to employees based on the assessment of developmental needs.
  - Recommends and discuss a development plan with the subordinates who obtain **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 approved and signed by the NCDA Executive Director.
  - Provides preliminary rating to subordinates showing Poor Performance not earlier than the third (3<sup>rd</sup>) month of the rating period. A development plan shall be discussed with the concerned subordinate and issues a written notice that failure to

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<sup>2</sup>The timetable for the preparation, review and approval of performance targets, standards and ratings.

improve their performance shall warrant their separation from the service approved and signed by the NCDA Executive Director.

**f. Individual Employees**

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

**Part 2: The NCDA-SPMS Process**

**I. The NCDA-SPMS Cycle**

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

**Stage 1: Performance Planning and Commitment (Annex G)**

This is done at the start of the performance period where the NCDA Executive Director meet with the Division Chiefs, supervisors and staff and agree on the outputs that should be accomplished based on the goals/objectives of the organization.

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 C) are those that contribute to or support the outcomes that the Agency aims to achieve shall be included in the office performance contract. 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.

<b>Category</b>	<b>Definition</b>
Effectiveness /Quality	<ul style="list-style-type: none"> <li>➤ The extent to which actual performance compares with targeted performance.</li> <li>➤ The degree to which objectives are achieved and the extent to which targeted problems are solved.</li> <li>➤ In management, effectiveness relates to <i>getting the right things done</i>.</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>➤ 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.</li> </ul>
Timeliness	<ul style="list-style-type: none"> <li>➤ Measures whether the deliverable was done on time based on the requirements of the law and/or clients/stakeholders.</li> <li>➤ Time-related performance indicators evaluate such things as project completion deadlines, time management skills and other.</li> </ul>



The NCDA Executive Director shall cause the determination of the "agency target setting period",<sup>3</sup> 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 Division and submitted to the PMT.

The Agency Mandate, Program Thrusts and Major Final Outputs shall be the basis of the targets of the Office. Aside from the Office commitments explicitly identified under each Strategic Priority and major final outputs<sup>4</sup> that contribute to the attainment of organizational mission/vision which form part of the core functions<sup>5</sup> of the Office shall be indicated as **performance targets**.

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

- **Historical data.** The data shall consider past performance.
- **Benchmarking.** This involves identifying and comparing the best practices or division within the agency. Benchmarking may also involve recognizing existing standards based on provisions or requirements of the law.
- **Client demand.** This involves a bottom-up approach where the Office sets targets based on the needs of its clients. The Division may consult with stakeholders and review the feedback on its services.
- **Top Management instruction.** The NCDA Director may set targets and give special assignments.
- **Future trend.** Targets may be based from the results of the comparative analysis of the actual performance of the Office with its potential performance.

In setting work targets, the Office shall likewise indicate the detailed budget requirements per expense account to help the NCDA Director in ensuring a strategy driven budget allocation and in measuring cost efficiency. The Office 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 the Office Performance Commitment and Review (OPCR) Form (**Annex A**).

The approved OPCR Form shall serve as basis for individual performance targets and measures to be prepared in the Individual Performance Commitment and Review (IPCR) form (**Annex B**).

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 the ratees.

Individual employees' performance standards shall not be lower than the agency's standards in its approved OPCR Form.

## **Stage 2: Performance Monitoring and Coaching**

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<sup>3</sup>Before the start of the performance period.

<sup>4</sup>MFOs are goods and services that a department/agency is mandated to deliver to external clients through the implementation of programs, activities and projects (per DBM published *Organization Indicators Framework (OPIF) Book of Outputs for 2011*).

<sup>5</sup>Core functions are those performed by the Office, inherent in its mandates.

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

Monitoring and evaluation mechanisms should be in place to ensure that timely and appropriate steps will be taken to keep a program on track and to ensure that its objectives or goals are met in the most effective manner (**Annex H,I and J**). 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.

### **Stage 3: Performance Review and Evaluation (Division Performance and Individual Employee's Performance)**

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

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

- **Division Performance Assessment**

The Planning Office shall consolidate, review, validate and evaluate the initial performance assessment of the Heads of Divisions based on reported Division accomplishments against the success indicators, and the allotted budget against the actual expenses. The result of the assessment shall be submitted to the PMT for calibration and recommendation to the NCDA Executive Director. The NCDA Executive Director shall determine the final rating of Divisions.

An agency performance review conference shall be conducted annually by the Planning Office for the purpose of discussing the Division assessment with concerned Heads of Divisions. This shall include participation of the Financial Office as regards to budget utilization. To ensure complete and comprehensive performance review, all Divisions shall submit a quarterly accomplishment report to the Office of the Executive Director/Planning Office based on the NCDA-SPMS calendar<sup>6</sup>(Annex D).

Any issue/appeal/protest on the Division assessment shall be articulated by the concerned head of Division and decided by the NCDA Executive Director during this conference; hence the final rating shall no longer be appealable/contestable after the conference.

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

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<sup>6</sup>The timetable for the preparation, review and approval of performance targets, standards, and ratings.

- **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. It is also expected that the immediate supervisor keeps documenting evidence on the kind of outputs of individual employees which will be used as bases for employee assessment and for determining employee's contributions to major final output.

The NCDA-SPMS puts premium on **major final outputs** towards realization of organizational mandate and 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<sup>7</sup> and critical incidents<sup>8</sup> 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 Division.

The Head of Division shall determine the final assessment of performance level of the individual employees in his/her Division 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 Division 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 Office.

The Head of Division shall ensure that the employee is notified of his/her final performance assessment and the Summary List of Individual Ratings (**Annex E**) with the attached IPCRs are submitted to the HRM Office/Personnel Office within the prescribed period.

#### **Stage 4: Performance Rewarding and Development Planning**

Part of the individual employee's evaluation is the competency assessment vis-a-vis the competency requirements of the job. The result of the assessment shall be discussed by the

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<sup>7</sup>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.

<sup>8</sup>Record of events, happenings or actual information affecting the overall accomplishments of the employee during the particular rating period.

Heads of Divisions 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 Head of Division and supervisors in coordination with the HRM Office/Personnel Office and approved by the NCDA Executive Director.

A professional development plan (**Annex K**) 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:

- a. Heads of Divisions in identifying and providing the kinds of interventions needed, based on the developmental needs identified;
- b. 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;
- c. PMT in identifying potential PRAISE Awards nominees for various awards categories; and,
- d. PRAISE Committee in determining top performers of the Agency who qualify for awards and incentives.

## II. 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 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 an NCDA-SPMS rating scheme, 10 being the highest and 2, the lowest, as shown below.

### NCDA-SPMS RATING SCALE

Rating		Description
Numeral	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

Rating		Description
Numeral	Adjectival	
		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.

### III. 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 Head of Division and supervisor approved by the NCDA Executive Director, 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 Division signed by the NCDA Executive Director at least 3 months before the end of the rating period is, however, 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 Head of Division and NCDA Executive Director.
- 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 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. NCDA employees who are on detail or secondment to another office shall be **rated in their present or actual office**, copy furnished NCDA. The ratings of those who were detailed or seconded to another office during the rating period shall be consolidated in the office, either in the mother (plantilla) office or present office, where the employees have spent majority of their time during the rating period.

### **Part 3: Miscellaneous Provisions**

#### **I. Sanctions**

Unless justified and accepted by the PMT, non-submission of the DPCR form to the PMT and the IPCR form to the HRM Office/Personnel Office within the specified dates shall be ground for:

- a. Employees' 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 Division 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 offense for neglect of duty.

#### **II. 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 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 (**Annex L**) with the PMT within ten (10) days from the date of receipt of notice of their final performance evaluation rating from the Head of Division. A division/unit or individual employee, however, shall not be allowed to protest the performance ratings of other division/unit or co- employees. Ratings obtained by other division/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 of Appeals. The decision of the PMT may be appealed to the NCDA Executive Director.
- 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 within 15 days from receipt of the order or notice of separation.

**Part 4: Annexes**

**A. Office Performance Commitment and Review Form**

**OFFICE PERFORMANCE COMMITMENT AND REVIEW (OPCR)**

I, \_\_\_\_\_, Head of the \_\_\_\_\_, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period \_\_\_\_\_ to \_\_\_\_\_, 20\_\_\_\_\_.

\_\_\_\_\_  
Executive Director III  
Date: \_\_\_\_\_

Approved by		Date
	<b>Head of Agency</b> <Name of Agency Head>	

MFO/PAP	SUCCESS INDICATORS (TARGETS + MEASURES)	Allotted Budget	Division/ Individuals Accountable	Actual Accomplishments	Rating				Remarks
					Q <sup>1</sup>	E <sup>2</sup>	T <sup>3</sup>	A <sup>4</sup>	
STRATEGIC PRIORITY									
SUPPORT FUNCTIONS									

**Average Rating**

Category	MFO		Rating			
Strategic Priority						
Core Functions						
Support Functions						
<b>Total Overall Rating</b>						
<b>Final Average Rating</b>						
<b>Adjectival Rating</b>						

Assessed by:				Final Rating by:		Date
	Date		Date			
Planning Officer		PMT		Head of Agency		

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

## B. Division Performance Commitment and Review Form

### DIVISION PERFORMANCE COMMITMENT AND REVIEW (DPCR)

I, \_\_\_\_\_, Head of the \_\_\_\_\_, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period \_\_\_\_\_ to \_\_\_\_\_, 20 \_\_\_\_\_.

\_\_\_\_\_  
Division Chief

Date: \_\_\_\_\_

Approved by		Date
_____ Head of Agency <Name of Agency Head>		

MFO/PAP	SUCCESS INDICATORS (TARGETS + MEASURES)	Allotted Budget	Division/ Individuals Accountable	Actual Accomplishments	Rating				Remarks
					Q <sup>1</sup>	E <sup>2</sup>	T <sup>3</sup>	A <sup>4</sup>	
STRATEGIC PRIORITY									
SUPPORT FUNCTIONS									

Average Rating

Category	MFO		Rating			
Strategic Priority						
Core Functions						
Support Functions						
Total Overall Rating						
Final Average Rating						
Adjectival Rating						
Assessed by:			Final Rating by:			Date
	Date		Date			
Planning Officer		PMT		Head of Agency		

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



### C. Individual Performance Commitment and Review Form

#### INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR)

I, \_\_\_\_\_, of the \_\_\_\_\_, Division of \_\_\_\_\_ commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period \_\_\_\_\_ to \_\_\_\_\_, 20\_\_\_\_\_.

**Ratee**

Date: \_\_\_\_\_

Reviewed by	Date	Approved by	Date
Immediate Supervisor		Head of Office	

Output	Success Indicator (Target + Measure)	Actual Accomplishments	Rating				Remarks
			Q <sup>1</sup>	E <sup>2</sup>	T <sup>3</sup>	A <sup>4</sup>	
Strategic Priority No:							
Output 1							
Output 2							
Core Function:							
Output 1							
Output 2							
Final Average Rating							

Comments and Recommendations for Development Purposes

Discussed with	Date	Assessed by	Date	Final Ranking by	Date
		I certify that I discussed my assessment of the performance with the employee.			
Employee		Head of Division		Head of Agency	

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

## D. Major Final Output, Success Indicators, Targets (Reference Table)

### E. NCDA-SPMS Calendar

Activity	Submit to	Schedule											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>1. Performance Planning and Commitment</b>													
OPCR Creation/Finalization												10 <sup>th</sup>	
NCDA Officials and employees orientation on NCDA-SPMS					1 <sup>st</sup>					8 <sup>th</sup>			
PMT review report	NCDA ED	21 <sup>st</sup>											
NCDA Approval of OPCR										25 <sup>th</sup>			
DPCR		10 <sup>th</sup>											
IPCR	Division Chief	28 <sup>th</sup>							10 <sup>th</sup>				
	HRM Office		4 <sup>th</sup>						15 <sup>th</sup>				
Pilot Testing	CSC-NCR	January to December 2014 - submission April 2015 (Due to the joint implementation of DSWD SPMS for their Attached Agencies)											
<b>2. Performance Monitoring and Coaching</b>													
Monitoring by													
• NCDA Executive Director		Once a year											
• Planning Office		Per semester											
• HRM Office		Per semester											
• Division Chief		Regular basis											
• MANCOM		Regular basis- Every First Monday of the Month											
Forms		After EO Quarter											
<b>3. Performance Review and Feedback</b>													
• DPCR	OED/Planning Office	15 <sup>th</sup>							15 <sup>th</sup>				
Planning Office to review, evaluate and validate DPCR against target													
Planning Office and HRM Office to submit Division performance assessment and facilitate performance review by NCDA Executive Director	NCDA ED		Every 2 <sup>nd</sup> Friday							25 <sup>th</sup>			
Annual Performance Review	NCDA ED												15 <sup>th</sup>
Preparation of IPCR	Head of Division		25 <sup>th</sup>							25 <sup>th</sup>			

Heads of Division submit IPCR	HRM Office		4 <sup>th</sup>						15 <sup>th</sup>				
<b>4. Performance Rewarding and Development Planning</b>													
PMT to submit Top Performer List	NCDA ED			15 <sup>th</sup>									
PRAISE Committee Performance Assessment	NCDA PRAISE Comm			15 <sup>th</sup>									

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

**E. Summary List of Individual Performance Ratings Template**

Agency: \_\_\_\_\_ Performance Assessment: \_\_\_\_\_

OFFICE OF THE EXECUTIVE DIRECTOR (OED)	Rating	
	Numerical	Adjectival
<b>No. of Employees:</b> <b>Average ratings of staff:</b>		

PROGRAMS MANAGEMENT DIVISION (PMD)	Rating	
	Numerical	Adjectival
<b>No. of Employees (including DC):</b> <b>Average ratings of staff:</b>		

INFORMATION EDUCATION AND COMMUNICATION DIVISION (IECD)	Rating	
	Numerical	Adjectival
<b>No. of Employees:</b> <b>Average ratings of staff:</b>		

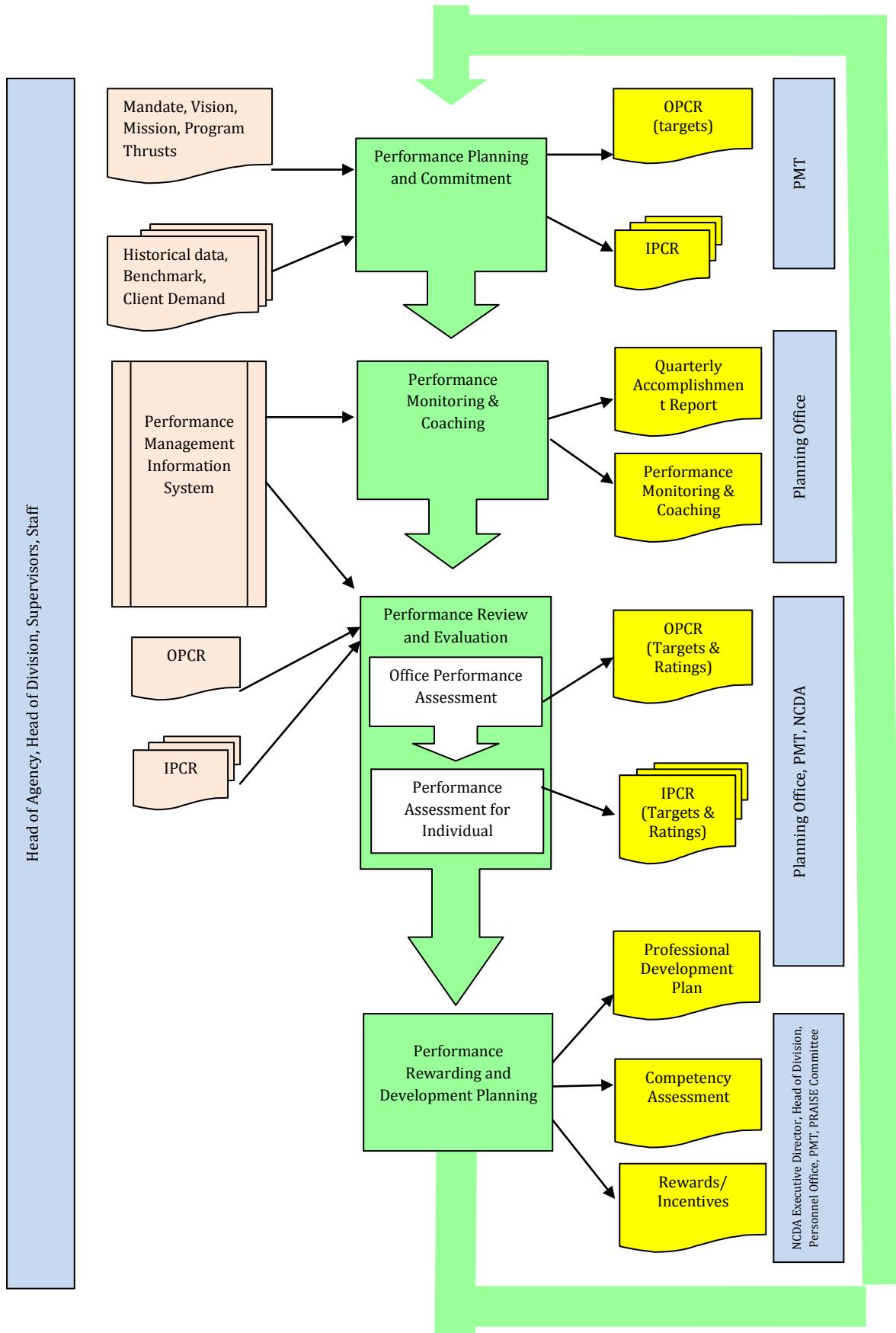
FINANCE AND ADMINISTRATIVE DIVISION (FAD)	Rating	
	Numerical	Adjectival

<b>No. of Employees:</b>		
<b>Average ratings of staff:</b>		

**Summary:**

<b>DIVISION</b>	<b>Numerical</b>	<b>Adjectival</b>
<b>OED</b>		
<b>PMD</b>		
<b>IECD</b>		
<b>FAD</b>		
<b>AVERAGE</b>		

## F. NCDA-SPMS Process Flowchart



## G. Performance Planning and Commitment

**MANDATE:** Created by virtue of E.O. 709 under the Office of the President and by virtue E.O. 33 attached to the Department of Social Welfare and Development. The NCDA is mandated to be the government policy-making, planning, monitoring, coordinating and advocating for the prevention of the causes of disability, rehabilitation and equalization of opportunities in the concept of rights-based society for persons with disabilities and lead in the implementation of programs and projects.

**MISSION:** To provide direction to and coordinate and monitor the activities of government, non-government, and people's organizations involved in the prevention of the causes of disability, rehabilitation, and equalization of opportunities in partnership with persons with disabilities.

**VISION:** All persons with disabilities are able to attain their fullest potential and to become active contributors and participants in nation-building.

### THRUSTS AND DIRECTIONS

1. Provides technical assistance and capacity building activities to duty bearers and claimholders in the implementation of the UN Convention on the Rights of PWDs and other domestic laws;
2. Promotes the implementation of the national and international mandates on disability in consultation with concerned GOs, NGOs, LGUs and People's Organizations;
3. Strengthens database on disability for policy formulation and program development;
4. Sets-up livelihood projects and distributes assistive devices in partnership with concerned GOs, NGOs and POs;
5. Undertakes research development for improvement of programs and activities to address the needs of PWDs;
6. Develops NCDA personnel through local and international trainings to effectively represent the agency in all its commitments;
7. Acquires new technology equipment and facilities to enhance program development of the agency and the operationalization of computer database in accordance with the approved Information Strategic System Plan (ISSP).

**Office of the Executive Director/Secretariat**

1. Provides the machinery to coordinate functions of the Council
2. Organizes Program Services of the Secretariat
3. Monitors Policies and Plans of the Council
4. Evaluates the implementation of programs and services for Persons with disabilities as may be required by the Board in the exercise of its functions

<p><b>Programs Management Division</b></p> <ol style="list-style-type: none"> <li>1. Develops policy and program proposals to address disability-related problem</li> <li>2. Conducts development studies/technical researches for policy, plan and program development</li> <li>3. Conducts pilot tests and experimentation on approaches, programs and projects</li> <li>4. Coordinates and collaborates with local and international agencies/organizations and organizations of persons with disabilities on disability-related issues and concerns including resource generation.</li> <li>5. Provides technical assistance to partner agencies, associates and stakeholders both from the government and private sectors</li> <li>6. Monitors and evaluates the implementation of disability-related policies/legislation programs, projects</li> </ol>	<p><b>Information, Education and Communication Division</b></p> <ol style="list-style-type: none"> <li>1. Plans and develops/evaluates comprehensive public information programs on disability issues</li> <li>2. Disseminates information through the use of publications, tri-media, audio-visual materials and other IEC projects</li> <li>3. Provides IEC support to all programs and projects of the Council, and other concerned agencies;</li> <li>4. Establishes information linkages and networks with local and international organizations involved in disability;</li> <li>5. Produces publications on disability and provide media and audio-visual services to the Council's official functions</li> <li>6. Implements mass education activities, special projects and programs support communication</li> </ol>	<p><b>Technical Cooperation Division</b></p> <ol style="list-style-type: none"> <li>1. Establishes, maintains linkages and networking with concerned international organizations and facilitates resource exchange on disability-related concerns</li> <li>2. Plans, develops, executes and evaluates long and short-term TCD programs to promote resource generation for local organizations of and for persons with disabilities;</li> <li>3. Promotes technology transfer of current international disability trends/standards and approaches to update and strengthen local GOs, NGOs, and POs;</li> <li>4. Conducts researches on international disability issues and trends in support of the Council's policymaking function, advocacy, international networking and program/standards development functions.</li> <li>5. Plans, develops and maintains the Council's Research and Data Banking through its website and databases to provide local/international stakeholders a window on the disability situation in the country.</li> </ol>	<p><b>Finance and Administrative Division</b></p> <ol style="list-style-type: none"> <li>1. Plans, directs, coordinates and controls the various administrative and financial service</li> <li>2. Facilitates personnel transactions, trainings, recruitment, selection and maintenance of personnel records;</li> <li>3. Performs accounting, budgeting cashing, supply and property management, records management and general services including messengerial and janitorial services;</li> <li>4. Provides transportation, maintenance and repair of office equipment and facilities, and such other support services as may be required by the Council.</li> </ol>
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<p><b>Office of the Executive Director/Regional Programs Coordinator</b></p>	<p>Staff 1: Prepares and submits agenda, minutes of the meetings and all other reports; Conducts research work for the briefing papers</p>	<p>Staff 2: Formulates, plans, implements programs and monitors; Prepares project proposals</p>	<p>Staff 3: Monitors Policies and Plans; Evaluates the implementation of Programs and Services</p>
<p><b>Programs Management Division</b></p>	<p>Staff 1: Develops policy and program proposals to address disability-related problem</p>	<p>Staff 2: Conducts pilot tests and experimentation/developments studies/technical researches</p>	<p>Staff 3: Provides technical assistance/ Monitors and evaluates</p>
<p><b>Information, Education and Communication Division</b></p>	<p>Staff 1: Plans and Develops/ Evaluates comprehensive public information program</p>	<p>Staff 2: Disseminates information/ Provides IEC support to all programs and projects</p>	<p>Staff 3: Establishes information linkages and networks/ Implements mass education activities, special projects</p>
<p><b>Technical Cooperation Division</b></p>	<p>Staff 1: Establishes, maintains linkages and networking with concerned international organizations. Plans, develops and maintains the Council's Research and Data Banking through its website and databases</p>	<p>Staff 2: Plans, develops, executes and evaluates long and short-term TCD programs</p>	<p>Staff 3: Promotes technology transfer of current international disability trends/standards Researches</p>
<p><b>Finance and Administrative Division</b></p>	<p>Staff 1: Budgetary Estimates/ Requirements Collection/ Disbursement</p>	<p>Staff 2: Transportation, maintenance/repair of office equipment/ general services</p>	<p>Staff 3: Personnel Actions supply/property management, records management</p>

Major Final Output	Tasks	Assigned to	Duration	Task Status				Remarks
				Week 1	Week 2	Week 3	Week 4	

Conducted by:	Date:	Noted by:	Date:
Immediate Supervisor		Head of Office	

Conducted by:	Date:	Noted by:	Date:
Immediate Supervisor		Head of Office	



**J. Performance Rewarding and Development**  
**(Tracking Tool for Monitoring Assignments Template)**

<b>Performance Monitoring Form</b>						
<b>Task ID No.</b>	<b>Subject</b>	<b>Action Officer</b>	<b>Output</b>	<b>Date Assigned</b>	<b>Date Accomplished</b>	<b>Remarks</b>
<i>Document No. or Task No. if Taken from WFP</i>	<i>Subject Area of the Task or the Signatory of the Document and Subject Area</i>			<i>Date the task was assigned to the drafter</i>	<i>Date the Output was approved by the approver</i>	

**k. Performance Rewarding and Development  
(Professional Development Plan Template)**

**Professional Development Plan**

Date:

Target Date	
Review Date	
Achieved Date	

Aim	
Objective	

Task	Next Step
Comments	

## Professional Development Plan Template

Date	
Aim	
Objective	
Target Date	
Review Date	
Achieved Date	
Comments	
Task	
Outcome	
Next Step	

## L. Appeal Form

### FORM 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.

Within 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 . 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 10 days after receiving the signed copy of the performance feedback rating.

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 (see Performance Feedback Appeal Procedure).

EMPLOYEE NAME:	DATE :
EMPLOYEE POSITION TITLE:	NAME OF DIVISION CHIEF:
NAME OF DIVISION:	NAME OF IMMEDIATE SUPERVISOR:
APPRAISAL PERIOD:	DATE COPY RECEIVED:

**NOTE:** A copy of the Performance Evaluation Rating Form which is the subject of the appeal (signed by the evaluating Division Chief) must be submitted with this appeal. (Note: NCDA will develop a tool that will include assessment of other characteristics indicating performance, but which are not included in the existing PES. However, pending the development of that tool, the existing PES will be used for this purpose.

1. IDENTIFY THE SPECIFIC PERFORMANCE FACTOR RATING(S) YOU ARE CONTESTING, e.g., quality of work, multi-tasking, productivity, etc.:

Performance Factor	Reasons for Appealing

2. IDENTIFY:

- a.) THE IMMEDIATE SUPERVISOR’S RATING FOR EACH FACTOR YOU ARE APPEALING; and
- b.) THE RATINGS YOU PROPOSE FOR EACH FACTOR YOU ARE APPEALING.

Performance Factor	Immediate Supervisor’s Rating	Employee’s Proposed Rating

3. DESCRIBE THE SPECIFIC FACTS TO SUPPORT YOUR APPEAL OF EACH PERFORMANCE FACTOR

RATING. Attach additional sheets if necessary. (Attach applicable evidence)

Performance Factor	Description and Evidence

\_\_\_\_\_  
Signature of Appellant

\_\_\_\_\_  
Date Submitted to Immediate Supervisor

---

**DIVISION CHIEF**

\_\_\_\_\_  
Signature of Immediate Supervisor  
(reflects receipt only)

\_\_\_\_\_  
Date of receipt of this completed appeal form

*See Form 2 for Immediate Supervisor decision box and signature boxes for Division Chief and Director.*

**FORM 2**

**EMPLOYEE NAME:** \_\_\_\_\_

**IMMEDIATE SUPERVISOR**

The following solution was reached and the revised performance feedback appraisal form is attached:

Performance Factor	Solution/s

We have not resolved this appeal; the employee may forward appeal to the Division Chief.

Appellant Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Immediate Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**DIVISION CHIEF**

Date appeal was received: \_\_\_\_\_

The following solution was reached and the revised performance feedback appraisal form is attached:

Performance Factor	Solution/s

We have not resolved this appeal; the employee may forward appeal to the Director.

Appellant Signature \_\_\_\_\_ Date: \_\_\_\_\_

Division Chief Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**DIRECTOR**

Date appeal was received: \_\_\_\_\_

The following solution was reached and the revised performance feedback appraisal form is attached:

Performance Factor	Solution/s

--	--

We have not resolved this appeal; the employee may forward appeal to the Civil Service Commission.

Appellant          Signature          \_\_\_\_\_          Date:

\_\_\_\_\_

Director          Signature:          \_\_\_\_\_          Date:

\_\_\_\_\_

ATTACH ADDITIONAL SHEETS IF NECESSARY.

M. Key Players and Responsibilities (attached approved Special Order)



Republic of the Philippines

**NATIONAL COUNCIL ON DISABILITY AFFAIRS**

**SPECIAL ORDER**

**NO. 194**

**Series of 2013**

**SUBJECT: COMPOSITION AND FUNCTIONS OF THE NCDA STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (SPMS) - PERFORMANCE MANAGEMENT TEAM (PMT)**

In the interest of the service, in compliance with CSC MC No. 6, s 2012 regarding the Guidelines in the Establishment and Implementation of Agency Strategic Performance Management System (SPMS), the following NCDA Officers and Staff will compose the Strategic Performance Management System (SPMS) Key Players and its functions:

**Performance Management Team (PMT)**

- |  |                         |
|--|-------------------------|
| 1. Deputy Executive Director III                   | - Chairperson           |
| 2. Planning Officer V                              | - Assistant Chairperson |
| 3. Administrative Officer V, Budget Section        | - Member                |
| 4. Administrative Officer V, Personnel Section     | - Member-Secretariat    |
| 5. President, NCDAEA Representative                | - Member                |
| 6. Administrative Assistant II – Personnel Section | } as Secretariat        |
| 7. Administrative Aide VI - FAD                    |                         |

**Functions:**

1. Sets consultation meeting with all Heads of Divisions for the purpose of discussing the targets set in the Office performance commitment and rating (OPCR) form.
2. Ensures that Office performance targets, measures as well as the budget are aligned with those of the Agency and that work distribution of Divisions is rationalized.
3. Recommends approval of the Office performance commitment and rating to the NCDA Executive Director.
4. Acts as appeals body and final arbiter for performance management issues of the agency.
5. Identifies potential top performers and provides inputs to the PRAISE Committee for grant of awards and incentives.
6. The PMT shall be responsible for the establishment and implementation of the NCDA Strategic Performance Management System (NCDA-SPMS).

Issued this 23<sup>rd</sup> day of October 2013 in Quezon City.

  
**CARMEN REYES-ZUBIAGA**  
Acting Executive Director III



## Effectivity

The NCDA SPMS shall become effective after the final evaluation by the CSC-DA/FO. Subsequent amendments shall likewise be submitted to CSC-DA/FO for evaluation and shall take effect immediately.

Approved:

**CARMEN REYES-ZUBIAGA**  
Acting Executive Director III

### a.7. Discipline

Public officials and employees shall always uphold the public interest over personal interest. They shall perform and discharge their duties with the highest degree of excellence, professionalism, intelligence, and skill. They shall endeavor to discourage wrong perceptions of their roles as dispensers or peddlers of undue patronage.

The acts and omissions of any public official or employee, whether casual, temporary, hold over, permanent or regular declared unlawful or prohibited by existing laws, shall constitute grounds for administrative disciplinary action, and without prejudice to criminal and civil liabilities.

Administrative disciplinary action shall be treated according to the prescribed law and rules in EO 292, Rule X and XI of RA 6713 and CSC MC No. 19 s. 1999.

Employees who feel aggrieved or dissatisfied with their final performance rating can file an appeal with the PERC within ten (10) days from the date of receipt of their PEF or after the appraisal discussion with his supervisor.

Employees, however, are not allowed to protest the performance ratings of their co-employees. Rating obtained by other employees can only be used as basis or reference for comparison in appealing one's performance ratings.

The PERC shall decide on the appeals within one month from receipt. Decision of the Council PERC is appealable to the CSC in exceptional cases.

## 7. Other Policies

### 1. Government Office Hours

It shall be the duty of each head of department or agency to require all officers and employees under him to strictly observe the prescribed office hours.

Each head of department or agency shall require a daily record of attendance of all the officers and employees under him including those serving in the field or on the water, to be kept on the proper form and, whenever possible, registered on the Bundy clock.

As a general rule, such hours shall be from 8:00AM to 12NN and from 1:00PM to 5:00PM on all days except Saturdays, Sundays and Holidays.

Flexible working hours may be allowed subject to the discretion of the head of department or agency. In no case shall the weekly working hours be reduced in the event the department or agency adopts the flexi-tme schedule in reporting for work.

Off-setting of tardiness or absences by working for an equivalent number of minutes or hours by which an officer or employee has been tardy or absent, beyond the regular or approved working hours of the employees concerned, shall not be allowed.

When the interest of public service so requires, the daily hours of work for officers and employees may be extended by the head of the agency concerned, which extension shall be fixed in accordance with the nature of the work. Provided, that work in excess of eight (8) hours must be properly compensated. (EO No. 292)

The Council adapts Special Order No. 119 Series of 2011, "Adoption of the New time Schedule of the NCDA Officers and Staff" for implementation, Memorandum dated June 21, 2010, "Log-out and Log-in During Lunch Break: and Special Order No. 049 s. 2011, 'NO LUNCH BREAK POLICY'"

### 2. Use of Bundy Card (Philippine Civil Service Employee Handbook)

All officers and employees shall record their daily attendance on the proper form or registered on the Bundy clock.

Exempted from this requirement are heads of agencies appointed by the President. However, absences of such officers must be recorded.

Chief of division and other ranking employees are not exempt from recording their daily attendance or using the Bundy clock, if this is available.

Whenever the Bundy Clock is out of order, hand-written entries are allowed provided each entry is at once countersigned by the employee's immediate superior or in the proper form under the supervision of the Finance and Administrative Division (FAD).

The punching in or out of the Bundy card, including noon break, cannot be lawfully delegated, as this is purely a personal act of the employee. Falsification of daily time record is a ground for summary removal from the service. Furthermore those who miss to punch their card/s signs in the logbook upon arrival/departure should notify the FAD-Personnel Section.

### 3. Field Work and Travel(Philippine Civil Service Employee Handbook)

A detailed itinerary on the prescribed form shall be prepared if the work requires leaving the regular workstation or an out-of-town assignment on the prescribe form. This needs the initial/recommendation of the direct supervisor and the approval of the head of office or his authorized representative.

Staffs who are on official travel are allowed payment of actual and necessary expenses for transportation fare and essential baggage, travel allowance and lodging and daily allowance subject to all applicable laws, rules and regulations on the matter.

Staff on official travel may be granted cash advance to cover these expenses for the duration of the travel and assignment computed at existing rates.

Staff has to liquidate the cash advance upon the return from travel assignment by submitting the following documents:

1. Original Copy of the travel itinerary with a copy of the Travel Order.
2. Certificate of Appearance or equivalent evidence of the trip
3. Certificate of Travel Completed, signed by the head of the agency.
4. Used transportation tickets
5. They have to submit a report in writing to the Executive Director through the immediate superior upon the completion of the trip or assignment.

See Annexes sample: 1) Travel Order; 2) Travel itinerary; 3. Certificate of Travel Completed

### 4. Personal Business (Philippine Civil Service Employee Handbook)

Regardless of employment status, employees are not to engage in the private practice of profession if such practice will conflict or tend to conflict with the official functions. Similarly prohibited as transacting personal matters during regular office hours. **Hence, only on very exceptional cases should attend to the personal concerns during office hours, like going to the doctor for emergency treatment or taking a sick member of the family to the hospital. Less pressing personal matters like following up the transactions of the relatives or friends to the agency or going to the bank to withdraw cash for payment of due amortization obligations need the prior permission from your immediate supervisor. And granting of the permission is discretionary on his part. What is always prevail is the interest of the office.**

### 5. Office Decorum (Philippine Civil Service Employee Handbook)

The employee's behavior in the workplace and in the agency makes or breaks the career in the civil service. Without knowing it, your co-workers, your agency clientele and your immediate supervisor observe your behavior from the time an employee arrive in the workplace up to the time he leaves at the end of the workday.

The employee's actions and attitudes toward work, co-workers and the public, more often than not, reflect upon the organization. **The devotion to duty and interfacing with co-workers and clients help give the agency a favorable profile of competence and professionalism.**

#### *Office Decorum composed of:*

**Duty and Good Work** – When working with the government, the employee is bound to observe certain norms of conduct in the performance of his work. He is expected to carry out the tasks with dedication and serve the public courteously, justly and impartially regardless of whether they are rich or poor, Christian or non-Christian, pro-administration or anti-administration.

**Teamwork** – As part of an organization, the employee has to relate to several persons – your client, peers, subordinates and superiors. As a member of a team, he is expected to contribute to the completion of assigned tasks. It is proper to relate with one's own immediate superior on a long-term basis, as life is never transitory in the pursuance of a career. **Respect your superior. He deserves this as much as you deserve the same respect from anyone else.**

**6. Telephone Etiquette** – How to answer business calls and use the telephone tells a lot about the employees and the office. Basic Courtesy and Decency are all it takes to project a positive image of the office.

Here are some reminders:

- a. The office telephone is for official use. Minimize personal calls during office hours.
- b. Answer Promptly. Avoid waiting for the third ring.
- c. Lift the receiver only when you are ready to talk. If you are conversing with another person, stop it before lifting the receiver.
- d. Speak with the person, not at the telephone. Modulate your voice; do not shout.
- e. Be on the line when called party answers.

- f. Identify yourself and/or your office.

g. In answering calls, say: "Office of the Director, Good Morning," or "Office of the Director Ms. Cruz speaking."

h. Avoid letting the caller wait on the line. If caller has to wait, tell him so. Say: "Do you mind waiting while I go look for him/her?"

i. Be attentive and ask questions tactfully. Use natural expressions such as "I understand", "of course", to indicate your attentiveness and presence on the line.

j. When a wrong call is placed, don't bark "wrong number" and slam the receiver down. Be as courteous as possible.

k. When you get a call, handle it if you can. If you cannot inform the caller, then refer him to the right party.

l. Fulfill all your promises to call back.

m. At the end of the call, say "goodbye" and place the receiver gently on the cradle.

**7. Office Attire** -The agency's budget provides a special allowance for office uniforms. This allowance covers the expenses for clothing material and the average cost of tailoring. The employee's active involvement manifests his commitment in contributing to a favorable agency image. On those days, the employee is exempted from wearing the office uniform, be dressed appropriately. Business clothes, not party attire nor picnic clothes, should be worn at work.

### **8. Permit to Leave**

As a matter of policy, staff who are on official business outside the office premises of not more than one day and collection of per diems is not allowed, permit to leave the office should be submitted to the Personnel Section a day before or in the case immediate/urgent business permit should be filed before actually leaving the office, otherwise such official business shall be construed as unauthorized.

In case the approving officer is not available and business outside the office is deemed urgent, the Personnel Section should be informed of such official business for proper notation but just the same the approved permit should be filed.

#### **Certificate of Appearance**

- Memorandum Circular dated November 16, 2005...to submit to the undersigned copy furnish Personnel Section a feedback report and certificate of appearance every time you attend a meeting outside the office or on official business.
- Memorandum Circular dated January 10, 2013... 5. Employees who are on official business shall submit to the undersigned a feedback report and Certificate of Appearance **two (2) days** after their return to the office and copy furnished the FAD, Personnel Section. Employees who failed to submit the said documents should submit a written explanation to the undersigned on the same or next working day and copy furnished FAD, Personnel Section.

### **9. Leave of Absence**(EO No. 292, CSC MC No. 41, s. 1998 and CSC MC No. 14, s. 1999)

- Entitlement to leave privileges – In general, appointive officials and employees of the government whether permanent, temporary, or casual, who render work during the prescribe office hours, shall be entitled to 15 days vacation and 15 days sick leave annually with full pay exclusive of Saturday, Sunday, Public Holidays without limitation as to the number of days of vacation and sick leave that they may accumulate.
- Application for Vacation Leave – All application for vacation leave of absence for one (1) full day or ore shall be submitted on the prescribed for action by the proper head of agency five (5) days in advance, whenever possible, of the effective date of such leave.
- Approval of Vacation Leave – Leave of absence for any reason other than illness of an official or employee or of any member of his immediatefamily must be contingent upon the needs of the service. Hence, the grant of vacation leave shall be at the discretion of the head of department/agency.
- Application for Sick Leave –All application for sick leave of absence for one full dayor more shall be made on he prescribed form and shall be filed immediately upon employee's return from such leave. Notice of absence, however should be sent to the immediate supervisor and/or to the agency head. Application for sick leave in excess of five (5) days shall be accompanied by a proper medical certificate.
- Sick leave may be applied for in advance in cases where the official or employee will undergo medical examination or operation or advised to rest in view of ill health duly supported by a medical certificate.
- Approval of Sick Leave –Sick leave shall be granted only on account of sickness or disability on the part of the employee concerned or any member of his immediate family(includes direct relative living under the same roof and dependent upon the employee for support).
- Leave of absence without pay for any reason other than illness shall not be counted as part of the actual service rendered.
- The Council adapts NCDA Memorandum Circular dated January 10, 2013  
"Filing of Application for Sick Leave"... Management will only approve application for sick leave of absence filed within two (2) days after the return of the employee. Any application for leave filed after the two (2) days period whether sick leave or special privilege leave shall be deemed disapproved. An officer/employee who is absent without approve leave shall not be entitled to receive his salary corresponding to the period of his unauthorized leave of absence. It is understood, however that his absence shall no longer be deducted from his accumulated leave credits. If there are any. (Amended by CSC MC o. 41, s. 1998).

An employee who cannot report for work must notify his division chief/HRMO and give the reason for his/her absence.

Effect of unauthorized leave – An official/employee who is absent without approved leave shall not be entitled to receive his salary corresponding to the period of his unauthorized leave of absence. It is understood, however that his absence shall no longer be deducted from his accumulated leave credits, if there are any.

Effect of absences without approved leave – An official or an employee who is continuously absent without an approved leave for at least thirty (30) working days shall be considered on absence without official leave (AWOL) and shall be separated from the service or dropped from the rolls without prior notice. He shall, however be informed, at his address appearing on his 201 files or at the known written address, of his separation from the service not later than five (5) days from its effectivity.

If the number of authorized absences incurred is less than thirty (30) working days, a written Return-to-Work Order shall be served to him at his last known written address on record. Failure on his part to report to work within the period stated in the order shall be valid ground to drop him from the rolls.

Application for leave of absence where the purpose or reason for sick leave is for employment in private or other government offices, either inside or outside the country, shall be denied outright (CSC MC No. 15, S. 1989)

**10. Habitual Absenteeism (CSC MC NO. 23, s.1998)**

An officer or employee in the civil service shall be considered habitually absent if he/she incurs unauthorized absences exceeding the allowable 2.5 days monthly leave credit under the leave law for at least three (3) months in a semester or at least three (3) consecutive months during the year.

In case of claim of ill health, the head of the agencies are encouraged to verify the validity of such claim and, if not satisfied with the reasons given, should disapprove the application for sick leave. **On the other hand, in cases where an employee absents himself from work before approval of the application, said application should be disapproved.**

**11. Habitual Tardiness (CSC MC NO. 23, s.1998)**

Any employee shall be considered habitually tardy if he/she incurs tardiness, regardless of the number of minutes, ten (10) times a month for at least two (2) months in a semester or at least two (2) consecutive months during the year.

**Sanctions for Both Violations (CSC MC No. 23 S. 1998)**

For violation of the above guidelines the following sanctions shall be imposed:

- First Offense - Reprimand
- Second Offense - Suspension for 1 to 30 days
- Third Offense - Dismissal

**CSC MC No. 16, s 2010, “Policy on Undertime”**

Any officer or employee who incurs undertime, regardless of the number of minutes/hours, ten (10) times a month for at least two months in a semester shall be liable for Simple Misconduct and/or Conduct Prejudicial to the Best Interest of the Service, as the case may be; and

Any officer or employee who incurs undertime, regardless of the number of minute/hours, ten (10) times a month for at least two (2) consecutive months during the year shall be liable for Simple Misconduct and/or Conduct Prejudicial to the Best Interest of the Service, as the case may be.

**CSC MC No. 17, s 2010, “Policy on Half Day Absence**

Any officer or employee who is absent in the morning is considered to be tardy and is subject to the provisions on Habitual Tardiness; and

Any officer or employee who is absent in the afternoon is considered to have incurred undertime, subject to the provisions on Undertime.

**12. Special Leave Privileges (CSC MC No. 06, s. 1999) and Memorandum dated January 10, 2013**

In addition to the vacation, sick, maternity and paternity leave, officials and employees with or without existing Collective Negotiation Agreement (CAN), except teachers and those covered by special leave laws, are granted the following special leave privileges subject to the conditions hereunder stated:

- a. **Personal milestone** such as birthdays/wedding anniversary celebrations and other similar milestones, including death anniversaries.
- b. **Parental obligations** such as attendance in school programs, PTA meetings, graduations, first communion; medical needs, among others, where a child of a government employee is involved.
- c. **Filial obligations** to cover the employee’s moral obligation toward his parents and siblings for their medical and social needs.

d. **Domestic emergencies** such as sudden urgent repairs needed at home, sudden absence of a yaya or maid, and the like.

e. **Personal transactions** to cover the entire range of transactions an individual does with government and private offices such as paying taxes, court appearances, arranging a housing loan, etc.

f. **Calamity, accident hospitalization leave** pertain to force majeure events that affect the life, limb and property of an employee or his immediate family.

An employee can still avail of his **birthday or wedding anniversary** leave if such occasion falls on either a Saturday, Sunday or Holiday, either before or after the occasion.

Employees applying for special privilege leaves shall **no longer be required to present proof** that they are entitled to avail of such leaves.

Three-day limit for a given year shall be strictly observed: an employee can avail of one special privilege leave for three days or a combination of any of the leaves for maximum of three days in a given year. **Special leave privileges are non-cumulative and strictly non-convertible to cash.**

**Immediate family in Rule 1** (Definition of Terms) refers to spouse, children, parents, unmarried brothers and sisters or any relative living under the same roof or dependent upon the employee for support.

#### **C. 4. Benefits/Incentives/Awards**

##### **Uniform Allowance**

Annual allowance for office uniform is provided by the agency. This allowance covers expenses for clothing materials and the average cost of tailoring. The styles of the uniforms are agreed upon by the employees themselves. On those days where uniforms are exempted from wearing, business or office attire should be worn at work.

CSC Memorandum Circular No.19 s. 2000 regarding Dress Code prescribed for all Government Officials and Employees will be adopted.

##### **Maternity Leave**(CSC MC Nos. 41, s 1998, 14 s 1999, 22 s 2002, 13 s 2004)

Everywomen in the government service who have rendered an aggregate of two (2) or more years of service, shall, in addition to the vacation and sick leave granted them, be entitled to maternity leave of sixty (60) calendar days with full pay.

Maternity leave of those who have rendered one (1) year or more but less than two (2) years of service shall be computed in proportion to their length of service, provided, that those who have served for less than one (1) year shall be entitled to 60-days maternity leave with half pay.

When an employee wants to report back to duty before the expiration of her maternity leave, she may be allowed to do so provided she presents a medical certificate that she is physically fit to assume the duties of her position.

##### **Five Days Forced/Mandatory Leave** (Sec. 25 of CSC Rule XVI. S. 1998. Leave of Absence)

All officials and employees with 10 days or more vacation leave credits shall be required to go on vacation leave whether continuous or intermittent for a minimum of five (5) working days annual under the following conditions:

- a. The head of agency shall, upon prior consultation with the employees, prepare a staggered schedule of the mandatory five-day vacation leave of officials and employees, provided that he may, in the exigency of the service, cancel any previously scheduled leave.
- b. The mandatory annual five-day vacation leave shall be forfeited if not taken during the year. However, in cases where the scheduled leave has been cancelled in the exigency of the service by the head of the agency, the scheduled leave not enjoyed shall not longer be deducted from the total accumulated vacation leave.
- c. Retirement and resignation from the service in a particular year without completing the calendar year do not warrant forfeiture of the corresponding leave credits if concerned employees opted not to avail of the required five-day mandatory vacation leave.
- d. Those with accumulated vacation leave of less than ten (10) days shall have the option to go on forced leave or not. However, officials and employees with accumulated vacation leave of 15 days who availed of monetization for 10 days, under Section 22 hereof, shall still be required to go on forced leave.

##### **Terminal Leave (CSC MC Nos. 41, s 1998)**

Terminal Leave refers to money value of the total accumulated leave credits of an employee based on the highest salary rate received prior to or upon retirement date/voluntary separation.

Terminal Leave is applied for by an official or an employee who intends to sever his connection with his employer. Accordingly, the filing of application for terminal leave requires as a condition sine qua non, the employee's resignation, retirement or separation from the service without any fault on his part. It must be shown first that public employment cease by any of the said modes of severances.

##### **Monetization of Leave Credits (CSC MC Nos. 41, s 1998)**

Officials and employees in the career and non-career service whether permanent, temporary, casual, or co-terminous, who have accumulated fifteen (15) days of vacation leave credits shall be allowed to monetize a minimum of ten (10) days: provided, that at least five (5) days is retained after monetization and provided further that a maximum of thirty (30) days may be monetized in a given year.

##### **Monetization of 50% of vacation/sick leave credits**

Monetization of fifty percent (50%) of all the accumulated leave credits may be allowed for valid and justifiable reasons subject to the discretion of the agency head and the availability of funds.

The Council adapts Administrative Order No. 002-09 Series 2009

“Guidelines on the Monetization of Fifty Percent (50%) of the Accumulated leave Credits.”

##### **Insurance**

All employees of the Council for as long as they are in the service whether permanent, casual or temporary, are covered by compulsory life insurance of the GSIS. An employee who is on leave without pay shall pay both the corresponding personal and employer's shares in premiums.

Pag-ibig Membership - Members are entitled of a housing loan and other multipurpose loans.

Retirement - Pension Benefit under GSIS Act of 1997 (R.A. 8291) - to be paid by the GSIS to member employees.

## **Program on Awards and Incentives for Service Excellence (PRAISE)/Employment Suggestion and Incentive Awards System (ESIAS)**

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 National Council on Disability Affairs (NCDA) adopts the herein Program on Awards and Incentives for Service Excellence (PRAISE) to be referred to as NCDAPRAISE.

### **Basic Policies**

The NCDA will have its own PRAISE

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.

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

The NCDA 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 shall be institutionalized.

The NCDA PRAISE shall provide both monetary and non-monetary awards and incentives to recognize, acknowledge 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. Monetary awards shall be 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.

At least 5% of the HRD Funds shall be allocated for the NCDA PRAISE and incorporated in the Agency's Annual Work Plan.

The NCDA PRAISE shall be institutionalized through a Committee to compose of the following:

Executive Director III – Chairperson

All Division Chiefs – Members

Two (2) representatives from the rank and file employees. One (1) from the first level and another one (1) from the second level who shall be nominated by the duly accredited NCDA Employees' Association in the Council as members.

The Executive Director or her/his authorized representative shall be responsible in overseeing the System's operation and the Human Resource Management Unit shall serve as the System's Secretariat.

The NCDA 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.

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

The NCDA PRAISE Committee shall establish its own internal procedures and strategies. Membership in the Committee shall be considered part of the members' regular duties and functions.

Issues relative to awards and incentives shall be brought before the NCWDP PRAISE Committee which shall address the same within fifteen (15) days from the date of submission.

### **Objectives**

#### **General**

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

#### **Specific**

- a. To establish a mechanism for identifying, selecting, rewarding and providing incentives to deserving employees at the start of each year;
- b. To identify outstanding accomplishments, best practices of employees on a continuing basis;
- c. To recognize and reward accomplishments and innovations periodically or as the need arises;
- d. To provide incentives and interventions to motivate employees who have contributed ideas, suggestions, inventions, discoveries, superior accomplishments and other personal efforts.

#### **Scope**

The System shall apply to all employees of the National Council on Disability Affairs in the career and non-career service.

#### **Definitions of Terms**

- a. Award - recognition which may be monetary or non-monetary conferred on an individual or group of individuals for ideas, suggestions, inventions, discoveries, superior accomplishments, exemplary behavior,

heroic deeds, extraordinary acts or services in the public interest which contribute to the efficiency, economy, improvement in government operations which lead to organizational productivity.

- b. 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.
- c. Contribution – any input which can be in the form of an idea or performance (See also idea type and performance type contribution).
- d. Discovery – is the uncovering of something previously existing but found or learned for the first time which will improve public service delivery.
- e. Idea Type Contribution – refers to an idea, a suggestion or an invention or discovery for improvement to effect economy in operation, to increase production and improve working conditions.
- f. 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.
- g. Invention – the creation of something previously non-existent which will benefit the government.
- h. 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 utilized for the career service and (2) tenure which is limited to the duration of a particular project for which purpose employment was made.
- i. 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 year which is over and above the normal position requirement of the individual or group.
- j. Suggestion – idea or proposal which improves work performance, systems and procedures and economy in operations that will benefit the government.
- k. System – the agency awards and incentives program for employees.

#### Types of Awards

##### a. National Awards

The agency 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, NGOs and other award giving bodies such as the:

Presidential or Lingkod Bayan Award – conferred on an individual of 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.

Outstanding Public Official/Employee or Dangalng 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.

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.

- b. Other Awards – given by other government agencies, private institutions or NGOs to an individual or team for contributions of an idea or performance that directly benefited the government.

##### NCDA Level Awards

The NCDA 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:

- a. Best/Model Employee Award – granted to an individual or individuals who excelled among peers in a functional group, position 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 Legal Officer, Best Driver, Best Utility Worker and other similar awards.
- b. Gantimpala Agad Award – given outright to employees commended by clients for their courtesy, promptness, efficiency and dedication to duty.
- c. Exemplary Behavior Award – based on the eight norms of conduct as provided under RA 6713 (Code of Conduct and Ethical Standards). The awardees will be automatically nominated by the agency PRAISE Committee to the Dangalng Bayan Award.
- d. Best Division 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.
- e. Cost Economy Measure Award – granted to an employee or team whose contributions such as ideas, suggestions, inventions, discoveries or performance of functions result in savings in terms of man-hours and cost or otherwise

benefit the agency and government as a whole. The monetary award shall not exceed 20% of the monetary savings generated from the contribution.

- f. Service Award – conferred on retirees whether under optional or compulsory retirement schemes held during a fitting ceremony on or before the date of their retirement.

Such other awards which the agency may decide to give.

#### Types of Incentives

The agency shall continuously search, screen and reward deserving employees to motivate them to improve the quality of their performance and instill excellence in public service. As such the following types of incentives shall be regularly awarded:

Loyalty Incentive – granted to an employee who has served continuously and satisfactorily the agency for at least ten (10) years.

The recipient shall be entitled to a cash awards under existing policies. The amount shall not be less than Php 500.00 but not more than Php 1,000.00 per year during the first ten years. Succeeding awards shall be given every five years thereafter

10 and 15 years	-	Bronze
20 and 25 years	-	Silver
30,35 & 40 years	-	Gold
Other tokens such as wristwatch, ring, and others		

Length of Service Incentive – The recipient shall be entitled to a cash award under existing policies. This is given to an employee who has rendered at least three (3) years of continuous satisfactory service in the same position. The cash award shall be incorporated in the salary adjustments following the Joint CSC-DBM Circular No.1, s. 1990.

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

Career and Self-Development Incentive – granted in recognition of 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 to qualified individuals during the agency’s anniversary celebration.

Full expenses shouldered by the Employee - P5,000

Partial expenses - P3,000

Full Scholarship - P1,500

The incentive includes the following degrees: College, Masteral, Doctoral, and two-year vocational study.

Other incentives which the agency’s PRAISE Committee may recommend on the basis of special achievements, innovative approaches to assignments, exemplary service to the public and recognition by an outside group of a particular achievement.

#### Forms of Awards and Incentives

**Compensatory Time-Off** – granted to an employee who has worked beyond his regular office hours on a project without overtime pay and those employees whose official travel, beyond their control, falls on a Saturday, Sunday, Holiday except employees whose regular functions involve fieldworks

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

**“Salu-Salo” Together** – meal hosted by superiors or supervisors for team building on a quarterly basis

**Personal Growth Opportunities** – incentives which may be in the form of attendance in conferences on official business, membership in professional organizations, books, journals, tapes, travel packages and other learning opportunities.

Trophies, Plaques and Certificates

Monetary Award

Travel Packages

**Retirement Award** – This shall be given to a retiree who had rendered at least fifteen (15) years of satisfactory government service. This award shall be in the form of a plaque of appreciation, cash or in kind and appropriate ceremony to be hosted by the Council.

**NDPR Week Incentive** – This incentive is equivalent to one (1) day compensatory leave to be exercised within two (2) weeks after the NDPR Week shall be given to all officials and employees of this Council in recognition of their active participation and support in the conduct of a series of activities to highlight the celebration of the National Disability Prevention and Rehabilitation (NDPR) Week. NCDA, as the lead agency on disability concerns nationwide conduct the NDPR Week to generate public awareness on various disabilities.

**Other Incentives** – These are incentives in kind which may be in the form of merchandise, computers, pagers, cellular phones, reserved parking space, recognition posted at the Wall of Fame, feature in agency publication, and others given to employees due to meritorious service or performance.

#### PRAISE Committee

The NCDA PRAISE Committee shall have the following specific responsibilities and composition. It shall be responsible for the development, administration, monitoring and evaluation of awards and incentives system of the agency. As such, the Committee shall meet periodically to perform the following tasks:

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



- b. Formulate, adopt and amend internal rules, policies and procedures to govern the conduct of its activities which shall include the guidelines in evaluating the nominees and the mechanism for recognizing the awardees;
- c. Determine the forms of awards and incentives to be granted.
- d. Monitor implementation of approved suggestions and ideas through feedback and reports;
- e. Prepare plans, identify resources and propose budget for the system on an annual basis;
- f. Develop, produce, distribute a System policy manual and orient the employees on the same;
- g. Document best practices, innovative ideas and success stories which will serve as promotional materials to sustain interest and enthusiasm;
- h. Submit an annual report on the awards and incentives system to the CSC on or before the thirtieth day of January;
- i. Monitor and evaluate the System's implementation every year and make essential improvements to ensure its suitability to the agency and
- j. Address issues relative to awards and incentives within fifteen (15) days from the date of submission.

To implement the System effectively, the NCDA 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 Executive Director or authorized representative shall be responsible in overseeing the System's operations and the Human Resource Management Unit shall serve as the System's Secretariat.

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

#### Funding

The NCDA shall allocate at least 5% of the HRD funds for the PRAISE and incorporate the same in its annual Work and Financial Plan and budget.

#### Effectivity

The NCDAPRAISE shall become effective after final evaluation by the CSC. Subsequent amendments shall likewise be submitted to CSC for evaluation and shall take effect immediately.

#### Commitment

This NCDAPRAISE shall be the basis for the grant of awards and incentives including Productivity Incentive Bonus. The annual PRAISE Report shall be submitted to the CSC Regional Office concerned on or before the thirtieth day of January to enable our employees to qualify for nomination to the CSC-sponsored national awards.

#### Guidelines Implementing an Incentive Award System for NCDA Officers and Staff

This NCDA Employees Reward and Incentive System shall cover all employees of the National Council on Disability Affairs both in the career and non-career service regardless of the nature of status of appointment.

#### **The following are the NCDA Level Awards with the corresponding incentives:**

Model Employee	.....	P2,500.00 & plaque of recognition
Gantimpala Award	.....	1,000.00 & plaque of recognition
Most Improved Employee	.....	1,000.00 & plaque of recognition
Exemplary Behavior Award	.....	plaque of recognition
Best Division Award	.....	plaque of recognition
Cost Economy Measure Award	.....	plaque of recognition plus the Monetary Award not to exceed 20% of the monetary savings generated from the contribution.
Service Award	.....	plaque of recognition

The cash reward indicated above corresponding to the award may be increased in the amount to be determined by the PRAISE Committee and upon approval by the Head of Agency, subject to the availability of funds, provided that the amount granted shall not exceed the 5% of the budget of the HRD fund which is allocated for the implementation of the Incentive and Award System.

#### **The following are the guidelines for the selection of employees for the Level Awards:**

##### **General Criteria**

- a. Must be an employee of the Council regardless of the status of employment and position.
- b. Must be at least one (1) year in service except for Gantimpala and Cost Economy Measure Awards.
- c. Performance Appraisal Rating (PAR) must be at least Very Satisfactory (VS) for two consecutive semesters except for Gantimpala, Cost Economy Measure, Exemplary Behavior, Best Division and Service Awards

#### **C.5. Standing Committees**

The Council adapts NCDA Administrative Order No. 001 s 2009

“Delegation of Authority to the Senior Officials of the National Council on Disability Affairs Relative to the Composition of its Standing Committees Pursuant to NCDA Board Resolution No. 01 S/2009 Amending Board Resolution NO. 10 S/2008.”

Now therefore as Chief Executive Officer of the NCDA hereby issues this order relative to the “Delegation of Authority to the NCDA Senior Officials” as to the composition of its Standing Committees, as follows:

**Management Committee (MANCOM)** Amended by NCDA Special Order No. 106, s. 2011

- Chairperson: Executive Director
- Members: Deputy Executive Director
  - (4) Division Chiefs
  - (4) Regional Programs Coordinators
  - President of NCDA Employees Association or its representative
- Board Secretary III shall serve as the secretariat.

The Committee will take charge in the planning and formulation of projects and activities of the Council in response to the Council’s Vision and Mission.

**Personnel Selection Board (PSB) Committee**

- Executive Director III - Chairperson
- Division Chief where the vacancy is
- NCDA Employees Association Representatives First or Second Level
- Administrative Officer V, Personnel Section – as member and Secretariat

**Personnel Development Committee (PDC)**

- Executive Director – Chairperson
- Assistant Chiefs of Division
- Board Secretary III
- NCDA Employees Association Representatives – First and Second Level
- Administrative Officer V, Personnel Section – as Secretariat

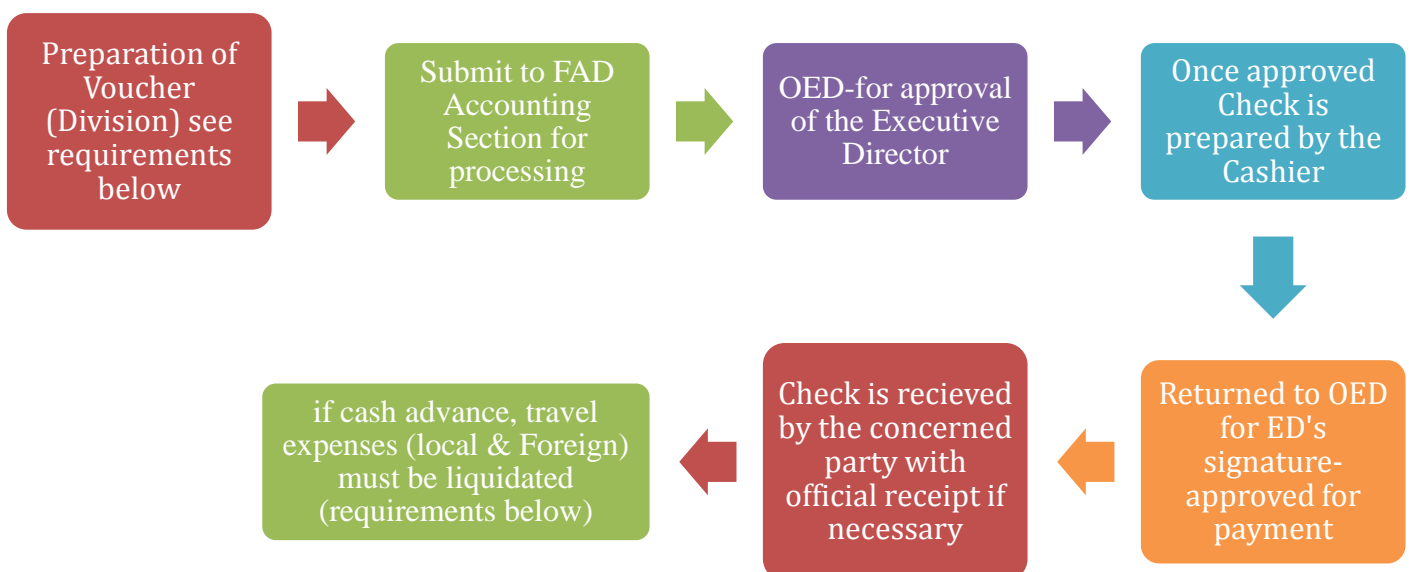
**Grievance Machinery Committee**

- Executive Director – Chairperson
- Chief Administrative Officer
- Two Division Chiefs to be identified by the ED from among the three (3) remaining Division Chiefs
- NCDA Employees Association Representatives – First and Second Level
- Administrative Officer V, Personnel Section – as Secretariat

**C. 6. Finance Section (Accounting, Budget, Cashier) Flow Chart**

**10.1. Financial Transaction**

Preparation of Disbursement Vouchers (DV) (COA Circulars No. 2006-003 dated 01/31/06)



A. The DV shall be printed in one whole sheet of 8 1/2 size bond paper. This shall be prepared in three copies to be distributed as follows:

Original – Accounting Unit

Duplicate – Cash Unit

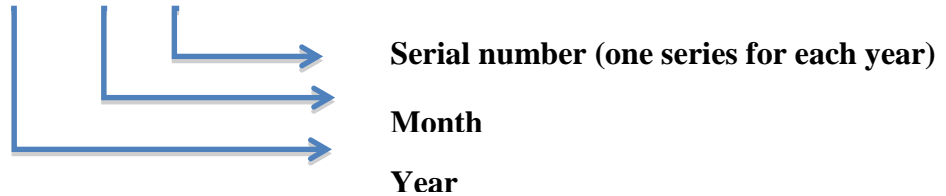
Triplicate – Payee's

The Accounting Unit shall stamp the date of receipt on the face of this form.

This form found in the annexes shall be accomplished in the following manner:

DV No. number assigned to the DV by the Accounting Unit. It shall be numbered as follows:

0000 00 0000



Mode of Payment – put a check “\_/\_” mark in the appropriate box opposite the mode of payment

Payee- name of the payee/creditor

TIN/Employee No. – Tax Identification Number (TIN) of the claimant/identification Number assigned by the agency to officer/employee.

OR/BUR NO. – number of the Obligation Request/Budget Utilization Request supporting the DV

Address – address of the claimant

Responsibility Center (Office/Unit/Project and Code) - the office/unit/project and code assigned to the cost center where the disbursement shall be charged.

Explanation – brief description of the disbursement

Amount – amount of claim

Certified (Box A) – certification by the Head of Accounting Unit or his authorized representative on the availability of cash, subject to ADA, and on the completeness of the supporting documents.

The certifying officer shall affix his signature, print his name, indicate his position, and the date of his signing on the spaces provided.

Approval for Payment (Box B) – approval by the Head of the Agency or his Authorized Representative on the payment covered by the DV.

The approving officer shall affix his signature, print his name, indicate his position, and the date of his signing on the spaces provided.

Received payment (Box C) – acknowledgment by the claimant or his duly authorized representative for the receipt of the check/cash and the date of receipt. The claimant/payee shall affix his signature on the space provided and shall indicate the number and the date of the check/ADA, bank name and number and date of OR/other relevant documents issued to acknowledge the receipt of payment.

JEV No. and Date – Number and date of the Journal Entry Voucher.

## 10.2. BUDGET UTILIZATION REQUEST (BUR)

a. The BUR shall be prepared in three copies to be distributed as follows:

Original – to be attached to the DV

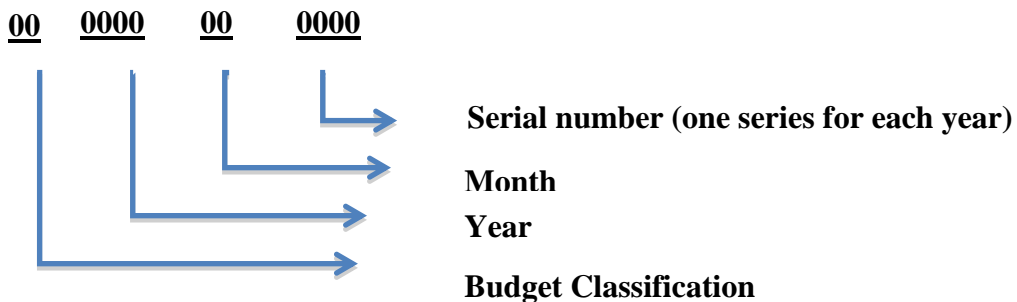
Duplicate – Budget Unit

Triplicate – Accounting Unit

b. The Budget Unit shall stamp the date of receipt on the face of this form.

c. This form found in the annexes shall be accomplished in the following manner:

1. No. – number assigned to the BUR by the Budget Section/Unit. The numbering shall be as follows:



Payee – name of payee/creditor

Office – name of the office of payee/creditor

Address – address or the location of the payee/creditor

Responsibility Center – code of the cost center where expenses shall be charged.

Particulars –brief description of the charges.

Account Code – expense/asset/liability account code where the utilization shall be charged.

Amount – amount of budget utilization/adjustment.

Certified (Box A) – Certification by the Head of the Requesting Unit or his authorized representative on the necessity and legality of charges to the budget under his supervision, and validity, propriety and legality of supporting documents.

The certifying officer shall affix his signature indicate his printed name position and the date of his signing on the spaces provided.

Certified (Box B) – Certification by the Head of the Budget Unit or his authorized representative on the availability of budget earmarked/utilized for the purpose as indicated therein.

The certifying officer shall affix his signature, print name; indicate his position and the date of his signing on the spaces provided.

Any correction/adjustment by the Accounting Unit, which will require the corresponding adjustment of budget utilization, shall be coordinated with the Budget Unit.

### **10.3. Registry of Budget and Utilization (RBU)**

The RBU shall be maintained by Expenses Class – RBUPS for Personal Services, RBUMO for Maintenance and Other Operating Expenses, RBUCO for Capital Expenses and RBUFE for Financial Expenses.

This form found in the annexes shall be accomplished as follows:

Sheet No. – sheet number, which shall be one series for each year.

Date – date of the Approved Budget/Budget Utilization Request (BUR)

Reference – Budget/BUR number

Account Code – account code to where the utilization shall be charged as shown in the BUR.

Approved Budget – amount of approved budget and any supplemental/additional budget.

Cumulative Budget – the cumulative amount of budget as of a given date.

Utilization – amount of utilized budget/commitment made based on the approved BUR supported by pertinent documents.

Cumulative Utilization – the cumulative amount of utilization as of a give date.

Balance – budget available for utilization.

This Registry shall be maintained to control the budget. Unless authorized, the amount of utilization should not exceed the available budget.

At year-end, unless authorized, the unutilized budget in the RBU shall be closed. No BUR is needed for the closure, as the unutilized budget will automatically lapse.

In case a balance in budget exists in any RBU, a negative entry shall be posted in the Cumulative Budget Column to arrive at a zero balance.

### **10.4. Policies**

The responsibilities of the Heads of the Requesting Unit, the Budget Unit and the Accounting Unit are hereby set forth as follows:

The Head of Requesting Unit shall prepare the Obligation Request (ObR) –Annex A1 or Budget Utilization Request (BUR) – Annex A2 and the Disbursement Voucher (DV) – Annex B. He shall certify on the necessity and legality of charges to appropriations/allotment under his direct supervision as well as the validity, propriety and legality of supporting documents.

The Head of the Budget Unit shall certify the availability of allotment and obligations incurred in the ObR or budget and utilization in the BUR.

The Head of the Budget Unit shall maintain the Registries of Allotments and Obligations (RAO) prescribed under the Manual on the New Government Accounting System for National Government and/or the Registry of Budget and Utilization (RBU) – Annex C for income which the agency may use as authorized by law.

For contract or purchase order, the Head of the Accounting Unit shall certify the availability of funds based on the ObR or BUR duly certified by the Budget Officer.

The Head of the Accounting Unit shall certify the availability of cash and completeness of supporting documents in the DV.

It should be clear, however, that the submission of all the supporting documents enumerated under each of the transaction, does not preclude reasonable question funding, legality, regularity, necessity or economy of the expenditure or transaction. Such questions may be trained from any of the signatories to the voucher.

The demand for additional documents or requirements should be in writing. A blank space is provided for additional requirements, if any, and if authorized by any law or regulation. If the space is insufficient, a separate sheet may be used and attached to the voucher.

#### Initials of Reviewers Column

The vouchers reviewers should affix their initials in the column provided after verification for completeness of the supporting documents.

Documentation of Claim not Covered by the Checklist.

Constraints of space prevent the inclusion of all transactions in the checklist of supporting documents.

As to the transactions not covered by the checklist, reference should be made to the Government Accounting and Auditing Manual (GAAM) and other COA issuances.

### **10.5. GRANTING, UTILIZATION AND LIQUIDATION OF CASH ADVANCES –COA Circular No. 97-002 dated February 10, 1997**

“Restatement with Amendment of the Rules and Regulations on the GRANTING, UTILIZATION AND LIQUIDATION OF CASH ADVANCES provided for under COA Circular No. 90-331 dated May 3, 1990”

#### **1. General Principles:**

Ideally, cash should be handled under the general principles of the impress system, to wit:

Daily receipts on collections must be deposited intact with the proper bank.

All payments must be made by check.

Only payments in small amounts may be made through the petty cash fund. Replenishment of the petty cash fund shall be equal to the total amount of expenditures made there from.

In practice, however, there are certain instances when it may be very difficult, impractical or impossible to make payments by check. In such a case, payments may be made by the disbursing officer in the form of cash through his cash advance.

#### **2. Definitions and Scope**

Cash Advances shall be of two types, namely, the regular cash advances, and the special cash advances.

Regular cash advances are those granted to Cashiers, disbursing officers, paymasters and/or property/supply officers separately for any of the following purposes:

##### Salaries and Wages

- a. Commutable Allowances
- b. Honoraria and other similar payments to officials and employees
- c. Petty operating expenses consisting of small payments for maintenance and operating expenses that cannot be paid conveniently by check or are required to be paid immediately.

d. Special cash advances are those granted on the explicit authority of the Head of the Agency only to duly designated disbursing officers or employees for other legally authorized purposes, as follows:

Current operating expenditures of the agency field office or of the activity of the agency undertaken in the field when it is impractical to pay the same by check, such as:

Salaries, Wages and Allowances

Maintenance and Other Operating Expenses

Travel expenditures, including transportation fare, travel allowances, hotel room/lodging expenses and other expenses incurred

by officials and employees in connection with official travel.

#### **3. Granting and Utilization of Cash Advances**

##### **3.1. General Guidelines**

No Cash Advance shall be given unless for a legally specific purpose.

No additional cash advances shall be allowed to any official or employee unless the previous cash advance given to him is first settled or a proper accounting thereof is made.

A cash advance shall be reported on as soon as the purpose for which it was given has been served.

Only permanently appointed officials shall be designated as disbursing officers. Elected officials may be granted a cash advance only for their official traveling expenses.

Only duly appointed or designated disbursing officers may perform disbursing functions. Officers and employees who are given cash advances for official travel need not be designated as Disbursing Officers.

Transfer of cash advance from one **Accountable Officer (AO)** to another shall not be allowed.

The cash advance shall be used solely for the specific legal purpose for which it was granted. Under no circumstance shall it be used for encashment of checks or for liquidation of a previous cash advance.

The Accountant shall obligate all cash advances granted. He shall see that cash advances for a particular year are not used to pay expenses of other years.

### 3.2. Salaries, Wages, Allowances, Honoraria and Other Similar Payments

#### 3.2.1. The cash advance shall be equal to the net amount of the payroll for a payperiod.

The cash advance shall be supported by the following documents:

Copy of designation by the Agency Head in case the AO is not a disbursing officer by appointment (attachment to initial cash advance)

Copy of approved application for bond (attachment to initial cash advance)

Payroll or list of payees with their net payments

Petty Cash Operating Expenses

The cash advance shall be sufficient for the recurring expenses of the agency for one month. The AO may request replenishment of the cash advance when the disbursements reach at least 75%, or as the need requires, by submitting a replenishment voucher with all supporting documents duly summarized in a report of disbursements.

The cash advance shall not be used for payment or regular expenses, such as rentals, subscriptions, light and water and the like. Payments out of the cash advance shall be allowed only for amounts not exceeding P15,000.00 for each transaction, except when a higher amount is allowed by law and/or specific authority by the Commission on Audit.

Splitting of transactions to avoid exceeding the ceiling shall not be allowed.

The cash advance shall be supported by the following documents:

Copy of authority by the Agency Head (attachment to initial cash advance)

Copy of approved application for bond (attachment to initial cash advance)

Estimate of expenses

### 3.3. Field/Activity Current Operating Expenses (COE)

The special cash advance shall be used to pay the salaries and wages of the employees and the miscellaneous operating expenses of the activity. Payment for each transaction shall not be subject to amount limitation. However, all payments shall be approved by the Director/Head of Field Office.

The amount of the cash advance shall be limited to the requirements for two months. Within 5 days after the end of each month, the AO shall submit a Report of Disbursements. Additional cash advances shall be granted on the basis of the activity budget or the requirements for two months, whichever is lower.

The cash advance shall be supported by the following documents:

Copy of authority by the Agency Head (attachment to initial cash advance)

Copy of approved application for bond (attachment to initial cash advance)

Budget for COE of the Agency field office or agency activity in the field.

### 3.4. Official Travel

#### 3.4.1. The grant of cash advance for both official local and foreign travel shall be governed by the provisions of COA Circular No. 96-004 dated April 19, 1996.

## 4. Liquidation of Cash Advances

### 4.1. The **Accountable Officer (AO)** shall liquidate his cash advance as follows:

Salaries, Wages, etc. – within 5 days after each fifteen (15) day/end of the month pay period.

Petty Operating Expenses and Field Operating Expenses – within twenty (20) days after the end of the year, subject to replenishment as frequently as necessary during the year. Official Travel - within sixty (60) days after return to the Philippines in the case of foreign travel or within thirty (30) days after return to his permanent official station in the case of local travel, as provided for in EO 248 and COA Circular No. 96-004.

➔ **Local Travel** – within 30 days after return to the Office.

➔ **Official Travel** - within sixty (60) days after return to the Philippines in the case of foreign travel or within thirty (30) days after return to his permanent official station in the case of local travel, as provided for in EO 248 and COA Circular No. 96-004.

➔ **Failure of the AO to liquidate his cash advance** within the prescribed period shall constitute a valid cause for the withholding of his salary and the instruction of other sanctions as provided for under paragraphs 9.2 and 9.3 hereof.

➔ The AO shall prepare the Report of Disbursements (using Gen. Form No. \_\_\_\_\_) in three (3) copies and submit the same with duly accomplished vouchers/payrolls and supporting documents to the Accountant. For payments based on receipts and invoices only, he shall also prepare a liquidation voucher which shall be submitted with the report and supporting documents to the Accountant. He shall ensure that receipt of the report is properly acknowledged by the Accountant. The AO shall be deemed to have complied with the requirement of proper accounting for the cash advance upon the receipt by the Accountant of the liquidation documents referred to above.

- ➔ Within ten (10) days after receipt of the report and supporting documents from the AO, the Accountant shall verify the report, record it in the books and submit the same with all the vouchers/payrolls and supporting documents to the Auditor. The cash advance shall be considered liquidated upon the recording thereof by the Accountant in the books of accounts although not yet audited by the COA auditor.
- ➔ Within thirty (30) days from receipt of the report and supporting documents from the Accountant, the Auditor shall complete the audit. He shall issue the corresponding Credit Notice to the AO to inform the latter of the amount allowed in audit and any suspensions and/or disallowances made. In case of disallowance, a copy of the Credit Notice shall be furnished the Accountant who shall record the restoration of the cash advance for the amount disallowed. The amount allowed in audit by the Auditor as contained in the Credit Notice shall be deemed to have been settled.
- ➔ The AO shall submit to the Auditor the documents to settle his suspensions/disallowances. When the documents are found in order, the Auditor shall lift the suspension and/or issue another Credit Notice for the settled disallowance; copy furnished the Accountant who shall draw a Journal Voucher to record the credit to the cash advance. In case of cash settlement, the AO shall present the necessary Official Receipt to the Auditor for notation.
- ➔ The Credit Notice issued by the Auditor to the AO shall be deemed sufficient compliance with the requirements of COA Circular No. 94-001 dated January 20, 1994 (Prescribing the Manual on Certificate of Settlement and Balances, Revised 1993).
- ➔ When a cash advance is no longer needed or has not been used for a period of two (2) months, it must be returned to or refunded immediately to the collecting officer.
- ➔ All cash advances shall be fully liquidated at the end of each year. Except for petty cash fund, the AO shall refund any unexpended balance to the Cashier/Collecting Officer who will issue the necessary official receipt.

At the start of an ensuing year, a new cash advance may be granted, provided that a list of expenses against the previous cash advance is submitted. However, when no liquidation of the previous cash advance is received on or before January 20, the Accountant shall cause the withholding of the AO's salary.

The following reports and documents are required to support the liquidation:

Salaries, Wages, etc. - Report of Disbursements with all duly signed payrolls and/or vouchers and all pertinent supporting documents, such as daily time records, approved leaves of absence, etc.

Petty Operating Expenses

- Report of Disbursements with supporting documents
- Approved Requisition and Issue Voucher with the Certificate of Emergency Purchase, - if necessary
- Receipts, sales invoices
- Certificate of Acceptance/Inspection -
- Duly approved- trip ticket, if for gasoline
- Such other supporting documents as are required by the nature of the expense

#### 4.2. Current Operating Expenditure

Same requirements as those for salaries, wages, etc. and petty operating expenses, supra

- Canvass of at least three suppliers (Not required if purchase is made while on official travel)

#### 4.3. Official Travel

- Documents required to support the liquidation of cash advance for official travel, both foreign and local, shall be as specified under COA Circular No. 96-004.

#### 5. Handling, Custody and Disposition of the Cashbook

A newly appointed or designated AO shall start with a new cashbook. Before discharging his duties, the new AO shall be briefed by the Accountant and the Auditor on the proper recording of the transactions and other matters related to his work.

The AO shall maintain separate cashbooks for salaries, wages, allowances, etc. and for petty operating expenses. The AO shall record the transactions in the prescribed cashbook daily. He may record each invoice/ receipt/voucher individually or the total disbursements for the day depending on the volume of the transactions.

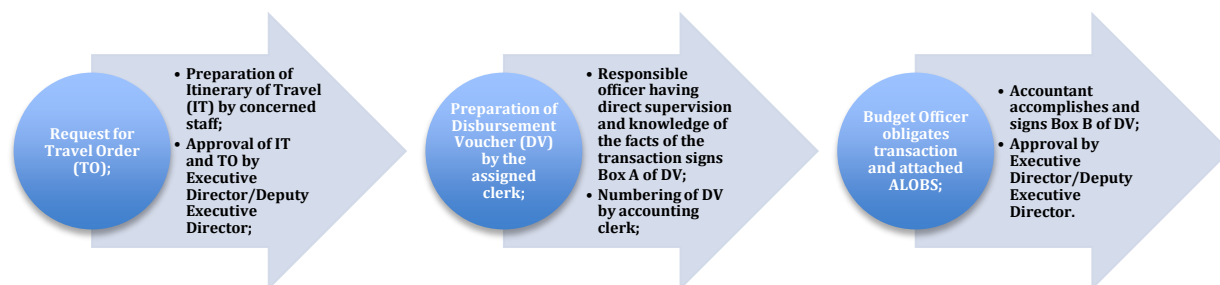
The AO shall reconcile the book balance with the cash on hand daily. He shall foot and close the books at the end of each month. The AO and the Accountant shall reconcile their books of accounts at least quarterly.

The cashbooks shall be kept at the Office of the AO and then placed inside the safe or cabinet when not in use. It may be taken from his custody only by the Auditor or an official duly authorized by the Agency Head, who shall issue the necessary receipt.

When the AO ceases to be one, the cashbook shall be submitted to the Accountant or the Treasurer (for local government units) and shall form part of the accounting records. No clearance shall be issued to an AO if he fails to submit the cashbook as required.

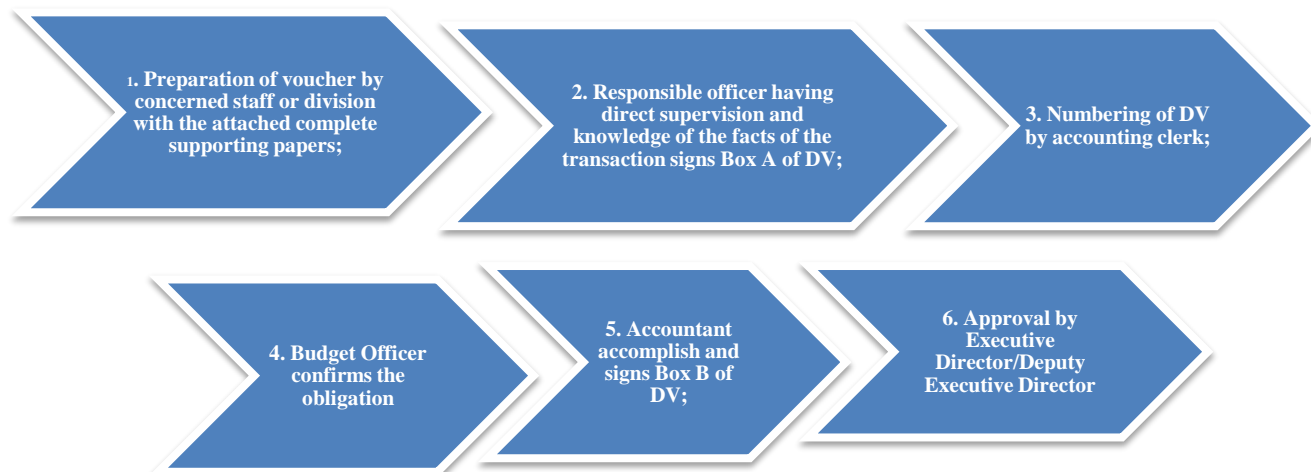
## Other Standard Operating Procedures:

### 1. Processing of Travelling Expenses Voucher



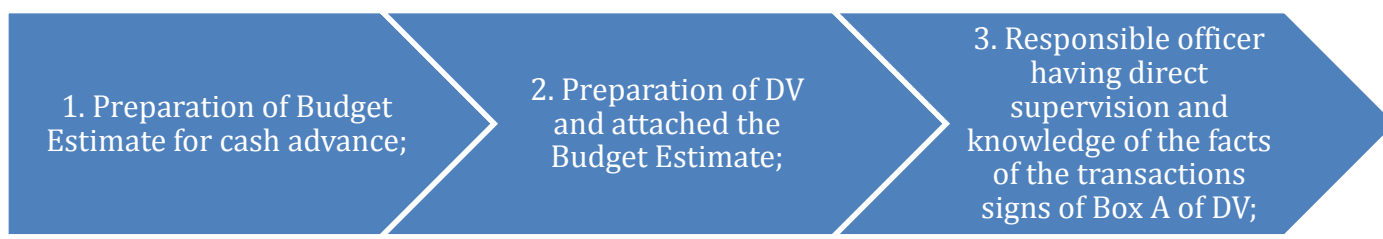
Note: Traveling Vouchers with approved supporting papers (Special/Travel Order; Itinerary of Travel, etc.) should be submitted to the Administrative Division two (2) weeks before the scheduled trip.

### 2. Processing of Contracts of Services



Note: Contract should always be forwarded to accounting for witnessing by the Accountant and Certificate of Availability of Fund otherwise the contract is null void. (COA Circular No. 82-123B NBC No. 395)

### 3. Processing of Cash Advances



Note: Cash advances for project should be supported by approved project proposal with a budget estimate. This should be liquidated immediately after the project has been done. Failure to liquidate his cash advance shall constitute valid causes for withholding of his salary.



#### **4. Payment of Telephone Bills**

As soon as the telephone bill was received by the Accounting Section, personal calls, shall be paid to the Cashier with issuance of corresponding Official Receipt (OR) or deducted thru payroll and certificate for official call shall be prepared by the Division concerns before a voucher is prepared for payment.

#### **5. Payment of Claims for Unit Meals**

Guidelines for the Payment of Claims for Unit Meals

Special Order No. 104 Series of 2010

Guideline for Payment of Claims for Unit Meals

Pursuant to Joint COA-DBM Circular 86-1 Supra, and Government Accounting and Auditing Manual Sec. 347 a. xxxxxxx. "These officials and employees shall however, be allowed reimbursement of actual fare at the prevailing rate of transportation from permanent official station to the destination and back and the authorized cost of meal allowance.

Entitlement of Travel Allowance for Local

As per Executive Orders No. 298 s 2004 (see Annexes)

Amending Further EO No. 248 dated May 29, 1995 as Amended by EO No. 248-A dated August 14, 1995, which Prescribes Rules and Regulations and New Rates of Allowances for Official Local and Foreign Travels of Government Personnel.

#### **11. Supply Management**

##### **A. Supply Procurement System and Procurement**

Procurement of Supplies under the Shopping Mode:

- Purchase Request
- Notice of proposed procurements posted to the PHILGEPS
- Request for quotation (canvass form)
- Abstract of quotation
- Contract award notice (PHILGEPS)
- Purchase order
- Delivery receipt/sales invoice
- Acceptance report
- Acceptance & inspection report
- Memorandum of receipt (if applicable)
- Repair of Equipment/Furniture & Fixtures(shopping mode)
- Purchase request
- Pre-repair inspection
- Notice of proposed procurements (PHILGEPS)
- Request for quotation (canvass form)
- Abstract of quotation
- Contract award notice (PHILGEPS)
- Purchase order
- Certificate of repair
- Sales invoice
- Acceptance report
- Certificate of acceptance & inspection (end user and inspector)

##### **12. Waste material report (if applicable)**

- Repair of Government Vehicles (shopping mode)
- Purchase request
- Notice of proposed procurements (PHILGEPS)
- Request for quotation (canvass form)
- Abstract of quotation
- Certificate of repair
- Pre-repair inspection
- Purchase of order or contract
- Sales invoice

Waste material report  
Contract award notice (PHILGEPS)  
Acceptance report  
Certificate of acceptance & inspection

Purchase of Construction Materials (shopping mode)

Purchase request

Program of work/drawing plans & sketch (if applicable)  
Notice of proposed procurements (PHILGEPS)  
Request for quotation (canvass form)  
Abstract of quotation  
Purchase order  
Sales invoice/delivery receipt  
Acceptance report  
Certificate of acceptance & inspection  
Contract award notice (PHILGEPS)

Procurement of Goods/Services (direct contracting)

Purchase request  
Request for quotation (canvass form)  
Certification of exclusive distributorship  
Notice of proposed procurements  
Contract award notice  
Purchase order  
Sales invoice  
Acceptance report  
Certificate of acceptance & inspection  
Memorandum of receipt (if applicable)  
Waste material report (if applicable)  
Certificate of repair (if applicable)  
Pre-repair inspection (if applicable)

Infrastructure

Obligation request for general fund  
Certificate of availability of funds  
Billing  
Affidavit of non-obligation (notarized) (for full payment only)  
Tax clearance  
Invitation to bid (PHILGEPS)  
Notice of public bidding acknowledged by BAC members, Commission on Audit (COA) & Non-Governmental Organization (NGO)  
Endorsement of contract to COA for review & evaluation  
Request for project inspection (COA)  
Certificate of project completion (engineering)  
Inspection report  
Certificate of project completion (barangay)  
Certificate of acceptance  
Statement of Work Accomplished (SWA)  
Photos (before, during & after)  
Program of work/detailed estimates  
Sketch/Drawing  
BAC resolution recommending the award  
Notice of award  
Contract  
Performance bond (30% of contract)  
Contractor's All Risk Insurance (CARI) for 1M cost of project  
Notice to proceed  
Abstract of bids  
Bid proposals supported by detailed estimates bidders bond, construction method, construction schedule & s-curve, affidavit of site inspection and other legal and financial documents. The bid amount should be initialed by the members of the bids and awards committee.  
Proof of publication of invitation to bid to newspaper of general circulation (5m and above)

## Procurements of Goods/Services thru Public Bidding

- Obligation Request (OBR) for General Fund & SEF
- Certificate of Availability of Funds (CAF)
- Tax Clearance
- Purchase Request
- Invitation to BID
- Notice of public bidding acknowledged by BAC members, COA & NGO
- Purchase Order
- Endorsement of purchase order to COA for review & evaluation
- Request for COA inspection
- BAC resolution recommending the award
- Delivery receipt/sales invoice
- Certificate of acceptance & inspection report (property officer & inspector)
- Certificate of acceptance (end user)
- Memorandum of receipt (if applicable)
- Certificate of product registration (CPR for medicines)
- Suppliers accreditation at drug distribution (BPAD) (for medicines)
- Notice to award
- Performance bond (30% of the contract)
- Abstract of bids
- Bid proposal supported by other legal & financial documents. The bid amount should be initialized by the members of the BAC
- Proof of publication of invitation to bid to newspaper of general circulation (2m and above)

### Request for Catering (attachments)

- Catering request approved by the division chief of the requesting party
- Meeting agenda (if applicable)
- Minutes of meeting (after meeting)
- Attendance (after meeting)

### Request for Flight Booking (attachments)

- Approved travel order
- Itinerary of Travel
- Invitation/travel agenda (if applicable)

### Request for Monthly Supply Issue per Division

Accomplished Requisition Issue Slip (RIS) form approved by the division chief of the requisitioning party and noted by the Chief Administrative Officer.

### Reimbursement of Goods/Services Attachments

- Official Receipt(goods/services)
- Trip Ticket (parking fee)
- RER form (goods/services)
- Approved purchase request (goods/services)

## **B. Steps in Procurement of Goods**

Preparation of the Purchase Request:

PR's should have appropriate attachments (purpose, event description, drawings, quantity, specs etc. if applicable); it should be approved by the Division Chief of the requesting party.

PR's should be forwarded to the clerk of the Chief Administrative Officer (CAO) subject for recording and review. This should be checked and noted whether the items requested to be purchased are included in the APP.

Recorded PR's will be forwarded to the Office of the Executive Director (OED) for approval of the ED III.

Approved PR's will be returned back to the FAD clerk and endorsed to Supply Section for numbering and canvassing.

If the ABC is more than 500k, then public bidding should be conducted; if its less than 500k, then shopping should be used;

#### Preparation of the Abstract

Preparation of the Abstract of Bids as Read, if the mode of procurement used is Public Bidding, and after post qualification, prepare the Abstract of Bids as Calculated; if the mode of procurement is shopping, you simply prepare an abstract of quotations.

The Abstract of Quotations is subject for review and signature of the BAC.

#### Preparation of Purchase Order

If the mode of procurement is shopping, prepare the Purchase Order, to be certified by the Chief Accountant as to availability of Funds, and approved by the Head of the Procuring entity;

The Approved Purchase Order will be returned to the Supply Section for processing.

If the mode of procurement is public bidding, the office should prepare the BAC Resolution Recommending Award to the LCRB for approval of the HOPE;

The Purchase Order should be signed by the Supplier showing conformity to the Purchase Request.

#### Delivery of Items/Service & Preparation of Acceptance Report

When the supplier delivers the goods/services, the Delivery Acceptance report is prepared by the Supply Office to be signed by the Division Chief of the requesting party. Delivery Receipt and Sales Invoice will be attached in the acceptance report as reference.

#### Preparation of Inspection and Acceptance Report

Management Inspection Committee conducts inspection and if found to be in order signs the IAR and forwards the same to the Supply Officer for acceptance, after which the voucher is prepared.

#### Preparation of Voucher

Upon completion of the needed attachments for the supply of goods/services delivered, the supply section shall prepare the vouchers for payment and forward the complete documents with attachments to the accounting section.

#### Finished Transactions

Vouchers with complete signatures and attachments shall be forwarded to the Cash Section for review and submission to COA.

## 12. Records Section

The Council has a Central Records System under the management and custodianship of the Records Officer who controls the flow of all communications, documents and other official records of the Council, under the immediate supervision of the Administrative Officer.

For purpose of this system the term "records" shall include all documents of any physical form or character or any copy thereof originating from the Council for received by it in connection with transactions, which are official in nature.

All such records shall be classified, sorted and filed in accordance with the filing system prescribed by the Bureau of Records Management in order to assure systematic records management.

All incoming communications should be stamped received by the Records Section and a copy thereof shall be kept on file. The duplicate should be retained in the Records Section and the original forwarded to the Executive Director who shall either act on the communication or forward it to the division concerned.

Only the Executive Director is authorized to sign outgoing communication for the Chairperson. Internal communications originating from division heads may be signed by them but the same should be coursed through the Records Section for control purposes. Requests for previous records from the central file may be made only by authorized persons upon signing receipts for same, which should be returned on file at the close of office hours.

The Records Officer may issue certified true copies of official records on the basis of approved requests. No official record should be brought out of the office unless with the permission of the Executive Director. A whole folder should not be loaned when only the borrower needs the pertinent records. Access to the central files is restricted and limited to authorized personnel only. All records in the Central Records Office are property of the Council and the security of the

same is the immediate responsibility of the Records Officer. Additional Guidelines in the Release and File of All Sorts of Communications: No documents, correspondence and papers including press releases shall be rendered official unless duly noted/signed by the Executive Director and/or his authorized representative. Sealed correspondence considered highly confidential shall be handled by the Records Section subject to approved by the Executive Director. Rush deliveries and mailing of all types of official communications may not be coursed through the Records Section but file copies of transmittal letters and/or delivery receipts shall be furnished for the central files. This can be an alternative in case no funds are available for the purpose at the Records Section. The Records Section shall see to it that file copies are likewise furnished to various committees, divisions and staff concerned in addition to receiving copies to be retained at the central file. In no case shall personal letters, telegrams and other forms of communication be mailed or delivered through the Records Section. No documents/papers shall be handed personally to any messenger without prior clearance/approved by the Chairman/Executive Director and/or his duly authorized representative. Free publications and materials should be stamped with "Compliments of NCDA" through the OED.

**C.1. Flow of Communication**

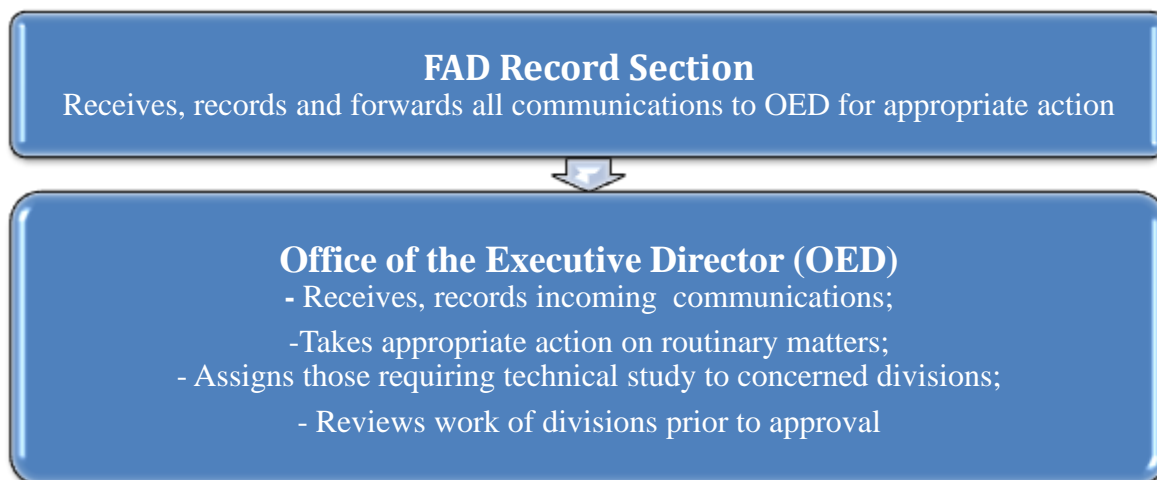
The Communication Flow Chart covers communications and matters for appropriate action by the Council. The schematic diagram showing the flow of work and/or action in the different divisions of NCDA up to decision-making and the execution of such decisions is also shown in the succeeding pages.

**1.2. Communication Scope and Flow Chart**

The flow chart covers the following types and sets of communications addressed to and received by the Council:

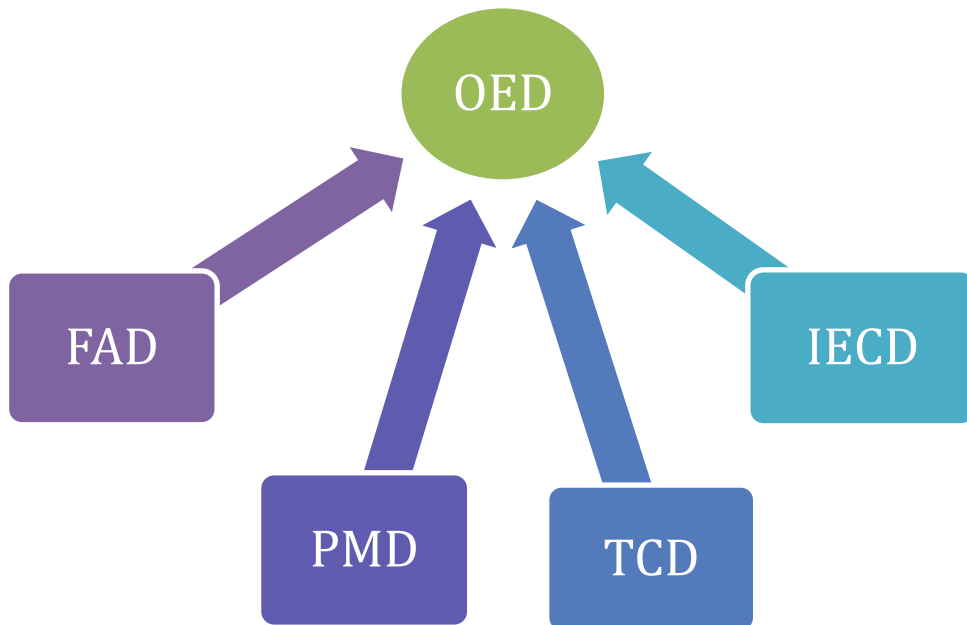
**a. External Communications**

Basic correspondence or letters from outside the agencies and referral letters from other agencies and clients seeking assistance; Executive Orders, Administrative issuances such as memorandum circulars notices, pertinent laws, rules and regulations from Commission On Audit(COA)/Department of Budget and Management (DBM), Office from the President (OP); Proposals from individuals or groups and endorsements from government entities;



**b. Internal Communications**

Inter-office memorandums, administrative orders, special orders, travel order for approval, clarification, compliance and information; Bulletin of information, publications, and information summaries; Board Resolutions, policy statements, and directives; Budget proposals, annual and mid-year accomplishment reports; Schedule of Council meetings, conferences, seminars and the like; Financial reports/forms and other papers for action/signature by the Executive Director and/or the Chairman;



### Exemptions

1. If the set of communication or document requires urgent or immediate action by higher authorities the work flow chart may not be strictly observed;
2. All personal letters, telegrams and highly confidential documents/files received by the FAD Record Section are not covered by this flow chart.

### Inter-Division Documents for Action

#### 1. Office of The Chairman

- a. Reviews recommendation of Executive Director
- b. Reviews agenda for Board and Executive Committee Meeting
- c. Takes appropriate action on matters not requiring Committee/Board action
- d. Signs communications not requiring Committee/Board action
- e. Studies/makes recommendation on matters referred by Board, Chairperson or Executive Director

#### 2. Office Of The Executive Director

- a. Prepares agenda for Board and Executive Committee Meeting
- b. Prepares Memo for Board and Executive Committee Meeting
- c. Prepares minutes of Board and Executive Committee Meeting
- d. Deliberates and recommends action to Board thru the Chairperson and/or the Executive Committee
- e. Executive Committee/Deliberation Recommendation and Board Action
- f. Executive Committee deliberates on matters and takes appropriate action
- g. Recommends action to the Board and Executive Committee Meeting
- h. Certifies to matters taken up by the Board and Executive Committee Meeting
- i. Implements or causes implementation of Board action thru Resolutions
- j. Reviews recommended action by Division
- k. Signs communications from the Division Concerned

#### 3. Division/Office Concerned

- a. Based on the instructions the assigned division prepares/processes necessary papers
- b. Finalization of Action Papers
- c. Office Of The Executive Director
- d. Forwards papers to Chairperson for signature

## Request for Reproduction

Accomplish the Finance and Administrative Division (FAD) Request Form for reproduction services are needed for proper scheduling and monitoring of the consumption of supplies and spare parts. Photocopying Services (Memorandum dated March 8, 2002)

Employees are reminded that photocopying services are available from 7:00 a.m. to 5:00 p.m., Monday to Friday.

Requests given to the Administrative Aide IV (Reproduction Machine Operator II) should be between 7:00 a.m. to 12:00 NN and be released as soon as possible.

Employees are hereby reminded to plan out carefully to include photocopying of needed materials so as not to overload/use the copying machines.

All personnel are enjoined to strictly refrain from operating the photocopying machines except the old photocopying machine and must seek the permission of the assigned operator and duly accomplishing a Request Form approved by the Chief of Admin. Division.

## 13. General Services

NCDA Administrative Order No. 001 Series of 2011

Guidelines Implementing Austerity Measures in the Use of Maintenance and Other Operating Expenses and Capital Outlay Funds

### Use Of The Office Vehicles

Use of vehicles during weekends and holidays should be limited only during crisis situations and /or strictly for official business (OB) only and must have prior approval from the Executive Director and/or his/her authorized person;

Bringing home of the vehicle is strictly prohibited unless otherwise authorized by the Executive Director. All NCDA vehicles must be parked at the NCDA garage after completion of trips for the day. Vehicle keys including spare keys must be left and entrusted to the Guard-On-Duty at the end of the day or when vehicle is parked or every time the driver leaves the premises;

The Division Chiefs shall harmonize activities of their respective staff requiring the use of vehicles to reduce the number of trips;

Shuttle services for employees may be provided on designated time and pic-up/drop points. While the sitting arrangements is on a "first-come, first serve basis", persons with disabilities and/or pregnant women must have reserved seats.

### Requesting/Scheduling Use of Office Vehicles

Accomplish/log on the request for the use of office vehicle on official business in the specified form of the FAD General Services. The request for office vehicle should not be later than 4:00 p.m. of the day before the scheduled trip unless trip is urgent. It is understood that in the scheduling of trips, the government's policies on fuel conservation and economy in expenditures shall always be a primary consideration. In case of conflicting request/schedules, the Chief of the FAD and/or the Staff in-charge shall determine priority. Authorized passengers will be immediately notified of the trip schedule once finalized. The use of taxi is an alternative when transporting heavy or sensitive materials and during heavy downpour/stormy weather. Single passenger in the use of office vehicle is being discouraged.

### Guidelines on Official Travel using Different Modes of Transportations (GAAM Title 6. Chapter 1 Article 2 Domestic or Local Travel Sec. 340 Transportation)

The guidelines on the mode of transport, public conveyances, fares and expenses, vehicles, air transport preference, etc., that government officials/employees may avail of:

- ➔ The department head, or equivalent position shall determine the mode and class of transportation to be taken, which shall be the most advantageous to the government from the standpoint of economy and efficiency.
- ➔ As a general rule, only the ordinary public conveyances or customary modes of transportation shall be used. The use of taxis and chartered trips or special hires of PUs, garage cars, launches, motorboats, sailboats, bancas and other extraordinary means of transportation shall not be allowed unless justified by the prevailing circumstances, such as, but not limited to, carrying large amounts of cash, bulky equipment which cannot be conveniently transported through ordinary mode of transportation or important documents and inclement weather.
- ➔ Accompanying dignitaries or high government officials, or when time is of the essence (Joint COA-DBM Cir. 86-1, supra)."

The amount of transportation allowable shall be the actual fare at the prevailing rates of the authorized transportation from the permanent official station to the destination or place of work or assignments in the field and back, plus other expenses, such as transportation and portage from office or residence to points of embarkation and from points of debarkation to office or temporary residence in the place of assignment in the field and return. It shall not include local transportation and other expenses after arrival in the office or temporary residence in the place of assignments in the field which are contemplated to be covered by the travel allowance as defined (Joint COA-DBM Cir. 86-1, supra).

In case where government vehicles are used in the travel, the officials and employees concerned are not entitled to the actual transportation fare (Joint COA-DBM Cir. 86-1, supra).

**Under no circumstances should fuel be issued for privately owned motor vehicles. No reimbursement for the cost of gasoline or diesel fuel and oil shall be allowed where a private vehicle is used; however, the officials and employees concerned shall be entitled to the reimbursement of the equivalent cost of the customary mode of transportation.**

Agencies or instrumentalities of the government including government-owned or controlled corporations are mandated by the rules and regulations implementing PD 894, as amended by PD 1446, to avail of the services of the Philippine Flag Air Carrier for passenger/cargo air transportation services. Said implementing rules and regulations authorizes the Commission on Audit to disallow payment of passenger fare or air cargo freight on any foreign flag carrier from funds of the Republic of the Philippines in the absence of a waiver duly issued by the Civil Aeronautics Board, or by its duly authorized Philippine consular office abroad (COA Cir. 79-102, June 11, 1979).

All officials and employees of the government, both national and local, and of government-owned or-controlled corporations, their subsidiaries and acquired assets, who are authorized to travel by air especially abroad, on official time, including foreign consultants and foreign official guests whose air fare are paid by the government or by its instrumentalities, should travel by PAL or through its connecting airlines. In the event that the ultimate destination is not served by PAL, the itinerary shall provide for travel via PAL to a point nearest the destination on condition that this will not result in higher transportation cost or delay in the official itinerary (COA Cir. 82-179, Mar.31, 1982 and 82-179A, Apr. 20, 1982).

Purchases of tickets in connection with official travels may either be by cash, check or credit account to be indicated on the Transportation Order. For agencies with credit account with the Carrier, the Transportation Order shall be supported by a certification as to availability of funds by the Chief Accountant of the agency-payer. The Carrier ticket number with the corresponding Transportation order number shall serve as the basis for payment.

As much as possible, government agencies shall purchase transportation tickets by check or on credit to prevent fraudulent travel. Cash purchase shall be granted only in emergency cases (COA Cir. 82-179B, June 4, 1982).

In view of the above, all staffs are instructed to exercise discretion in their request for travel orders prioritizing substantive activities. A substantive activity is one where no one in the Region can perform the activity or it has been included in the Annual Work Program or the Monthly Schedule of Activities of the Council.

For the staff on official travel the following office guidelines are hereby set:

An employee on official business/travel shall take the regular public conveyance like air-con buses or FX vehicles only. For 2 or more staff on travel, a request for vehicle shall be prepared one day before for proper scheduling and approval of the undersigned. In the event that a vehicle is not available a request for a use of taxi shall be made with justification. When using taxi, reimbursements for fares shall be actual, realistic and reasonable.

### **III. NCDA MONITORING and NETWORKING**

#### **A. NCDA CLIENTELE**

The NCDA clientele are the government (national and local), non-government organizations (NGOs), and People's Organizations of/for PWDs.

The PWDs are those who belong to any of the physical, mental and sensorial categories of disability who wish to have some assistance relevant to education, employment, training, medical, legal and/or other forms of assistance to promote mainstreaming and equalization of opportunities.

The NGO clientele are those who wish to request for technical support/assistance from the NCWDP related to all disability matters except secretariat services.



## **B. RCDAs**

### Organizational Structure

The 16 Regional Committees on Disability Affairs (RCDAs) will be composed of the representatives from the following GOs, NGOs and PWDs who shall elect their respective Chairman/Co-Chairman and other officers as may be deemed necessary, and a Secretariat who shall be appointed by the Committee to provide technical and other support services needed

The NCDA's four (4) Regional Programs Coordinators (RPCs) are the ones who will be assigned to link up efforts through the 16 RCDAs and other local partners and implementers.

Department of Social Welfare and Development

Department of Public Works and Highway

Department of Transportation and Communications

Department of Education

Department of Justice

Department of Labor & Employment

Department of Health

Department of Trade & Industry

Philippine Information Agency

Department of Interior and Local Government - Local Government Units (LGUs)

Technical Education and Skills Development Authority

Active NGO (working for PWDs) with network in the region, if possible

Organization of PWDs

### **Functions of the RCDAs**

To initiate in the preparation of a comprehensive regional plan in line with the Philippine Plan of Action

To establish and install procedures based on the General Monitoring Scheme at the regional/local level for monitoring and evaluating the effectiveness of the implementation of the Philippine Plan of Action

To monitor the implementation of such plan.

To organize Working Committees at the provincial, city, municipal levels as its counterpart.

To draw up networking of agencies and organizations which have programmers for people with disabilities through linkages and networking with local and international organizations

To coordinate with media to promote awareness of disability concerns as well as programs and services available; and

To submit a summarized annual report to the NCDA on the activities of the concerned agencies/organizations/people's organizations based on the monitoring of the PPA implementation in the region.

## **C. LOCAL COMMITTEES**

### Purpose

Created to serve as the Council's arm in the region/province/cities/municipals.

Ensure the effective implementation and monitoring of the Philippine Plan Action (PPA) in the regions.

### Functions of Local Committees:

To network with agencies and organizations which have programs for people with disabilities;

To coordinate with media to promote awareness of disability concerns as well as programs and services available;

To submit a summarized annual report to the NCWDP;

To initiate the preparation of a comprehensive regional plan in line with the PPA;

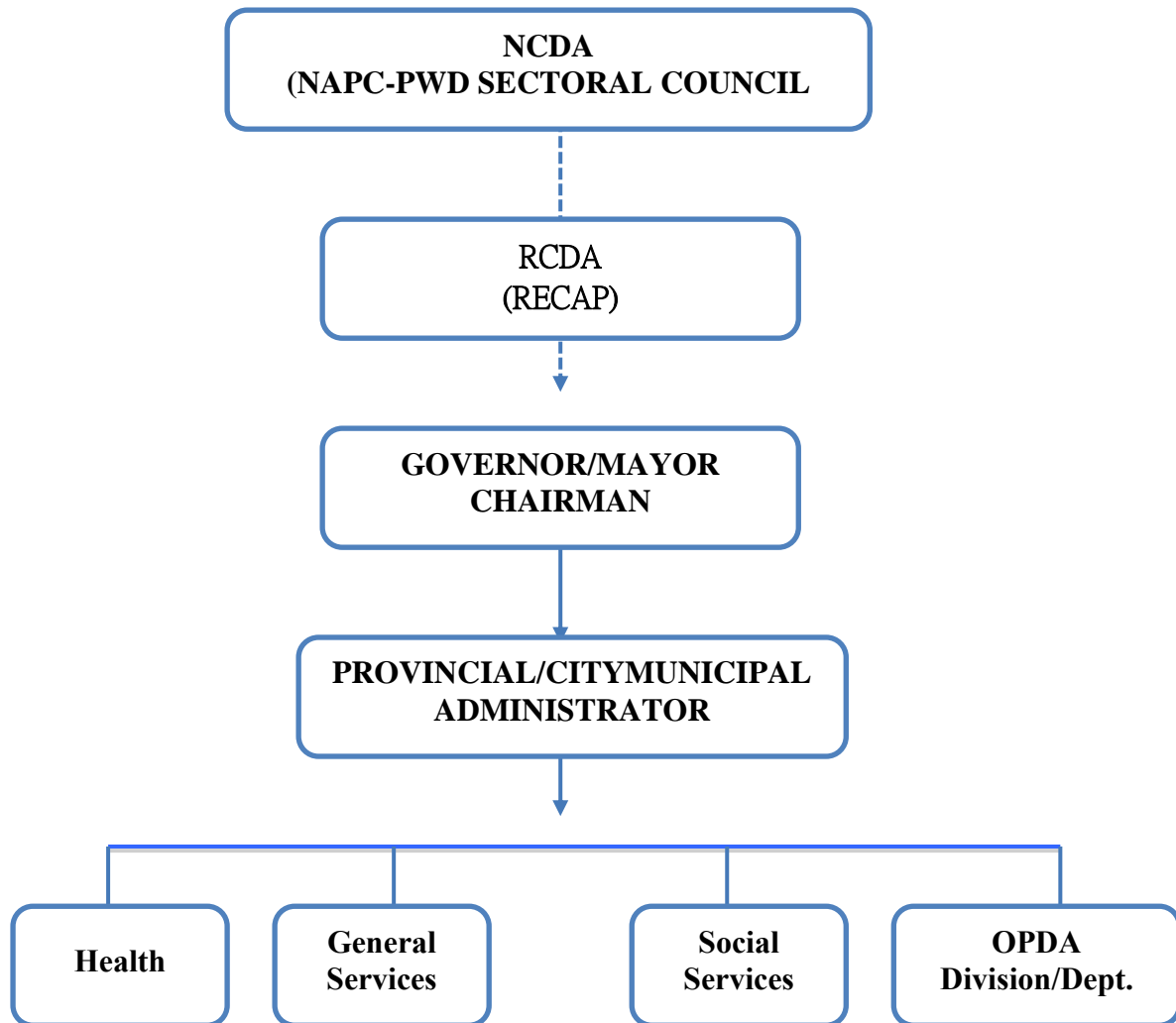
To establish and install procedures on the monitoring of the PPA based on the General Monitoring Scheme;

To monitor the implementation of such plan;

To organize Working Committees at the provincial, city and municipal levels.

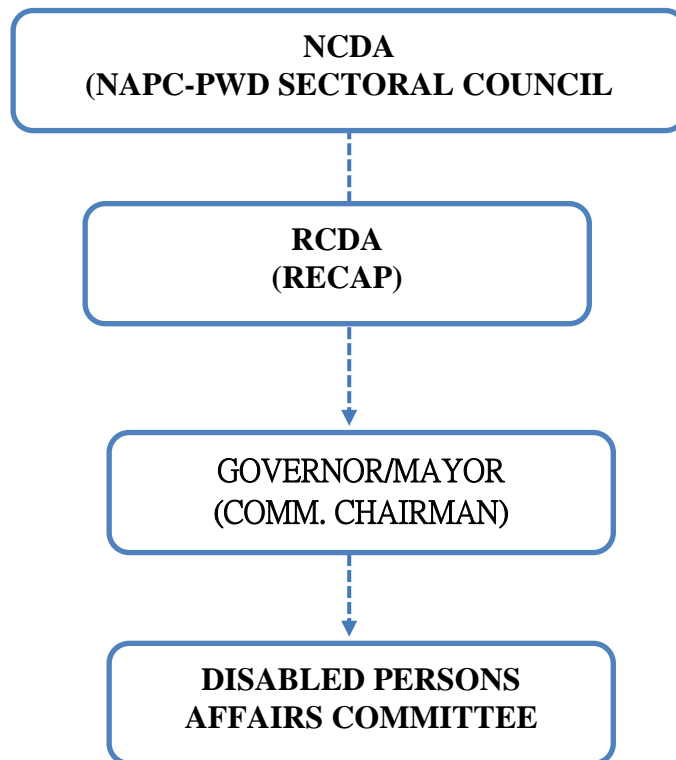
**IV. ANNEXES**

**STRUCTURAL FLOWCHART FOR POLICY AND COMMUNICATION**  
(For 1st and 2nd class provinces, cities and municipalities)



**STRUCTURAL FLOWCHART FOR POLICY AND COMMUNICATION**

(For 3rd and 4th class provinces, cities and municipalities)



## STRUCTURAL FLOWCHART FOR POLICY AND COMMUNICATION

(For 5th and 6th class provinces, cities and municipalities)

