

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.

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 accomplishments¹

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**

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

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 O)

a) **SPMS Champion - Executive Director III**

- 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.

a. **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)

b. **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.

c. 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

d. 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 calendar² (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 (3rd) month of the rating period. A development plan shall be discussed with the concerned subordinate and issues a written notice that failure to improve their performance shall warrant their separation from the service approved and signed by the NCDA Executive Director.

e. Individual Employees

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

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

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.

Category	Definition
QUANTITY	<ul style="list-style-type: none"> ➤ 1ST LEVEL - Completion on assigned tasked on a given deadline with minimal supervision on an output basis. ➤ 2ND LEVEL/DIVISION CHIEF - Measures whether targets are accomplished with a minimum amount or quantity of waste, expense, or unnecessary effort.
QUALITY	<ul style="list-style-type: none"> ➤ 1ST LEVEL - The extent to which actual performance compares with targeted performance. ➤ 2ND LEVEL - The degree to which objectives are achieved and the extent to which targeted problems are solved. ➤ DIVISION CHIEF - In management effectiveness relates to getting the right things done.
TIMELINESS	<ul style="list-style-type: none"> ➤ 1ST LEVEL – Measures whether the assigned task is completed based on the set deadline approved by the immediate supervisor. ➤ 2ND LEVEL - Measures whether the deliverable was done on time based on the requirements of the law, policy, approved project completion deadlines, approved by Management and such other works requiring urgency of action. ➤ DIVISION CHIEF – Measures wheather all the projects is completed based on the set deadline of the Work and Financial Plan of the division.

The NCDA Executive Director shall cause the determination of the "agency target setting period",^{3a} 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

³Before the start of the performance period.

final outputs⁴that contribute to the attainment of organizational mission/vision which form part of the core functions⁵of 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 rates.

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

Stage 2: Performance Monitoring and Coaching

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.

⁴MFOs 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*).

⁵Core functions are those performed by the Office, inherent in its mandates.

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 calendar⁶ (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.

- **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 assessment⁷ and critical incidents⁸ which shall be used for human resource development purposes such as promotion and other interventions.

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

⁷Competencies 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.

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

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 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 no 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, 5 being the highest and 1 the lowest, as shown below.

NCDA-SPMS RATING SCALE FOR OPCR/DPCR/IPCR EVALUATION

I. Quantity

Numerical Rating	Fixed Targets/As Need Arises (ANA) Quantity	Non-Fixed Targets or Quota-Based Quantity
5	100% accomplished	130% accomplished and above
4	76% - 99% accomplished	115 – 129% accomplished
3	51 – 75% accomplished	100 – 114% accomplished
2	26 – 50% accomplished	51 – 99% accomplished
1	25% and below accomplished	50% and below accomplished

II. Quality

Numerical Rating	Percentage	Adjectival Rating	Indicators
5	(130% and Above)	Outstanding	Key results/performance is exceptional and extends beyond the assignment Output is considered a model for excellence.
4	(115 – 129%)	Very Satisfactory	Performance exceeds the standards/expectations and extends beyond the assignments.
3	(100 – 114%)	Satisfactory	Performance fully met the required standards/expectations in all areas.
2	(51 – 99%)	Unsatisfactory	Performance does not consistently meet expectations/targets. Output needs improvement. Only a few critical supervision by direct supervisor in the next rating period.
1	(50% - below)	Poor	Performance was consistently below expectations and/or unjustifiable Progress toward critical goals were not made. Significant improvement is needed in one or more important areas.

III. TIMELINESS

Numerical Rating	Performance Percentage	Indicators
5	(130% and Above)	Task completed within the first 30% or more of the time before the deadline or scheduled time of completion; Task completed ahead of the planned time by 30% for non-routine duty.
4	(115 – 129%)	Task completed in 15% to 29% of the time before the deadline or scheduled time of completion; Task completed ahead of the planned time by 15% to 29% for non-routine duty
3	(100 – 114%)	Task completed on the deadline or up to 14% of the time completion; Task completed on deadline planned time or earlier but not more than 14% of the planned time for non-routine duty.
2	(51 – 99%)	Task completed in 51% to 99% of the time after the deadline or scheduled time completion. Task completed after the deadline or planned time by 51% to 99%
1	(50% - below)	Task not accomplished at all or completed 50% or more of the time after the deadline or scheduled date of completion. Task not completed after the deadline or planned time by 50% or more for non-routine duty.

General Time Rating Scale with Voluminous Outputs

RATING	INDICATORS	
	For Days of Accomplishment	For Hours within the Day of Accomplishment
5	1 and more days advance	1 and more hours advance
4	On the deadline	On time
3	1-30 days late	1 hour to 1 and 30 minutes late
2	31 - 60 days late	2 -3 hours late
1	61 and more days late	4 hours and 30 minutes and more hours late

NCDA-SPMS RANGES OF OVERALL POINTS SCORES FOR OPCR/DPCR/IPCR

ADJECTIVAL RATING	NUMERICAL RATING
Outstanding	5.00
Very Satisfactory	4.00 - 4.99
Satisfactory	3.00 - 3.99
Unsatisfactory	2.00 - 2.99
Poor	1.00 - 1.99

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 N**) 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 Civil Service Commission within 15 days from receipt of the order or notice of separation.

- III. This NCDA SPMS shall be effective immediately after the approval of the Civil Service Commission. Any enhancement and/or amendment of the CSC-approved SPMS should be submitted to the CSC-NCR for approval.

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
								Head of Agency <Name of Agency Head>	
MFO/PAP	SUCCESS INDICATORS (TARGETS + MEASURES)	Allotted Budget	Division/ Individuals Accountable	Actual Accomplishments	Rating				Remarks
					Q ¹	Q ²	T ³	A ⁴	
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 – Quantity 2 - Quality 3 - Timeliness 4 – Average									
Category	Definition								
QUANTITY	➤ 1ST LEVEL - Completion on assigned tasked on a given deadline with minimal supervision on an output basis. ➤ 2ND LEVEL/DIVISION CHIEF - Measures whether targets are accomplished with a minimum amount or quantity of waste, expense, or unnecessary effort.								
QUALITY	➤ 1ST LEVEL - The extent to which actual performance compares with targeted performance. ➤ 2ND LEVEL - The degree to which objectives are achieved and the extent to which targeted problems are solved. ➤ DIVISION CHIEF - In management effectiveness relates to getting the right things done.								
TIMELINESS	➤ 1ST LEVEL – Measures whether the assigned task is completed based on the set deadline approved by the immediate supervisor. ➤ 2ND LEVEL - Measures whether the deliverable was done on time based on the requirements of the law, policy, approved project completion deadlines, approved by Management and such other works requiring urgency of action. ➤ DIVISION CHIEF – Measures wheather all the projects is completed based on the set deadline of the Work and Financial Plan of the division.								
ADJECTIVAL RATING					NUMERICAL RATING				
Outstanding					5.00				
Very Satisfactory					4.00-4.99				
Satisfactory					3.00-3.99				
Unsatisfactory					2.00-2.99				
Poor					1.00-1.99				

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 ¹	Q ²	T ³	A ⁴	
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:
_____ Planning Officer	Date: _____	_____ Head of Agency
	_____ PMT	Date: _____

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

Category	Definition
QUANTITY	<ul style="list-style-type: none"> ➤ 1ST LEVEL - Completion on assigned tasked on a given deadline with minimal supervision on an output basis. ➤ 2ND LEVEL/DIVISION CHIEF - Measures whether targets are accomplished with a minimum amount or quantity of waste, expense, or unnecessary effort.
QUALITY	<ul style="list-style-type: none"> ➤ 1ST LEVEL - The extent to which actual performance compares with targeted performance. ➤ 2ND LEVEL - The degree to which objectives are achieved and the extent to which targeted problems are solved. ➤ DIVISION CHIEF - In management effectiveness relates to getting the right things done.
TIMELINESS	<ul style="list-style-type: none"> ➤ 1ST LEVEL - Measures whether the assigned task is completed based on the set deadline approved by the immediate supervisor. ➤ 2ND LEVEL - Measures whether the deliverable was done on time based on the requirements of the law, policy, approved project completion deadlines, approved by Management and such other works requiring urgency of action. ➤ DIVISION CHIEF - Measures whether all the projects is completed based on the set deadline of the Work and Financial Plan of the division.

ADJECTIVAL RATING	NUMERICAL RATING
Outstanding	5.00
Very Satisfactory	4.00-4.99
Satisfactory	3.00-3.99
Unsatisfactory	2.00-2.99
Poor	1.00-1.99

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 ¹	Q ²	T ³	A ⁴	
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 – Quantity 2 - Quality 3 - Timeliness 4 - Average							
Category	Definition						
QUANTITY	<ul style="list-style-type: none"> ➤ 1ST LEVEL - Completion on assigned tasked on a given deadline with minimal supervision on an output basis. ➤ 2ND LEVEL/DIVISION CHIEF - Measures whether targets are accomplished with a minimum amount or quantity of waste, expense, or unnecessary effort. 						
QUALITY	<ul style="list-style-type: none"> ➤ 1ST LEVEL - The extent to which actual performance compares with targeted performance. ➤ 2ND LEVEL - The degree to which objectives are achieved and the extent to which targeted problems are solved. ➤ DIVISION CHIEF - In management effectiveness relates to getting the right things done. 						
TIMELINESS	<ul style="list-style-type: none"> ➤ 1ST LEVEL – Measures whether the assigned task is completed based on the set deadline approved by the immediate supervisor. ➤ 2ND LEVEL - Measures whether the deliverable was done on time based on the requirements of the law, policy, approved project completion deadlines, approved by Management and such other works requiring urgency of action. ➤ DIVISION CHIEF – Measures wheather all the projects is completed based on the set deadline of the Work and Financial Plan of the division. 						
ADJECTIVAL RATING		NUMERICAL RATING					
Outstanding		5.00					
Very Satisfactory		4.00-4.99					
Satisfactory		3.00-3.99					
Unsatisfactory		2.00-2.99					
Poor		1.00-1.99					

D. AGENCY PERFORMANCE MEASURES

ORGANIZATIONAL OUTCOME	Coordination of government policies, programs and services in the promotion, protection and fulfillment of the rights of Persons with Disabilities improved
PROGRAM	Persons with Disabilities Rights to Participation and Inclusion Program
PROJECTS	Policy formulation and coordination for the implementation of plans and programs on the realization of the rights of person with disabilities to achieve the sustainable development goals by 2030.
OUTCOME INDICATORS	<ol style="list-style-type: none"> 1. Percentage of resolutions, policies and plans implemented by the member agencies. 2. Percentage of Persons with Disability registered in the Department of Health (DOH) - Philippine Registry of Persons with Disability. 3. Number/percentage and percentage increase over previous year of LGUs with programs on Persons with Disability.
OUTPUT INDICATORS	<ol style="list-style-type: none"> 1. Number of national policies, plans and programs updated, issued and disseminated. 2. Number of consultations, trainings and IEC activities conducted.

E. NCDA-SPMS Calendar

Activity	Submit to	Schedule											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. Performance Planning and Commitment													
OPCR Creation/Finalization												10 th	
NCDA Officials and employees orientation on NCDA-SPMS					1 st				8 th				
PMT review report	NCDA ED		21 st										
NCDA Approval of OPCR			15 th										
DPCR		20 th	20 th										
IPCR	Division Chief	20 th	20 th								20 th		
	HRM Office	20 th	20 th								20 th		
Pilot Testing	CSC-NCR	January to December 2014 - submission April 2015 (Due to the joint implementation of DSWD SPMS for their Attached Agencies)											
2. Performance Monitoring and Coaching													
Monitoring by													
• NCDA Executive Director		Once a year											
• Planning Office		Per semester											
• HRM Office		Per semester											
• Division Chief		Regular basis											
• MANCOM		Regular basis- Every Month											
Forms		After EO Quarter											
3. Performance Review and Feedback													
• DPCR	OED/ Planning Office	15 th							15 th				
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 nd Friday							25 th			
Annual Performance Review	NCDA ED												15 th
Preparation of IPCR	Head of Division	25 th							25 th				
Heads of Division submit IPCR	HRM Office	25 th							15 th				
4. Performance Rewarding and Development Planning													
PMT to submit Top Performer List	NCDA ED			15 th									
PRAISE Committee Performance Assessment	NCDA PRAISE Committee			15 th									

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

F. Summary List of Individual Performance Ratings Template

Agency: _____ Performance Assessment: _____

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

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

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

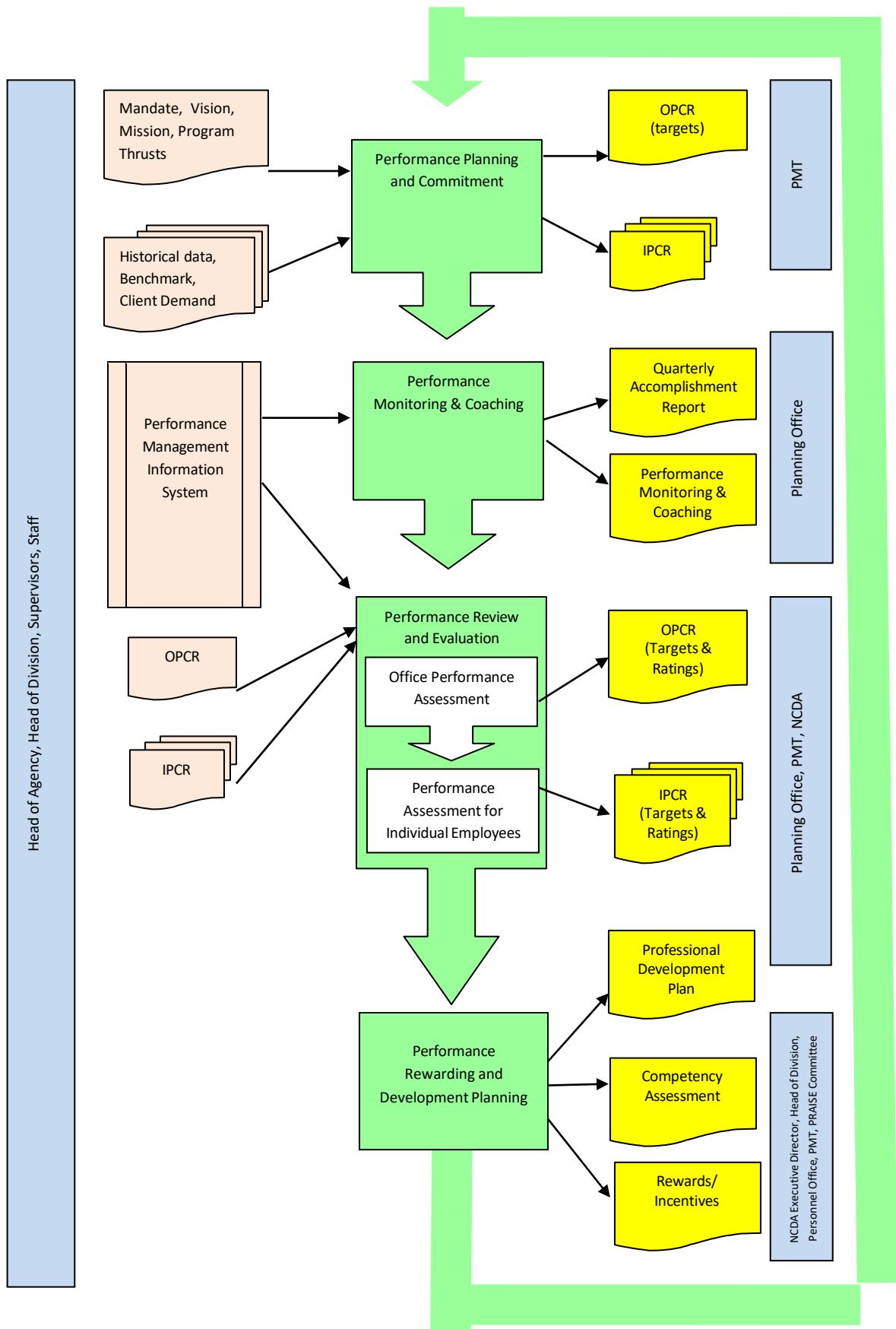
FINANCE AND ADMINISTRATIVE DIVISION (FAD)	Rating	
	Numerical	Adjectival
No. of Employees: Average ratings of staff:		

TECHNICAL COOPERATION DIVISION (TCD)	Rating	
	Numerical	Adjectival
No. of Employees: Average ratings of staff:		

Summary:

DIVISION	Numerical	Adjectival
OED		
PMD		
IECD		
FAD		
TCD		
AVERAGE		

G. NCDA-SPMS Process Flowchart



H. Performance Planning and Commitment

**A
G
E
N
C
Y
-
N
C
D
A**

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.

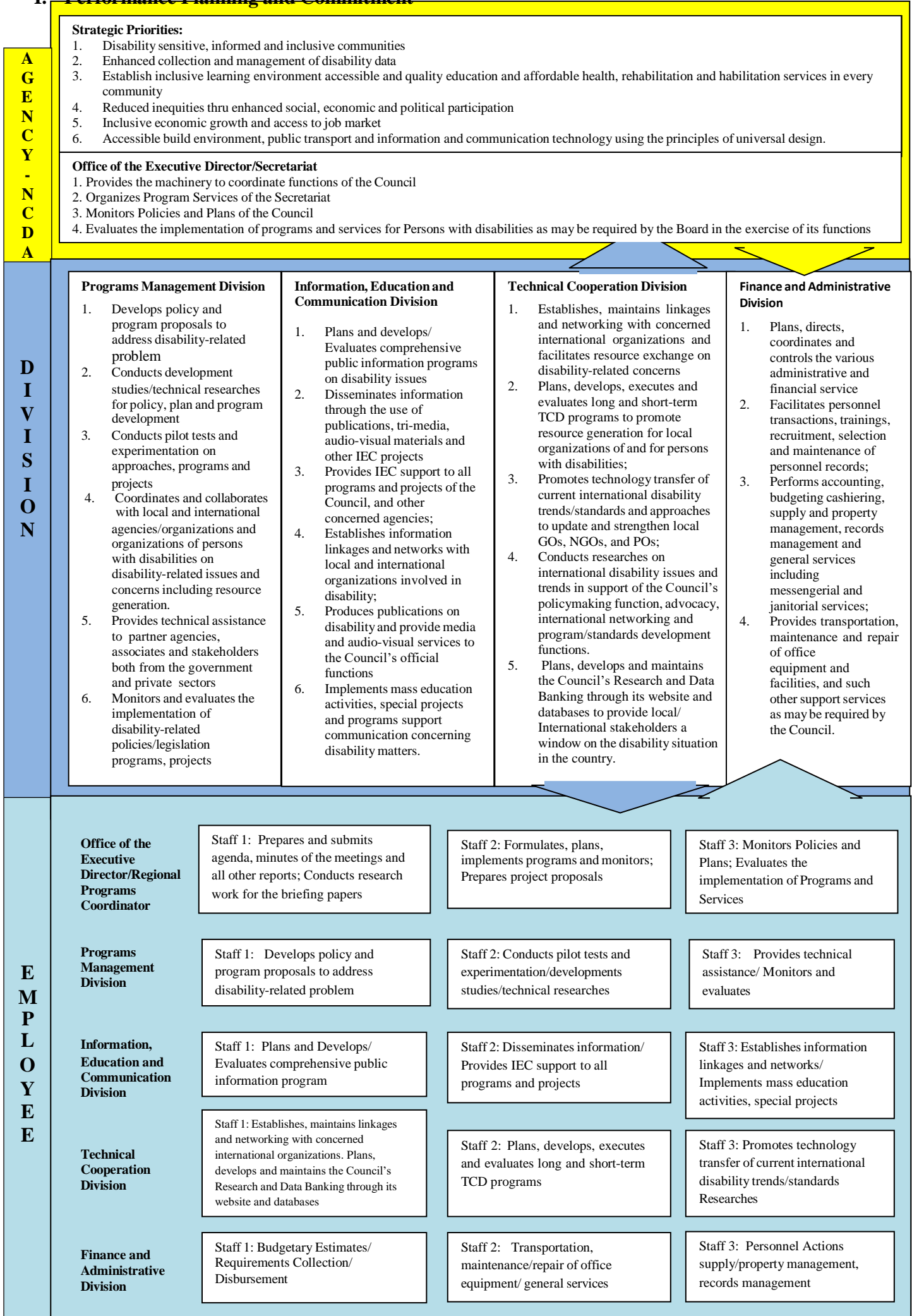
MISSION: To provide direction to and coordinate and monitor the activities of government, non-government and people’s organizations involved in the prevention of the causes of disability, rehabilitation, and equalization of opportunities in partnership with persons with disabilities.

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

NCDA Budgetary Thrust, Priorities and Strategies for FY 2021



I. Performance Planning and Commitment



J. Performance Monitoring and Coaching Journal Template

	1 st	Q u a r t e r
	2 nd	
	3 rd	
	4 th	

Name of Division _____
 Division Chief _____
 Number of Personnel in the Division _____

Activity	Mechanism/s			Remarks	
	Meeting		Memo		Others (Pls. Specify)
	One-on-One	Group			
Monitoring					
Coaching					

Please indicate the date in the appropriate box when the monitoring was conducted.

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

**K. Performance Rewarding and Development
(Tracking Tool for Monitoring Targets Template)**

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	

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

Performance Monitoring Form						
Task ID No.	Subject	Action Officer	Output	Date Assigned	Date Accomplished	Remarks
<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>	

**M. 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	

N. 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, PMT 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 PMT.

Appellant Signature _____ Date: _____

Division Chief Signature: _____ Date: _____

FORM 2 (cont.)

PERFORMANCE MANAGEMENT TEAM (PMT)

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: _____

PMT Chairperson Signature: _____ Date: _____

EXECUTIVE 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.

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



Republic of the Philippines

NATIONAL COUNCIL ON DISABILITY AFFAIRS

Personal Copy

SPECIAL ORDER
NO. 079
Series of 2018

SUBJECT: COMPOSITION AND FUNCTIONS OF THE KEY PLAYERS IN THE IMPLEMENTATION OF THE NCDA STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (SPMS)

In the exigency of the service and in compliance with CSC MC No. 6, s 2012 regarding the Guidelines in the Establishment and Implementation of NCDA Strategic Performance Management System (SPMS), the following are the Key Players and their Responsibilities:

a) **SPMS Champion - Executive Director III**

Responsibilities:

1. Primarily responsible and accountable for the establishment and implementation of the SPMS.
 2. Sets NCDA performance goals/objectives and performance measures.
 3. Determines NCDA target setting period.
 4. Submits the Office Performance Commitment and Rating (OPCR) to the Chairperson of NCDA for approval.
 5. Assesses performance of Divisions.
 6. Assumes primary responsibility for performance management in his/her Office.
 7. Conducts strategic planning session with the supervisors and staff and agree on the outputs that should be accomplished based on the goals/objectives of the organization and submits the Office Performance Commitment and Review Form to the Planning Office.
 8. Reviews and approves individual employee's Performance Commitment and Review form for submission to the HRM Office/Personnel Office before the start of the performance period.
 9. Instruct all Divisions to submit a quarterly accomplishment report to the Planning Office based on the PMS calendar.
 10. Does initial assessment of Division's performance using the approved Office Performance Commitment and Review form.
 11. Determines final assessment of performance level of the individual employees in his/her office based on proof of performance.
 12. Informs employees of the final rating and identifies necessary interventions to employees based on the assessment of developmental needs.
- a. 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.

NCDA Building, Isidora Street, Brgy. Holy Spirit, Quezon City 1127, Philippines
Telephone Numbers: (632) 9324342; (632) 9515013; (632) 9326422; (632) 9516129; (632) 9522809; (632) 9516033; (632) 95159325
website: <http://www.ncda.gov.ph> • e-mail: council@ncda.gov.ph

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

- b. Provides preliminary rating to subordinates showing **Poor** performance not earlier than the third (3rd) month of the rating period. A development plan shall be discussed with the concerned subordinate and issue a written notice that failure to improve their performance shall warrant their separation from the service.

b) **Performance Management Team (PMT)**

The PMT will compose of the following:

- | | |
|--|---------------|
| 1. Deputy Executive Director III | - Chairperson |
| 2. Planning Officer V | - Member |
| 3. Chief, Finance and Administrative Division | - Member |
| 4. Administrative Officer V, Budget Section | - Member |
| 5. Administrative Officer V, Personnel Section | - Member |
| 6. President, NCDAEA Representative | - Member |

The PMT shall have the following functions and responsibilities:

1. Sets consultation meeting of all Heads of the Divisions for the purpose of discussing the targets set in the office performance commitment and rating form.
2. Ensures that Office performance targets and measures, as well as the budget are aligned with those of the NCDA and that work distribution of Offices/units is rationalized.
3. Recommends approval of the office performance commitment and rating to the Head of Agency.
4. Acts as appeals body and final arbiter for performance management issues of NCDA.
5. Identifies potential top performers and provide inputs to the PRAISE Committee for grant of awards and incentives.
6. Adopts its own internal rules, procedures and strategies in carrying out the above responsibilities including schedule of meetings and deliberations, and delegation of authority to representatives in case of absence of its members.

The Planning Office shall serve as the PMT Secretariat.

c) **Planning Office**

1. Monitors submission of Office Performance Commitment and Review Form and schedule the review/evaluation of Office Commitments by the PMT before the start of a performance period.
2. Consolidates, reviews, validates and evaluates the initial performance assessment of the Heads of the Divisions based on reported Office accomplishments against the success indicators, and the allotted budget against the actual expenses. The result of the assessment shall be the basis of PMT's recommendation to the Head of Agency who shall determine the final Office rating.
3. 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 Office as regards budget utilization.
4. Provides each Office with the final Office Assessment to serve as basis of offices in the assessment of individual staff members.

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

d) **Human Resource Management Office**

1. Monitors submission of Individual Performance Commitment and Review 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 Head of Agency.
3. Provides analytical data on retention, skill/competency gaps, and talent development plans that align with strategic plans.
4. Coordinates developmental interventions that will form part of the HR Plan.

e) **Division Chiefs**

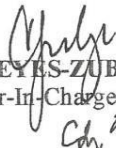
1. Assumes joint responsibility with the Head of Office in ensuring attainment of performance objectives and targets
2. Rationalizes distribution of targets/tasks
3. Monitors closely the status of the performance of their subordinates and provide support and assistance through the conduct of coaching for the attainment of targets set by the Division/Unit and individual employee.
4. Assesses individual employees' performance
5. Recommends developmental intervention

f) **Individual Employees**

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

This order supersedes all other office orders issued and shall take effect immediately unless revoke.

Issued this 25th day of April 2018 in Quezon City.


CARMEN REYES-ZUBIAGA
Officer-In-Charge



Republic of the Philippines
NATIONAL COUNCIL ON DISABILITY AFFAIRS

**NATIONAL COUNCIL ON DISABILITY AFFAIRS
EQUAL EMPLOYMENT OPPORTUNITY PRINCIPLE IMPLEMENTATION
IN THE RECRUITMENT AND SELECTION PROCESS**

I. OBJECTIVE

These guidelines seek to support workforce diversity, demonstrate inclusiveness and ensure that there shall be no discrimination in the selection of NCDA employees on account of disability, age, sex, sexual orientation and gender identity, civil status, religion, ethnicity or political affiliation.

II. SCOPE

These guidelines shall apply to selection, recruitment and appointments in all the vacant positions of the Agency and all other personnel action related thereto.

III. GENERAL POLICY

To ensure equal employment opportunity to all persons seeking employment in government positions the Agency shall:

1. The National Council on Disability Affairs in its implementation of the Merit Selection Plan including recruitment and selection shall uphold the principle of non-discriminations in all its personnel action and shall observe uniform application of the rules and procedures relative to the selection process.
2. All hiring and promotions shall be based on merit, fitness and job-related screening criteria without discrimination as to disability, age, sex, sexual orientation, and gender identity, civil status, religion, ethnicity or political affiliation;
3. Conduct internal assessments and review of all the existing office orders and issuances to repeal policies and issuances that are inconsistent with these guidelines.
4. Implement disability support services in the screening, selection and promotion, processes of the Council to ensure that person with disabilities have equal access to examinations and interviews including all other reasonable accommodation to equalize their opportunities for employment.

IV. REPEALING CLAUSE

All previous issuance inconsistent with these guidelines shall be deemed repealed accordingly.

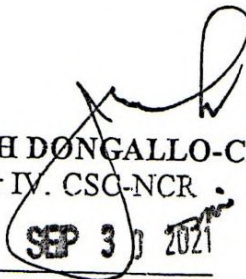
V. EFFECTIVITY

This NCDA SPMS shall take effect immediately upon approval of CSC-NCR.

Issued this SEP 30 2021 day of _____ 2021 at Quezon City.


EMERITO L. ROJAS
Executive Director

APPROVED BY:


JUDITH DONGALLO-CHICANO
Director IV, CSC-NCR
Date: SEP 30 2021