



CLAVERIA WATER DISTRICT

Operations Manual

Administrative Services

Revised 2020

INTRODUCTION

As water is one of the most essential requirements for life, and access to safe water is a fundamental human need and a basic human right, the Claveria Water District is committed to deliver to the Claverianos, mostly its serviceable area, safe potable water.



It is important that a water utility observed the fundamentals of

operation in assessing the efficiency of how water is delivered to the concessionaires. Thus, the water distribution of the Claveria Water District is required to develop and maintain comprehensive operations manual for its facility.

This Operations Manual will assist employees in performing their job and in carrying out their duties and responsibilities reliably and efficiently, and provide its readers with a basic knowledge about the District.

Scope of Manual

This Operations Manual of the Claveria Water District has been prepared to ensure that the operation of the District is conducted in a transparent, responsible and accountable manner and with effectiveness to meet the ever-changing challenges and developments affecting its entire operation, and also, to cope with the demands of obtaining and maintaining the trust of its concessionaires.

Content

The Manual covers the (1) General Information about the Claveria Water District; its mission, vision, objectives, strategic goals, areas of operation and service area, and services offered, (2) Organization and its Responsibilities; Organizational Structure, Duties and responsibilities of the Board of Directors, Office the General Manager, Administrative, Finance and technical Sections, and (3) Operating Procedures; in a step-by-step procedure and work instruction of the Claveria Water District.

Intended Users

The board of directors, management, employees, concessionaires, and other regulatory government agencies shall be the user of this manual.

System of Amendment


It shall be reviewed and amended by the management whenever appropriate to ensure that it remains current. Any changes in the systems or policies shall be thoroughly deliberated and eventually incorporated in the amended manual. The new edition of the Operations Manual shall be presented to the Board of Directors for approval, adoption and implementation.

DEFINITION OF TERMS and ACRONYMS

- **Local Water District (LWD)** is a local corporate entity that operates and maintains a water supply system in one or more provincial cities or municipalities. It is established on a local option basis and, like LWUA, is classified as a government-owned and controlled corporation or GOCC
- **Local Water Utilities Administration (LWUA)** is a government-owned and controlled corporation (GOCC) with a specialized lending function mandated by law to promote and oversee the development of water supply in provincial cities and municipalities outside of Metropolitan Manila.
- **Government Owned and Controlled Corporation (GOCC)** are corporations created or established by a special charter or law in the interest of the common good and subject to the test of economic viability.
- **Civil Service Commission (CSC)** is an impartial, independent appellate board that hears and decides appeals filed by certain state and municipal civil service employees and candidates seeking public employment.
- **Department of Budget and Management (DBM)** is an executive body under the Office of the President of the Philippines. It is responsible for the sound and efficient use of government resources for national development and also as an instrument for the meeting of national socio-economic and political development goals.
- **Commission on Audit (COA)** is an independent constitutional commission established by the Constitution of the Philippines. It has the primary function to examine, audit and settle all accounts and expenditures of the funds and properties of the Philippine government.
- **Board of Directors (BOD)** of a water district is comprised of five (5) members from different sectors (Professional, Education, Civic, Women and Business) and functioning as Policy Making Body.
- **Collector's Official Receipt (COR)** is a written acknowledgement that shows money has been received as partial or full payment of bill for water consumptions.
- **Landbank of the Philippines (LBP)** is the depository bank of the District
- **Frontline Services** the CWD Activities and functions to provide services directly to its concessionaires
- **National Water Resources Board (NWRB)** is the leading government agency for the water sector in the Philippines, regarding water resources and potable water; it is conferred with policy-making, regulatory and quasi-judicial functions within the Philippine government
- **Philippine National Standards for Drinking Water (PNSDW)**

GENERAL INFORMATION

a. Claveria Water District Profile



Claveria Water District was created on April 21, 1982, thru a public hearing under the Administration of the late Mayor Placido Leaño. The Water District started its operations on September 1, 1982 with 100 initial concessionaires, where its operation is governed by PD 198, otherwise known as the "Provincial Water Utilities Act of 1973" as amended under the Presidential Decree No. 768 and 1479. The decree authorized the formation of Local Water Districts and provided for their government and administration to facilitate improvement of local water utilities and granted said administration such powers which are necessary to optimize public service from utility operations and for other purposes.

Since 1992, by virtue of the Supreme Court en banc decision, G.R. No. 95237 (Davao City Water District, et al. vs. CSC et al.), Water Districts were declared Government Owned and/or Controlled Corporations (GOCCs) with original charter and as such under the jurisdiction of the public respondents Civil Service Commission and Commission on Audit.

It is worth mentioning that the District has been a recipient of Most Outstanding Water District under small category for three (3) consecutive years, starting 2002 to 2004, and again for the years 2006 and 2007. In 2010, the District has been a nominee for outstanding water district under average water district category. This year 2018, the District is again a recipient of Most Outstanding Water District Award (Luzon- Category D) and Most Outstanding Water District Award (National Level- Category D).

b. Vision

“Envisioned to provide an abundant supply of potable water in every household of the town Claveria”

c. Mission

“To bring abundant supply to as many Claverianos as possible and to ensure adequacy and safety of the water provided”

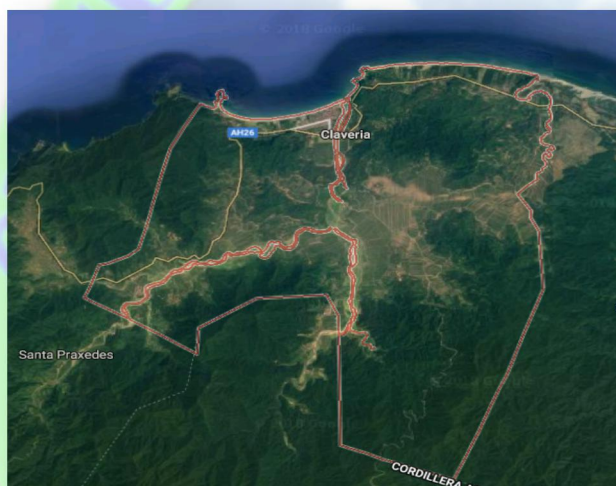
d. Objective

“The District’s primary objective is to supply potable water, which will meet the domestic demand through the creation, operation, maintenance and expansion of reliable and economically viable and sound water supply within the Municipality of Claveria”

e. Strategic Goals

- Adequate and potable water supply to all customers at affordable rates.
- Efficient and effective organization with empowered, committed, and trustworthy employees
- Financial Viability on Sustainability of the District’s Operations
- Completion of Customers Satisfaction

f. Areas of Operation



The scope of the Claveria Water District in terms of its operation is based on the Local Water District Law. As stated on the Provincial Water Utilities Act of 1973, a local water district shall be formed with a purpose of (a) acquiring, installing, improving, maintaining and operating water supply and distribution systems for domestic, industrial, municipal and agricultural uses for residents and lands within

the boundaries of such districts, (b) providing, maintaining and operating waste-water collection, treatment and disposal facilities, but as of this moment the district does not have yet waste water treatment, and (c) conducting such other functions and operations incidental to water resource development, utilization and disposal within such districts, as are necessary or incidental to said purpose.

g. Franchise Area

Province: Cagayan

Region: Region 2, Northern Luzon

Date Founded: June 5, 1965

Founder: Gov. Gen. Narciso Claveria

Income Classification: 3rd Class Municipality

Strategic Location:

The Municipality of Claveria is situated at approximately 121°05' north and 18°35' east. It lies in the north western part of the Province of Cagayan with an approximate distance of 216 km. from Tuguegarao City, 165 kilometers from Laoag City and 613 kilometers away from Manila via Ilocos Region.

It is bounded on the east Pata River and Sanchez Mira; on the south by the Municipality of Calanasan, Province of Apayao (formerly part of Kalinga Apayao); and on the west by the Municipality of Sta. Praxedes. It has a total land area of 19,480 hectares with 41 barangays (8 urban & 33 rural). It belongs to third class municipality with 29,992 populations (PSA, 2015).

It is a very accessible place to everybody as attributed to its all the ways concrete surfaced national road and the very good roads connecting 41 barangays. Claveria is a potential eco-tourism destination for both local and international tourists.

Total Land Area 19,400 Hectares

Number of Barangays: 41 (8-Urban; 33-Rural)

Climate: Relatively dry from March to August and wet for the rest of the year

h. Service Area

The Claveria (Cag) Water District has one (1) existing system that serves 12 barangays;

Barangays		
Centro 01	Centro 05	Taggat Sur
Centro 02	Centro 06	Taggat Norte
Centro 03	Centro 07	Sta. Maria
Centro 04	Centro 08	Dibalio

i. Services Offered

Availability of service is from Monday to Friday at 8:00 am to 5:00 pm, No Noon Break.

Frontline Services

1. Water Bills Collection

- Collecting of the regular charge that is made to concessionaires for the use of their local water supply.

2. Billing Inquiries

- An act of the concessionaire to complain, ask or clarify their billing statements.

3. New Connection of Water

- Installation of New Service Connection. Application, Registration, Inspection Fee & Materials is at P3, 000.00 and a Guarantee Deposit of two months minimum consumption of P 340.00. Additional fee will be based on the cost of materials and fittings added on the actual installation of service connection.

4. *Reconnection*
 - Re-activation of the service connection is only done upon payment of the P350.00 fee and the bill due, if there is.
5. *Disconnection*
 - Disconnection is done when the concessionaire request for voluntary disconnection of the service connection; or non-payment of water bills for consecutive two (2) months.
6. *Leak Repair*
 - Repair of leaking pipes is up to the water meter only that the District takes no responsibilities to leakages within the system of the concessionaires.
7. *Relocation of Service Connection*
 - Concessionaires request for transfer of its water meter to other location. Fees collected in this service will be based on the cost of materials used.

Other Services

1. *Replacement of Defective Water Meters*
 - Fee is required (Cost of Water Meter) if the broken water meter is by the fault of the concessionaire and not required when the meter is stocked up or no movement upon observation.
2. *High Water Consumption Investigation*
 - Checking of the concessionaires system if there is a possible leak that causes the high water consumption.
3. *Change of Account Name*
 - Done through the request of the payor if the registered name does not already uses the water provided or because of its incapacity to take the responsibility.
4. *Senior Citizen Discount Privilege*
 - Applies to Senior Citizen Registered Concessionaires. 5% Discount to water bills limited to 15 cubic meters only.
5. *Request for Water Quality Analysis*
 - Mostly commercial concessionaires request the service. The District will get water sample at the faucet of the requesting concessionaire for submission at Metro Tuguegarao Water District or Ilocos Norte Water District for bacti-test. A copy of the test result will be given to the concessionaire.

ORGANIZATION AND RESPONSIBILITIES

a. Organizational Structure

The proposed Organizational Structure/Staffing Pattern (OSSP) of the Claveria Water District in relation to the New Categorization as a Category “D” Water District pursuant to the Local Water District Manual on Categorization, Re-categorization and Other Related Matters (LWD-Macro), was approved by the Department of Budget and Management and takes effect on March 15, 2014.

**APPROVED ORGANIZATIONAL STRUCTURE AND STAFFING PATTERN
CLAVERIA WATER DISTRICT
CATEGORY D**

No. of Position	ORGANIZATIONAL UNIT POSITION TITLE	AUTHORIZED SALARY GRADE
	I. OFFICE OF THE BOARD OF DIRECTORS	
	II. OFFICE OF THE GENERAL MANAGER	
1	General Manager D	24
1	Administrative/General Services Officer A	16
1	Engineer A	14
1	Utilities/Customer Service Assistant A	12
1	Welder A	8
1	Driver-Mechanic B	7
1	Accounting Processor B	6
1	Utilities/Customer Service Assistant D	6
1	Water Resources Facilities Operator B	6
1	Water Resources Facilities Tender A	5
1	Administrative Services Aide	4
1	Utility Worker B	1
12		

Approved by:


ISABEL C. TAGUINOD
 Director IV

b. Duties and Responsibilities of the Board, Management and Employees

Board of Directors

It composes of five (5) local citizens appointed by the Local Chief Executive from nominations of specific sectors of the community. They are responsible for providing effective leadership that enables water utility staff to develop and implement necessary managerial programs, policies, procedures and plans. They attend to their regular meetings and actively participate in discussions and decision-making such as setting of policies.

Office of the General Manager

General Manager is appointed by the Board of Directors who has full supervision and control of the maintenance, operation and construction of water supply and wastewater disposal and administrative facilities of the district, with full power and authority to exercise management prerogatives as set forth in the district's personnel rules and regulations. And, the General Manager also maintains a positive attitude that promotes team work within the district and a favorable image of the district.

Administrative and Human Resource Actions

Administrative Services

Plan, direct, or coordinate one or more administrative services of the District, such as records and information management, mail distribution, facilities planning and maintenance, custodial operations, and other office support services pertinent to provisions required by the Commission on Audit. It also implements procedures on the procurement of adequate supply of materials, equipment and services in accordance to RA 9184 known as the Government Procurement Reform Act.

Human Resource Services

Formulates and implements human resource programs, policies and procedures pursuant to Civil Service Commission Policies, Rules and Regulations.

General Services

Formulates and recommends for approval, and implements policies related to security measures of building, grounds and employees.

Delineation of Board and Management Functions

All powers, privileges and duties of the District is exercised and performed by and through the Board. However, the executive, administrative and ministerial power is delegated to the General Manager. Their specific and proper functions are the following:

1. To enact policies and rules for the water district;
2. To set the overall goals and objectives of the organization;
3. To approve budgets, plans, major contracts, and undertakings; and
4. To evaluate the performance of the water district and its management

The Board should limit itself to fulfilling these functions, using Board meetings as their venue. These Board meetings are recommended not to exceed two in one month. Holding meetings too frequently would force management to spend an excessive amount of time on preparing for and attending them, thereby undermining management performance.

The transparency, improvement and systemization in governance are overseen by the Board of Directors. The BOD is the guardian of fairness, transparency and accountability in all major financial and business dealings of the WD in order to serve its mandates.

Management Functions

The General Manager, on the other hand is responsible for the following functions:

1. Implementing the policies and rules set by the Board;
2. Fulfilling the goals and objectives of the water district;
3. Preparing effective plans and recommendations for Board approval; and
4. Making accurate and timely reports to keep the Board updated on the water district's performance in relation to fulfilling its goals and objectives.

Most of these functions she fulfills indirectly but through the management team and the operating staff. As such, leadership, decision-making, communication, staff development, and problem solving are the focus of her day-to-day activities. Being in-charge of the day-to-day operations of the district, it is manager's responsibility to ensure the success and sustainability of the public utility. While the Board may not interfere in the way the manager runs day-to-day operations, the manager must answer the Board for results.

Performance Parameters

A Water District should have at least an annual report of certain Key Performance Indicators (KPIs) to enable the management/ board to determine the water district's performance efficiency and to track the progress of the utility.

The Department of Budget and Management (DBM) and Local Water Utilities Administration (LWUA) in a series of memorandum circulars established a standard Major Final Outputs (MFOs) and Performance Indicators (PIs) under operations that the local water districts are mandated to adopt. These KPIs are also required in the annual report that the water district must submit to the different regulatory reporting requirements.



These are the following:

Water Facility Service Management	
PI 1 (Quantity) <i>Access to Potable Water</i>	Percentage of households with access to potable water against the total number of households within the coverage of the LWD.
PI 2 (Quality) <i>Reliability of Service</i>	Percentage of household connections receiving 24/7 supply of water.
PI 3 (Timeliness) <i>Adequacy</i>	Source capacity of LWD to meet demands for 24/7 supply of water.

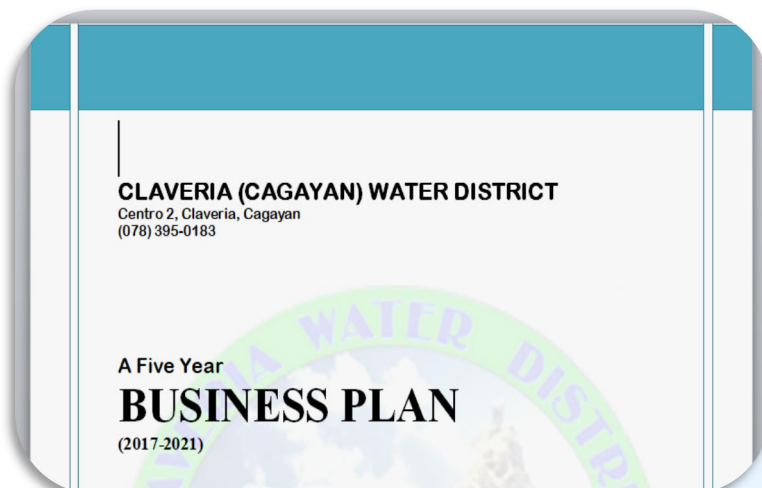
Water Distribution Service Management	
PI 1 (Quantity) <i>NRW: NRW should not exceed 20%</i>	Percentage of unbilled water to water production.
PI 2 (Quality) <i>Potability</i>	Daily chlorine residual requirement should be at least 0.3ppm at the farthest point.
PI 3 (Timeliness) <i>Adequacy and Reliability of Service</i>	Average response time to restore service when there are interruptions due to line breaks and/or production equipment or facility breakdown as reflected in the CSC-approved Citizens Charter of LWD.

Support to Operations (STO)	
PI 1 <i>Staff Productivity Index</i>	Category D = 1 staff for every one hundred (100) service connections
PI 2 <i>Affordability</i>	Reasonableness/ Affordability of water rates. Water rate for the 1 st 10 cu. m. must not exceed 5% of the average income of LIG. Water rates should be LWUA approved.
PI 3 <i>Customer Satisfaction</i>	Ease of doing business (<i>Certificate from HR Manager and GM on compliance to CSC Memo # 14-2016</i>) Percentage of customer complaints acted upon against received complaints. Complaints received through hotline #8888 acted upon within 72 hours. Complaints received through the WD customer service unit within the period prescribed by ARTA and other issuances.

General Administration and Support Services (GASS)	
PI 1 <i>Financial Viability and Sustainability</i>	Collection Efficiency $\geq 90\%$ Positive Net Balance in the Average Net Income for Twelve (12) months Current Ratio = $\leq 1.5: 1$ (<i>Average Positive Net Income – EO 181-2015; LWUA MC007-15; DBM-BC #007-2016</i>)
PI 2 a. <i>Compliance with COA reporting requirements</i> b. <i>Compliance with LWUA reporting requirements</i>	In accordance with the prescribed content and period of submission (Submission of Five Financial Reports i.e. Balance Sheet, Statement of Income and Expenses, Statement of Cash Flows, Statement of Government Equity, Notes to Financial Statement, Report on ageing of Cash Advance)
PI 3 <i>Compliance to COA Audit Observation Memorandum (AOM)</i>	Resolved at least 30% of COA findings stated in the COA AOM issued to the agency for prior years as of end of a year. (<i>Management Report signed by GM on resolved COA findings</i>)
PI 4 <i>Budget Utilization Rate (BUR)</i>	Actual Disbursement on Capital Expenditure (CAPEX). Approved CAPEX budget for the current year should be at least 85% to 90%.

Business Planning

A CWD Business Plan and Budget is prepared to achieve CWD Objective which is to



establish a water system that is not viable but progressive and responsive to the needs of its present concessionaires and the growing population of Claveria; to set and aim operational performance and Plan's goals, to respond current challenges, to identify the work to be performed and the related rates to produce

necessary revenues and make the best of future benefits of CWD customers over the next five years.

Also a plan provides basis for monitoring/controlling work and performance, provides effectiveness and efficiency, reduces uncertainty of the operations, promotes program stability, continuity, and orderly change and compliance to LWUA guidelines on the preparation of cash flow projections.

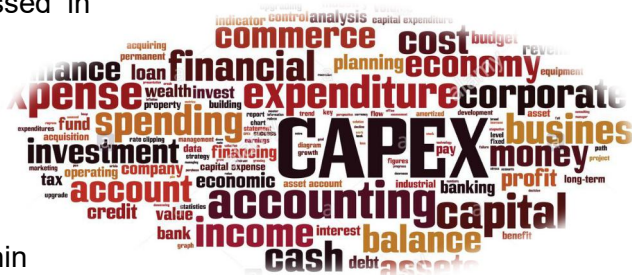
The Business Plan is planned to be reviewed and updated annually in order to keep track of the unforeseen scenarios in the operations. The review and updating involves the policy making body and the management in order to have unity and coordination in the performance of responsibilities and duties towards the attainment of the organization's Strategic Goals.

Purposes of Business Plan

1. **Borrowings.** A summary page will have to be included detailing the specific request as well as the collaterals that can be offered. These can be in the form of assets, locked-in deposits and the likes. A feasibility study will likewise be required by the lender to determine project viability. For non-project specific loans, such as program loan, lenders will have to scrutinize the water district's financial statements.
2. **Budget Approval.** After the Board has approved the 5 – year plan, management must provide a detailed cash flow for the year in review. If there are changes in the organizational structure or staffing requirements, the new organizational chart and related information must be provided for Board approval.
3. **Tariff Adjustment Approval.** For the required tariff approval from LWUA, some specific documents may be necessary to indicate compliance with legal requirements. Among these are the Proof of Posting and minutes of the Public Hearings conducted for the purpose of any tariff adjustment.

Budget Preparation

A Budget is merely a plan expressed in quantitative (monetary) terms. Its preparation involves setting targets for the revenues and expenditures of the water district. It also involves analysis of trends and anticipated changes within business categories, such as operations and capital expenditures. The adoption of a relatively detailed annual budget is a key element in improving the water districts effectiveness.



The budget is prepared by the management usually during the last quarter of the year, and should be approved by the BOD before being endorsed to the regulatory bodies like DBM, LWUA and COA.

The Water District's Budget composed of the following:

1. Projected Cash Flow Statement;
2. Projected Revenues Needed to Support O & M Costs;
3. Projected Number of Connections; and
4. Operation and Maintenance Cost Items.

Management must monitor the level of expenditures against the budget on a monthly basis in order to control the overruns that could lead to unexpected fund shortfalls.

PRIME- HRM

PRIME-HRM stands for Program to Institutionalize Meritocracy and Excellence Human Resource Management. It is a mechanism to support the attainment of the Civil Service Commission vision of becoming a Center of Excellence for Human Resource and Organization Development. PRIME-HRM assesses the agency's human resource management competencies, systems and practices toward HR excellence. PRIME-HRM presents a more progressive system of assessment as it entails greater engagement not just of the human resource management officer (HRMO) but also of the officials and the rank-and-file employees of the agency.



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HRM has the following functions to the Water District:

1. Formulates and implements policies, standards, rules and regulations pertaining to personnel records maintenance, security, control and disposal;
2. Provides leadership and assistance in developing and implementing the programs relating to sound recruitment, examination and placement;

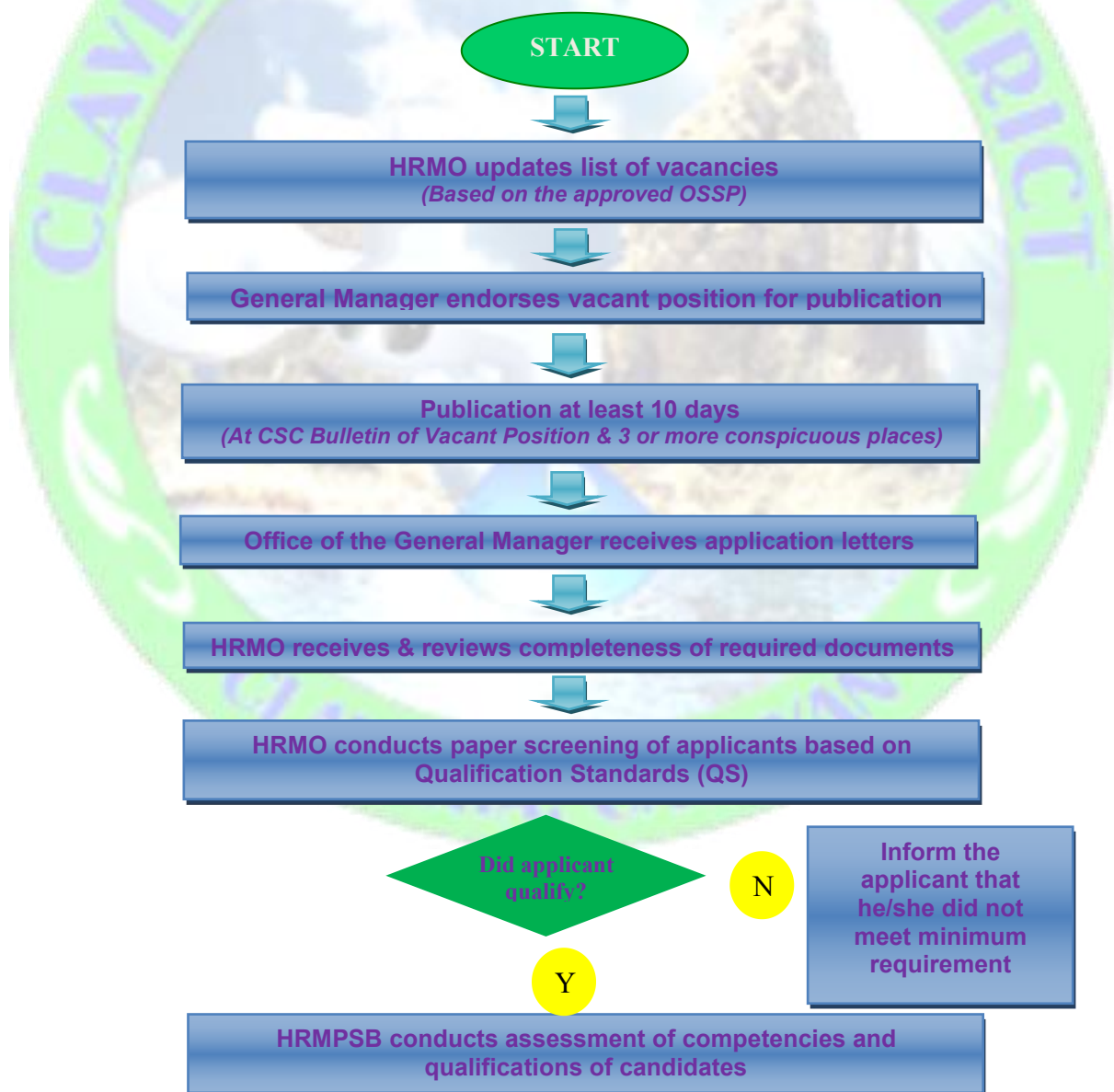
3. Provides assistance in the formulation and evaluation of personnel systems and standards relative to employee's incentives, benefits and awards.
4. Creates and develops system of continuous employees training to enhance their knowledge and skills for progressive work life and foster client-job satisfaction which leads to the development of the career path of each employee.

There are four HRM systems, these are:

1. *Recruitment, Selection and Placement*

Recruitment, selection and placement of human resource is a major part of an organization overall resourcing strategies which identify and secure people needed for the organization to survive and succeed.

Recruitment, Selection and Placement Procedure





The CSC 2017 Omnibus Rules on Appointments and Other Human Resource Actions (CSC Memorandum Circular No. 24, s. 2017) is the District Basis for the Recruitment, selection and Placement.

These are the Forms being used in RSP:

Form Number	Title Form
DBM-CSC Form No. 1	Position Description Form
CSC Form No. 32	Oath of Office
CSC Form No. 1	Appointment Transmittal and Action Form
CSC Form No. 3	Certification of Erasures/ Alterations on Appointments
CSC Form No. 4	Certification of Assumption to Duty
CSC Form No. 5	Certification Vouching the Absence of Qualified Eligible Actually Available
CSC Form No. 7	Clearance Form
CSC Form No. 8	Report on DIBAR
CSC Form No. 9	Request for Publication of Vacant Position
CSC Form No. 10	Acceptance of Resignation
CSC Form No. 33-A	Appointment Form for Regulated Agencies
CSC Form No. 34-A	Plantilla of Casual Appointment
CSC Form No. 211	Medical Certificate
CSC Form No. 212	Personal Data Sheet

Requirements for Regular Appointments

1. CSC Form No. 1 printed in 2 copies and electronic file saved in CD or Flash Drive or sent thru e-mail.
2. CSC Form No. 33-A in 3 original copies (employee copy, agency copy and CSC copy).
3. CSC No. 212 except for reappointment (renewal) to temporary, contractual, substitute and provisional appointments.
4. Original copy of the authenticated certificate of eligibility/rating/license for original appointment, promotion, transfer, reappointment (temporary to permanent) or reemployment.
5. DBM-CSC Form No. 1
6. CSC Form No. 32
7. CSC Form No. 4

Additional Documents Required in Specific Cases

Specific Cases	Required additional Documents
Erasures or alterations made on the appointment, they should be duly initialed by the authorized official	CSC Form No. 3
Appointee is with Decided Administrative/Criminal Case	Certified true copy of the decision issued by the office/court/tribunal Certification issued by the appointing authority as to when the decision rendered became final and when the penalty imposed had been served.
Discrepancy in Name, Date/Place of Birth as appearing in the Report of Rating or Certificate of eligibility, appointment, service card and the entries in the Personal Data Sheet	Resolution or Order issued by the Commission/ CSC Regional Office (CSCRO) concerned correcting the discrepancy
Change of Civil Status: 1. Marriage 2. Annulment or Declaration of Nullity of the same	1. Original Marriage Contract/ Certificate duly authenticated by the PSA 2. Authenticated copy of the Court Order and Marriage Certificate/ Contract with annotation
Appointments requiring Board Resolution such as Head of Agency appointed by the Board	Copy of said Board Resolution
Ban on Issuance of Appointment During Election Period	Resolution issued by the COMELEC en banc,
Appointment Involving Demotion which is Non-Disciplinary in Nature	Certification issued by the agency head that the demotion is not the result of an administrative case; and written consent by the employee that he/she interposes no objection to his/her demotion
Appointment Involving Demotion as a result of a Disciplinary Case	Copy of the Decision imposing the penalty of demotion; and certification issued by the appointing officer/ authority that the decision is executor.
Temporary Appointment	CSC Form No. 5 and 2 Period Ratings gaining at least Very Satisfactory Ratings
Reclassification	NOSCA approved by the DBM

Required Documents to be retained in the Agency (201 File)

1. CSC Form No. 211

- Certificate issued by a licensed government physician who states that the appointee is fit for employment.

2. Certificate of Live Birth

- Certificate of Live Birth duly authenticated by the Philippine Statistics Authority or Local Civil Registrar of the municipality or city where the birth was registered or recorded.

3. Marriage Contract/ Certificate

- For married employees, a marriage contract/ certificate duly authenticated by the PSA or the LCR of the municipality of city where the marriage was registered or recorded.

4. Clearances

- A valid National Bureau of Investigation (NBI) Clearance.

5. Performance Rating

- For appointment by promotion and transfer, the Performance Rating/s of the appointee in the present position for one (1) year prior to the date of assessment or screening, this should be at least Very Satisfactory.

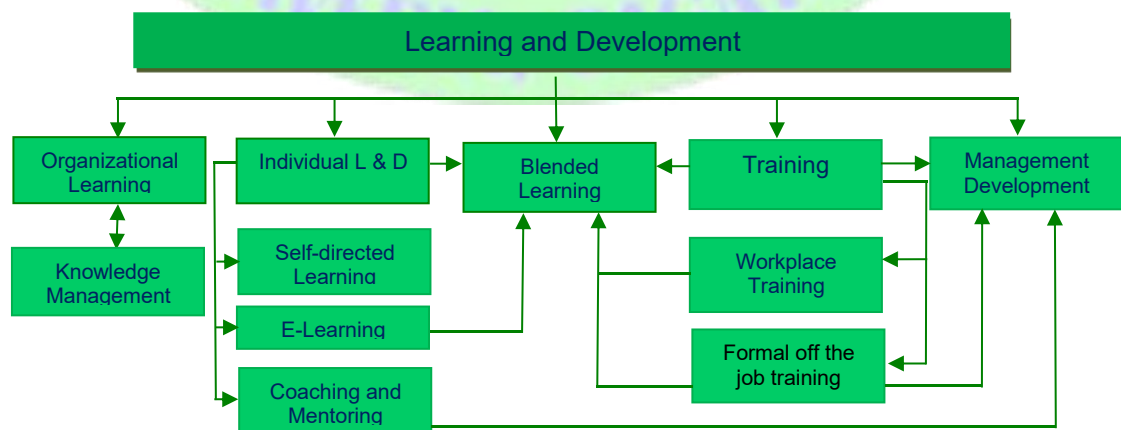
6. Scholastic Record/ Academic Record

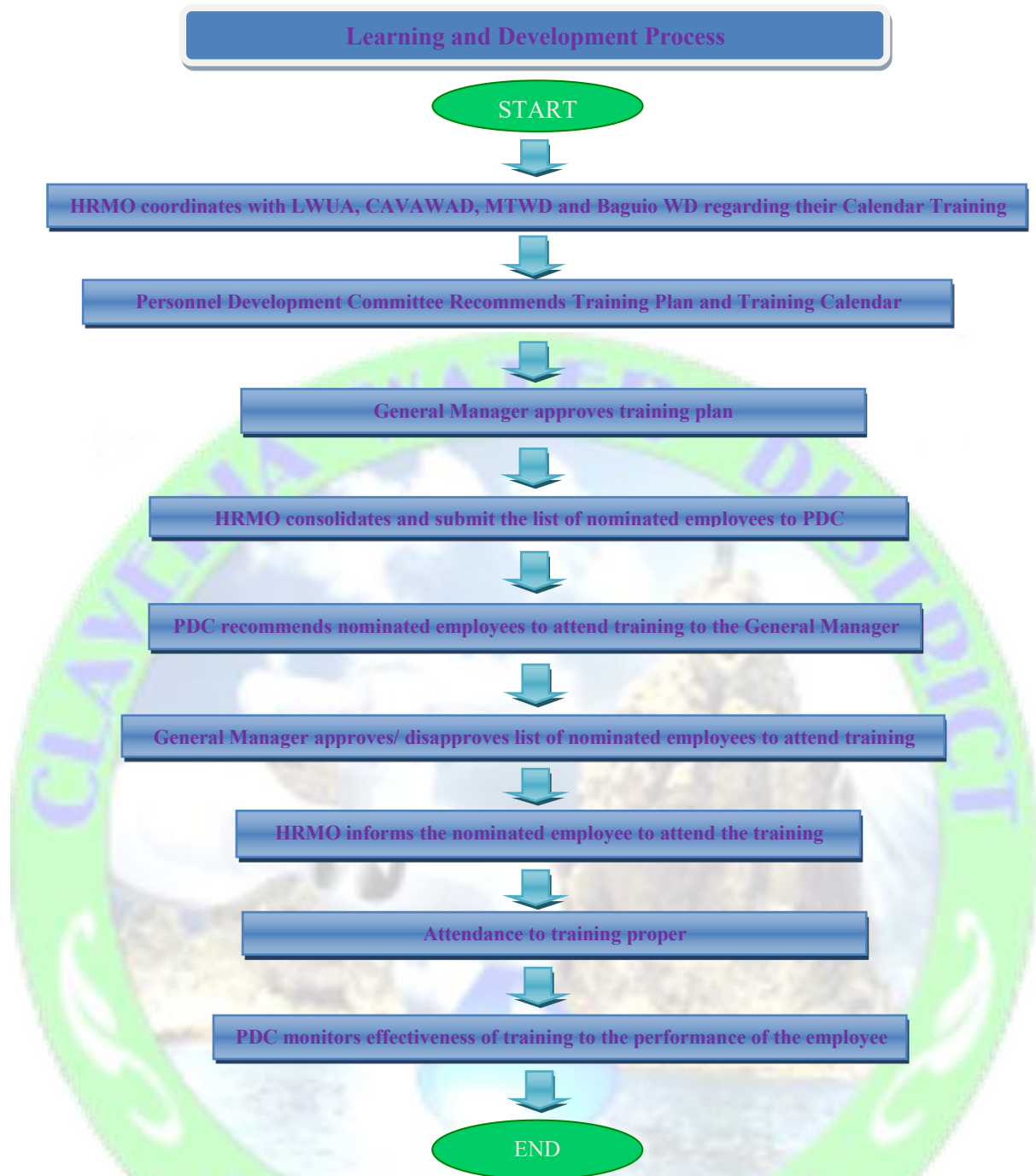
- The Certified true copies of scholastic record such as Diploma and Transcript of Records (TOR).

2. Learning and Development

Learning and development is the process of acquiring and developing knowledge, skills, capabilities, behaviors and attitudes through learning or developmental experiences. It is concerned with ensuring that the organization has the knowledgeable, skilled, engaged and committed workforce it needs. Human resource management regards training and development as a function concerned with organizational activity aimed at bettering the job performance of individuals and groups in organizational settings.

Elements of Learning and Development





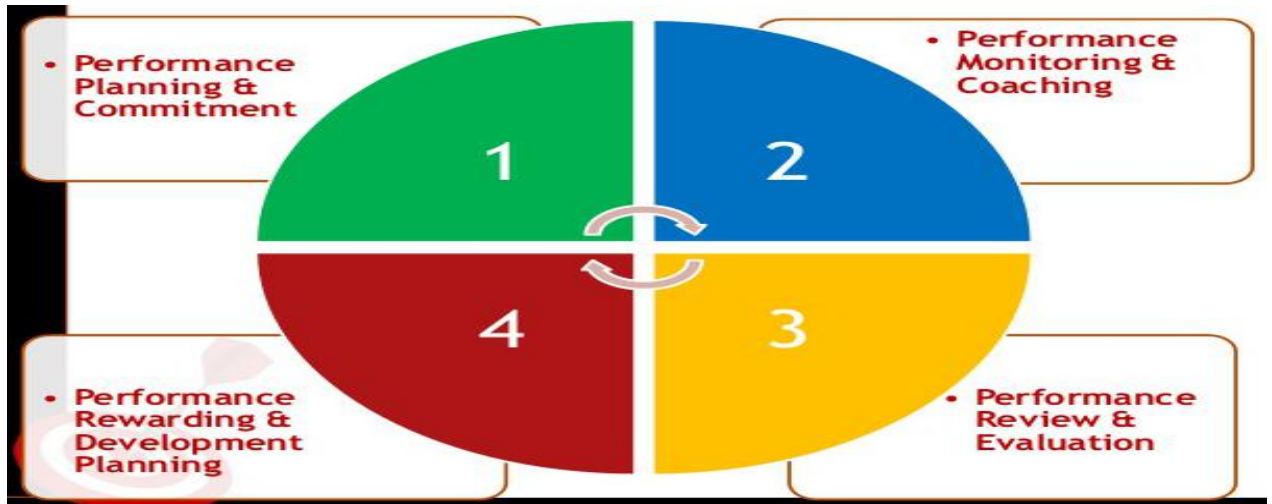
3. Performance Management (Strategic Performance Management System)

The fundamental goal of performance management is to promote and improve employee effectiveness. It is a continuous process where managers and employees work together to plan, monitor and review an employee's work objectives or goals and his or her overall contribution to the organization.

The Strategic Performance Management System (SPMS) is a mechanism that links employee performance with organizational performance to enhance the performance orientation of the compensation system. It ensures that the employee achieves the objectives set by the organization and the organization, on the other hand, achieves the objectives that it has set as its strategic plan.

The SPMS Process:

The SPMS follows a four-stage cycle, consisting of the following:



1. Performance Planning and Commitment

During this stage, success indicators are determined. Success indicators are performance level yardsticks consisting of performance measures and performance targets. These shall serve as bases in the office’s and individual employee’s preparation of their performance contract and rating form.

2. Performance Monitoring and Coaching

The performance of the office and every individual shall be regularly monitored at various levels. Monitoring and evaluation mechanisms ensure that timely and appropriate steps can be taken to keep a program on track, and that its objectives or goals are met in the most effective manner.

3. Performance Review and Evaluation

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

4. Performance Rewarding and Development Planning

The results of the performance evaluation/assessment shall serve as inputs for the agency’s HR Plan, which includes identification and provision of developmental interventions, and conferment of rewards and incentives.

Unit	Outcome
Head of Office	Providing interventions needed
HRMO	Consolidating and coordinating developmental interventions in the HR Plan
PMT	Identify Potential PRAISE Awards nominees
Praise Committee	Determine Agency top performers- for awards and incentives

SPMS Rating Scales

The SPMS uses a five-point rating scale, described as follows:

Rating		Description
Numerical	Adjectival	
5	Outstanding	Performance represents an extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity, creativity, and initiative.
4	Very Satisfactory	Performance exceeded expectations. All goals, objectives, and targets were achieved above the established standards.
3	Satisfactory	Performance met expectations in terms of quality of work, efficiency, and timeliness.
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.



4. Rewards and Recognition

Rewards and recognition is the process of recognizing employees who have displayed outstanding work performance. It aims to motivate or inspire employees to improve the quality of their performance and instill deeper involvement in public service.

