

Memorandum Reference No. 2019-04-181
Dissemination of the ATI Performance Indicator Manual
April 25, 2019

The memorandum provides a handbook that aims to guide the Planning Officers as well as Monitoring and Evaluation Officers of the Institute on properly targeting and addressing the agency's programs, projects, and activities (PPAs). It also intended to create a set of uniform indicators to strengthen the link among the various offices or units working in the areas of planning, and monitoring and evaluation (PME). The list of indicators indicated in this handbook is utilized in the Online Planning, Monitoring and Evaluation System (OPMES).

Salient Extension Provisions

III. Basic Elements

The SPMS shall include the following basic elements:

- Goal aligned with 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 the operational level.
- Output/Outcome-based. The system puts a premium on major final outputs that contribute to the realization of the organizational mandate, mission/vision, and strategic priorities.
- 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 a clear linkage between organizational performance and personal performance.
- User-friendly. The forms used for both organizational and individual performance is similar and easy to accomplish. The organizational and individual major final output 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.
- Backed-up with Monitoring and Evaluation. Monitoring and evaluation mechanisms are vital components of the SPMS in order to facilitate linkage between organizational and employee performance. The M& E will ensure the generation of timely, accurate, and reliable information for both performance monitoring/tracking, accomplishment reporting, program improvement, and policy decision making.

V. The ATI SPMS Guidelines

A. Performance Planning and Commitment.

During the ATI's internal budget hearing process, the Head of Agency of the organizational unit together with members of his/her team (Division or Training Center) works out his/her Office's Work and Financial Program (WFP) - complete with physical targets and financial requirements for a given year. The PAPs to be undertaken within a given period are translated into the Division/Training Center's commitments in the Office Performance Commitment and Review (DPCR) Form (Annex 1). The targets become the reference of each Division/Training Center/Office staff in listing his/her own performance targets for the same period. He/she does this using the prescribed Individual Performance Commitment and Review (IPCR) Form (Annex 2).

To help the ATI in achieving the requirements of the prescribed SPMS, most especially in the planning stage, the ATI Scorecard (Annex 3) was devised for easier identification of targets in a year, as well as easier monitoring of the accomplishments of these targets. Conceptualized as both a reflection and aggregation of the Institute's mandates, vision, and mission, the ATI scorecard will serve as both the basis of targets for the Institute and its employees and a guide in achieving the goals of the ATI SPMS.

Aside from the specific Division/Training Center targets indicated in the ATI scorecard, the management may also set special targets when the need arises. It is the PMT's responsibility to ensure that any special targets are aligned with the ATI's thrusts.

B. Performance Monitoring and Coaching.

In between the planning and completion of a rating cycle, performance is monitored at different levels as follows:

- a. The overall agency performance through Organizational Unit implementation of their commitments, by the ATI Director through the assistance of the ATI-PPD; and
- b. The individual performance, by the Division Chief or Center Director through his/her Assistant Chief (SG 22) and Section Chiefs (SG 18);

This is done at prescribed timelines indicated in the ATI SPMS Calendar (Annex 4). Monitoring and evaluation tools patterned after CSC templates are provided to capture the achievement or failure to achieve targets (Annex 5-7). Supervisors play a critical role at this stage. They can provide an enabling environment, introduce interventions to improve team performance and develop individual potentials.

Appropriate actions such as coaching and mentoring are undertaken whenever and wherever deemed necessary.

Monitoring

Individual monitoring may be done through meetings, one-on-one discussions, memorandum and review of pertinent documents such as reports and issuance of communications to ensure timely completion and quality execution of deliverables. The supervisors shall maintain a journal to record critical incidents noted if any. Monitoring is also done to prevent any problematic incident or address constraints and challenges. Aside from the CSC prescribed monitoring tools, minutes of meetings, request for actions, or monthly individual accomplishment reports may be used in monitoring the employees' performance.

Coaching

This is intended to empower and help individual employees direct and monitor their own work or assignments and to facilitate the learning and development of the employees. This gives employees the opportunity and responsibility to make their own choices and allow their creativity and spirit to see through the completion of their work.

Employees who obtained Unsatisfactory performance rating for one rating period shall be provided appropriate developmental intervention/s by the division chief/center director concerned not later than one (1) month after the end of the said rating period and shall be given written notice/advice that a succeeding Unsatisfactory performance rating shall warrant his/her separation from the service. If after advice and provision of developmental intervention, the employee still obtains unsatisfactory ratings in the immediately succeeding rating period, he/she shall be dropped from the rolls. Written advice from the head of the office at least three months before the end of the rating period is required.

On the other hand, employees who obtained Poor performance shall be notified in writing at least three (3) months before the end of the rating period and shall be provided appropriate developmental intervention/s by the division chief/center director, in coordination with the HRM Office, to address competency-related gaps. A written notice shall be issued to the concerned employee that failure to improve his/her performance shall warrant separation from the service.

Source:

Retrieved from ATI Quality Management Systems Documents (Guidelines) and the document can be downloaded at <http://but.ly/ATIPIMANUAL>