

**[CSC MEMORANDUM CIRCULAR NO. 12 s. 1993,
March 18, 1993]**

**GUIDELINES IN THE ESTABLISHMENT AND IMPLEMENTATION OF
AGENCY PERFORMANCE EVALUATION SYSTEM**

Pursuant to the provisions of Rule IX of the Omnibus Rules Implementing Book V of Executive Order No. 292, the following guidelines are hereby issued in order to help agencies in the development and efficient implementation of performance evaluation system:

1
Coverage

A Performance Evaluation System (PES) shall be established in all departments or agencies of the national and local governments, including state universities and colleges, government-owned and controlled corporations with original charters.

2
General Objectives

The PES shall be so designed and administered to:

- a. continuously foster improvement of employee performance and efficiency;
- b. enhance organizational effectiveness and productivity;
- c. provide an objective performance rating which shall serve as a basis for incentives and rewards, promotion, training and development, personnel actions and administrative sanctions.

3
Minimum Requirements

The PES shall include the following mini-mum requirements:

- a. Identification of performance outputs as well as job-related behaviors of the position/function and corresponding performance standards which should be mutually agreed upon between the supervisor and the subordinate.

The actual performance outputs shall be assigned a greater weight when rating an employee's performance. Job-related behaviors which critically affect the performance of a job shall be identified and defined. Employees shall also be rated on the manifestation of these behaviors, but the rating shall be assigned a lesser weight than that of job outputs.

- b. Feedback by which an employee shall be currently advised of his progress in accomplishing his assigned tasks.
- c. Documentation of the observations, comments and recommendations of the supervisors regarding employee's strengths and weaknesses which may be instrumental in furthering his career, or identifying constraints that may impede his development.
- d. Evaluation and rating of performance done twice a year or once every semester composed of six months ending on June 30 and December 31. However, if the organizational needs require a shorter or longer period, the minimum appraisal period shall be at least 90 days or three months. No appraisal period shall be longer than one year.
- e. Sanctions against raters who have been found to give undue advantage or disadvantage to the employee they rate.
- f. Adjectival ratings defined as follows shall be adopted:

Outstanding — An employee shall be given this rating when he EXCEEDS HIS TARGET BY AT LEAST FIFTY PERCENT. It represents an extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity, creativity and initiative. Employees at this performance level should have demonstrated exceptional job mastery in all major areas of responsibility. His achievement and contributions to the organization are of marked excellence which even his peers recognize through a forced comparison/distribution method established by the agency concerned. (Emphasis supplied)

Very Satisfactory — An employee shall be given this rating when he EXCEEDS THE EXPECTED OUTPUT/PERFORMANCE BY AT LEAST 25% but falls short of what is considered an outstanding performance. In addition, his competence and contributions shall be recognized by his peers also through a forced comparison/distribution method based on the criteria established by the agency concerned. Those screened out in the forced comparison/distribution for outstanding performers shall be included in this category. Only employees with Outstanding and Very Satisfactory performance ratings shall be considered for promotion.

Satisfactory — An employee shall be given this rating when he MEETS 100% of the standards or ordinary requirements of the duties of the position. Those screened out in the forced comparison distribution method for Very Satisfactory performers shall be included in this category.

Unsatisfactory — An employee shall be given this rating when his performance is FIFTY ONE PERCENT TO NINETY NINE PERCENT of the minimum requirements but could stand improvement. It is expected that in the next rating period, the employee, under close supervision, will either improve his performance for which he shall be given at least a satisfactory rating, or if not, he shall get another Unsatisfactory rating. Two (2) successive Unsatisfactory ratings shall be a ground for separation from the service.

Poor — An employee shall be given this rating when he fails to meet the