

Republic of the Philippines
Department of Agriculture
NATIONAL TOBACCO ADMINISTRATION
Scout Reyes St. cor. Panay Avenue
Quezon City

**NTA STRATEGIC PERFORMANCE MANAGEMENT SYSTEM
IMPLEMENTING GUIDELINES**

In pursuance of its mandate under Executive Order No. 292, as amended, and the 16-Point Agenda of the Aquino Administration, the Civil Service Commission (CSC) has developed a Strategic Performance Management System (SPMS) for implementation by all government agencies, including government owned and controlled corporations (GOCCs), per Resolution No. 1200481/Memorandum Circular No. 06, s. 2012.

In compliance with the CSC's requirement, NTA hereby adopts as a policy to implement the SPMS for the agency.

For a synchronized, uniform and smooth implementation of the System, the following set of guidelines is hereby prescribed.

I. OBJECTIVES:

The NTA SPMS will be implemented with the endview of increasing individual's and team's effectiveness and productivity levels, promotion of result-oriented working environment, as well as attaining continuing client responsiveness and increased organizational efficiency, through the following:

1. Institutionalization of a scientific and verifiable basis in assessing organizational performance and the collective performance of individuals within the NTA;
2. Concretizing the linkage of the Agency's **Strategy Map** including its **Organizational Performance Indicator Framework** with the office/agency's performance and those of individual employees; and,
3. Linking of performance management with the other Human Resource Development (HRD) systems using one platform, specifically incentives and awards, personnel movements, training and development, administrative discipline; and other personnel actions.

II. SCOPE

The system covers all permanent officers and employees, occupying 1st and 2nd level positions in the Central and Branch Offices.

III. DEFINITION OF TERMS

Agency	- refers to the National Tobacco Administration (NTA)
Core Functions	- those performed by the Office that are inherent in its mandates
Critical Incident	- factual information about observable action of the ratee that has impact on the overall accomplishments of the Office and/or Division.
Major Final Outputs (MFOs)	- goods and services that an Agency is mandated to deliver to external clients directly contributing to organizational outcome through the implementation of programs, activities, projects and services which are consumed outside of the organization, tangible and more easily quantified and within the control of the agency Head
Office	- NTA Central Office Departments and Branch Offices
Office Performance Commitment	- outputs and outcomes that the office commits to achieve based on a set of success indicators
Individual Performance Commitment	- outputs that the individual commits to achieve based on a set of success indicators anchored on the Office Performance Commitment
Performance Measures	- refer to standards against which the level of performance is assessed which include, but not limited to Effectiveness, Efficiency and Timeliness or Quantity, Quality and Timeliness
Ratee	- the employee whose performance is to be rated based on agreed targets and standards
Rater	- the head of office in consultation with and upon recommendation of the employee's superior/s
Success Indicator	- yardsticks for which performance level is assessed indicating the combined performance measures and performance targets
Superior	- an officer who directly exercises authority over the ratee and supervises his/her work performance and the one whom the ratee reports to on a regular basis
Supervisor's Journal	- may be a notebook or any form of documentation citing critical incidents

IV. ADMINISTRATION AND MANAGEMENT OF THE SYSTEM

The SPMS Champion represented by the Administrator shall be responsible for the establishment or implementation of the SPMS, together with the Performance Management Team and Performance Validation Team. He shall likewise approve the office performance commitments and ratings.

A. Performance Management Team (PMT)

Pursuant to Special Order No. 122, series of 2012 and Special Order 595, s. 2014, the following constitutes the PMT:

	NTA LEVEL	BRANCH OFFICES
Team Leader	Manager, Corporate Planning Dept. (CPD)	Manager
Asst. Team Leader	Manager, Administrative Dept.	Division Chief
Members	Manager, Internal Audit Service (IAS) Manager, Finance Dept.; Chief, Administrative Services Division Chief, Planning, Programming & Evaluation Div., CPD;	Administrative Officer Focal person for Planning/MFOs
	President of the Employees Association (NTAFA)	NTAFA Chapter President
Secretariat	Corp. Planning Dept.	

Responsibilities:

a. The NTA PMT shall have the following functions and responsibilities

1. Sets consultation meeting of all Heads of Offices 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 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 the agency.
5. Identifies potential top performers and provides 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.

B. Performance Validation Team (PVT)

The following Performance Validation Teams (PVT) shall be created to validate the OPCR's before submission to the Agency Head/Administrator:

NTA Central Office

Team Leader – Manager, Administrative Department

Assistant Team Leader - Manager, Internal Audit Service

Members - Manager, Finance Department
Information Technology Officer III- CPD
President, Employees Association of the NTA

- Representative, Department/Branch Office/Unit whose performance shall be validated

Secretariat - IAS

Responsibilities:

1. Conducts validation assessment of the submitted OPCR's vis-à-vis previously agreed performance commitments and success indicators.
2. Submits its report to the NTA PMI including its recommendations as to work areas/process for improvement in terms of efficiency, effectiveness and economy.

C. The NTA's Strategy Map and Organizational Performance Indicator Framework's relationship to the SPMS:

The SPMS shall form an integral part of the Agency's **corporate planning and management systems**, in pursuance of the Agency's mandate, plans programs and priorities, as articulated in its **Strategic Plans, Organizational Productivity Improvement Framework and Agency/Corporate Operating Plans**, indicating agency's performance commitments to the Department of Agriculture (DA), Governance Commission for GOCC's (GCG) and Department of Budget and Management (DBM), among others.

The Agency defines its priorities in the annual Corporate Operating Budget in the light of the most pressing conditions and in consideration of resources and constraints for the period.

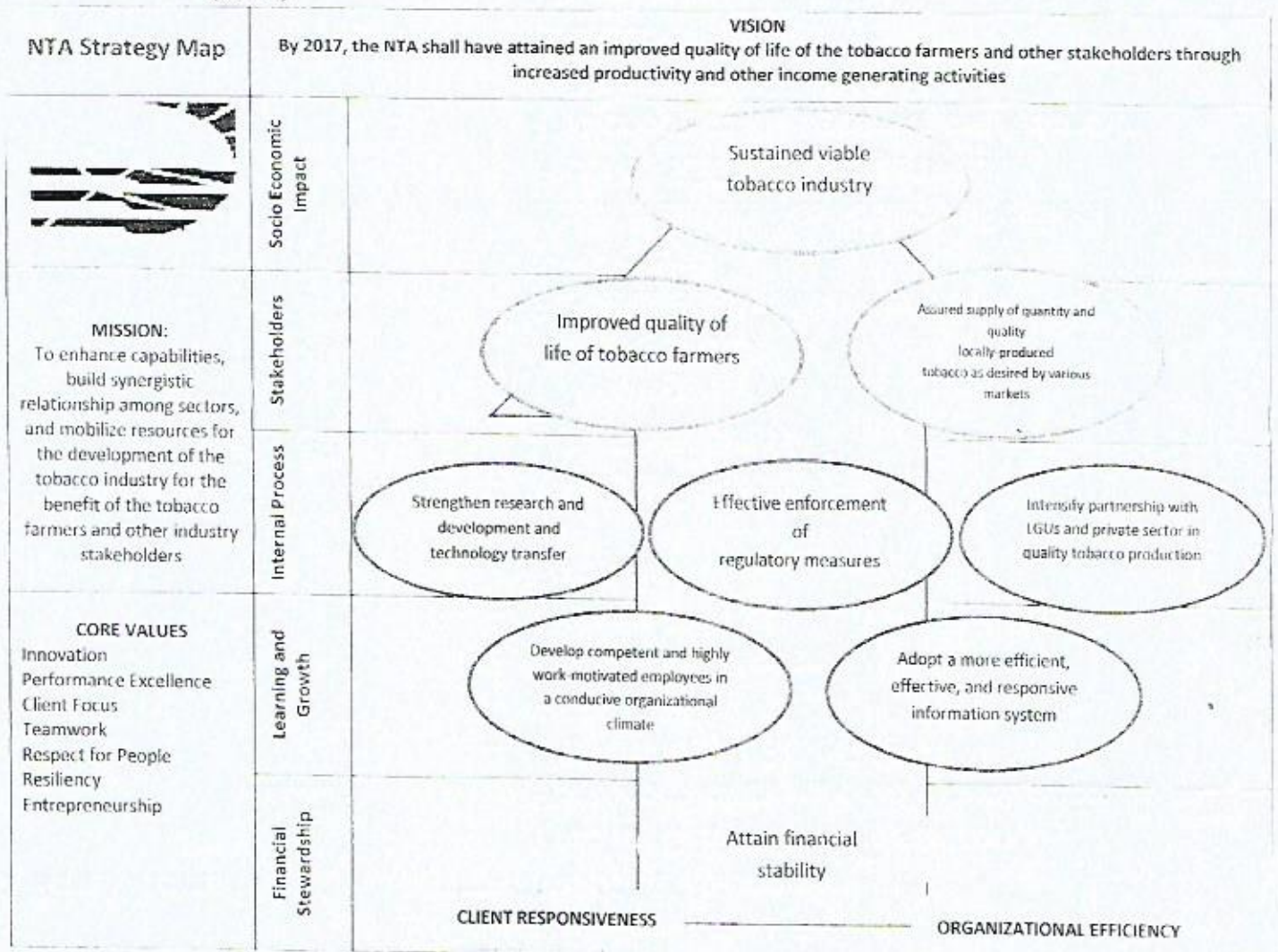
Within the purview of its mandate, powers and core functions, the **NTA Strategy Map for CYs 2013-2017** was a result of the Agency's Strategic Planning Workshop, facilitated by the Development Academy of the Philippines (DAP) in 2012 and was reviewed and improved annually, to provide the basis for the years' Performance Agreement Negotiation (PAN) with the GCG.

Our **Mission** is to enhance capabilities, build synergistic relationship among sectors, and mobilize resources for the development of the tobacco industry for the benefit of the tobacco farmers and other industry stakeholders.

We are proud to say that NTA's success in its endeavors come from the **Core Values** of Innovation, Performance Excellence, Client-focused, Respect for People, Teamwork, Respect for People, Resiliency & Entrepreneurship, which its officials and employees have imbibed through the years.

To attain our **Vision**, we adopted the theme, "Client Responsiveness and Organizational Efficiency." We identified two important organizational outcomes which we must achieve for our stakeholders, "for the tobacco farmers - **an improved quality of life**; and, for the tobacco buyers/manufacturers, **an assured supply of quantity and quality of locally-produced tobacco as desired by the various markets.**" With these two objectives, we will have a **Sustained and Viable Tobacco Industry** that will contribute to the socio-economic well-being of our country.

The NTA Strategy Map and Organizational Performance Indicator Framework (OPIF)



How do we propose to attain these outcomes? First, in the Perspective of **Financial Stewardship**, we have to “**Attain financial stability**” by undertaking revenue-generating activities and manage our resources. Under **Learning and Growth**, we have to “**Develop competent and highly work-motivated employees**” and “**Adopt a more efficient, effective and responsive information system**”. For our **Internal Processes** which are directly contributing to our objectives for our stakeholders, we have to undertake three strategies: first, “**Strengthen research and development and technology transfer**”, second, “**Effectively enforce our regulatory measures**” and third, “**Intensify production of quality tobacco in partnership with the private sector and LGUs.**”

The **OPIF** Logframe is based on the strategy map and the performance commitments/targets with the GCG/the DBM and the DA.

**NATIONAL TOBACCO ADMINISTRATION
OPIF LOGFRAME 2014**

SOCIETAL GOAL

Rapid, inclusive and sustained economic growth

SECTORAL GOAL

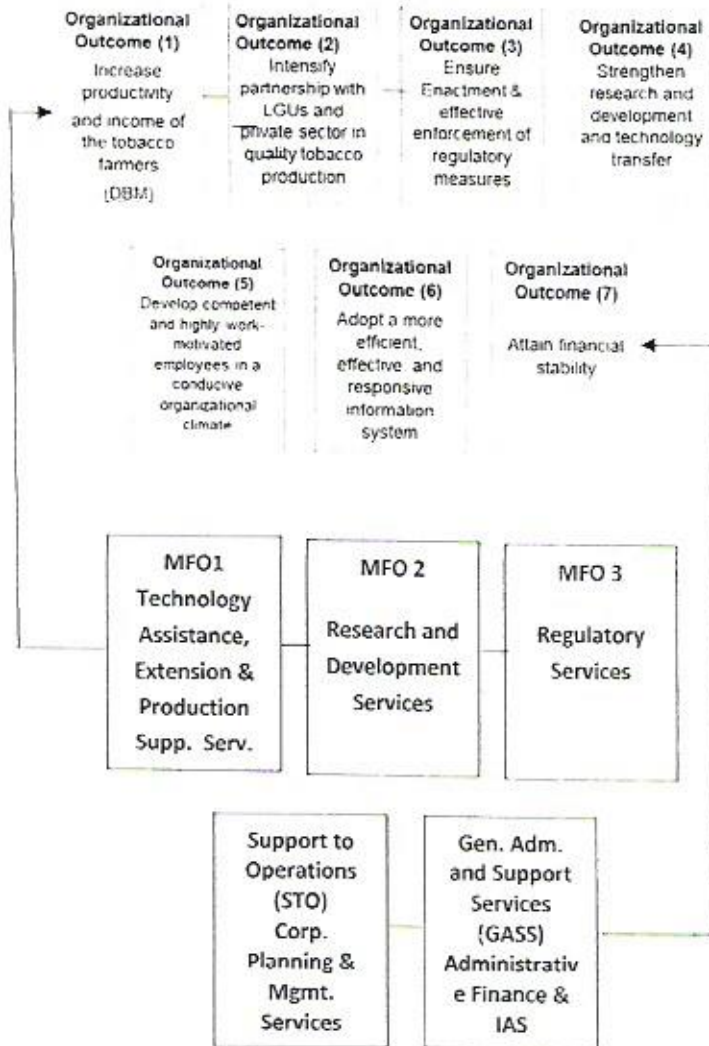
Competitive and Sustainable Agriculture and Fisheries Sector

Intermediate Outcome

Sustained viable tobacco industry

Subsector Outcomes:

1. Improved quality of life of tobacco farmers
2. Assured production of quantity and quality locally-produced tobacco as desired by various markets



↑
PROGRAMS/PROJECTS/ACTIVITIES

MFO 1 – Technology Assistance, Extension and Production Support Services

1. Market Driven Quality Tobacco Production through the Tobacco Contract Growing System (TCGS),
2. Rice Production Project,
3. Agripinoy Tobacco Farmers Food Processing and Trading Center, and Agripinoy Tobacco Farmers Milling Complex,
4. Renewable Energy Farm Development Project and Restoration of Ecological Integrity,
5. Seed Production and Distribution,
6. Communication Support, Education and Information Campaign,
7. Farmers' Organizational Development
8. Market Devt. And Trade Promotions
9. Scholarship Program for Tobacco Farmers' Dependents

MFO 2 – Research and Development Services

1. Germplasm Collection, Purification and Maintenance
2. Improvement of Curing Structures and Processes for Virginia Tobacco;
3. Organic/Production, Application and Evaluation of Vermi Compost on Tobacco Yield and Quality,
4. Evaluation of Cultural Management Systems for High Quality Flue-Cured Tobacco;
5. Quality Standards and Assurance Systems Development
6. Other Industrial Uses of Tobacco Research and Developmen
7. Analytical Services

MFO 3 - Regulatory Services

1. Monitoring, Supervision and Enforcement of the Rules and Regulation Governing the Trading,
2. Monitoring and Enforcement of the Amended Rules and Regulation on the Exportation and Importation of Leaf Tobacco,
3. Accreditation of Cigarette/Cigars and Other Tobacco Products Manufacturers, and,
4. Monitoring and Enforcement of the Amended Rules and Regulations Governing the Exportation, Importation, Transshipments of Tobacco Products and other Tobacco Related Materials

STO

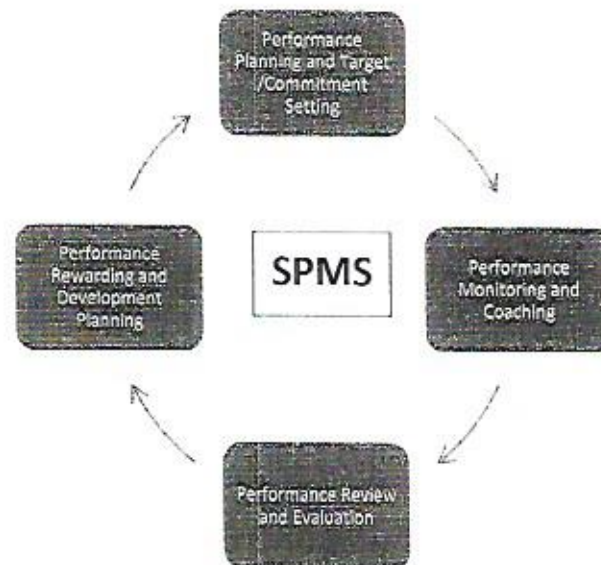
1. Corporate Plan and Budget Preparation;
2. Project Evaluation, Monitoring, and Reporting,
3. Conduct of Planning Workshops, Year-End Asseesments, Cascading Workshops,
4. Mgmt. Info. System and Automation Services

GASS

1. Human Resource Devt Trainings,
2. Financial Mgmt. Services,
3. Internal Audit Services,
4. Administrative/General Services Improvement,
5. Physical Facility/Infrastructure Devt.

D. SPMS Cycle and Implementing Procedure:

In general, the SPMS shall be implemented following the four-stage cycle, as provided under the CSC guidelines, to include:



PERFORMANCE PLANNING

1. Determination of Performance Measures

- 1.1 The Corporate Planning Department shall initiate the conduct an **Annual Planning Exercise/Cascading Workshop** to review the Agency's **Strategy Map and Organizational Performance Framework, MFOs and Performance Measures**. This shall be done in consultation with the Administrator, Deputy Administrators and Department and Branch Office Manager.
- 1.2 The NTA PMT shall formulate/review general success indicators per MFO of the Agency based on the plan and budget consultation with the DBM, DA and Performance Agreement Negotiations with the GCG. They shall fill-up the Summary of Performance Measures and Success Indicators for the Agency (**Form 1**).
- 1.3 Based on that review and agreements during the Exercise, each **Department/Branch/Unit** office shall set its core **performance goals/objectives/ performance measures, physical targets** as well as the **budget** aligned with those of the Agency's and that work distribution offices/units under its supervision and come up with the Summary of Dept./Branch Performance Measures and Success Indicators (**Form 2**) and **Office Performance Commitment Review (OPCR)** form (Annex A1).

- 1.4 The NTA Performance Management Team (PMT) shall review **Form 2** and **OPCR**. It shall ensure that the performance targets and measures as well as the budget are aligned with those of the Agency's and that work distribution of offices/units under its supervision is rationalized.
- 1.5 Performance measures shall include all, but not limited to the following general categories:

Category	Definition
Effectiveness	Gives a sense of whether the office is doing the right things right based on its mandates and expectations/requirements of the clients/stakeholders
Efficiency	Provides a sense of whether the Office is doing the things right
Timeliness	Measures whether the deliverable was done on time based on the requirements of the law and/or clients/stakeholders

- 1.6 **Form 2** and **OPCR** shall be cascaded down to the Summary of Division Performance Measures and Success Indicators (**Form 3**), if applicable.
- 1.7 **Form 2** or **Form 3**, whichever is applicable, shall then be cascaded to the Summary of Individual Performance Measures and Success Indicators (**Form 4**) and **Individual Performance Commitment and Review (IPCR)** form (Annex A2).

2. Target Setting

- 2.1 The **NTA Performance Scorecard and Agency Performance Measures for the year** as committed to the **GCG/DBM/DA** shall be the basis of the Targets of departments/branch offices. Aside from the commitments, departments/branch offices' **major final outputs** that contribute to the attainment of **organizational outcomes** which form part of the **core functions** of the Agency shall be indicated as performance targets.
- 2.2 The targets shall take into account, but may not be limited to any or all of the following:
- **Historical performance data.** The data particularly, those that are quantitative shall be taken from the average of the past years.
 - **Benchmarking.** This involves identifying the best agencies or institutions with similar functions or where similar processes exist, and comparing their results and processes to Office's own results and processes exist, to learn how well the former perform and, more importantly, how they do it. Aside from Survey of measures and practices, benchmarking may also involve recognizing existing standards based on provisions of requirements of the law.

- **Model Performers.** Identification of model teams or individual performers for similar tasks or function.
 - **Client demand.** This involves a bottom-up approach where the Office forecasts its services based on the needs of its primary clients. The Office may undertake consultation with stakeholders, review the feedback on services and consider historical data.
 - **Future trend.** As part of the Office strategic planning, targets may be based from the results of the comparative analysis of the actual performance of the Office with its potential performance for internal processes.
- 2.3 In setting work targets, in the OPCR, the Department/Branch Office/Unit shall compute the budget per program/project/activity, supplies, materials, equipment and other budgetary requirements resulting in the preparation of **Annual Procurement Plan (APP)** and identification of **Maintenance and other Operating Expenses (MOOE)**. The Department/Branch Office/Unit shall also identify specific division/unit/group/ individuals as primarily accountable for producing a particular target output per program/project/activity.
- 2.4 Amendments to the OPCR may be allowed at any time to accommodate intervening tasks that come up from time to time. Any revision/modification in the OPCR and IPCR may be manifested by adding new work or replacing another work as well as by changing any of the dimensions of success indicators mentioned above. During performance assessment and evaluation, the Office and individual shall adduce documents of information supporting changes in the OPCR and IPCR, as the case may be.
- 2.5 The NTA PMI together with the Department/Branch Managers, may hold meeting specifically for the purpose of reviewing the OPCRs where Heads of Offices may be asked to present their respective OPCR.
- 2.6 The approved OPCR shall be the basis for IPCR (**See Annex A2**). The **Department/Branch Manager** shall be responsible for setting targets and performance measures of individual employees, in consultation with concerned supervisors, and for submitting to the Administrative Department a certified copy of the IPCRs of the said employees.

PERFORMANCE MONITORING AND COACHING

All Department/Branch Managers including the Division Chiefs and Supervisors as coaches and mentors, are expected to be more developmental in perspective and provide enabling environment to improve team performance. They are likewise required to do the following tasks:

1. **Monitoring.** The performance of the Offices and every individual will be regularly monitored at various levels to immediately address constraints and challenges, if any. The employees and supervisors are encouraged to maintain a journal to record the results of monitoring as well as critical incidents noted. A pro-forma daily/weekly journal may be adopted for the purpose.

Individual monitoring can be done through meetings, one-on-one discussions, memorandum and review of pertinent documents such as communications to ensure timely completion and quality execution of deliverables. The supervisors and employees shall maintain a journal to record the critical incidents noted, if any.

The Department/Branch Managers, as part of performance monitoring, shall submit their monthly progress report to the Corporate Planning Department/Administrative Services Division using the OPCR form, CPD Form 002 (Accomplishment Report form) and if necessary the documentary evidence/proof of performance. The CPD/ASD shall consolidate the monthly submission and shall forward to the Administrator, a quarterly/semestral performance monitoring report with recommendation, if any.

2. Coaching. This is intended to empower and help individual employees direct and monitor their own work or assignments and to facilitate 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. The Journal of the supervisor shall contain information on the conduct of coaching.

PERFORMANCE REVIEW AND EVALUATION

This phase aims to assess both Department/Branch Office/Unit and individual employee's performance level based on set performance targets and measures as indicated in the Performance Commitment (OPCR/IPCR forms).

The supervisor objectively determines the gaps between actual and desired performance using tracking tools.

1. Office Performance Assessment

- 1.1 The Department/Branch Managers PMT shall assess and evaluate the performance of its office.
- 1.2 The Department/Branch Manager shall initially assess the Office's performance using the OPCR.
- 1.3 In general, there will be a four-point rating scale (1 to 5), 5 being the highest and 1, the lowest.

Rating		
Numerical	Adjectival	Description
5	Outstanding	Performance represents an extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity, creativity and initiative. Employees at this

		performance level should have demonstrated exceptional job mastery in all major areas of responsibility. Employee achievement and contributions to the organization are of marked excellence.
4	Very Satisfactory	Performance exceeded expectations. All goals, objectives and targets were achieved above the established standards.
3	Satisfactory	Performance met expectations in terms of quality of work, efficiency and timeliness. The most critical annual goals were met.
2	Unsatisfactory	Performance failed to meet expectations, and/or one or more of the most critical goals were not met.
1	Poor	Performance was consistently below expectations, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas.

- 1.4 The Department/Branch Office PMI shall consolidate, review and evaluate the initial performance assessment of the Department/Branch Office based on reported Office accomplishments against the success indicators, and the allotted budget against the estimated expenses.
- 1.5 The Department/Branch Managers shall then forward its OPCR to the NTA PMI. The PMT shall forward the OCPRs to the Performance Validation Team (PVT) for review. The PVT shall submit its report to the NTA PMI, which will in turn, submit to the Administrator for approval of the OPCR with its recommendation. However, in case the PVT has adverse finding on the OPCR, the PMT, shall send back to the concerned office the validated OCPRs for comments/corrections.
- 1.6 The concerned Department/Branch Office shall resubmit OPCR to the NTA PMT which will forward it to the Administrator for approval.
- 1.7 The Administrator shall forward the approved OPCR to the IIRDS/ASD which shall furnish the concerned department/branch office a copy, including the CPD and Finance Dept.

2. Performance Assessment and Evaluation for Individual Employees

- 2.1 The minimum rating period is three (3) months or 90 days in a semester. The evaluation of employee performance shall be done on an annual basis but

performance review can be done on a quarterly and semestral basis. The purpose of the performance review is to check on how the employee is faring relative to his/her performance commitment and to assist and guide him/her in meeting his/her target. Developmental interventions may be done within the year to immediately address performance gaps. The final IPCR based on annual evaluation shall be submitted to the PMT on or before the last working day of February.

Employees who shall be on official travel, approved leaved of absence, training or scholarship programs who have already met the minimum rating period of 90 days or 3 months are required to submit their IPCR before they leave.

2.2 The immediate Supervisor/Division Chief shall submit to the Department Manager/Branch Manager the ICPR of the Individuals under his/her supervision. This will initially assess individual employee performance based on commitments made at the beginning of the rating period. The supervisor shall indicate qualitative comments, observations and recommendations in the IPCR to include behavior and critical incidents that may be considered for other human resource development purposes such as promotion and other interventions.

2.3 The Department Manager/Branch Manager shall make the final assessment of performance level of the individual employees in his/her Department/Branch Office based on the validated OPCR. The final assessment shall correspond the adjectival description of Outstanding, Very Satisfactory, Satisfactory, Unsatisfactory and Poor.

The Department/Branch Manager may employ or adopt appropriate mechanism to assist him/her distinguish performance level of individuals, such as but not limited to peer ranking and client feedback.

2.4 The accomplishment of intervening or additional tasks shall be factored in the overall performance targets. Rating shall be based on employee's actual accomplishment vis-à-vis the standards jointly set by him/her and his/her supervisor in terms of Effectiveness/Quality, Efficiency and Timeliness.

2.5 Employees detailed, cross-posted and job-rotated to another office shall be rated in their present or actual office, copy furnished their mother/originating office. The ratings of these employees during the rating period shall be consolidated either in the mother office or present office, where the employees have spent majority of their time during the rating period. The proportional percentage rating set forth in Administrative Order No. 228, series of 2002, otherwise known as the Job Enrichment program (JEP), shall also apply in computing the overall rating of employees who availed of JEP.

2.6 For purpose of performance-based personnel actions, employees who are on scholarship grant, official travel or approved sick leave of absence shall use their performance ratings obtained in the preceding rating period. This provision shall not, however, apply to those who are on approved vacation leave of absence for 3 months or more.

- 2.7 The average of all individual performance assessments shall not go higher than the collective performance assessment of the office.
- 2.8 The Department/Branch Manager and Division Chiefs/immediate supervisors shall ensure that the performance assessment of the employees is submitted within the prescribed time and the same has been discussed with them.

3. Performance Evaluation Sanctions

- 3.1 Supervisors shall issue a written notice to their subordinates with unsatisfactory performance within fifteen (15) days after the quarterly/semestral performance review. The notice shall include recommendation for improvement as well as the training or developmental needs of the concerned employees.
- 3.2 An employee who does not agree with his/her annual evaluation performance rating as reflected in his/her IPCR may file an appeal with the NTA PMT within 10 days from receipt of the final approved IPCR from the Department/Branch Manager. The NTA PMT shall decide on the appeal within one month from receipt of such appeal.
- 3.3 Security of tenure of those holding permanent appointments is not absolute. Employees who obtained Unsatisfactory/Poor ratings for two (2) consecutive rating periods may be dropped from the rolls, after due process.
- 3.4 Unless justified and accepted by the NTA PMT, non-submission and unjustifiable delay in the submission of the OPCR/IPCR within the specified date shall be a ground for:
 - a. Disqualification for performance-based personnel actions and incentives;
 - b. An administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty for supervisors or employees responsible in the delay or non-submission of the required SPMS Forms.

PERFORMANCE REWARDING AND DEVELOPMENT PLANNING

1. The NTA PMT shall submit to the Administrator an assessment of Agency performance vis-à-vis their success indicators.
2. The Department/Branch Managers/ Division Chiefs and supervisors shall hold a discussion with the individual employees to assess the strength, competency-related performance gaps and the opportunities to address these gaps, career paths and alternatives.
3. The results of the performance evaluation/assessment shall serve as inputs to the:
 - PRAISE/Awards Committees in identifying potential nominees for various awards categories;

- PMT in identifying the top performers of the office/agency, who will qualify for performance based incentives; and
- ASD in identifying the IIRD interventions based on the developmental needs identified by the Department/Branch Managers/Division Chiefs, which will form part of the IIRD Plan and in certifying the list for Productivity Incentive Bonus (PIB).

➤ Basis for PIB:

1. To be entitled to the PIB, employees shall have contributed to the productivity of the office and shall have at least satisfactory performance rating for the rating period immediately preceding the year in which the incentive pay shall be released.
2. Total payment for PIB shall not exceed an aggregate total for an agency computed at an average of P2,000.00 per occupied/filled-up positions based on OP Administrative Order No. 161, S. 1994 and DBM NCC Nos. 73, s. 1994 and 73-A.s. 1995.
3. For rank and file employees, the computation of PIB shall be based on their respective office's actual number of filled-up positions as of December of the grant year. While for the third level positions, said computation shall be based on the number of officials in the Central and Regional Offices.
4. The amount of incentive that will be paid to deserving officials/employees may vary for each grantee depending on individual performance evaluation. This shall be done through forced-rank system, as follows:

Top ___ % performers	- PhP _____
Next Performers with at least Very Satisfactory rating	- PhP _____
With Satisfactory rating	- PhP _____

V. SPMS WORK PROGRAM /CALENDAR

Activity	Outputs	Schedule	Responsible Unit
Performance Planning and Target//Commitment Setting	Agency Strategy Map OPIF Performance Scorecard (GCG) Performance Measures (DBM/DA) Summary of NTA, Dept./Branch, Division Individual Performance Measures and Success Indicators (Form 1, 2, 3, 4) Office Performance Review Form (OPCR)	Oct.-Dec (preceeding year)	PMT/PVT, Administrator, Deputy Administrators, Dept./Branch Managers/DC's

	Individual Performance Review Form (IPCR)		
Performance Monitoring and Coaching	OPCR (targets/measures) IPCR (targets/measures) Journals Documentary Evidence of Performance Task Monitoring Form (Supv. & Employee) Coaching Journal	Jan.-June Jul.-Dec. (Monthly/quarterly)	Dept./Branch Managers/DC's Employees
Performance Review and Evaluation	OPCR (accomplishments/rating) IPCR (accomplishments rating) Journals Documentary Evidence of Performance Rating of IPCRs/OPCRs using the Rating Scale Agency Annual Performance Assessment	Jul (1 st wk.) Jan. (1 st wk. ff. yr.)	Employees Dept./Branch Managers/DC's PMT/PVI
Performance Rewarding and Development Planning	Summary of ratings of OPCR's/IPCR Professional Devt. Plan (discussion with employees on performance gaps, career paths) Grant of incentives, e.g. PIB	2 nd quarter (following year)	Employees Dept./Branch Managers/DC's Awards Committee ASD

VI. EFFECTIVITY

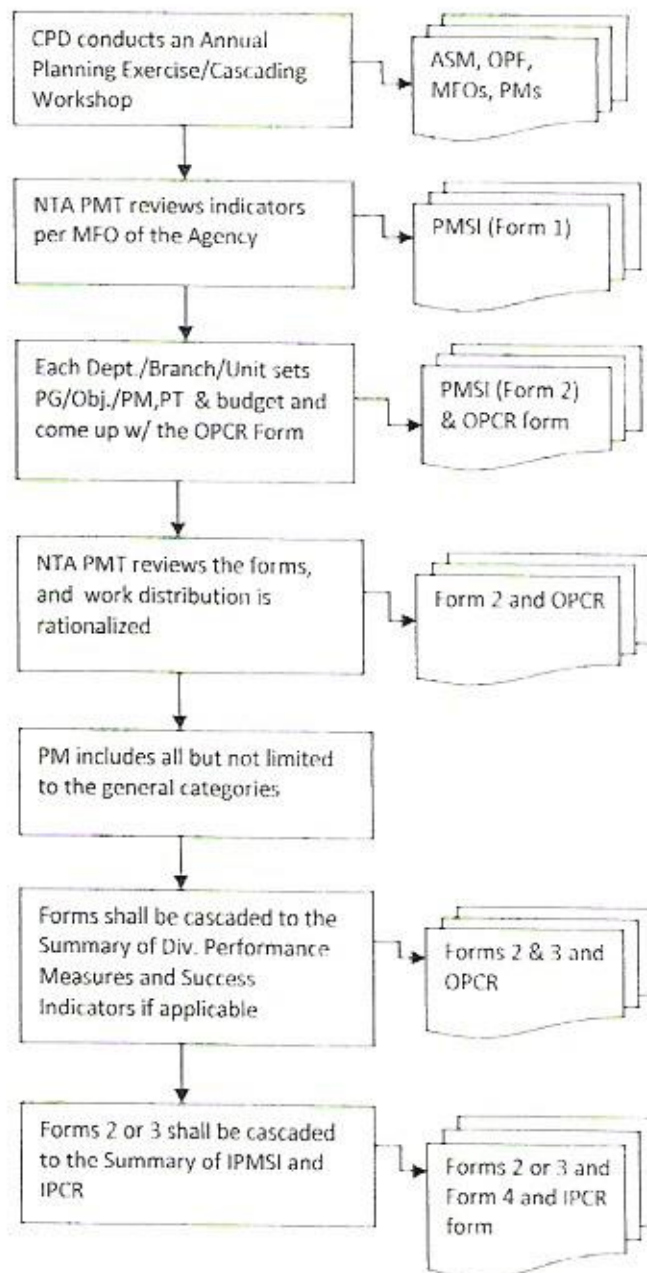
The NTA-wide implementation of the Strategic Performance Management System (SPMS) shall take effect immediately.



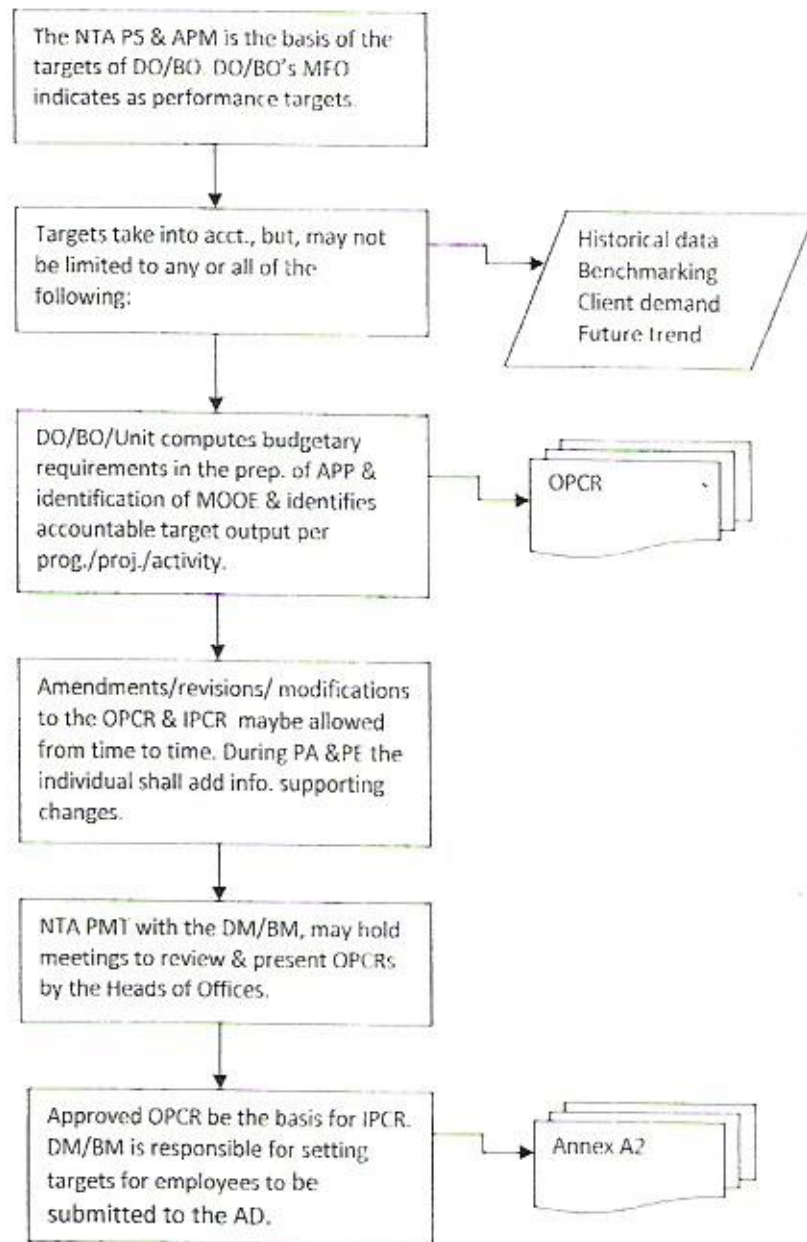
EDGARDO D. ZARAGOZA
Administrator

PERFORMANCE PLANNING

Determination of Performance Measures

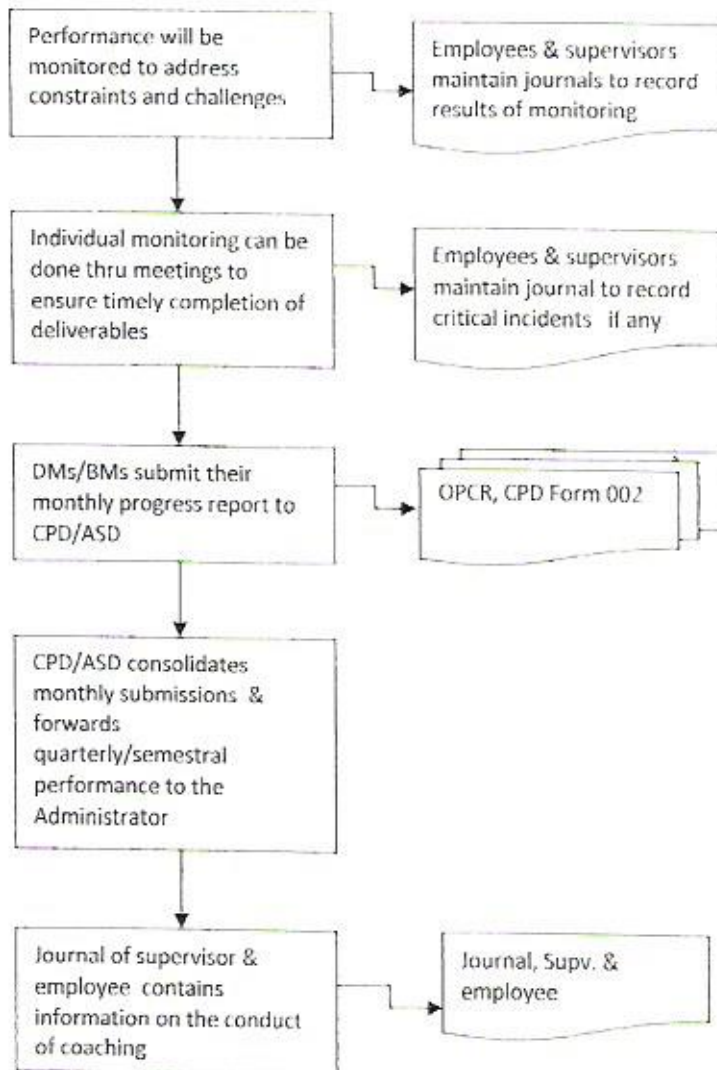


Target Setting



PERFORMANCE MONITORING AND COACHING

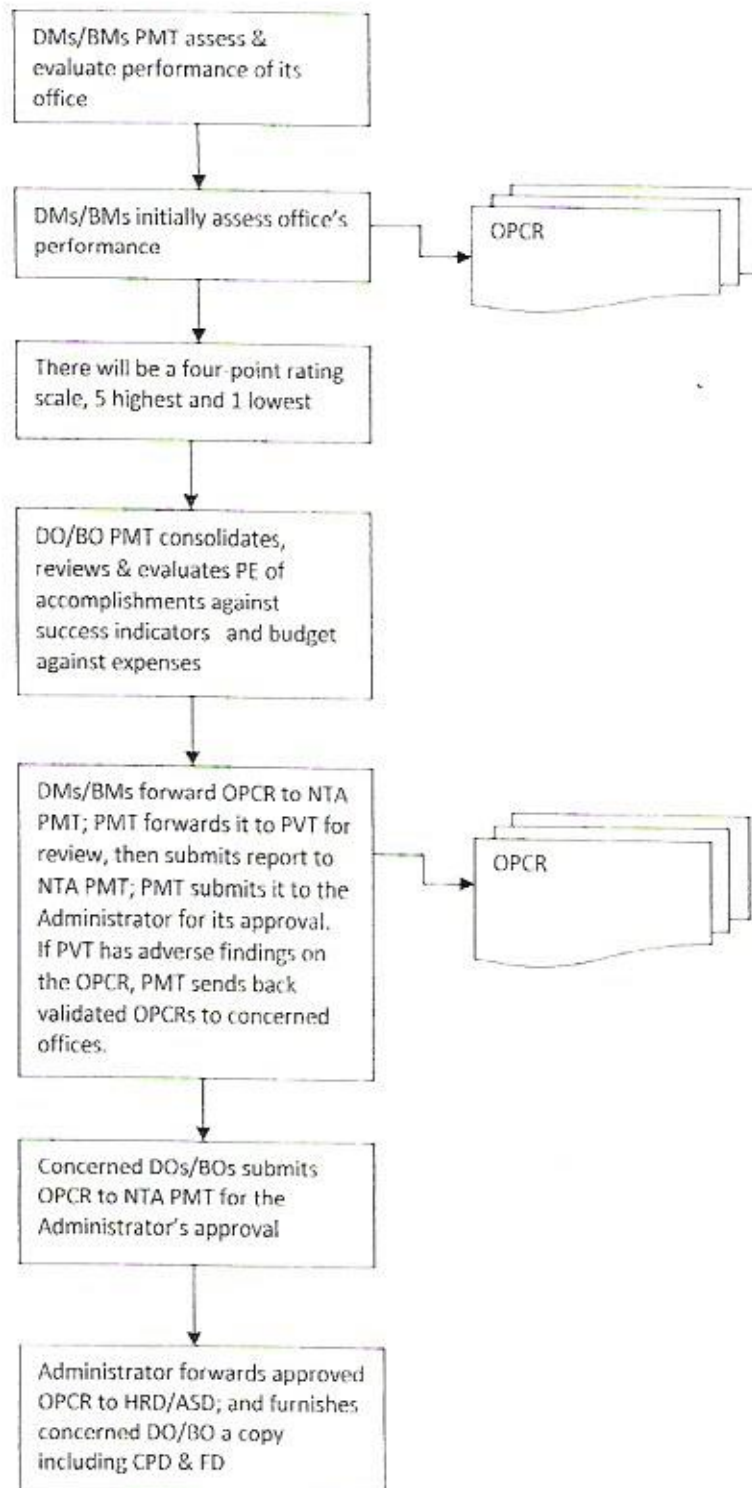
Monitoring



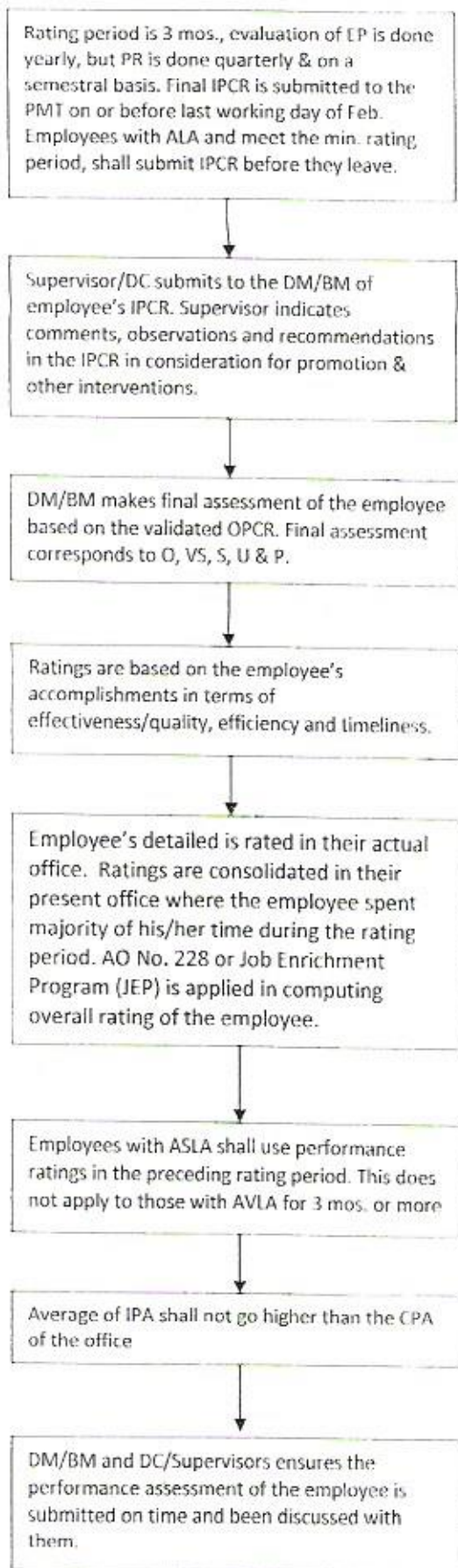
Coaching

PERFORMANCE REVIEW AND EVALUATION

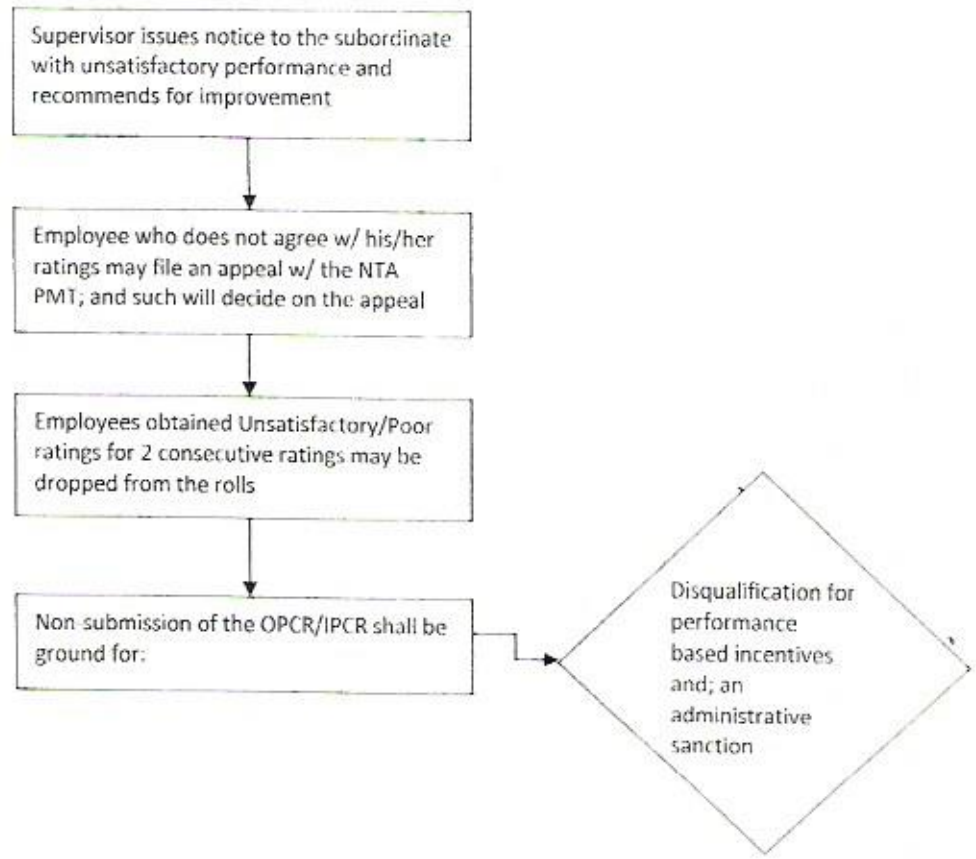
Office Performance Assessment



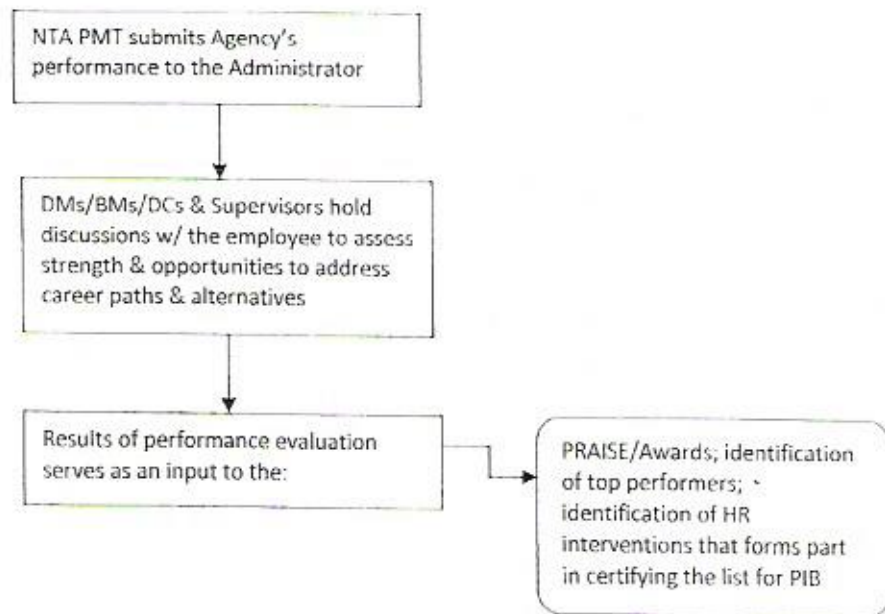
Performance Assessment and Evaluation for Individual Employees



Performance Evaluation Sanctions



Performance Rewarding and Development Planning



**OFFICE PERFORMANCE COMMITMENT AND REVIEW (OPCR)
 (NTA Central Office Departments and Branch Offices)**

I, _____ (Name) _____ (Office) _____, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period January to December, 2011.

RAT	5 – Outstanding	- Meeting the success indicators
ING	4 – Very Satisfactory	- 90% to 99% of the success indicators
SCA	3 – Satisfactory	- 80% to 89% of the success indicators
LE	2 – Unsatisfactory	- 79% or below the success indicators
	1 - Poor	

MFO/PAP	Success Indicators (Targets + Measures)	Allotted Budget	Division/ Individuals accountable	Actual accomplishments	Rating	Remarks
Total Overall Rating						
Final Average Rating						
Adjectival Rating						

Submitted	Date	Indorsed by	Date	Validated by	Date	Approved by	Date
Department/Branch Manager		NTA Performance Management Team (PMT)		NTA Performance Validation Team (PVT)		Agency Head	

* To be accomplished during the Performance Assessment only

Republic of the Philippines
 NATIONAL TOBACCO ADMINISTRATION
 Panay Avenue cor. Scout Reyes St.
 Quezon City

Annex A2

**INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR)
 (NTA Central Office and Branch Offices)**

I, _____, 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		
Division Chief/Immediate Supervisor		Department/Branch Manager			
Output	Success Indicators (Targets + Measures)	Actual accomplishments	Rating	Remarks	
Discussed with:	Date	Assessed by:	Date	Final Rating	Date
I certify that I discussed my assessment of the performance with the employee.					
Employee		Division Chief/Supervisor		Department/Branch Manager	

Form 1. Summary of NTA Performance Measures and Success Indicators

Strategic Objective	Measures	Major Final Outputs	Programs/Activities/Projects	Success Indicators (SMART)*
Sustained Viable Tobacco Industry	Yield per hectare (kg/ha)			
	Ratio of farmers income from other crops and livelihood activities vis-a-vis income from tobacco production			
Improved Quality of Life of Tobacco Farmers	Customer satisfaction rating			
	Farmers' net Income per hectare			
	Number of farmers provided with production assistance.	MFO 1: Technology Assistance, Extension and Production Support Services	IFOIGAP-Tobacco Contract Growing System	4,500 tobacco farmers provided with production assistance for Cy 2014-15
	Rice		2. IFOIGAP - Rice Production Project	2,000 tobacco farmers provided with production assistance for Cy 15
	Renewable Fuelwood		3. Renewable Fuelwood Energy Farm Devt and Restoration of Ecological Integrity	4,500 tobacco farmers provided with production assistance for Cy 2014-15
	Agripinoy		4. AGRIPINOY Tobacco Farmers Trading and Food Processing Center and Milling Complex	1,000 tobacco farmers provided with production assistance for Cy 2014-15
Assured Supply of Quantity and Quality of Locally-Produced Tobacco as Desired by Various Markets	Percentage increase in high grades of tobacco (Grades AA to C/high to medium 2)			
Strengthen Research and Development and Technology Transfer	Number of research results/studies			
	a. Incorporated in the technology manual (in accordance with criteria			

		sector/ b. Other industrial/alternative uses of tobacco ready for commercialization (as validated by appropriate authority) c. Verification of initial studies conducted (stages)		
Effective Enforcement of Regulatory Measures	Percentage of licensed companies fully compliant to rules and regulations (reports under oath); a. Local Trading b. Export / Import / Transshipment c. Manufacturing			
	Percentage of violations resolved within the day			
	Number of private sector/LGUs participated under TCGS			
Intensify Production of Quality Tobacco in Partnership with Private Sector and LGUs				
	Number of employees trained in critical competencies	GASS		
Develop Competent and Highly Work-Motivated Employees in a Conducive Organizational Climate	Average competency level of the Agency employees			
Adopt a More Efficient, Effective and Responsive Information System	ISO 9001 Certification			
Attain Financial Stability	Percentage increase in EBITDA			
	Collection efficiency (%)			
	Tobacco			
	Rice			
	Agripinoy			

* Specific, Measurable, Attainable, Realistic, Time-Bound

Form 2. Summary of Department/Branch Office Performance Measures and Success Indicators
 Dept./Branch Office: Ilocos Norte

Strategic Objective	Measures	Major Final Outputs	PAPs	NTA Level Success Indicators	Dept/Branch Level Success Indicators
Improved Quality of Life of Tobacco Farmers	Number of farmers provided with production assistance Tobacco	MFO 1: Technology Assistance, Extension and Production Support Services	1. IFOIGAP-Tobacco Contract Growing System	4,500 tobacco farmers provided with production assistance for CY 2014-15; 2015-16	785 tobacco farmers provided with production assistance for CY 2014-15
			2. IFOIGAP - Rice Production Project	2,000 tobacco farmers provided with production assistance for CY 2015	330 tobacco farmers provided with production assistance for CY 2015
	Renewable Fuelwood		3. Renewable Fuelwood Energy Farm Dev't and Restoration of Ecological Integrity	3,000 tobacco farmers provided with production assistance for CY 2015	332 tobacco farmers provided with production assistance for CY 2015
	Agripinoy		4. AGRIPINOY Tobacco Farmers Trading and Food Processing Center and Milling Complex	1,000 tobacco farmers provided with production assistance for CY 2014-15	

Form 3 . Summary of Division Performance Measures and Success Indicators

Strategic Objective	Measures	Major Final Outputs	PAPs	Dept./Branch Level Success Indicators	Division Level Success Indicators

Sample Data

Form 4. Summary of Individual Performance Measures and Success Indicators

Dept./Branch Office: Ilocos Norte

Name: _____

Position: _____

Strategic Objective	Measures	Major Final Outputs	PAPs	Branch/Division Level Success Indicators	Individual Level Success Indicators
Improved Quality of Life of Tobacco Farmers	Number of farmers provided with production assistance: Tobacco	MFO 1: Technology Assistance, Extension and Production Support Services	1. IFOIGAP-Tobacco Contract Growing System	785 tobacco farmers provided with production assistance for CY 2014-15	80 tobacco farmers provided with production assistance for CY 2014-15
	Rice		2. IFOIGAP - Rice Production Project	330 tobacco farmers provided with production assistance for CY 2015	33 tobacco farmers provided with production assistance for CY 2015
	Renewable		3. Renewable Fuelwood Energy Farm Dev't and Restoration of Ecological Integrity	332 tobacco farmers provided with production assistance for CY 2015	33 tobacco farmers provided with production assistance for CY 2015
	Agripinoy		4. AGRIPINOY Tobacco Farmers Trading and Food Processing Center and Milling Complex		