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NATIONAL CAPITAL REGION

January 4, 2016



**EXECUTIVE DIRECTOR NORLITO R. GICANA**

Fertilizer and Pesticide Authority  
FPA Bldg., B.A.I. Compound  
Visayas Avenue, Diliman, Quezon City

*Dear Executive Director Gicana:*

We would like to thank you for resubmitting to this Office, for approval, the Strategic Performance Management System (SPMS) of the Fertilizer and Pesticide Authority (FPA).

An evaluation of the FPA SPMS shows its compliance with CSC Memorandum Circular No. 6, s. 2012. Thus, the same is hereby APPROVED for implementation.

We look forward to the successful implementation of the SPMS in that agency.

Very truly yours,

**JUDITH A. DONGALLO-CHICANO**  
Director IV

Cc: Director II Hans R. Alcantara  
CSCFO-DA

cscncrpsed/smp  
spms/fpa

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OFFICE OF THE PRESIDENT  
**FERTILIZER AND PESTICIDE AUTHORITY**

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May 27, 2015

**OFFICE ORDER No. 08**  
**Series of 2015**

**TO : ALL OFFICIALS AND EMPLOYEES**  
**ALL CONCERNED**  
**This Office**

**SUBJECT : STRATEGIC PERFORMANCE MANAGEMENT SYSTEM**  
**(SPMS)**

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In the interest of the service and in compliance with Civil Service Memorandum Circular No. 6 dated March 19, 2012 and in consonance with CSC Resolution No. 1200481 dated March 16, 2012, the SPMS of the Fertilizer and Pesticide Authority (FPA) is hereby established for the guidance and implementation of all concerned.

**I. BACKGROUND**

The FPA is a regulatory agency created by virtue of Presidential Decree No. 1144 to assure adequate, safe and affordable supply of fertilizers and pesticides, rationalize the manufacture and marketing of fertilizers, protect the public from risks inherent to pesticides, and educate the agricultural sector in the proper use of these inputs.

In the past, the FPA had used the National Performance Appraisal System (NPAS) and the Performance Evaluation System (PES) administered in accordance with the rules, regulations and standards promulgated by the Civil Service Commission (CSC). These systems focus on individual appraisals based on targeted output and accomplishments. While these systems were primarily used as pre-requisites for promotion and other personnel actions including separation and performance-based incentives, these were not linked with the attainment of organizational vision, mission, and goals.

To address the gaps and weaknesses found in the previous performance evaluation systems, the FPA will now use the Strategic Performance Management System (SPMS) which will provide a scientific and verifiable basis in assessing and improving the performance of FPA employees and effectiveness of the agency's programs and projects. It will strengthen the culture of performance and accountability in the Agency.



## II. THE FPA-SPMS CONCEPT

The FPA-SPMS is focused on linking individual performance vis-à-vis the agency's organizational vision, mission and strategic goals. It is envisioned as a technology composed of strategies, methods and tools for ensuring fulfilment of the functions of the offices and its personnel as well as for assessing the accomplishments.<sup>1</sup>

It is a mechanism that ensures that each employee achieves the objectives, set by the organization and the organization, on the other hand, achieves the objectives that it has set itself in its strategic plan.

Performance Management System (PMS) is the heart of human resource system because information produced from it is useful in human resource planning, management and decision making processes.

The FPA-SPMS follows the four-stage PMS cycle namely:

- 1) performance planning and commitment;
- 2) performance monitoring and coaching;
- 3) performance review and evaluation; and
- 4) performance rewarding and development planning.

To complement and support the SPMS, the following enabling mechanisms must be present, operational and maintained:

- A Recruitment System that identifies competencies and other attributes required for particular jobs or functional groups;
- An adequate Rewards and Incentive System;
- Mentoring and Coaching Program;
- An Information Communication Technology (ICT) that supports project; documentation, knowledge management, mentoring and evaluation;
- Change Management Program; and
- Policy Review and Formulation.

## III. GENERAL OBJECTIVES

The FPA-SPMS shall be prepared and administered to:

- a. Concretize the linkage of organizational performance with the Philippine Development Plan, the Agency Strategic Plan, and the Organizational Performance Indicator Framework;

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<sup>1</sup> *"The PMS-OPES: Re-inventing the performance management system of the bureaucracy"*, Annex A of CSC Resolution No. 1100224



- b. Ensures 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 HR system and ensure adherence to the principle of performance-based tenure and incentive system.

#### IV. BASIC ELEMENTS

The FPA-SPMS shall include the following basic elements:

- a. **Alignment of Goal to Agency Mandate and Organizational Priorities.** Performance goals and measurement shall be 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 operational level.
- b. **Outputs/Outcomes-based.** The system shall put 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 shall be 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 to be 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 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 component of the FPA-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 FPA-SPMS shall be implemented. This is to promote awareness and interest on the system, generate employees' appreciation for the FPA-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**

### **a. EXECUTIVE DIRECTOR AS FPA-SPMS CHAMPION**

- Primarily responsible and accountable for the establishment and implementation of the PA-SPMS;
- Sets agency performance goals/objectives and performance measures;
- Determines agency target setting period;
- Approves office performance commitment and rating;
- Assesses performance of Divisions.

### **b. PERFORMANCE MANAGEMENT TEAM (PMT)**

The PMT shall be composed of the following:

<b>Chairperson</b>	Official designated by the Executive Director
<b>Members</b>	Highest Officer in Charge of Human Resource Management
	Highest Officer in Charge of Financial Management
	Highest Officer in Charge of Organizational Planning
	Representative of the Rank and File Employee
<b>Secretariat</b>	Planning Officer

The PMT shall have the following functions and responsibilities:

- Sets consultation meeting of all Division Heads for the purpose of discussing the targets set in the Office Performance Commitment and Rating Form.
- Ensures that office performance targets and measures, as well as the budget are aligned with those of the agency and other work distribution of offices/units is rationalized.
- Recommends approval of the divisions' performance commitment and rating to the Executive Director.
- Acts as appeals body and final arbiter for performance management issues of the FPA.

- Identifies potential top performers and provide inputs to the Programs on Awards and Incentives for Service Excellence (PRAISE) Committee for grant of awards and incentives.
- 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, Management & Information Division (PMID) shall serve as the PMT Secretariat.

#### **c. PLANNING, MANAGEMENT AND INFORMATION DIVISION (PMID)**

- Monitors submission of Office Performance Commitment and Review forms and schedules the review/evaluation of Office Commitments by the PMT before the start of a performance period.
- Consolidates, reviews, validates and evaluates the initial performance assessment of the Division Heads based on reported Office accomplishments against the Success Indicators. The result of the assessment shall be the basis of PMT's recommendation to the Executive Director who shall determine the final office rating.
- Conducts an agency performance planning and review conference annually for the purpose of discussing the Office assessment for the preceding performance periods and plans for the succeeding rating period with the concerned Division Heads. This shall include participation of the Finance and Administrative Division as regards budget utilization.
- Provides each division with the final Office Assessment to serve as basis of divisions in the assessment of individual staff members.

#### **d. PERSONNEL SECTION**

- Monitors submission of Individual Performance Commitment and Review (IPCR) form by Heads of Office.
- 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 Executive Director.
- Provides analytical data on retention, skills/competency gaps, and talent development plans that are aligned with strategic plans.



- Coordinate developmental interventions that will form part of the Human Resource (HR) Plan.

**e. EXECUTIVE DIRECTOR**

- Assumes primary responsibility for performance management in his/her Office ensuring attainment of performance objectives and targets.
- Conducts strategic planning session with the supervisors/raters and staff, and agree on the outputs to be specified in the OPCR form for submission to the PMID.
- Reviews and approves the Individual Performance Commitment and Review form for submission to the HRM Office/Personnel Office before the start of the performance period
- Submits Quarterly Accomplishment Report to the PMID based on the PMS calendar<sup>2</sup> (ANNEX D).
- Does initial assessment of office's performance using the approved Office Performance Committee and Review form.
- Determines the 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 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 said period and prepares written notice/advice to subordinates that a succeeding Unsatisfactory performance shall warrant their separation from the service.
  - Provides preliminary rating to subordinates showing Poor performances 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.

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

#### **f. DIVISION HEADS OR EQUIVALENT**

- Assumes joint responsibility with the Executive Director in ensuring attainment of performance objectives and targets
- Rationalizes distribution of targets/tasks
- 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
- Assesses individual employees' performance
- Recommends developmental intervention

#### **g. INDIVIDUAL EMPLOYEES**

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



## **PART 2: THE FPA SPMS PROCESS**

### **I. THE FPA-SPMS CYCLE**

The FPA-SPMS shall follow the four-stage PMS cycle that underscores the importance of performance management.

#### **Stage 1. Performance Planning and Commitment**

The Division Heads shall meet with the 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 yardstick consisting of performance measure 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 FPA aims to achieve. The performance measures shall 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
Effectiveness/ Quality	The extent to which actual performance compares with targeted performance. The degree to which objectives are achieved and the extent to which targeted problems/issues are solved/ addressed with a certain degree of excellence. In management, effectiveness relates to getting the right things done.
Efficiency/ Quantity	The extent to which time or resources is used for the intended task or purpose. Measures whether targets are accomplished with a minimum amount or quantity of waste, expenses, or unnecessary effort.
Timeliness	Measures whether the deliverable was done on time based on the requirements of the law and/or clients/stakeholders. Time-related performance indicators evaluate such things as project completion deadlines, time management skills and other time-sensitive expectations.

The Executive Director shall cause the determination of the "agency target setting period",<sup>3</sup> a period within which the division 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 FPA mandate, road map, program thrusts and major final outputs shall be the bases of the targets of the division. Aside from the Office Commitments explicitly identified under each Strategic Priority in the Road Map, major final outputs<sup>4</sup> that contribute to the attainment of organizational mission/vision which form part of the core functions<sup>5</sup> of the division 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 agencies or institutions or units within the agency with similar functions or processes. 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 Division 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 Head of Agency shall 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 Division with its potential performance.

In setting work targets, the division shall likewise indicate the detailed budget requirements per expense account to help the Executive Director in ensuring a strategy driven budget allocation and in measuring cost efficiency. The division shall also identify specific 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).

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<sup>3</sup>Before the start of the performance period.

<sup>4</sup>MFOs 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 *Organizational Indicator Framework (OPIF) Book of Outputs for 2011*).

<sup>5</sup>Core functions are those performed by the Office which are inherent in its mandates.



The approved OPCR Form shall serve as basis in the individual performance targets and measures to be prepared in the Division/Individual Performance Commitment and Review (DPCR & IPCR) forms (Annexes B & B1).

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 ratees. Individual employees' performance shall not be lower than the FPA's standards in its approved Office Performance Commitment and Review form.

## **Stage 2. Performance Monitoring and Coaching**

During the performance monitoring and coaching phase, the performance of the divisions and every individual shall be monitored at various levels: i.e., Head of Agency, 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 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.

## **Stage 3. Performance Review and Evaluation (Division Performance and Individual Employee's Performance)**

This phase aims to assess both the 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 the division and individual performances shall be impartial owing to scientific and verifiable basis for target setting and evaluation.

### **• Office Performance Assessment**

The PMID shall consolidate, review, validate and evaluate the initial Office Performance Assessment of the Division Heads based on reported divisions' accomplishments against the success indicators. The result of the assessment shall be submitted to the PMT for calibration and recommendation to the Executive Director. The Executive Director shall determine the final rating of divisions.



An agency performance review conference shall be conducted annually by the PMID for the purpose of discussing the Division Performance Assessment with the concerned Division Heads. This shall include participation of the Finance and Administrative Division as regards budget utilization. To ensure complete and comprehensive performance review, all Divisions shall submit a semi-annual accomplishment report to the PMID based on the SPMS calendar<sup>6</sup> (Annex D).

Any issue/appeal/protest on the division's assessment shall be articulated by the concerned Division Head and decided by the Executive Director during this conference; hence the final rating shall no longer be appealable/contestable after the conference.

The PMID shall provide each division with the final Division Performance Assessment to serve as basis of divisions in the assessment of their respective 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.

The FPA-SPMS puts premium on major final outputs towards realization of organizational mission/vision. Hence, rating for planned and/or intervening tasks shall always be supported by reports, documents or any output as proof of actual performance. In the absence of said bases of proofs, a particular task shall not be rated and shall be disregarded.

The supervisor shall indicate qualitative comments, observations and recommendations in the employee's IPCR form including competency assessment<sup>7</sup> and critical incidents<sup>8</sup> which shall be used for human resource development purposes such as promotion and other interventions.

Employee's performance assessment shall be discussed by the supervisor with the concerned ratee prior to the submission of the employee's IPCR to the Executive Director.

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

<sup>7</sup> Competencies are observable, measurable and vital behavioral 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.

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



The Division Head 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 Division Head may adopt appropriate mechanisms 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 assessment shall not go higher than the collective performance assessment of the division.

The Division Head 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-à-vis the competency requirements of the job. The result of the assessment shall be discussed by the Division Head 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 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 development interventions shall be made available by the Division Chief and supervisors in coordination with the HRM Office/Personnel Office.

A Professional Development Plan (Annex K) to improve or correct performance of employees with Unsatisfactory and Poor performance ratings must be outlined, including timeliness, and monitored to measure progress.

The result of the performance evaluation/assessment shall serve as inputs to the:

- a. Executive Director 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 FPA who will qualify for awards and incentives.

## **II. RATING PERIODS**

Performance evaluation shall be done semi-annually, one from January to June and the other from July to December.

## **III. RATING SCALE**

There shall be five-point rating scale (1 to 5), 5 being the highest and 1, the lowest. The FPA's average rating consists of:

<b>AVERAGE RATING</b>		
<b>Adjectival Rating</b>	<b>Range</b>	<b>Numerical Rating</b>
Outstanding	5.00	5
Very Satisfactory	4.00 - 4.99	4
Satisfactory	3.00 - 3.99	3
Unsatisfactory	2.00 - 2.99	2
Poor	1.00 - 1.99	1

The three dimensions of performance or accomplishments are quality, efficiency, and timeliness.

Quality/Effectiveness means getting the right things done. It refers to the degree to which objectives are achieved as intended and the extent to which issues are addressed with certain degree of excellence.

Efficiency/Quantity is the extent to which targets are accomplished using the minimum amount of resources.

Timeliness measures if the targeted deliverables was done within the scheduled or expected timeline.



The FPA rating scales for quality, efficiency and timeliness are as follows:

RATING SCALE FOR QUALITY , EFFICIENCY AND TIMELINESS				
RATING		Quality/Effectiveness (Q)	Efficiency/Quantity ( E )	Timeliness (T)
Numerical	Adjectival			
5	Outstanding	100% meeting the Success Indicators (SI)	Performance exceeding targets by 30% and above of the planned targets	Task completed on or before the target date
4	Very Satisfactory	90% to 99.99 of SI	Performance exceeding targets by 15% to 29% of the planned targets	Task completed .01% - 10% after the target date
3	Satisfactory	80% to 89.99% of SI	Performance of 100% to 114% of the planned targets	Task completed 10.01% -20% after the target date
2	Unsatisfactory	70% to 79.99% of SI	Performance of 51% to 99% of the planned targets	Task completed 20.01% -30% after the target date
1	Poor	Below 70% of SI	Performance failing to meet the planned targets by 50% or below	Task completed by more than 30% after the target date

#### IV. USES OF PERFORMANCE RATINGS

- a. Security of tenure of those holding permanent appointments is not absolute but based on performance.

Employees who obtained Unsatisfactory rating for one rating period or exhibit poor performance shall be provided appropriate developmental intervention by the Division Chief and supervisor, 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, he/she may be dropped from the rolls. A written notice/advice from the Division Chief at least 3 months before the end of the rating period is 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 Office.
- 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 the purposes of performance-based incentives, 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. FPA employees who are on detail or secondment to another office shall be rated in their present or actual office, copy furnished the mother (plantilla) office. 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. Technical Assistance to FPA**

The Executive Director may request technical assistance from the CSC Regional/Field Office concerned on the development, implementation, or refinement of the FPA-SPMS.

**II. Sanctions**

Unless justified and accepted by the PMT, non-submission of the DPCR and IPCR forms to the PMT within the specified dates shall be a 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 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 Division Heads, supervisors or employees responsible for the delay or non-submission of the OPCR and IPCR reports.
- c. Failure on the part of the Division Head 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.
- d. Non-submission of agency SPMS to the Civil Service Commission for review/approval shall be a ground for disapproval of promotional appointments issued by the FPA Executive Director.

**III. 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 a division 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 with the PMT within ten (10) days from the date of receipt of notice on their final performance evaluation rating from the Executive Director. A division or individual employee, however, shall not be allowed to protest the performance ratings of other division or employees. Ratings obtained by other division or employees can

only be used as basis or reference for comparison in appealing one's division or individual performance rating.

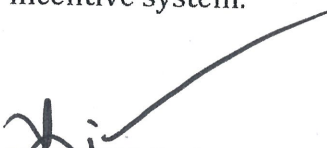
- c. The PMT shall decide on the appeals within one month from receipt.
- d. Officials or employees who are separated from the service on the basis of Unsatisfactory or Poor performance rating can appeal their separation to the CSC or its regional office within 15 days from receipt of the order or notice of separation.

### **EFFECTIVITY**


The FPA's Strategic Performance Management System (FPA-SPMS) and subsequent amendments thereto shall take effect immediately after its approval by the Civil Service Commission.

### **COMMITMENT**

I hereby commit to implement and abide by the provisions of this Strategic Performance Management System in the Fertilizer and Pesticide Authority. The FPA-SPMS shall ensure adherence to the principle of performance based tenure and incentive system.

  
**NORLITO R. GICANA, CESO III**  
Executive Director

**APPROVED**

  
**JUDITH A. DONGALLO-CHICANO**  
Director IV

**JAN 04 2016**