

Noted 2/19/98
NIA

Republika ng Pilipinas
PAMBANSANG PANGASIWAAN NG PATUBIG
(National Irrigation Administration)
Lungsod ng Quezon

MC No. 04, s. 1998

MEMORANDUM CIRCULAR

**TO: THE DEPUTY ADMINISTRATOR; ASSISTANT ADMINISTRATOR;
DEPARTMENT/STAFF HEADS; REGIONAL IRRIGATION
MANAGERS; OPERATION/PROJECT MANAGERS; PROVINCIAL
IRRIGATION OFFICERS; IRRIGATION SUPERINTENDENTS; AND
ALL OTHERS CONCERNED
National Irrigation Administration**

SUBJECT: Annual Award and Recognition for "Best Equipment Manager"

In order to stimulate increased efficiency and at the same time give due recognition to top performers in equipment management, an award shall be given to the individual Equipment Manager who shall obtain the highest performance rating for the calendar year. Such award shall be given to the awardee on an appropriate ceremony during the Annual NIA Anniversary Program.

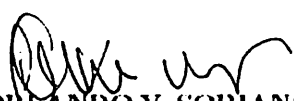
For the information and guidance of all concerned, attached is the Criteria for the Evaluation of Performance of Regional/Operations Equipment Managers (Annex-A), designed to measure their performance against pre-determined annual commitments and other standard requirements of the NIA. Specific and detailed guidelines are explained in Annex B.

This new performance rating system for Equipment Managers shall be implemented in Calendar Year 1997. This form shall be accomplished in three (3) copies and distributed as follows: original copy - ratee; 1-carbon copy - Regional/Operations Office; 1-carbon copy - EMD, Central Office.

The individual Equipment Manager in each Regional/Operations Office shall initially rate himself using the attached performance criteria. In Part I - Physical Performance, the rating shall be based on the accomplishments appearing in Form EM-4Q for the last quarter of the year. The RIM/OM shall review the points encircled by his Equipment Manager and sign on the appropriate blank if he fully concurs with the rating. Otherwise, he shall indicate his disagreement/suggestion/exception opposite the specific factor on the face of the form itself and on the two (2) carbon copies.

This Memorandum Circular supersedes MC No. 38, s. 1994 dated 01 August 1994 including all previous issuances which are contrary to the attached performance rating system.

Strict compliance is hereby enjoined.


ORLANDO V. SORIANO
Administrator

February 12, 1998

SUMMARY OF THE CRITERIA FOR THE EVALUATION OF PERFORMANCE OF REGIONAL EQUIPMENT MANAGER

AREAS FOR EVALUATION

MAXIMUM POINTS

I. PHYSICAL PERFORMANCE					100
A. TECHNICAL				50	
1. Equipment Status			10		
a. Percent Operability for the Year		5			
b. Percent Operability for past 3-years (Average)		5			
2. Equipment Repair Accomplishment			10		
Percent Accomplishment		10			
3. Equipment Utilization			30		
a. Actual Util. vs. Available Resources		10			
(1) Heavy equipment	5				
(2) Light/Transport Equipment	5				
b. Actual Utilization vs. Targetted Requirement		20			
(1) Heavy Equipment	10				
(2) Light/Transport Equipment	10				
B. FINANCIAL MANAGEMENT				30	
1. Equipment Rental Generation			15		
2. Equipment Repair Fund Utilization			10		
3. Income-Expense Ratio (viability Index)			5		
C. MONITORING AND EVALUATION				20	
1. Timeliness of Reports (On or before deadline)			10		
2. Upkeep of Equipment Logbooks			10		
II. BEHAVIORAL ASPECTS					100
A. Punctuality and Attendance				10	
B. Leadership				20	
C. Stress Tolerance				10	
D. Human Relations				20	
E. Improvement of Operational Capability				30	
F. Upkeep of Buildings and Facilities				10	
III. OVERALL ACCOMPLISHMENT (WEIGHTS)					
PHYSICAL PERFORMANCE					80%
BEHAVIORAL ASPECTS					20%
TOTAL					100%

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**CRITERIA FOR THE EVALUATION OF
PERFORMANCE OF REGIONAL EQUIPMENT MANAGER**

AREAS FOR EVALUATION

MAXIMUM POINTS

I. PHYSICAL PERFORMANCE					100
A. TECHNICAL				50	
1. Equipment Status			10		
a. Percent Operability for the Year		5			
96 - 100%	5				
91 - 95%	4				
86 - 90%	3				
81 - 85%	2				
Below 81%	1				
b. Percent Operability for past 3-years (average)		5			
96 - 100%	5				
91 - 95%	4				
86 - 90%	3				
81 - 85%	2				
Below 81%	1				
2. Equipment Repair Accomplishment					
Percent Accomplishment for the Year			10		
96 - 100%	10				
91 - 95%	8				
86 - 90%	6				
81 - 85%	4				
Below 81%	2				
3. Equipment Utilization			30		
a. Actual Utilization vs Available Resources		10			
1. Heavy Equipment	5				
40 - 50%	5				
30 - 39%	4				
20 - 29 %	3				
10 - 19%	2				
Below 10%	1				
2. Light/Transport Equipment	5				
40 - 50%	5				
30 - 39%	4				
20 - 29%	3				
10 - 19%	2				
Below 10%	1				

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**CRITERIA FOR THE EVALUATION OF
PERFORMANCE OF REGIONAL EQUIPMENT MANAGER**

AREAS FOR EVALUATION

MAXIMUM POINTS

I. PHYSICAL PERFORMANCE					100
A. TECHNICAL				50	
3. Equipment Utilization			30		
b. Actual Utilization vs. Targetted Requirement		20			
(1) Heavy Equipment	10				
96 - 100%	10				
91 - 95%	8				
86 - 90%	6				
81 - 85%	4				
Below 81%	2				
(2) Light/Transport Equipment	10				
96 - 100%	10				
91 - 95%	8				
86 - 90%	6				
81 - 85%	4				
Below 81%	2				
B. FINANCIAL MANAGEMENT				30	
1. Equipment Rental Generation Actual vs. Commitment			15		
Above 90%	15				
80 - 89%	12				
70 - 79%	9				
60 - 69%	6				
Below 60%	3				
2. Equipment Repair Fund Utilization for Year vs Commitment			10		
Above 90%	10				
80 - 89%	8				
70 - 79%	6				
60 - 69 %	4				
Below 60%	2				
3. Income - Expense Ratio (Viability Index)			5		
Over 10.0	5				
8.0 - 10.0	4				
6.0 - 7.9	3				
4.0 - 5.9	2				
Below 4.0	1				

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CRITERIA FOR THE EVALUATION OF PERFORMANCE OF REGIONAL EQUIPMENT MANAGER

AREAS FOR EVALUATION

MAXIMUM POINTS

I. PHYSICAL PERFORMANCE					100
C. MONITORING AND EVALUATION				20	
1. Timeliness of Reports (on or before deadline)			10		
On or before deadline.		10			
5 working days after deadline.		7			
10 working days after deadline.		5			
15 working days after deadline.		3			
Above 15 working days after deadline.		1			
2. Upkeep of Equipment Logbooks			10		
Outstanding		10			
Very Satisfactory		7			
Satisfactory		5			
Good		3			
Unsatisfactory		0			
II. BEHAVIORAL ASPECTS					100
A. PUNCTUALITY AND ATTENDANCE				10	
1. TARDINESS/UNDERTIME (During the Year)			5		
Not more than 6 times tardy & undertime		5			
7 - 12 times tardy & undertime		4			
13 - 20 times tardy & undertime		3			
21 - 30 times tardy & undertime		2			
More than 30 times tardy & undertime		1			
2. ATTENDANCE			5		
Not more than 8 times absent; absences applied for in accordance with regulations		5			
9 - 12 times absent		4			
13 - 16 times absent		3			
17 - 20 times absent		2			
More than 20 times absent		1			
B. LEADERSHIP - The manner of guiding, influencing, motivating and developing confidence of subordinates to work as a team and accomplish assigned tasks, leading the organizational unit to achieve its goals and objectives enthusiastically.				20	

CRITERIA FOR THE EVALUATION OF PERFORMANCE OF REGIONAL EQUIPMENT MANAGER

AREAS FOR EVALUATION

MAXIMUM POINTS

II. BEHAVIORAL ASPECTS					100
B. LEADERSHIP				20	
- Leads staff exceptionally well. Easily achieve high productivity through team work. Maintains a good balance of task and people concern.			20		
- Leads staff effectively. Often gets a job done through team work. Staff is productive.			16		
- Leads staff adequately well. Usually gets job done.			12		
- Seldom exercises leadership over staff. Seldom gets job done on time.			8		
- Can not lead staff. No team work. Productivity low. No balance of task and people concerns.			0		
C. STRESS TOLERANCE - Stability of performance under pressure or supervision.				10	
- Always calm shows pleasant disposition. consistently confident and positive even during stressful conditions at work. Never loses patience and never allow others tension and anxiety to affect workplace.			10		
- Most of the time calm, confident and positive. Occasionally loses emotional control during stressful conditions.			8		
- Normally calm, confident and positive. Occasionally loses emotional control during stressful conditions.			6		
- Often loses emotional control in dealing with stressful work situations. Often complains about people and situations at work.			4		
- Cannot handle stress. Highly emotional and into violent arguments with others.			0		

**CRITERIA FOR THE EVALUATION OF
PERFORMANCE OF REGIONAL EQUIPMENT MANAGER**

AREAS FOR EVALUATION

MAXIMUM POINTS

II. BEHAVIORAL ASPECTS					100
D. HUMAN RELATIONS				20	
- Employee is very effective in dealing with public; gets along easily with members of work force; highly respected in the in the organization.			20		
- Can be relied to deal with public/peers; generally courteous and accommodating; cooperative with peers; and respectful of leaders.			16		
- Has ability to deal with public/peers; although he needs some advice at times.			12		
- Has some difficulty in dealing with public; occasionally discourteous except when attending to important or influential persons; needs further improvement.			8		
- Has considerable difficulty in dealing with public; peers; draws negative reaction; often discourteous and unstable.			4		
E. IMPROVEMENT OF OPERATIONAL CAPABILITY				30	
1. Ability to initiate and/or implement new or improved policies/work innovations that redound to considerable savings of the office and to take risk in their implementation.			20		
- 6 and above new or improved policies/work innovations instituted and/or implemented during the year.		20			
- 3-5 new or improved policies/work innovations instituted and/or implemented during the year.		16			
- 2 new or improved policies/work innovations instituted and/or implemented during the year.		12			
- 1 new or improved policies/work innovations instituted and/or implemented during the year.		8			
- No new or improved policies/work innovations instituted and/or implemented during the year.		0			

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CRITERIA FOR THE EVALUATION OF PERFORMANCE OF REGIONAL EQUIPMENT MANAGER

AREAS FOR EVALUATION

MAXIMUM POINTS

II. BEHAVIORAL ASPECTS					100
E. IMPROVEMENT OF OPERATIONAL CAPABILITY				30	
2. Maintain administrative discipline and give effective feedback on employees performance.			5		
- Very effective in maintaining discipline in the Office, giving immediate feedback to generate needed improvements.			5		
- Effective in maintaining discipline in the Office, giving timely feedback to generate needed improvements.			4		
- Adequate in maintaining discipline in the Office, giving feedback to generate needed improvements.			3		
- Sometimes maintains discipline in the Office, sometimes give feedback to generate needed improvements.			2		
- Has difficulty in maintaining discipline in the Office, does not give feedback to generate needed improvements.			1		
3. Promote professional growth of subordinates thru any of the following interventions:				5	
- job rotation					
- on-the-job training					
- coaching					
- seminars/trainings/sumposia					
- staff meetings/dialogue					
- orientation/briefing					
- develop manuals/pamphlets/brochures/leaflets					
- cultural/sports activities					
For adopting:					
Over 5 interventions during the year		5			
5 interventions during the year		4			
3-4 interventions during the year		3			
2 interventions during the year		2			
1 interventions during the year		1			

**CRITERIA FOR THE EVALUATION OF
PERFORMANCE OF REGIONAL EQUIPMENT MANAGER**

AREAS FOR EVALUATION

MAXIMUM POINTS

II. BEHAVIORAL ASPECTS					100
F. UPKEEP OF BUILDINGS AND FACILITIES				10	
1. Broken down furniture, office/unserviceable equipment and supplies arrangement			5		
- Furniture, office/unserviceable equipment and supplies always neatly arranged.		5			
- Furniture, office/unserviceable equipment and supplies most of the time neatly arranged.		4			
- Furniture, office/unserviceable equipment and supplies adequately arranged.		3			
- Furniture, office/unserviceable equipment and supplies most of the time disorderly.		2			
- Furnitures, office/unserviceable equipment and supplies always disorderly.		0			
2. Cleanliness and Orderliness of office facilities, compound, and workshops.			5		
- Office facilities, compound, and workshops always clean.		5			
- Office facilities, compound, and workshops most of the time clean.		4			
- Office facilities, compound, and workshops normally clean.		3			
- Office facilities, compound, and workshops sometimes clean.		2			
- Office facilities, compound, and workshops not clean.		0			
III. OVERALL ACCOMPLISHMENT (WEIGHTS)					
PHYSICAL PERFORMANCE					80%
BEHAVIORAL ASPECTS					20%
TOTAL					100%

COMPUTATION OF RATING:

PHYSICAL PERFORMANCE: Total No. of Points x 0.80 = _____pts.

BEHAVIOURAL ASPECTS: Total No. of Points x 0.20 = _____pts.

EQUIVALENT RATING:

<u>SCORE</u>	<u>DESCRIPTION</u>
Above 94 pts.	Outstanding (O)
81 - 94 pts.	Very Satisfactory (VS)
61 - 80 pts.	Satisfactory (S)
45 - 60 pts.	Fair (F)
Below 45 pts.	Poor (P)

SVP/dml
In: Criteria
6/18/96
8/15/97

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**Specific Guidelines in the Implementation
of the New Performance Rating System for Equipment Managers**

1.0 Purpose

The new Performance Rating System for Equipment Managers shall continually foster the improvement of management procedures, promote employee efficiency to meet group goals.

More specifically, it aims:

- 1.1 To provide Equipment Managers opportunity for self-motivated growth and development;
- 1.2 To assist both supervisor and subordinate in appraising contributions to organizational effectiveness; and
- 1.3 To provide a basis for the evaluation of achievement against pre-determined commitments.

2.0 Policy Guidelines

- 2.1 This system is hereby made an integral part of the personnel management and development program of this Agency.
- 2.2 Equipment Managers shall be given appropriate performance awards in recognition for their meritorious performance and their contributions to the growth of the Agency.

3.0 Scope

The System shall apply to all incumbent Equipment Management Division Managers/OIC's of all Regional/Operations Offices except incumbents of Special Project Offices occupying similar functions.

4.0 Rating Period

- 4.1 Performance appraisal shall be made annually.
- 4.2 Performance reports, on the prescribed form, shall be accomplished in three (3) copies and distributed as follows:

Original copy	-	Ratee
1st Carbon copy	-	Regional/Operations Office
2nd Carbon copy	-	Equipment Management Dept., C.O.

5.0 Who Shall Rate

- 5.1** As a general rule, each individual Equipment Manager shall initially rate himself using the attached performance criteria (Annex A) and subject to review or concurrence by the RIM/OM.
- 5.2** Upon receipt of the 2nd carbon copy, EMD-C.O. validates the performance reports from all field offices and rank them according to their equivalent ratings.

6.0 Appraisal Procedure

The performance appraisal procedure shall follow the following steps:

- 6.1** Preparation of the Annual Commitments - In consultation/coordination with the RIM/OM and other Division Managers of the Office, each Equipment Manager shall accomplish his performance commitments for the calendar year using the official form, (Form EM-4Q) - Summary of Program and Accomplishment Report (Annex B-1).
- 6.2** Agreement on Commitment - After discussion with his peers in the Regional/Operation Office and the concurrence of the RIM/OM, the Performance Commitment in Form EM-4Q shall be signed and the Equipment Manager concerned shall be under obligation to comply with his commitments.
- 6.3** EMD-C.O. Concurrence - In instances when there shall be a conference specifically called for the purpose by the Manager, EMD-C.O., the Performance Commitment shall be presented to the body during the session for further evaluation. Any deviation from the original commitment shall be cleared first from his RIM/OM concerned, before it is considered an official commitment.
- 6.4** Submission of Performance Progress Reports -
 - 6.4.1** Each Equipment Manager shall accomplish a Quarterly Summary of Program and Accomplishment Report (Form EM-4Q) and submit to EMD-C.O. within 15 working days after each quarter for evaluation per MC # 49, s. 1994.
 - 6.4.2** The quarterly EM-4Q shall show the performance commitments and the actual accomplishments in the columns provided. (Instructions in the preparation of Form EM-4Q are explained in MC # 29, S. 1995.)
 - 6.4.3** The EMD-C.O. shall submit regularly the consolidated performance reports of all Regional/Operation/Project Offices to top management for their information and management action. Copies for these consolidated reports shall be sent to all field offices for their information and guidance.

6.5 Review of Performance Commitments - Whenever necessary, the Equipment Manager and the RIM/OM shall dialogue on any changes of performance commitments. Targets which have been set too low shall be raised; targets set too high should be lowered. Any agreement on such change/s shall be forwarded to the EMD-C.O. for proper adjustment. It must be emphasized that no change in any performance commitment shall be considered unless officially endorsed by the RIM/OM office and approved by the EMD-C.O. Manager.

6.6 Documenting Ratings

6.6.1 At the end of the calendar year, each individual Equipment Manager shall record his personal assessment of his performance using the prescribed rating form (Annex A) and the last quarter Form EM-4Q (Annex B-1) as basis, and subject to the concurrence of the RIM/OM, as explained previously in Par. 5.0.

6.6.2 It is understood that before the rating report is submitted, the RIM/OM and Equipment Manager concerned shall have discussed any differences in the assessment of the latter's performance, if any.

7.0 Categories of Ratings

7.1 Five (5) adjective ratings shall be used, as follows:

7.1.1 Outstanding - An Equipment Manager shall be given this rating if his total equivalent score is above 94 points. It represents an extraordinary level of achievement in both physical performance and behavioral aspects in equipment management.

7.1.2 Very Satisfactory - An Equipment Manager shall be given this rating if his total equivalent score in physical performance and behavioral aspects is from 81 to 94 points. It represents an extraordinary level of performance but fails short of what is considered an outstanding performance.

7.1.3 Satisfactory - An Equipment Manager shall be given this rating if his total equivalent score is from 61 to 80 points. It represents the standard or ordinary requirement of duties of the position.

7.1.4 Fair - An Equipment Manager shall be given this rating if his total equivalent score is from 45 to 60 points.

7.1.5 Poor - An Equipment Manager shall be given this rating if his total equivalent score is below 45 points.

7.2 Only those Equipment Managers with Outstanding and Very Satisfactory performance ratings shall be considered for an award of recognition for "Best Equipment Manager", of the year.

fn:annexb

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