

PRODUCTIVITY APPRAISAL IN THE GOVERNMENT SECTOR AND POLICY IMPLICATIONS

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This article describes a study to assess the productivity of government agencies utilizing the framework developed by the Civil Service Commission for its New Performance Appraisal System. It is a three-year study with top and middle level management administrators as respondents.

Difficulties are described in measuring productivity in government agencies, in instituting an appraisal system, and therefore in getting government more committed to improving efficiency in government agencies.

Suggestions are then given for improving the system of productivity appraisal for government agency performance.

INTRODUCTION

Background

On September 30, 1987, Administrative Order No. 38 was signed by President Corazon C. Aquino establishing the Government Productivity Improvement Program. The Order cites the importance of the role of the government in accelerating the country's immediate goal of economic recovery.

In the Philippine setting, concepts on and practices of productivity appraisal vary among government establishments. Ideally, if the concepts and practices were similar throughout the public sector, there would be a standard measure of determining whether sound personnel concepts and practices exist in government organizations. It would also be easier for establishments which currently do not have an evaluation system to merely adopt what is prevalent in the public sector. Thus, as part of the government's effort to increase productivity which will speed up economic recovery, the Civil Service Commission (CSC) launched the New Performance Appraisal System (NPAS). The system is one of the projects of the Government Productivity Improvement Program.

Objectives

The following are the objectives of the study: To survey

the various concepts and practices on performance evaluation and productivity appraisal in different government agencies;

To find out whether government agencies have formalized this process through proper documentation;

To determine if NPAS is standardized among government agencies, if its implementation is objective in nature, and if it meets the appraisal needs of each agency;

To find out if government agencies' efforts to appraise performance or productivity are being satisfied by the current appraisal system; and

To identify problems of the current system, among the implementors and propose corresponding measures to resolve them.

Scope of the Study

Studies conducted from 1988 to 1990 by separate groups of students in relation to their course projects under the supervision of the author included respondents in 61 government agencies. (See Appendix A.) Only government head offices of agencies within Metro Manila were chosen for the three-year surveys to facilitate interview appointments and assure accessibility to locations. The results of the three-year separate studies were integrated into one more meaningful study.

Methodology

Methods used in collecting data included the interview method and the questionnaire method. The three survey groups conducting the study in three years utilized a standard questionnaire formulated by the author. Key government officials who were assumed to be the most knowledgeable of their respective appraisal systems were chosen as respondents. The questionnaires were personally handed to respondents and one most qualified respondent per government agency was given a copy of the instrument.

The research is a pilot study in performance/ productivity appraisal which can be expanded in scope in the near future.

Conceptual Framework

A maintenance function which encourages continuance and stability, if properly done, is evaluation of performance not only of workers but also of the managerial staff, from the front line supervisor to top management. Because they are not just servomechanisms, their activities and movements have to be placed under reasonable, fair and just observation and evaluation. The following paradigm illustrates the integrating reference that ties up performance evaluation system as a tool in managing productivity in relation to existing personnel and Human Resource Management concepts and practices, systems and standards. (See Figure 1.)

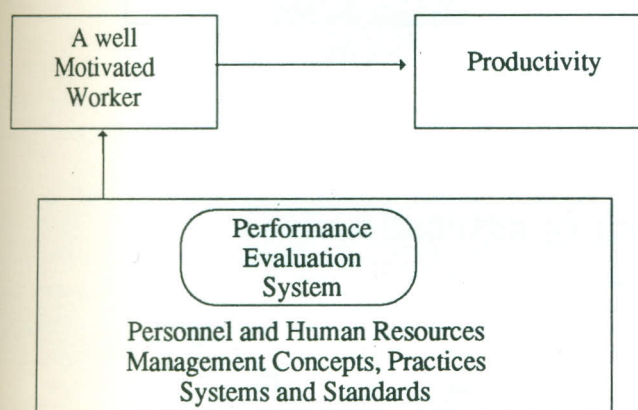


Figure 1

THE PERFORMANCE OF EVALUATION SYSTEMS AS A TOOL IN MANAGING PRODUCTIVITY

Performance evaluation, one of the significant maintenance sub-functions, is derived from the concepts, practices, systems and standards of personnel, and human resources management. It determines the individual's effectiveness which is the degree to which objectives of an organization are achieved through the individual's efforts and accomplishment. An objective and rational performance evaluation system is a strong factor in the making of a well-motivated worker. Subjectiveness in rating a worker's performance depresses and demotivates him, and his productivity ebbs to below standard. A linkage between performance evaluation and productivity in a motivated worker exists in a highly significant manner. The system is, thus, a tool in managing productivity.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Profile of Respondents

A total of 14.61 percent of the respondents belonged to top management while 85.39 percent were from middle management. (See Figure 2.)

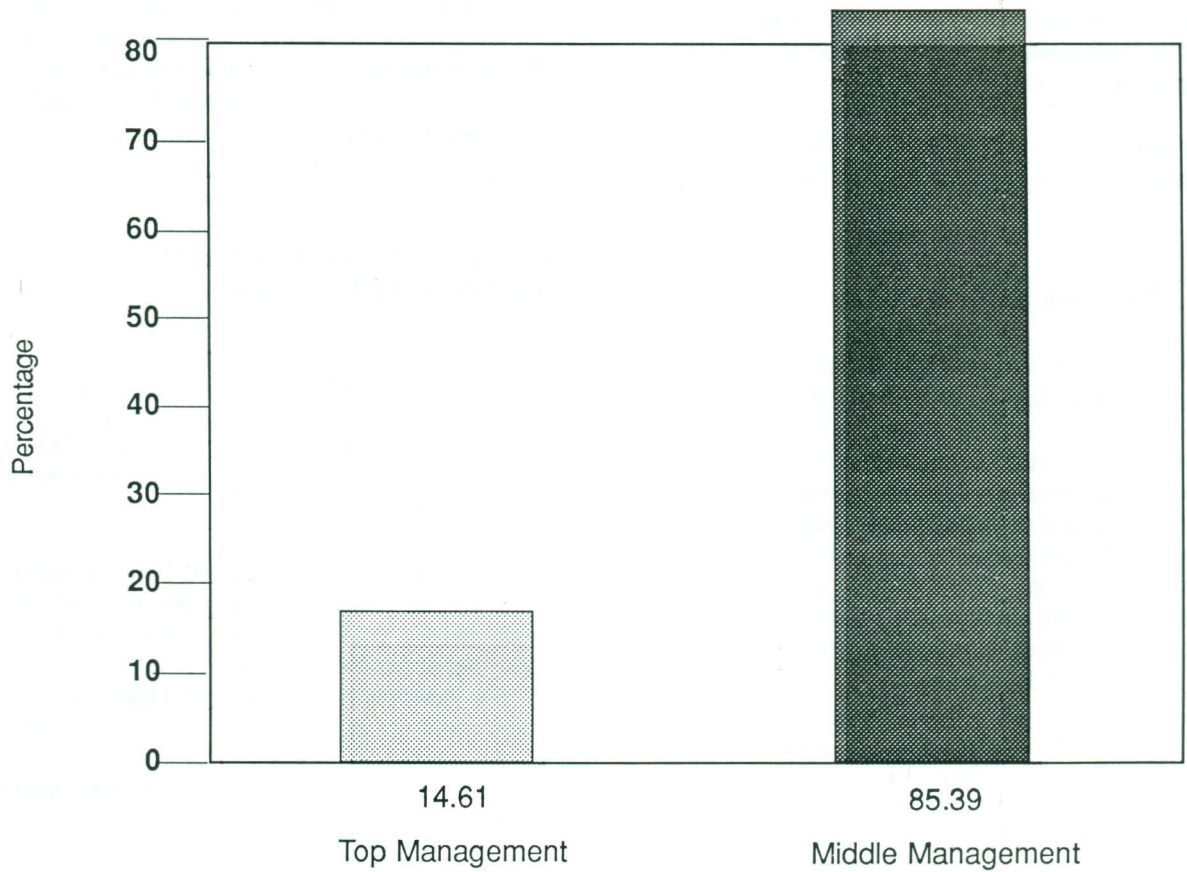
The results imply that the officers of government agencies who are most knowledgeable about productivity appraisal matters come from the middle management particularly that of the Personnel or Human Resources Department. For instance, in the various Departments, the researchers could not expect the Department Secretaries to answer the questionnaire. The person who could best attend to this survey matter was the human resources/personnel manager.

Of the total respondents, 41.57 percent have been with the government for more than twenty (20) years and 21.31 percent for sixteen (16) to twenty (20) years. A little more than four fifths of the respondents or 81.96 percent of them belong to the middle management level who have rendered government service for sixteen (16) years or more. It may be safe to conclude that, generally, it takes long years of service before one reaches the middle level of management in the government. (See Figure 3.)

Nineteen and one-tenth percent (19.1%) have been in the service for eleven (11) to fifteen (15) years and 13.48 percent for five (5) to ten (10) years. It can be deduced that 88.75 percent of the respondents have served in the public sector for not less than five (5) years. This may mean that

Figure 2

**INCIDENCE OF RESPONDENTS
BY MANAGEMENT LEVEL**



MANAGEMENT LEVEL OF RESPONDENTS

Figure 3

PROFILE OF RESPONDENTS

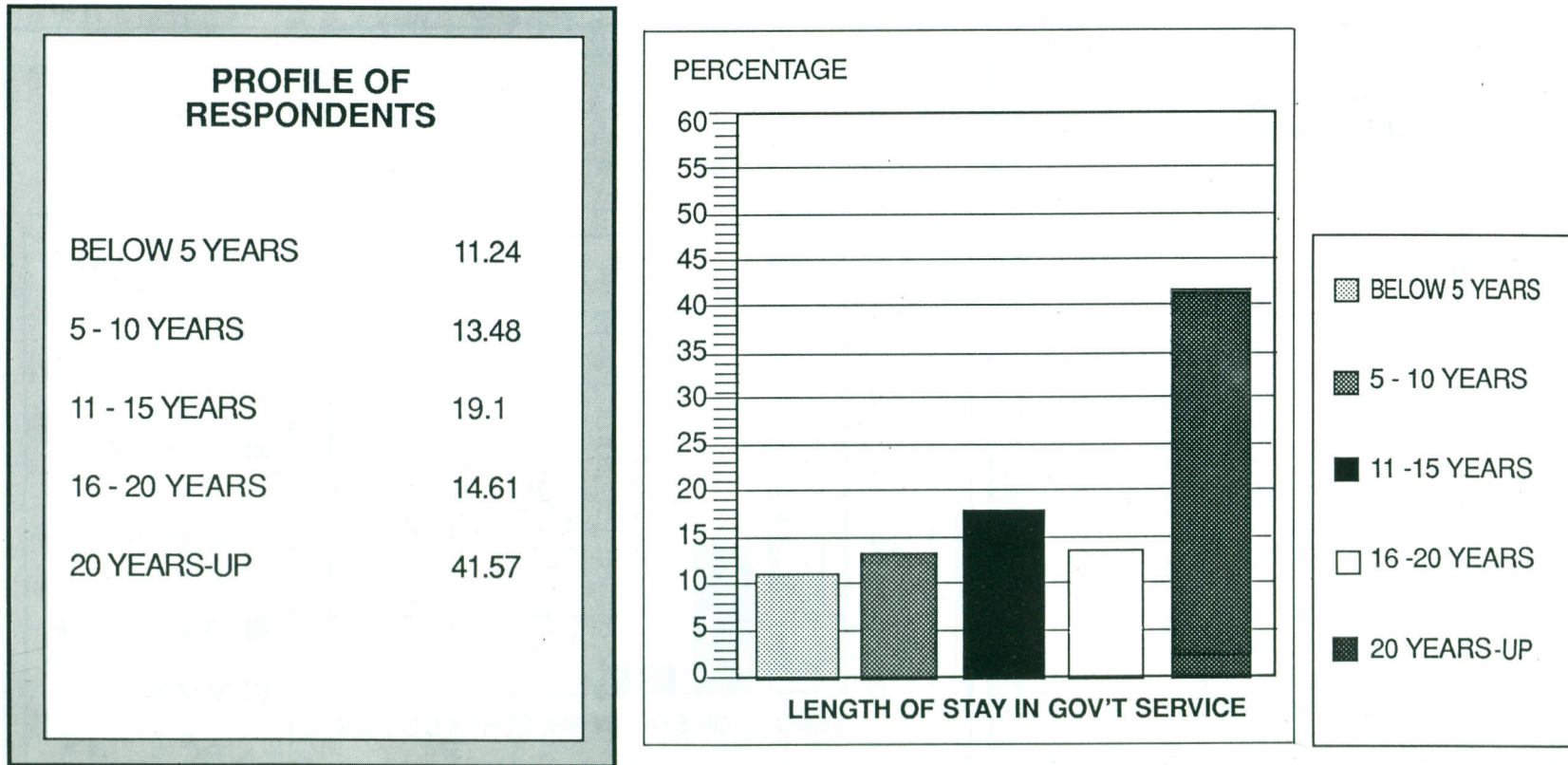
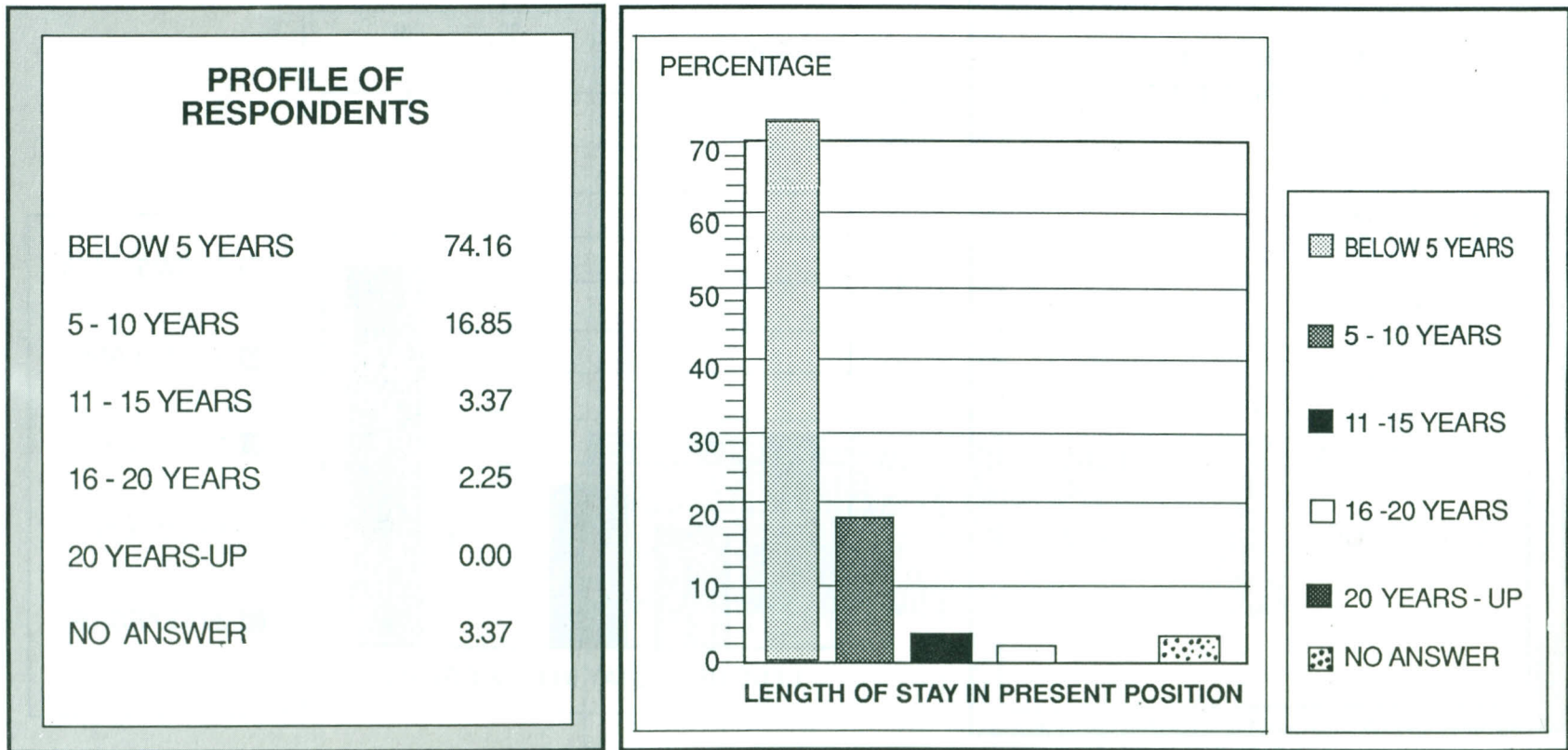


Figure 4

PROFILE OF RESPONDENTS



there is a low turnover of employees at the middle level of management. (See Figure 4.)

About 75 percent have held their present positions for less than five (5) years, slightly more than 25 percent for more than five (5) years, 16.85 percent for five (5) to ten (10) years, 3.37 percent for eleven (11) to fifteen (15) years, and 2.25 percent for sixteen (16) to twenty (20) years. This implies that those who are in the middle management level may have stayed in the lower positions for a longer period of time.

Concepts on Productivity/Performance

Use of Terms Performance and Productivity. The greater majority of respondents (85%) prefer the term "performance" when applied to the government sector according to interview data. They consider "productivity" to be relevant only when applied to the private sector, particularly in manufacturing and operations.

Personal Concept. The study reveals that the respondents' personal concepts on productivity vary to a considerable extent. About 48 percent define productivity as the optimization of goals. Moreover, a substantial 22.54 percent consider productivity as efficiency in doing one's job while about 20.21 percent aver that it refers to the accomplishment of one's duty. The study further shows that 6.49 percent define productivity as the improvement of the quality of service while 3.9 percent see it as the realization of agency goals. Other concepts cited by the remaining respondents are: elimination of red tape, implementation of reward system, and following a comprehensive strategy. One respondent indicates that he has no idea about productivity. (See Figure 5.)

Official Concept of Productivity. Around 75 percent of the respondents say that their respective government agencies adhere to an official concept on productivity while 13 percent aver otherwise. Some, 12 percent do not know whether the agencies they are serving have an official concept on productivity. (See Figure 6.)

The greater percentage of affirmative responses comes from middle level managers who have acquired a great deal of ideas about human resources matters in the agency. About 14 percent opine that their agencies do not have an official concept on productivity, have not defined the term, or have not expressed it explicitly. This may also mean that the concept is not highly emphasized in these offices.

Some Definition of Productivity. Out of the 61 agencies, 74.13 percent mention that their agencies maintain an official concept of productivity. Varying definitions are proffered. The most common definition is that it is the improvement of service. The next most frequent definition, at 19.7 percent, is that productivity is the accomplishment of planned work targets. (See Figure 7.)

Further review of survey results revealed other definitions, one may notice that 16.66 percent define productivity as accomplishment of performance standards, 12 percent define it as efficiency, while 21.21 percent say that the term refers to clientele service improvement. Other minor definitions are the following: 1) Productivity is the relationship between output and input, 4.54 percent; 2) It is the right quality and quantity at the right time, 6.06 percent, 3) It is the generation of socially-beneficial results 3.03 percent. One respondent correlated the concept of productivity to management by objectives. Other minor and less significant definitions are given by 4.62 percent of respondents.

The varying definitions of productivity as an official concept in different government agencies may be due to the varied nature of services rendered by the public offices. The definition may also depend on the respective priorities and emphasis of the agencies on the performance/productivity of their respective personnel.

Similarity of Personal and Official Concepts on Productivity. About 72.41 percent indicate that their personal concepts on productivity are the same as those of their respective agencies. Therefore, there is a general congruence between the personal and official concepts of productivity. (See Figure 8.)

Measures of Productivity Appraisal. There are various ways by which the government agencies included in the study measure productivity of employees. Twenty-four measures of productivity appraisal are actually used in government agencies. Some use performance evaluation systems; hence, the overlapping of the terms performance and productivity. These measures appear in Appendix B.

The respondents also recommend the productivity measures that their agencies should have adopted. They also cite thirty alternatives in Appendix C. This indicates that although most of the respondents are already content with their appraisal systems few have given innovative suggestions regarding this personnel function. The study also

Figure 5

WHAT IS YOUR CONCEPT OF PRODUCTIVITY

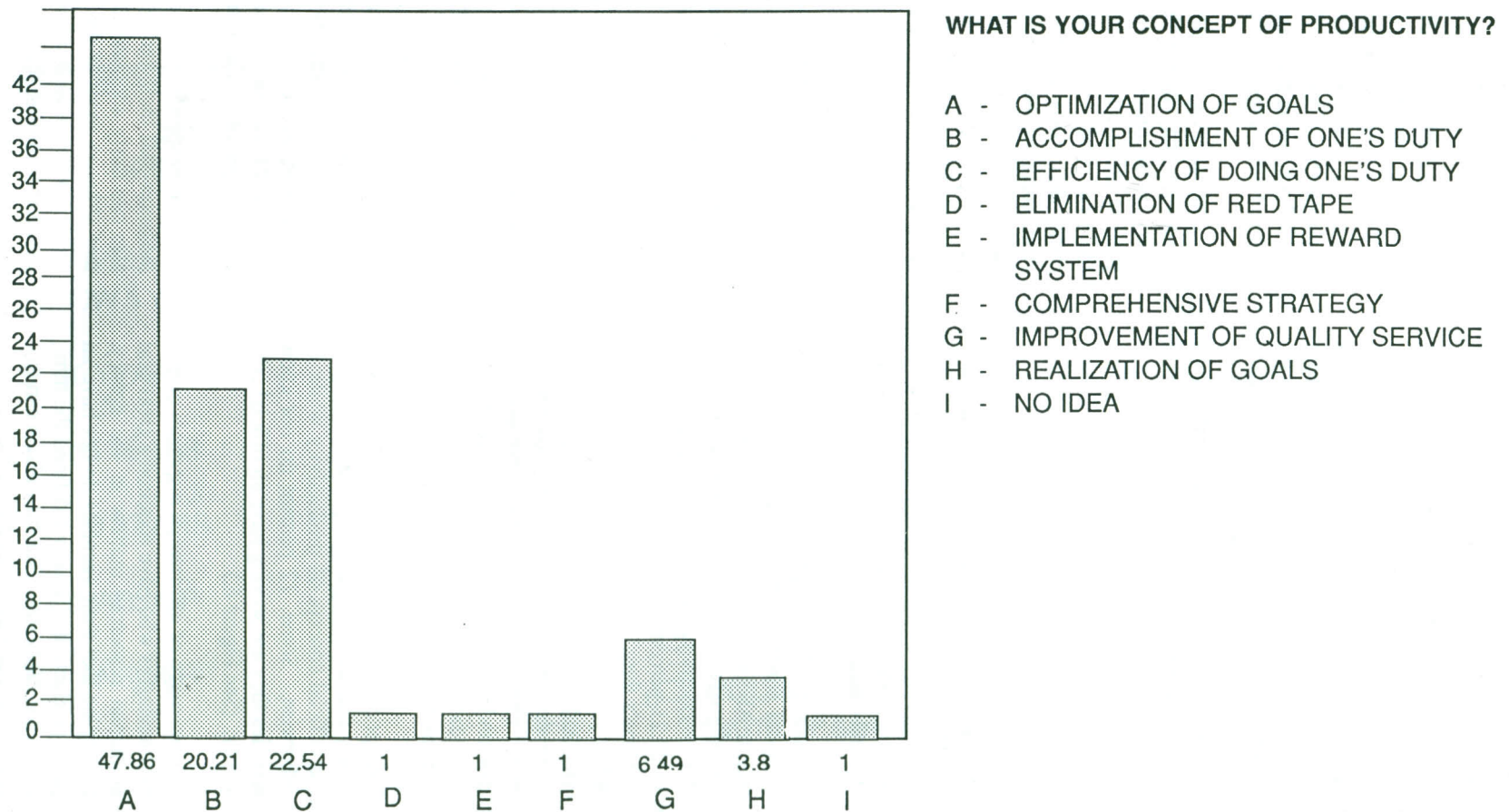


Figure 6

INCIDENCE OF AN OFFICIAL CONCEPT
OF PRODUCTIVITY

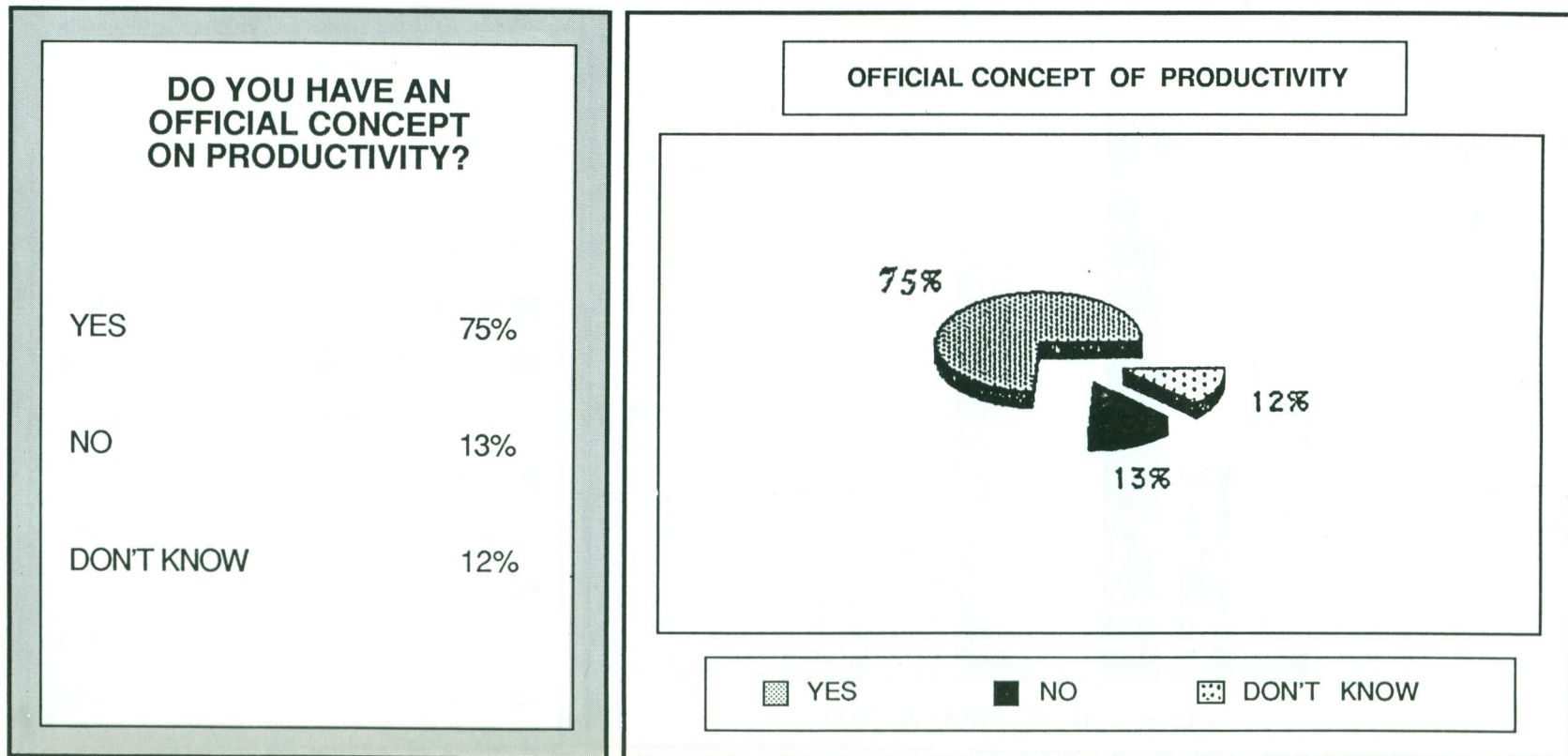


Figure 7

AGENCY'S DEFINITION OF PRODUCTIVITY

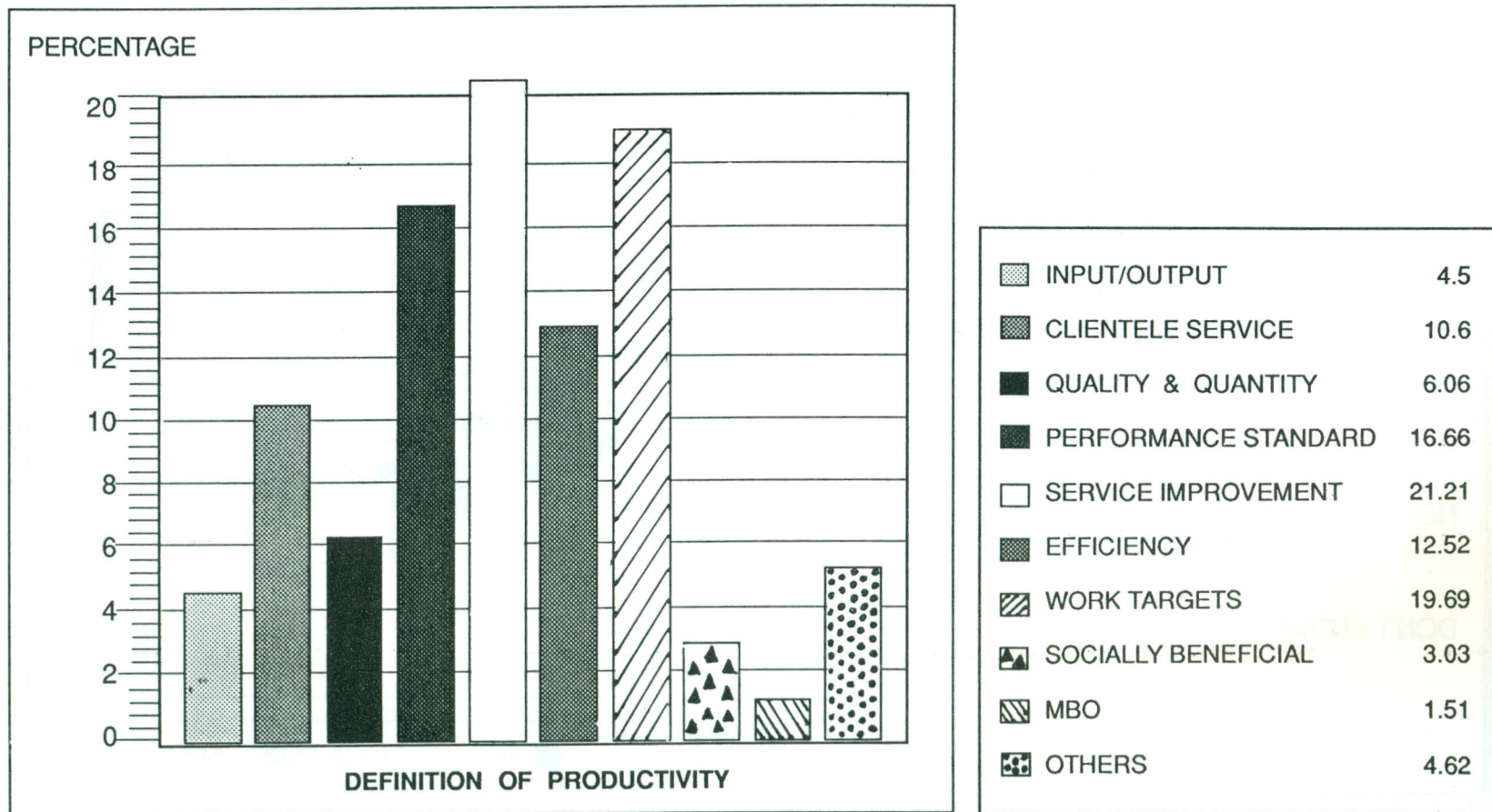
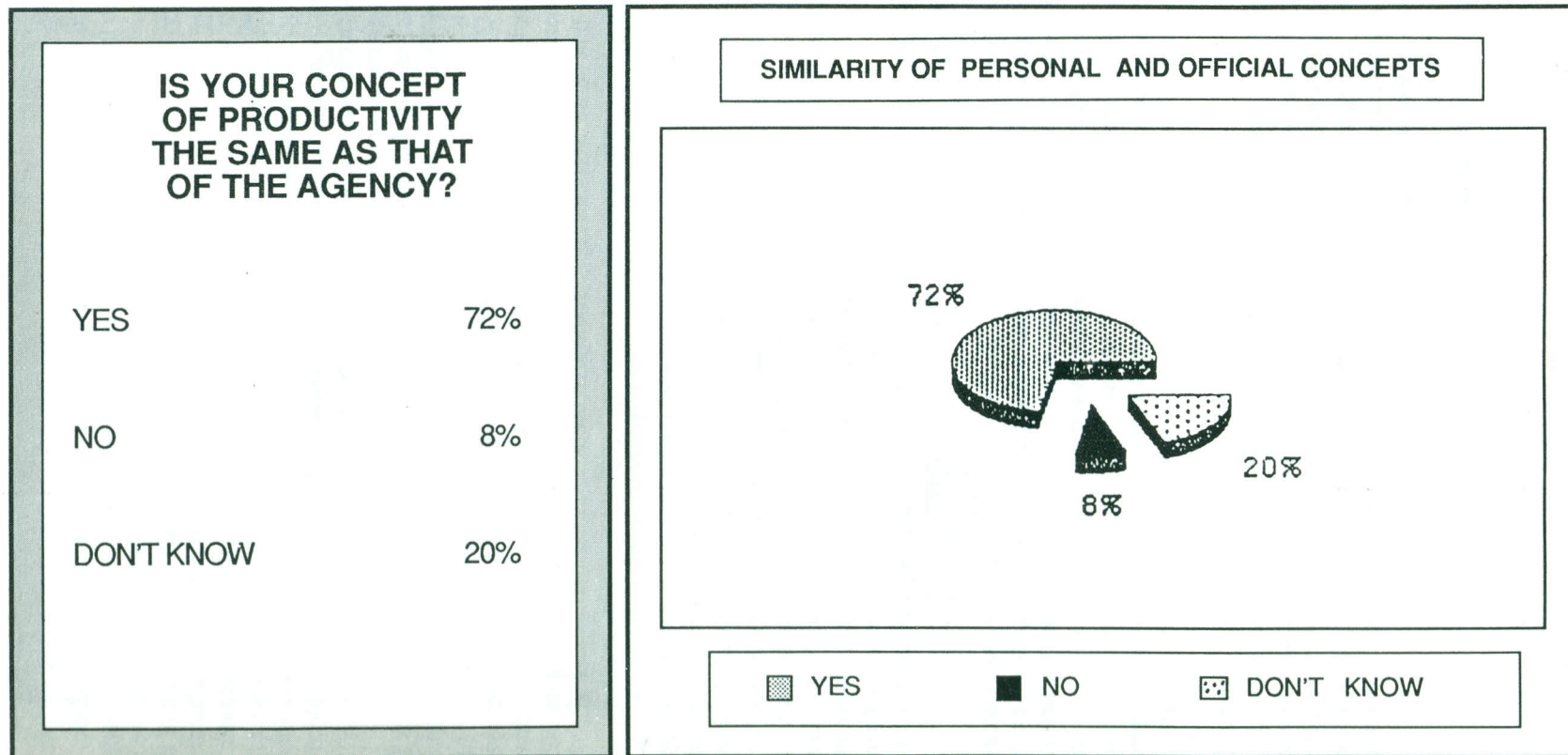


Figure 8

**EXTENT OF SIMILARITY OF
CONCEPT OF PRODUCTIVITY
BETWEEN THE INDIVIDUAL AND
THAT OF THE AGENCY**



reveals that the measures actually used in some government agencies are the recommended measures in others.

Practices on Productivity Appraisal

Government Agencies Using NPAS. Among the 61 respondents, 75.28 percent claim that their respective agencies are using the New Performance Appraisal System (NPAS) as prescribed by the Civil Service Commission MC # 12 S, 1989. A copy of the NPAS is seen in Appendix A. About 20.22 percent of the respondents indicate that their respective agencies have not adopted the NPAS. (See Figure 9.)

The fact that the majority of agencies covered in the analysis utilize the NPAS as recommended by the Civil Service Commission is an indication that these agencies welcome measures by which productivity of their respective employees can be evaluated. It is possible that these agencies are still looking for a more stable evaluation system for their organizational set-ups. It is disheartening to note the "Don't know" and no answers of a few respondents. This implies that either the respondents are not concerned about productivity developments in their particular agencies or that the agencies themselves are not properly informing their personnel of such developments.

Effectiveness of the NPAS. Surprisingly, majority of the respondents whose agencies are using the NPAS express some dissatisfaction over the effectiveness of the system in their respective agencies. A mere 10.45 percent indicate a highly favorable response while 28.36 percent find the system helpful. A bigger bulk of the respondents, 46.27 percent, view the system as moderately helpful. Some 13.43 percent say that the NPAS is not helpful at all. One (1) respondent states that the agency he belongs to has just started employing the NPAS and, thus, its effectivity cannot be assessed yet. (See Figure 10.)

It can be gleaned from the findings that majority of the respondents are not completely satisfied with the NPAS. Two major reasons are given. The respondents believe that the NPAS is not applicable to their particular agencies and that a better appraisal system (perhaps a modification of the NPAS) should be developed. Furthermore, the NPAS, although applicable, is not fully internalized by implementing agency personnel. The interviews showed that due to improper dissemination of information or outright unconcern by employees, the NPAS is only at its initial stage of implementation in some agencies. Some 32.13 percent

describe the system as ineffective, idealistic, inaccurate, requiring too much paper work and totally inapplicable. Some 45.28 percent view the NPAS as ineffective not because of the appraisal system itself but as a result of the subjectivity and mediocre compliance by the evaluator. This clearly points out the critical role played by the rater. As the author has stated in her book, *Human Resources Management*, "Only professionally and technically competent, emotionally stable, socially skilled, mature and objective individuals should be used as raters."¹

About 17.85 percent of the respondents favor the NPAS claiming that the appraisal system has improved employee efficiency and is appropriate for them. Accordingly, the NPAS can even be tied up with their own system of productivity appraisal. Two respondents even claim that their respective agencies are further improving the NPAS to suit their respective needs.

The respondents whose agencies employ the NPAS give varied and conflicting views on the said performance appraisal system. But since majority of the respondents have not shown complete satisfaction with the system, it could be inferred that the NPAS is generally suitable to only a few government agencies. The Civil Service Commission has exercised wise judgment in not compelling government agencies to adopt the NPAS, thus, giving the agencies the option to explore other measures of performance appraisal and to adopt the most suitable measure that would fit their organizational set-ups.

Reasons for Not Using the NPAS. Comments of respondents belonging to agencies employing the NPAS are basically similar to those of respondents airing dissatisfaction about the system. A major reason given is that the NPAS is not applicable or they already have their own performance appraisal system and they do not feel the need for the NPAS as recommended by the Civil Service Commission.

Different Appraisal Systems. Among the respondents whose respective agencies do not make use of the NPAS, seven (7) have replied that they are utilizing factor rating performance appraisal; four (4) averred that they are employing MORE (Management by Objectives and Results Evaluation); and the rest have cited peer rating and personal evaluation and rating system.

¹ Concepcion R. Martires. *Human Resources Management*, Manila: National Book Store, April 1988, p. 192

Figure 9

EXTENT OF NPAS BEING USED

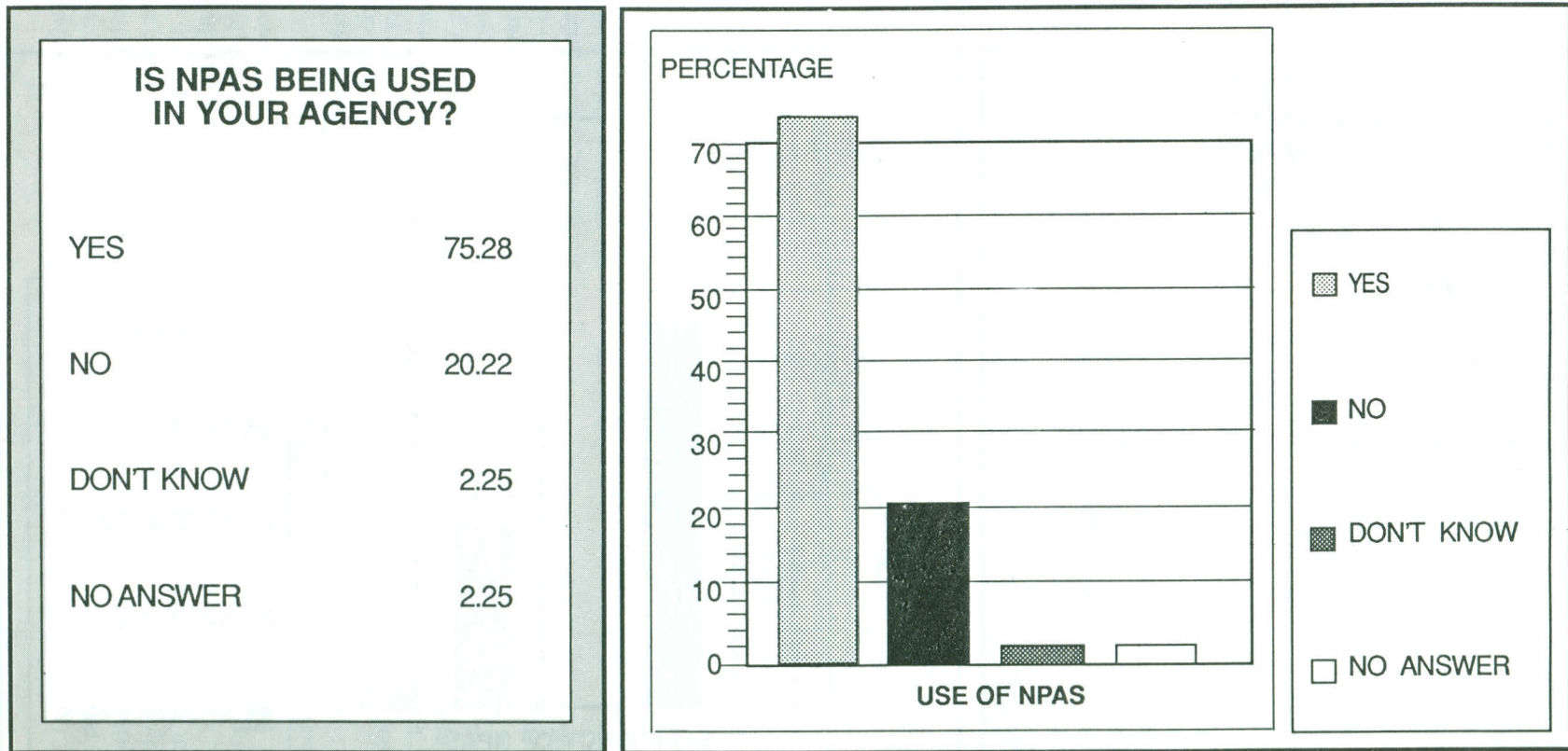
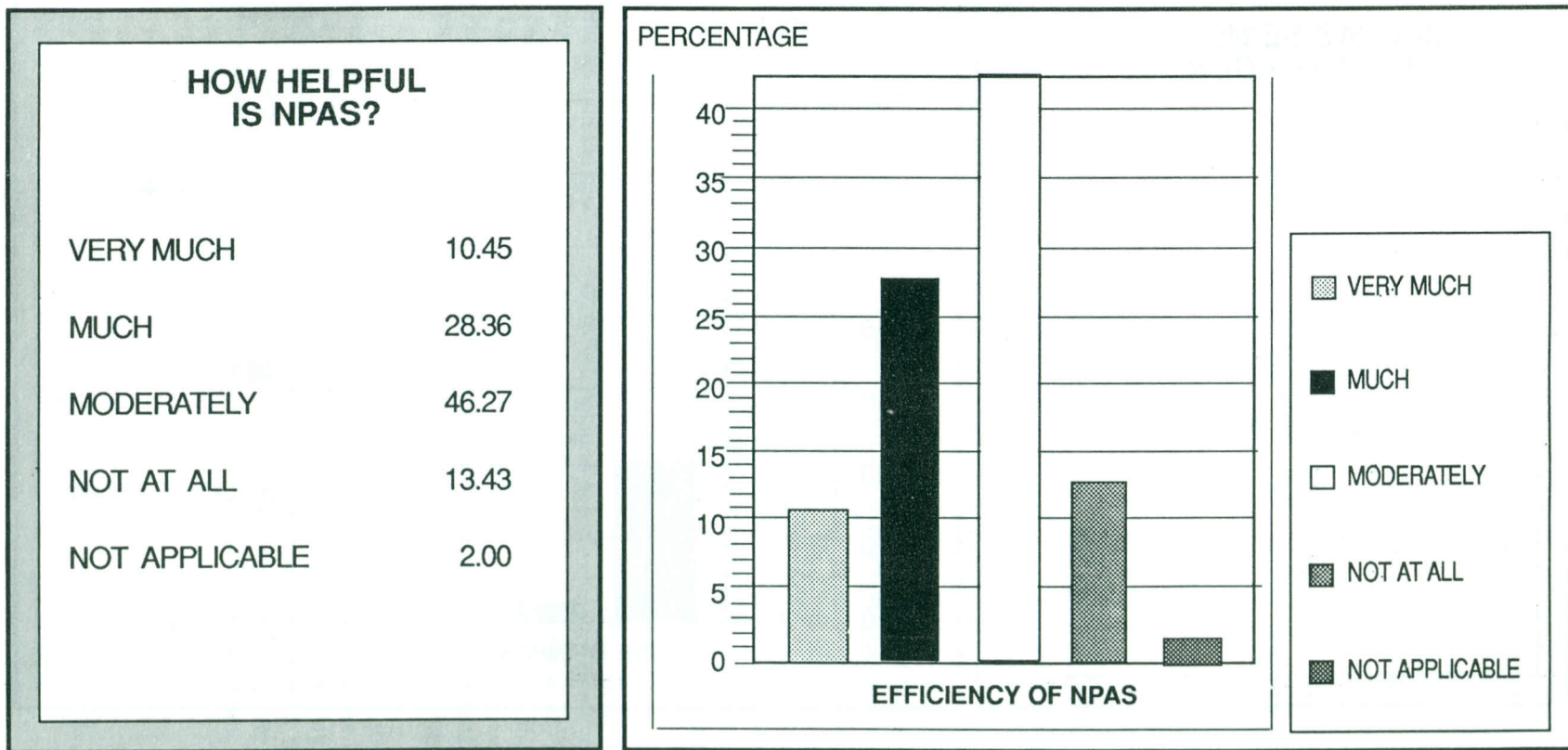


Figure 10
EXTENT OF HELP BY NPAS



Effectiveness of Different Appraisal Systems. Half of those using different productivity appraisal systems have expressed moderate satisfaction with their own methods of assessing productivity. About 27.78 percent have said that they are very much satisfied while 16.67 percent have replied that they are much satisfied with their existing appraisal systems. No respondent has expressed outright discontent. Only one has stated that it is too early to tell because the current appraisal system being used has just been implemented.

The foregoing findings are very encouraging since these agencies have come up with productivity appraisal systems which are more or less tailored to the intricacies of their own organizational set-ups. Definitely, there is still room for improvement but this only implies that each organization is unique and has its own needs and peculiarities which may be different from the rest.

Suggested Measures to Improve Productivity in the Public Sector. The respondents have given numerous measures through which productivity could be improved in the government agencies. The most common answers given include the following: (1) provide adequate compensation which is commensurate to efforts contributed, (2) increase incentives, (3) instill discipline among employees by conducting additional training, (4) eradicate graft and corruption in public service, (5) maintain constant monitoring, (6) encourage support and assistance from proper authorities, and (7) promote productivity awareness among agency personnel.

The main deterrent to improving productivity is inadequate compensation and lack or absence of incentives. It is no secret that government employees are not as well paid as employees in the private sector. Not only does this lower the morale of employees but it also implies that their basic needs are not being sufficiently met. It is difficult to demand and presumptuous to expect an employee to exceed average performance when compensation for his efforts are not even adequate to satisfy his basic needs. Conversely, an individual who is well-compensated for his efforts tend to produce more outputs of higher quality. This highlights the importance of at least satisfying the psychological needs of employees before demanding excellent performance from them.

A problem strongly and lamentably entrenched in the public service is graft and corruption. It may be difficult to eradicate this entirely from the system at present but it is a good sign that people are not only aware of it but there are also some who do not want to tolerate it. It only shows that

there are still people in the public sector whose values are not tainted. Continuous monitoring and assistance by proper authorities can be considered. Furthermore, the communication pattern within the agencies must also be taken into account. Developments, policies, procedures and other information which contribute to increased productivity must be well communicated to all agency personnel to facilitate awareness and cooperation.

Problems Met in Assessing Productivity. The respondents enumerate thirty-eight (38) problems encountered in productivity appraisal. The most common of which are: (1) lack of performance standards, specific and adequate indicators or measures of productivity; (2) negative attitudes and behavior of employees like "ningas cogon", laziness, and tardiness; (3) meager budget/funds; (4) subjectivity and biases of evaluator; (5) lack of support from management; and (6) lack of acceptance, awareness of and appreciation for the appraisal system and difficulty in setting performance targets.

These are only some of the ills of the appraisal system in the government sector. The litany of inefficiencies in the systems' implementation could go on but only the major ones are discussed here. The lack of specific performance standards reveals how little importance government agencies accord the evaluation of productivity of their personnel. Had they been truly concerned with improving the productivity of employees, they would have formulated specific and clear standards with guidelines that would facilitate efficient and effective productivity evaluation. Corollary to this, the interviews indicate that people in authority find it difficult to set performance targets since this, too, may be subject to manipulation. This inefficiency is compounded by the lack of cooperation from employees and lack of support from management. This phenomenon could be a frustrating situation. It is dangerous to just be content with the status quo and tolerate mediocrity bred by apathy. It seems that not only employees need a little jolting but also management. The fact that the government agencies do not have sufficient funds to finance an efficient and effective appraisal system should not be used as an excuse to justify inefficiencies. An effective and efficient appraisal system need not be too expensive.

An appraisal system, however good it may be, is subject to the biases and subjectivity of the evaluator. This could really be a letdown in the morale of employees. Not only must the evaluator be skilled but he/she must also be objective in assessing the performance of the ratees, without letting biases distort the outcome of the evaluation. There is

also the possibility that the appraisal system is not accepted and appreciated by the agency personnel. This usually happens when the system is only at its introductory stage and awareness about it is low.

Corresponding Resolutions to Problems. In answer to the lack of specific performance standards, the respondents suggest that the agencies should be required to set clear objectives and formulate measurable productivity indicators. This would also minimize subjectivity on the part of the evaluator. The adoption of attainable, realistic, and measurable target outputs is also suggested.

To avert the development of negative attitudes of agency personnel, the enforcement of discipline and orientation on proper values through training programs like seminars and workshops for both raters and ratees is proposed. The critical role of the raters in evaluating employee performance should be emphasized. Furthermore, employees must be clearly updated on developments in this area of concern. Before any new system is instituted, management must launch an information drive to increase the system's chances of being accepted and appreciated by raters and ratees, thus, improving chances of being effectively implemented.

With respect to insufficiency of funds, congressional legislation to increase the budget of the respective agencies must be sought. Management must realize the importance of performance/productivity appraisal and must allocate a reasonable slice of the budget for this purpose. Furthermore, management must know its priorities and determine which aspect of the organization is to be given more importance. It is not enough to conduct a performance/productivity evaluation, management must act on the result of the evaluation by acting on the root causes of problems defined in the evaluation. It is believed that people constitute the main force in improving productivity. If their basic needs plus reasonable benefits are met, increased productivity would follow.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

The study, first and foremost, aimed to investigate the system of performance evaluation and productivity appraisal in the public sector through primary and secondary sources.

Sixty-one government entities were included in the study with top and middle managers as respondents.

Most of the employees in the public sector who are knowledgeable regarding human resources matters are those who come from the middle and top management levels. These staff members have served the government for more than fifteen years but have been in their present positions for less than five years. This finding shows that it takes a long time for a government employee to get promoted to the management level.

In the survey respondents' organizations staff members who are generally knowledgeable in the area of productivity and personnel matters come from the middle management level. They have generally rendered government service for twenty years or more, and have been in their present position for not more than five years.

The biggest percentage of officers, which is almost half of the respondents, personally subscribe to the concept that productivity is the optimization of goals which, for many is mainly the improvement of service.

The congruence between the personal concept of the manager and official concept of the organization on productivity is a healthy signal for both to work together in its assessment. Minimal conflict may then be expected in this area between the management and the organization.

The concept and definition of productivity vary from organization to organization. These differences in concepts may call for different ways of appraising it.

The different government agencies have various ways of measuring productivity aside from the NPAS. In spite of these, however, using human resources departments still encounter problems in determining productivity of personnel.

The effectiveness of appraisal methods depends not only on the technicalities of the system but on how these measures are implemented.

Even with the use of recommended appraisal system, there are still various problems which reportedly arose while assessing performance/productivity of personnel.

The majority of the respondents are not completely satisfied with the NPAS. Although majority of government agencies (75 percent) use the NPAS, only around fifty (50 percent) find the measure moderately useful. About one-third describe the system as ineffective, idealistic, inaccurate and requiring too much work. Almost half attribute the

ineffectiveness of the system to the subjectivity of and mediocre compliance by the evaluator. The NPAS is not perfectly suited for all the public organizations. The Civil Service Commission has a greater task to do in this regard. Due to the varied services government entities render, it should not expect all agencies to use the NPAS uniformly. The NPAS has not been fully internalized by concerned agency personnel. Where the NPAS could be applied, a more comprehensive national training program of its use can be established. The personnel/human resources managers and heads of departments and divisions will be the main targets of this training program. Wrong use and misconceptions of the NPAS can be threshed out; terms used should be well-defined. Moreover, there should be thorough discussion on evolvement of work standards, organization aims and objectives upon which the NPAS is anchored. Problems defined like lack of specific performance standards, difficulty in setting performance targets, improper dissemination of information, or outright unconcern of employees, lack of support from management and the difficulty in assessing productivity can be addressed rationally.

The Civil Service Commission should follow up and monitor those entities that are not using and cannot use the NPAS. They may need its assistance in the use of an alternative system.

The lack of funds in the government service is not the only reason why performance/productivity appraisal is inefficiently performed. Biases and prejudices of raters, lack of appropriate appraisal methods suited to the organization and improper implementation of the existing measures are some other factors that affect performance evaluation.

In the government service, there are relatively slim chances for career improvement and professional advancement. Though one may work very hard, he may not be readily recognized. Even if he were, the agency cannot give him ample opportunities to realize his potentials to the fullest. Our country may be very well endowed with human resources but it is a sad phenomenon to observe that most potentials are not adequately tapped. If they are, their performance and productivity assessment does not truly reflect their worth.

The real value of any performance appraisal system lies in the implications it would make on the personnel being evaluated. What benefits would be derived from the evaluation? Would the employee be promoted/transferred/demoted, etc. as a result of the appraisal system and results? Do the benefits involved in installing an appropriate

evaluation system clearly outweigh the costs? These questions can be raised and answered in another research study.

This research is timely especially at this time when the hue and cry for trimming down the fat in the bureaucracy² in order to arrive at efficiency is loud and clear. The productivity of the whole slew of staff from undersecretaries and other underlings may also be determined by an adequate performance appraisal system.

POLICY IMPLICATIONS

As brought out in the conceptual framework of the study, the performance evaluation system is a human resources management tool in managing productivity. However, factors have affected its effective use as such. Certain policies and practices in the government agencies under study need some rethinking and revision.

The terms productivity and performance should be clearly defined and made known to the entire work force from top to bottom. The findings of this investigation show the need for a common knowledge and understanding of productivity and performance indicators and the processes of achieving them. The Productivity Development Center of the Development Academy of the Philippines which has started to interest the government sector in conducting productivity studies and implementing productivity measures and the Civil Service Commission which has recommended some performance evaluation systems can spearhead this movement of clarifying productivity definitions, scope, indicators and processes.

Since the majority of the government agencies have not been satisfied with the NPAS, the government may motivate those dissatisfied agencies to evolve their own system which they can test, re-test and refine until best results are produced. Dissemination of the information on this tested system could spur the government agencies to experiment its use. An exchange of information on the results of the implementation of such system would save much effort, time, financial resources and "nerves" of those who are still seeking for a system that works.

The lack of support from management which most likely may have been one of the causes of employees' unconcern

²Belinda Aquino, "Trimming the Fat," *Philippine Daily Inquirer*, December 31, 1990, page 5.

for the performance evaluation system points to the stark need for a cogent policy on better recruitment, screening and selection of management potentials. Effective and efficient management is aware of the link between performance evaluation system and productivity through truly motivated workers. Such management gives support to the personnel and human resources department in evolving the workable objectives and equitable performance evaluation system in the light of the agency's objectives. An enlightened supportive and cooperative management serves as a very good role model to the rank and file.

Utilizing the results of a good performance evaluation system, the government agencies can formulate and implement a policy on a reward system for groups (department, division, section, unit) and individuals that show extraordinary performance. Special fringe benefits, bonuses and merit increases to discriminate good workers from the run of the mill employees are incentives for more and better performance. This suggested policy is a solution to the problem of lack of incentives indicated in the study. So far, in many government institutions, merit increases have just been given lip service inducing excellent performers to go down eventually in performance putting themselves on the same productivity level as the average worker. It is not surprising that the government is full of "average" and "below average" performers. The best slide down to the level of the mediocres in no time. A policy on an institutionalized and rational reward system based on fair, just and efficient performance evaluation system could save this country from a burgeoning group of disillusioned and demotivated work force.

Performance evaluation is but one aspect of the maintenance function of human resources management studies. Other areas like motivation, compensation administration, management-labor relations and staff development deserve to be studied. Findings and conclusions can be used to improve human resources management in the public sector.

Concepts and practices on productivity appraisal in the government sector is an interesting research study which, when given emphasis and dedication, can produce results that are beneficial to management, employees and the public they serve.

APPENDIX A

PARTICIPATING GOVERNMENT AGENCIES

Department of Justice
 Department of Health
 Department of Tourism
 Department of Agrarian Reform
 Department of Education, Culture and Sports
 Department of Public Works and Highways
 Department of Social Welfare and Development
 Department of Environment and Natural Resources
 Department of Labor and Employment
 Department of Finance
 Department of Tourism
 Postal Services Office
 Government Service Insurance System
 Social Security System
 Metropolitan Waterworks and Sewerage System
 Commission on Audit
 Development Bank of the Philippines
 Land Bank of the Philippines
 National Irrigation Authority
 Land Transportation Office
 Quezon City Hall
 Philippine National Oil Corporation
 Armed Forces of the Philippines
 Board of Investments
 Philippine Coconut Authority
 Veterans Memorial Medical Center
 Office of Civil Defense
 Commission on Immigration and Deportation
 Philippine Heart Center
 National Food Authority
 National Statistical Coordination Board
 Office of Ombudsman
 Commission on Elections
 Bureau of Internal Revenue
 Bureau of Fisheries and Aquatic Resources
 Civil Service Commission
 Philippine Atmospheric Geo-physical and Astronomical
 Services Administration
 National Power Corporation
 Sugar Regulatory Administration
 Philippine Information Agency
 Philippine Charity Sweepstakes Office
 Philippine Veterans Bank (under GSIS)
 Bureau of Soils and Water Management

APPENDIX A (continued)

National Kidney Institute
 Environmental Management Bureau
 Philippine Congress
 East Avenue Medical Center
 Bureau of Treasury
 Philippine Tourism Authority
 Food and Nutrition Research Institute
 National Bureau of Investigation
 Industrial Technology Development Institution
 National Museum
 Senate
 Supreme Court
 Philippine Veterans Affairs Office

APPENDIX B

**MEASURES ACTUALLY USED IN ASSESSING
 PRODUCTIVITY IN THE GOVERNMENT
 SECTOR**

1. Performance Evaluation System
2. NPAS
3. Work measurement
4. Work programs
5. Periodic reports/publications
6. Cost reduction measures
7. Employee motivation/attitude
8. Quality certification standards
9. Corporate appraisal report
10. Number of clients accommodated
11. Number of processing services affected
12. Reaching targets objectives
13. Efficiency in service delivery (time basis)
14. Number of workers trained and developed

15. Statistical comparison from previous years
16. Feedback from clients
17. Number of cases/projects resolved
18. Number of cases/projects started
19. Optimal equipment utilization with few breakdowns
20. Systems and procedure streamlining
21. Public assistance
22. Monitoring system through teams
23. Incidence of tardiness and absences
24. Utilization of local resources

APPENDIX C

**ALTERNATIVE MEASURES THAT SHOULD
 HAVE BEEN USED IN ASSESSING
 PRODUCTIVITY IN THE GOVERNMENT
 SECTOR**

1. NPAS
2. Work development circles
3. Performance motivation level measurement
4. Employee motivation level measurement
5. Constructing competition
6. Follow-through motivational tools (for additional incentives)
7. Definition and mutual agreement of measures currently used (less subjective measures)
8. Effectivity of service (contribution to public welfare)
9. Implementation of systems and guidelines
10. Feedback from the public
11. Regional assessment
12. Rigid seminars/workshops
13. Monitoring duties and work loads
14. Work quality and efficiency

APPENDIX D

PERFORMANCE TARGET AND EVALUATION REPORT

_____ To _____ 19 ____

University of the Philippines

HRDO Form C-10
Revised - 5/13-74

Employee _____

Office/Agency _____

Position _____
PART I

Division/Section _____

PT	IT	FUNCTIONS AND ACTUAL DUTIES	Per-centage	RESULTS	P E R F O R M A N C E						Performance Measure			
					Quality		Quantity		Time		Qn	QI	T	
					Planned	Actual	Planned	Actual	Planned	Actual				

Total Point Score :

Ave. Point Score:

Equivalent Point Score:

APPENDIX D (continued)

- 2 = Unsatisfactory
- 4 = Fair
- 6 = Satisfactory
- 8 = Very Satisfactory
- 10 = Outstanding

PART II. CRITICAL FACTORS AFFECTING JOB PERFORMANCE

Factors	Point Scores	Remarks:
1. Public Relations	_____	_____
2. Punctuality/Attendance	_____	_____
3. Potential	_____	_____
Total	_____	
Average Point Score	_____	
Equivalent Point Score	_____	

B. Supervisor's Recommendations

Write down your suggestions for improving employee performance under Supervisor's Recommendations. They may include suggestions for training on specific fields such as human relations, concept of discipline, etc., as well as proposals for such personnel actions as job rotation, reassignment, promotion, etc.

C. Accomplish the Performance Appraisal Report in triplicate -

1 copy for the ratee, 1 copy for the rater and 1 copy for the Personnel Officer

PART III. PERFORMANCE RATING

A. Overall Point Score

1. Add the equivalent point scores of Part I and Part II. The total obtained in this process constitutes the employee's Overall Point Score.
2. Convert the overall point score into the Equivalent Numerical Rating as indicated in the conversion table below:

<u>Range of Expected Overall Point Score</u>	<u>Equivalent Numerical Rating</u>
2 - 2.899 =	2
2.9 - 4.699 =	4
4.7 - 7.499 =	6
7.5 - 9.299 =	8
9.3 - 10.000 =	10

3. If the employee was able to achieve both his planned and intervening assignments, he is given an additional point score of 2.
4. Determine his adjectival rating by matching numerical rating with the corresponding adjectival rating below:

SIGNATURES

Ratee _____ Date _____

Position _____

Discussed with:

Rater _____ Date _____

Position _____

Reviewed by:

Rater's Supervisor _____ Date _____

Position _____