TSPI MUTUAL BENEFIT ASSOCIATION, INC.

PERFORMANCE MANAGEMENT SYSTEM (PMS)

GENERAL INSTRUCTIONS: *Please read the instructions carefully before proceeding with your evaluation. For further clarifications, kindly get in touch with Human Resource Management Services (HRMS) personnel.*

I.   PMS RATING CRITERIA
     You, as supervisor/manager/director shall be evaluated on the following criteria:
          Part 1 – Key Performance Indicators – **70 points**
          Part 2 – Core Values – **15 points**
          Part 3 - Leadership – **15 points**
          Total Score – **100 points**

     Please note that deliverables must be measured in terms of quantity and quality.

II. PMS RATING PROCESS
     1. Before or at the start of the evaluation period, you and your immediate superior shall discuss and agree on:
          a. key performance areas (KRAs) / key performance indicators (KPIs)
          b. the weight of KRAs/KPIs; and
          c. how to determine the % fulfillment

     This is Part 1 of your evaluation and shall serve as your performance contract for applicable period.

     Example 1 (Operations Group):
     Objective: To deliver 300 clients per month. Weight: 20 points
     How to calculate % fulfillment and your KPI score -
       -   If you delivered 300 clients per month, your % fulfillment is 100%. Your score is 20 x 100% or 20 points
       -   If you delivered 350 clients per month, your % fulfillment is 117%. Your score is 20 x 117% or 23.4 points
       -   If you delivered 250 clients per month, your % fulfillment is 83%. Your score is 20 X 83% or 16.6 points

     Example 2 (Support Group):
     Objective: To submit reports every 5th of the month. Weight: 20 points
     How to calculate % fulfillment (quantity and quality) and your KPI score:
       -   If you submitted reports every 5th of the month, your % fulfillment is 100%. Your score is 20 x 100% or 20 points
       -   If you submitted reports every 1st of the month, your % fulfillment is 110%. Your score is 20 x 110% or 22 points
       -   If you submitted reports every 10th of the month, your % fulfillment is 90%. Your score is 20 x 90% or 18 points

     Please take note too that the % fulfillment may be an item of negotiation at the beginning of the evaluation period. For instance, you and your immediate superior may agree that if you submit quality reports on the 1st, your % fulfillment is 110%, if you submit on the 10th, your % fulfillment is 90%. Quality of reports shall always have a factor in % fulfillment.

     2. Rate yourself (Part 1 to Part 5) on the spaces for self rating, provide justification (why did you rate yourself as such) and evidence if needed (i.e., client feedback form, letter of thanks from the clients, etc.). ***Do not write your comments nor affix your signature in Part 6 yet.*** After completion, submit all the forms to your immediate superior for evaluation.

     3. Your immediate superior shall rate you on the spaces for supervisor's rating, provide comment (why did he rate you as such) and evidence if needed.

     4. You and your immediate superior shall discuss the rating to determine the accuracy, fairness and truthfulness. If both of you agreed on the rating, please write your comments and affix your signatures on Part 6. The final rating is the rating mutually agreed upon between you and your immediate superior. Before submission to HRMS, your immediate superior shall retain 1 copy and give you another copy.

     5. In cases where there will be significant disagreements, please **do not sign Part 6** until the discussion with the "Review Manager". Your immediate superior shall forward the PMS forms to his immediate superior or manager for review. You may bring the matter to HRMS for assistance. There shall be a discussion between you and the review manager. Once disagreements are resolved, write your comments and affix your signature on Part 6. Immediate superior and Review Manager shall likewise sign as indicated in Part 6. Before submission to HRMS, immediate superior shall retain 1 copy and give you another copy.

TSPI MUTUAL BENEFIT ASSOCIATION, INC.

PERFORMANCE MANAGEMENT SYSTEM (PMS)

Name and Employee #		**Date Hired/Position**	
Department / Branch		**Supervisor's Name**	
Date Prepared		**Supervisor's Position**	

ANNUAL PERFORMANCE CONTRACT

<u>At start of year</u>:
Key results areas (KRAs) / key performance indicators (KPIs) and targets should be set for each employee, and **pre-agreed** between the Employee and his / her Superior at the start of the year. All KPI weights must sum up to **100%** for every trimester. KPIs and goals should be defined for every trimester.

<u>At the end of each trimester</u>: Employee should indicate his/her performance against each of these KPIs based on actual accomplishments. Rating should be based on % of accomplishment against the goal. The score is simply the weight multiplied by the rating. After accomplishing this self-rating, this should be sent to the employee's superior for his/her comments.

KRA / KPI #1		
GOAL: 1st Trimester / Weight	GOAL: 2nd Trimester / Weight	GOAL: 3rd Trimester / Weight

KRA / KPI #2		
GOAL: 1st Trimester / Weight	GOAL: 2nd Trimester / Weight	GOAL: 3rd Trimester / Weight

KRA / KPI #3		
GOAL: 1st Trimester / Weight	GOAL: 2nd Trimester / Weight	GOAL: 3rd Trimester / Weight

KRA / KPI #4		
GOAL: 1st Trimester / Weight	GOAL: 2nd Trimester / Weight	GOAL: 3rd Trimester / Weight

KRA / KPI #5		
GOAL: 1st Trimester / Weight	GOAL: 2nd Trimester / Weight	GOAL: 3rd Trimester / Weight

KRA / KPI #6		
GOAL: 1st Trimester / Weight	GOAL: 2nd Trimester / Weight	GOAL: 3rd Trimester / Weight

KRA / KPI #7		
GOAL: 1st Trimester / Weight	GOAL: 2nd Trimester / Weight	GOAL: 3rd Trimester / Weight

KRA / KPI #8		
GOAL: 1st Trimester / Weight	GOAL: 2nd Trimester / Weight	GOAL: 3rd Trimester / Weight
Total Weight:	**Total Weight:**	**Total Weight:**

PERFORMANCE MANAGEMENT SYSTEM (PMS)

Name and Employee #		**Date Hired/Position**	
Department / Branch		**Rating Period Covered**	
Supervisor's Name		**Date Prepared**	
Supervisor's Position		**Date Received by HRMS**	

PART 1 – Key Performance Indicators (KPIs) – 70 points

	Weight (W) out of 70 points	**% Fulfillment (F) = Actual Result vs. Target**	**Score = (W * F)**
Weight - *Distribute a total of 70 points only among the listed objectives / goals. Assign more points to the objective / goal with the highest priority.* **% Fulfillment**- *Measure achievement of objective/ goal in terms of actual result compared to target.* *Example1: Actual Result-240 clients, Target-300 clients: 240/300: Fulfillment is 0.8 (80%); if Actual Result-P330 clients, 330/300: = Fulfillment is 1.1 (110%).* *Example 2: If reports submitted always <u>ahead of time</u>: fulfillment is 1.1 (110%), if reports submitted <u>on time 3 times only vs. 4 deadlines</u> = 3 / 4: fulfillment = 0.75 (75%), if never on time, (assign a value ex. 20% if you don't want it to be zero = 0/4), etc.*			
KPI / Objective 1 and how to measure % fulfillment:			
Self rating and justification:			
Supervisor's rating and comments:			
KPI / Objective 2 and how to measure % fulfillment:			
Self rating and justification:			
Supervisor's rating and comments:			
KPI / Objective 3 and how to measure % fulfillment:			
Self-rating and justification:			
Supervisor's rating and comments:			
KPI / Objective 4 and how to measure % fulfillment:			
Self-rating and justification:			
Supervisor's rating and comments:			
KPI / Objective 5 and how to measure % fulfillment:			
Self-rating and justification:			
Supervisor's rating and comments:			
TOTAL SCORE (by the ratee / employee)			
TOTAL SCORE (by the rater / immediate supervisor)			

PERFORMANCE MANAGEMENT SYSTEM (PMS)

PART 2 – TSPI Core Values – 15 points

	Score
Please rate the extent to which the employee has demonstrated behavior that support the TSPI Mission, Vision and Core Values using scale below. Indicate relevant critical incidents to support your observation and perception. **Scale:** **3.75 =** Organization / department has recognized the employee because of his/ her contribution/s to promoting the Core Value; an example to all his/ her co-employees. **3.00 =** Has strongly demonstrated the Core Value, and has actively influenced co-employees to do the same. **2.25 =** Has consistently demonstrated the Core Value. **1.50 =** Has not consistently demonstrated the Core Value. **0.75 =** Does not demonstrate the Core Value.	

1. Excellence: Each one to work for the glory of God ("Whatever you do, work at it with all your heart, as working for the Lord and not for men." – Colossians 3:23) • Doing things in the most effective and efficient way within a given time frame • Doing the things right the first time consistently (no re-work) • Ability to influence a culture of excellence to one's area of responsibility	
Self rating & justification:	
Supervisor's rating & comments:	
2. Integrity: Each one to do what is right despite the cost even when no one is looking ("He whose walk is blameless and who does what is righteous…He who does these things will never be shaken." – Psalm 15:2 & 5) • Full compliance with rules, policies and procedures at all times • Fair and honest in dealing with clients, peers, subordinates, superiors, the company and external agencies • Honesty and transparency in handling financial matters. Has word of honor/honoring commitments	
Self rating & justification:	
Supervisor's rating & comments:	
3. Stewardship: Each one to take responsibilities as faithful stewards ("Whoever can be trusted with very little can be trusted with much and whoever is dishonest with very little will also be dishonest with much." – Luke 16:10) • Prudence in the use of resources – time, supplies, equipment, money, people • Sense of responsibility and accountability in achieving a common goal/teamwork • Accountability to develop, retain, utilize staff	
Self rating & justification:	
Supervisor's rating & comments:	
4. Servanthood: Each one to work with a servant heart ("Whoever wants to become great among you must be your servant." – Matthew 20:26) • Willingness and able to serve clients, peers, superior and the company beyond the call of duty • Shows concern for the welfare of others • Treats other with dignity and respect	
Self rating & justification:	
Supervisor's rating & comments:	
TOTAL SCORE (by the ratee/employee)	
TOTAL SCORE (by the rater / immediate superior)	

PERFORMANCE MANAGEMENT SYSTEM (PMS)

PART 3 – Leadership – 15 points

For leadership factors below, choose the equivalent points that best describes the employee.

LEADERSHIP FACTORS		Outstanding	Very Effective	Effective	Needs Improvement	Not Effective	Score
				FULFILLMENT SCALE			
A.	**People Management**						
1.	Team Leadership	An inspiration in achieving results through people. Skills, drive and guidance result to subordinates' consistent high-level performance. **= 1.25**	Skills, drive and guidance help the subordinates exceed expectations. **= 1.0**	Skills, drive and guidance help the subordinates meet expectations. **= 0.75**	Skills, drive and guidance not adequate to raise the subordinates' level of performance. **= 0.50**	The subordinates' failure to perform is caused by lack or absence of skills, drive and guidance. **= 0.25**	
2.	Training and Development of Subordinates	Creates an environment of continuous learning. **= 1.25**	Regularly participates in assessing individual and organizational / departmental needs, and in planning and conducting training programs. **= 1.0**	Applies and imparts to subordinates one's related skills and knowledge. **= 0.75**	Depends largely on company programs to address subordinates' training needs. **= 0.50**	Is not involved in subordinates' training and development. **= 0.25**	
3.	Staff retention	0% staff turn-over rate for branch / department. **= 1.25**	Up to 10% staff turn-over rate for branch / department. **= 1.0**	Up to 20% staff turn-over rate for branch / department. **= 0.75**	Up to 30% staff turn-over rate for branch / department. **= 0.50**	Above 30% staff turn-over rate for branch / department. **= 0.25**	

Self rating & justification:

Supervisor's rating & comments:

B.	**Target Accomplishment**						
1.	Initiative and follow-through overcoming obstacles	Highly proactive. Constantly anticipates situations, and initiates ideas and group actions to meet the changing needs of the company / department. **= 1.25**	Shows aggressiveness, and undertakes new actions across the organization / department to meet the needs of the company / department. **= 1.0**	Initiates actions to address issues at hand. **= 0.75**	Not consistent in meeting the needs of the business. Sometimes proactive, sometimes reactive. **= 0.50**	Waits for other people in the organization to initiate actions and improvements to meet the needs of the company / department. **= 0.25**	
2.	Cost control	Drives the organization / department in building a culture of creating and maximizing "value". **= 1.25**	Achieves better-cost efficiency. **= 1.0**	Accomplishes work within the set budget. **= 0.75**	Identifies areas for cost reduction but is not always able to implement cost-efficiency efforts. **= 0.50**	Fails to generate maximum benefit for limited resources. **= 0.25**	

Self rating & justification:

Supervisor's rating & comments:

C.	**Oral and Written Communication Skills**	Stimulates and convinces the decision-makers. **= 1.25**	Generates free-flow of ideas and removes communication barriers. **= 1.0**	Actively listens and transmits messages clearly, consistently and accurately. **= 0.75**	Has difficulty expressing thoughts and ideas. **= 0.50**	Cannot express thoughts and ideas. **= 0.25**	

Self rating & justification:

Supervisor's rating & comments:

SUB TOTAL RAW SCORE (by the rate / employee)	
SUB TOTAL RAW SCORE (by the rater / immediate supervisor)	

PERFORMANCE MANAGEMENT SYSTEM (PMS)

PART 3 – Leadership – 15 points

For leadership factors below, choose the equivalent points that best describes the employee.

LEADERSHIP FACTORS		FULFILLMENT SCALE					Score
		Outstanding	**Very Effective**	**Effective**	**Needs Improvement**	**Not Effective**	
D.	**Management Skills**						
1.	Conceptualization of new ideas/ improving the status quo	Consistently develops and initiates services, processes or systems that generate breakthroughs having broad impact on the organization / department. **= 1.25**	Develops solutions in various situations, either individually or in a team. **= 1.0**	Identifies opportunity areas and participates in improvement projects. **= 0.75**	Occasionally gives ideas to improve work but not usually original; relies on precedent. **= 0.50**	Makes no attempt to improve work. **= 0.25**	
2.	Planning / organizing	Consistently exceeds expectations when planning and organizing multiple activities involving various resources. **= 1.25**	Exceeds/ meets expectations when planning and organizing work/ project regardless whether unexpected or prioritized. **= 1.0**	Exceeds/ meets expectations when planning and organizing prioritized work/ project. **= 0.75**	Plans and organizes work/ project but is not consistent in meeting expectations. **= 0.50**	Poor planning skills lead to failure to meet expectations. **= 0.25**	
3.	Work Quality	Work is exemplary and the benchmark in the organization / department. **= 1.25**	Work exceeds standards and always delights customers. **= 1.0**	Work meets standards. **= 0.75**	Work must be watched carefully to avoid errors. **= 0.50**	Work is careless and mistakes are excessive. **= 0.25**	
4	Problem-solving	Understands connections among complex situations and sees trends. Creates systemic solutions that have significant impact to the whole organization / department. **= 1.25**	Anticipates obstacles and identifies solutions that optimize success factors. **= 1.0**	Identifies causes of problems correctly and makes decisions based on facts and accurate data. Considers consequences of decisions. **= 0.75**	Does not consistently make timely and sound solutions to problems. **= 0.50**	Poor problem-solving skills. **= 0.25**	
5	Effectiveness in Handling Changing and Competing Priorities	Has the ability to handle unexpected and/or prioritized multiple large-scale activities/ projects with breakthrough results. **= 1.25**	Has the ability to handle unexpected and/or prioritized multiple activities/ projects with above-target results. **= 1.0**	Has the ability to handle unexpected and/or prioritized activities/ projects with on-target results. **= 0.75**	Does not consistently meet targets when handling multiple activities/ projects. **= 0.50**	Fails to deliver when handling multiple activities/ projects. **= 0.25**	
Self rating & justification:							
Supervisor's rating & comments:							
E.	**Strategic Thinking**	Anticipates future needs & challenges. Recommendations are recognized by the organization / department and have influenced its directions and strategies. **= 1.25**	Understands complex concepts and identifies relationships between situations that are not obvious. Identifies efforts that have very significant strategic impact. **= 1.0**	Looks at the overall system and how it works. Develops strategies and tactics to drive performance. **= 0.75**	Knows the operations but is not able to consistently contribute significant strategic solutions. **= 0.50**	Does not know how to strategize. **= 0.25**	
Self rating & justification:							
Supervisor's rating & comments:							
						SUB TOTAL SCORE (by the rate / employee)	
						TOTAL SCORE (by the ratee / employee)	
						TOTAL SCORE (by the rater / immediate supervisor)	

PERFORMANCE MANAGEMENT SYSTEM (PMS)

PART 4 – Summary of Rating

		Self Rating		Supervisor's Rating	
Part 1	Key Performance Indicators – 70 points	Total score =		Total score =	
Part 2	Core Values – 15 points	Total score =		Total score =	
Part 3	Leadership – 15 points	Total score =		Total score =	
	Total – 100 points	Total Self Rating		Total Supervisor's Rating	
				FINAL RATING =	

Final Rating	Qualitative Descriptions	
100 & above	Outstanding	Far exceeded all expectations
90 to 99	Very Satisfactory	Exceeded most expectations
80 to 89	Satisfactory	Met expectations
70 to 79	Needs Improvement	Failed to meet some expectations
below 70	Unacceptable	Failed to meet most expectations

PART 5 – Development Plans

	Self - Evaluation	Supervisor's Comments	Development Plan	Timetable
Strengths				
Areas of Improvement				
Career Aspirations				

PART 6 – Comments and Signatures

Employee's Comments (required) Please comment on the appraisal's accuracy and completeness. Your signature below indicates that you have read the forms, discussed the rating with your immediate superior and understood and agreed with the rating.	
Review Manager's Comments (required if Employee doesn't agree with Superior's rating) Review Manager (Supervisor's immediate Manager) must review this document for fairness and consistency after the supervisor has completed the form.	

Employee's Signature over printed name / Date	Supervisor's Signature over printed name / Date	Review Manager's Signature over printed name / Date	HRMS Signature over printed name / Date
Date	Date	Date	Date