



Civil Service Commission Regional Office IV

March 10, 2025

EDITH JOYCE S. GEBA
General Manager C
San Juan Water District
San Juan, Batangas

Dear **General Manager Geba**:

Warm Greetings from the CSC Regional Office No. IV!

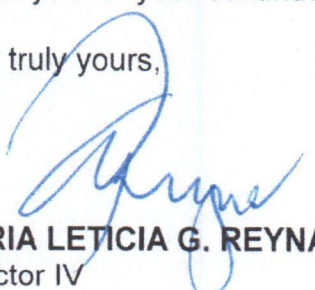
This refers to the Revised Strategic Performance Management System (SPMS) of San Juan Water District, submitted to this office for review.

After a thorough review and evaluation of your agency's Revised SPMS, we found that it is substantially in accordance with CSC Memorandum Circular (MC) no. 06, s. 2012. Hence, the said Policy is hereby **approved** for implementation, effective on March 10, 2025.

Should there be any changes in your Agency SPMS Policy in the future, please submit the same to this Regional Office for approval.

Thank you for your continued support to the programs of the Commission.

Very truly yours,


MARIA LETICIA G. REYNA, MNSA
Director IV

DMLGR/DRB/JPS/ED/MBA/mjd

Received on
E-mai 4-15-2025

Bawat Kawani, Lingkod Bayani



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STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (SPMS)

REVISED IMPLEMENTING POLICY AND GUIDELINES

TABLE OF CONTENTS

Foreword	5
Mission, Vision & Core Values	6
Definition of Terms	7
I. Statement of Policies	8
II. General Objectives	9
III. Scope	9
IV. Composition of Performance Management Team (PMT)	9
V. Functions and Responsibilities	
A. SPMS Champion.....	10
B. Performance Management Team (PMT)	11
C. Planning Office.....	12
D. Human Resource Management Office	13
E. Department Manager or Equivalent.....	14
F. Division Chiefs or Equivalent.....	15
G. Individual Employees.....	15
VI. Systems and Procedures	16
Stage I. Performance Planning and Commitment.....	16
A. Success Indicator.....	16
B. Target Setting.....	17
C. Performance Measures.....	19

Stage 2. Performance Monitoring and Coaching	21
A. Monitoring	21
B. Coaching.....	22
Stage 3. Performance Review and Evaluation	22
A. Office Performance Assessment.....	23
B. Performance Assessment for Individual Employee	24
Stage 4. Performance Rewarding and Development Planning	25
VII. Rating Period	26
VIII. General Rating Scale	26
A. Quality / Effectiveness (Written Work & Non Written Work)	27
B. Efficiency.....	28
C. Timeliness	28
D. Final Equivalent Adjectival Rating	29
E. Weight Allocation	29
F. Sample Computation	29
IX. SPMS Implementation	30
X. Sanctions	30
XI. Uses of Performance Ratings	31
XII. Appeals	32
XIII. Effectivity	33

ANNEXES:

- A. OPCR
- B. IPCR
- C. Major Final Outputs (MFOs) and Success Indicators
- D. SPMS Calendar
- E. Summary List of Individual Performance Rating
- F. PMS Process Flowchart
- G. Performance Planning and Commitment
- H. Sample Performance Monitoring and Coaching Journal
- I. Performance Monitoring and Coaching Form (Targets)
- J. Performance Monitoring and Coaching Form (Assignments)
- K. Performance Rewarding and Development Form (Professional Development Plan)

FOREWORD

In conformity with Civil Service Commission (CSC) Memorandum Circular No. 6, series of 2012, the “Strategic Performance Management System” (SPMS) of San Juan Water District (SJWD) has been established as one of the basic tools in attaining the Vision, Mission and Strategic Objectives of the Authority.

In 2015, SJWD implemented the SPMS in accordance with its approved SPMS Manual. To address the gaps and weaknesses found in the previous performance evaluation system, the SJWD will now use the 2024 SPMS which will provide a scientific and verifiable basis in assessing and improving the performance of SJWD employees and the effectiveness of the agency’s programs and projects. It will strengthen the culture of performance and accountability in the agency.

San Juan Water District adheres to the existing general policy of no discrimination based on gender identity, sexual orientation, physical disability, religion and indigenous group membership in the implementation of its Strategic Performance Management System” (SPMS). We believe that implementing the SPMS provides an equal opportunity for all SJWD officers and employees to grow professionally regardless of their designation.

THE SJWD SPMS

The System is focused in linking individual performance vis-à-vis the:

MISSION

Our reason for being is to provide good water service to our customers twenty-four hours a day. To serve the entire community of San Juan and to uphold the welfare of our customers that may desire our services. We shall at all-time conduct ourselves as public servant, upholding the tenets of professionalism, morality, and honesty

VISION

The San Juan Water District aims to expand as an organization and widen the area of responsibility, envisions adequate safe and potable water supply for customers who will be served by competent and efficient workforce to satisfy the growing water needs of the entire community of San Juan and anticipates best service in all parts of the coverage area.

CORE VALUES

- **Commitment**

Pledging or engaging ourselves to the people we serve, dedicating our time and energy to that which we believe.

- **Respect**

Treating others justly, fairly and with dignity, showing high regard for others and treating them as we would like to be treated.

- **Teamwork**

Working well together, combining individual talents and strengths, supporting each other and then working cooperatively to achieve mutual objectives.

- **Excellence**

Always striving to do better and excelling beyond expectations for the community

DEFINITION OF TERMS

TERMS	DEFINITION
Agency	This refers to SAN JUAN WATER DISTRICT (SJWD), a Government Owned and Controlled Corporation (GOCC) duly organized and existing under and by virtue of Presidential Decree No. 198
Core Function	Activities directed toward fulfilling the SJWD's mandate
Head of Office	The General Manager of SJWD
Individual Performance Commitment	A summary of activities/tasks allocated to individuals to implement strategies in the Office Performance Commitment. At this level, organizational strategies are broken down into tasks for individuals so that concrete actions are identified and responsibilities allocated.
Strategic/Major Final Output (MFO)	Goods and services that SJWD is mandated to deliver to external clients through the implementation of programs, activities and projects.
Performance Measures	A characteristics of performance that will measure and will illustrate the standard of performance by which a department / office or individual has delivered its MFO, Performance measures shall include any one, combination of, or all of the following: Quality/Effectiveness, Efficiency, Timeliness
Performance Target	Goals intended to be attained
Success Indicators	Performance level yardsticks and consisting of performance measures/standards and performance targets.
Support to Operations (STO)	Activities that provide technical and substantive support to the operations and projects of SJWD

I. STATEMENT OF POLICIES

The San Juan Water District SPMS philosophy is to reward officers and employees for their work contribution in a fair and equitable manner.

1. Adheres to the principle of performance-based security of tenure which provides motivation and basis for incentives to performers, applies developmental plans for poor performers and sanctions for non-performers.
2. Promote officers and employees career development through creating an environment of learning and quality improvement through training, coaching and mentoring.
3. Provide an open and honest periodic evaluation of officers and employees performance.
4. To guide personnel that security of tenure of those holding permanent appointments is not absolute but is based on performance.
5. Provides mechanisms for appeals and resolutions of conflicts and/or disagreements.

All officials and employees regardless of age, sex, sexual orientation, gender identity or expression, marital status, pregnancy, physical features, impairment or disability, work-related injury, religious beliefs or activity, ethnicity, political belief, affiliation or activity shall be given equal opportunity during performance planning and commitment, performance monitoring and coaching, performance review and evaluation and performance rewarding and development planning. Every employee shall be informed of the result of the coaching process and the final performance rating immediately after each rating period.

II. GENERAL OBJECTIVES

The San Juan Water District SPMS shall be prepared and administered to:

1. Concretize the linkage of organizational performance with the Philippine Development Plan, the Agency Strategic Plan and the Organizational Performance Indicator Framework (OPIF).
2. Ensure 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.
3. Link performance management with other HR systems and ensure adherence to the principle of performance-based tenure and incentive system.

III. SCOPE

The SPMS shall apply to all regular employees (rank and file, executive and managerial officers) of the agency including casual and coterminous employees.

IV. COMPOSITION OF PERFORMANCE MANAGEMENT TEAM (PMT)

The success of the SPMS relies on the people who are responsible for implementing it. Although all employees of the organization are important in the realization of the organizational goals, the creation of a Performance Management Team (PMT) that will oversee the implementation of the SPMS will be critical to the success of the SPMS.

The PMT shall be composed of the following:

Chairperson	Executive official designated by the Head of Agency
Members	<ul style="list-style-type: none">• Highest Human Resource Management Officer or the career service employee directly responsible for human resource management• Highest Human Resource Development Officer or the career service employee directly responsible for personnel training and development• Highest Planning Officer or the career service employee directly responsible for organizational planning• Highest Finance Officer or the career service employee directly responsible for financial management• President of the accredited employee association in the agency of the authorized alternate representative
Secretariat	Planning Office

V. FUNCTIONS AND RESPONSIBILITIES

A. SPMS CHAMPION – General Manager

- Primarily responsible and accountable for the establishment and implementation of the SPMS.
- Sets the agency's performance goals / objectives and performance measures.
- Determines agency target setting period based on SPMS calendar and process flow.
- Approves Office Performance Commitment and Rating.
- Assesses performance of offices / divisions.
- Constitutes a Performance Management Team (PMT) through an Office Order indicating the duties and responsibilities of its members with additional functions to address PM needs.

- Determines the final rating of performance of employees based on the initial assessment of the immediate supervisor.

B. Performance Management Team (PMT)

1. Sets consultation meeting of all heads of Offices/Divisions for the purpose of discussing the targets set in the office performance commitment and rating form.
2. Ensures that Office performance targets and measures, as well as the budget are aligned with those of the agency and that work distribution of Offices / units is rationalized.
3. Recommends approval of the Office Performance Commitment and Rating to the General Manager.
4. Acts as appeals body and final arbiter for performance management issues of the agency.
5. Identifies potential top performers and provides inputs to the PRAISE Committee for grant of awards and incentives.
6. Adopts its own internal rules, procedures and strategies in carrying out the above responsibilities including schedule of meetings and deliberations and delegation of authority to representatives in case of absence or its members.
7. Reviews and validate Office Performance Commitment Review (OPCR), Individual Performance Commitment Review (IPCR) targets and accomplishments.
8. Reviews other performance management policies / guidelines and recommends enhancement to the General Manager.
9. Reviews and ensures a strategy-driven budget.
10. Formulates customized criteria, guidelines and tools for setting performance standards.
11. Develop tools that will track the efficiency of the Performance Management process.

12. Conducts agency performance planning and review conference annually for the purpose of discussing the office assessment for the preceding performance period and plans for the succeeding rating period with concerned Department and Division Heads.
13. Act on matters affecting or concerning performance management.
14. Spearheads the implementation of the SJWD-SPMS.
15. Collaborates with the General Manager and supervisors in proactively reviewing and updating the PM system to respond to changes in the agency's strategic goals.
16. Performs other related functions as may be necessary.

C. Planning Office

- Monitor submission of Office Performance Commitment and Review Form and schedule the review / evaluation of the Office Commitments by the PMT before the start of a performance period.
- Consolidates, reviews, validates and evaluates the initial performance assessment of the Head of Office based on the reported office accomplishment against the success indicators and the assessment shall be the basis of the PMT's recommendation to the General Manager who shall determine the final office rating.
- Conducts SJWD performance planning and review conference annually for the purpose of discussing the Office assessment for the preceding performance period with concerned Heads of Offices. This shall include participation of the Budget Officer as regards budget utilization.
- Provides each office with a final Office Assessment to serve as the basis of office in the assessment of individual employees.

- Provides management semi-annual reports:
 - i. List of Office Summary of Ratings/Delivery Units Performance Ratings
 - ii. Schedules and actual submission of OPCR Targets and Accomplishment
 - iii. PMT Minutes of Meeting
 - iv. Performance Review and Calibration Results
- Provide technical and administrative support to the Performance Management Team's meetings.
- Prepare meeting materials mainly the agenda, minutes of the meeting and matters arising from the previous meeting.
- Issues notices and reminders to the commitments and deliverables of the members of the Performance Management Team (PMT).
- Performs other related functions as may be necessary.

D. Human Resource Management Office

- Monitors submission of Individual Performance Commitment and Review (IPCR) Target and Accomplishment by Department and Division Heads and the submission of monthly Individual Performance Monitoring Tool by individual employees.
- 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 General Manager.
- Provides analytical data on retention, skills/competency gaps and talent development plans that align with strategic plans.
- Coordinates developmental interventions that will form part of the Human Resource (HR) Plan.
- Ensures the continuing reviews of the competencies needed by the organization.

- Facilitates the process of arriving at competency definitions and behavioral indicators as necessary.

E. Department Manager or Equivalent

- Assumes primary responsibility for performance management in his/her department.
- Conducts strategic planning sessions with the supervisors and staff and agree on the outputs that should be accomplished based on the goals / objectives of the organization and submits the Office Performance Commitment and Review (OPCR) Form to the Planning Office.
- Reviews and approves individual employee's Performance Commitment and Review form for submission to the HRM Office / Personnel Office before the start of the performance period.
- Submits a quarterly accomplishment report to the Planning Office based on the PMS calendar.
- Does initial assessment of the office's performance using the approved Office Performance Commitment and Review form.
- Determines 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 discusses a development plan with the subordinates who obtain Unsatisfactory performance during the period not later than one (1) month after the ends of the 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

performance 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.

- Provides the management with the following report:
 - i. Monthly Office Performance Monitoring Tool
 - ii. MFOs and Success Indicator
 - iii. Minutes and reports of calibration of IPCR targets and accomplishment
 - iv. Monthly accomplished Coaching form.

F. Division Chiefs or Equivalent

- Assumes joint responsibility with the Head of Agency in ensuring attainment of performance objectives and targets.
- Rationalizes distribution of targets / tasks.
- Monitors closely the status of the performance of his / her subordinates and provides 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.
- Ensure the proper accomplishment of the IPCR of their respective subordinates.
- Assists, assess and recommend for award deserving individual employees based on performance.

G. Individual Employee

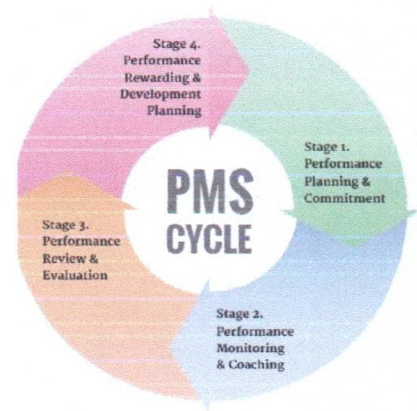
- Act as partners of management and co-employees in meeting the organizational performance goals.

- Prepares and submits the IPCR targets and accomplishments align with the agency goals and objectives.
- Documents monthly mentoring and coaching discussions with his immediate supervisor using the Coaching form.
- Keep track, accomplish and submit necessary reports in monitoring individual work progress through submission of Individual Performance Monitoring Tools form to HR Division
- Accomplished Individual Development Plan (IDP).

VI. SYSTEMS AND PROCEDURES

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

- Performance Planning and Commitment;
- Performance Monitoring and Coaching
- Performance Review and Evaluation
- Performance Rewarding and Development Plan



STAGE 1. PERFORMANCE PLANNING AND COMMITMENT

This is done at the start of the performance period where the General Manager shall meet with the PMT before the end of October of every year to agree on the outputs that should be accomplished for the following year based on the goals / objectives and direction of the management. The approved OPCR shall serve as the basis for individual performance targets and measures to be prepared in the Individual Employee's Performance Commitment and Review (IPCR) Form.

A. Success Indicators

During this stage, success indicators are determined. Success indicators are performance level yardsticks consisting of performance measures and performance targets. This shall serve as bases in the office and individual employees' preparation of their performance contract and rating form.



Success indicators should be S-M-A-R-T which stands for:

Specific

Clearly define what is to be achieved, who is responsible, and what the expected outcomes are. Goals should be straightforward and emphasize what you want to happen.

Measurable

Establish criteria for measuring progress and success. This includes identifying indicators and benchmarks that will signify progress toward the goal.

Attainable

Ensure the goals are realistic and achievable given the resources, constraints, and time frame. The goals should be challenging but remain possible.

Relevant

Align the goals with the broader objectives of the organization. Goals should be important and meaningful, contributing to the overall mission and priorities of the organization.

Time-bound

Set a clear timeline or deadline for achieving the goals. This helps in creating a sense of urgency and allows for tracking progress over a specific period.

B. Target Setting

1. On or before December 1 and June 1 of every year for the 1st and 2nd semesters of performance rating period, respectively, the agency and employees' targets are set and discussed by the raters and ratees, reviewed and concurred by the immediate supervisor and submitted to the PMT.
2. Once the OPCR is approved, supervisors and staff shall conduct an operational meeting in order to determine and agree on the output to be included in the IPCR and the performance measures and targets that should be accomplished.

3. The employee / individual then prepares his IPCR based on the agreed output and submits the same to their immediate supervisor for approval and submission to the PMT Secretariat. It is a must that the supervisor and the employee agree on the target set to be calibrated by the PMT.
4. In setting work targets, the agency shall indicate the detailed budget requirements per expense account to help the agency head in ensuring a strategy driven budget allocation and in measuring cost efficiency.
5. The agency shall also identify specific division/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 OPCRF.
6. The approved OPCRF shall serve as the basis for individual performance targets and measures to be prepared in the IPCRF.
7. 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.
8. Individual employees' performance standards shall not be lower than the agency's standards in its approved OPCRF.
9. The Table of Performance Standard / Measures (success indicators) determine the type and number of output the division / unit is mandated to deliver. In cases where the work outputs identified do not have corresponding measures / standards, the immediate supervisor shall provide the specific performance measure or success indicators and targets. This will be subject to the evaluation of the PMT.
10. The Agency Road Map, Agency Strategic Plan, Annual Investment Plan, etc. shall be the basis of the targets of the agency. Aside from the agency's commitments explicitly identified under each Strategic Priority in the Road Map, major final outputs that contribute to the attainment of organizational mission/vision which form part of the core functions of the agency shall be indicated as performance targets.
11. 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 practices, it also involves recognizing existing standards based on provisions or requirements of the law.
- **Client demand.** This involves a bottom-up approach where the Office sets targets based on the needs of the clients. The Office may consult with stakeholders and review the feedback on its services.
- **General Manager instructions.** The GM may set targets and give special assignments.
- **Future trends.** Targets may be based on the results of the comparative analysis of the actual performance of the Office with its potential performance.

12. Amendments to the OPCR may be allowed at any time to accommodate intervening tasks subject to the review of the PMT and approval of the Head of Agency.

C. Performance Measures

Performance measures refer to the specific indicators and metrics used to assess, monitor and evaluate the effectiveness, efficiency and quality of an employee's performance in achieving set objectives. These measures help in aligning individual performance with organizational goals, providing a clear basis for feedback, and guiding decision-making related to employee development, rewards, and improvements. The process of which is as follows:

1. The basis of the agency's targets would be the SJWD Road Map, Strategic Objectives, and Corporate Strategic Measures. Aside from the Office commitments explicitly identified under each Strategic Priority in the Road Map, Major Final Outputs (MFOs) that contribute to the attainment of the District's Mission and Vision which form part of the core functions of the office shall be indicated as performance targets. Commitments shall be signed jointly by the parties.
2. Commitments for the year shall be reflected in a way that semestral targets/activities are strategically reflected specifically milestones for projects and would be completed in six (6) months or more so that progressive outputs are identified and rated accordingly.

3. The General Manager and the PMT shall set the performance goals / objectives and performance measures not later than the end of November of the current year for targets and measures for the next year. This shall serve as the basis in the preparation of the Office Performance Commitment and Review (OPCR) of the agency.

2. The Performance Management Team (PMT) shall review the agency's OPCR. It shall ensure that the performance targets and measures and the budget are aligned with those of the organization and that the work distribution of the agency is rationalized. If there are modifications to be made on the submitted OPCR, the PMT shall inform the concerned head of Division / Unit/Section of the proposed amendments.

3. Performance measures need not be many. Only those that contribute to or support the outcomes that the organization aims to achieve shall be included in the OPCR, i.e., measures which must be relevant to the organization's strategic priorities. The performance measures shall be continuously refined and reviewed.

4. The performance measures shall include any one, combination of or all of the following:

Category	Definition
Quality / Effectiveness	<p>The extent to which actual performance compares with targeted performance.</p> <p>The degrees to which objectives are achieved and the effectiveness to which targeted problems are solved.</p> <p>Getting the right things done.</p> <p>Quality or effective performance involves the following elements:</p> <ul style="list-style-type: none"> • Meeting Standards • Client satisfaction with services rendered • Acceptability • Accuracy • Completeness or comprehensive of reports • Creativity or innovation • Personal initiative
Efficiency	<p>The extent to which time or resources is used for the intended task or purpose.</p> <p>Measures whether targets are accomplished with a minimum amount or quantity of waste, expenses or unnecessary effort</p> <p>It involves the following elements:</p> <ul style="list-style-type: none"> • Rate of accomplishments vs target (volume)

	<ul style="list-style-type: none"> • Number of request/applications acted upon over the number of requests/applications received • Optimum use of resources (e.g. money, logistics, office supplies)
Timeliness	<p>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. It involves the following elements:</p> <ul style="list-style-type: none"> • Deadlines • Standard response time • Average waiting time • Processing time

STAGE 2. PERFORMANCE MONITORING AND COACHING

During the performance monitoring and coaching phase, the performance of the offices and every individual shall be regularly monitored at various levels taking into consideration the agreed targets: i.e., the General Manager, Planning Office, Division Head and individual, on a regular basis.

Monitoring and evaluation mechanisms should be in place to ensure that timely and appropriate steps can be taken to keep a program on track and to ensure that its objectives or goals are met in the most effective manner. 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.

The rater is responsible to address variables that promote or impede successful work performance as well as design tracking tools or monitoring strategies as may be needed.

A. Monitoring

1. The performance assessment and review shall be done during the midpoint of each semester, or every March and September, to ensure that the desired target is met in relation to each office's/individual commitment.

2. Prior to evaluation phase, the unit heads shall take the lead role in assisting and assessing his/her colleagues in diagnosing gaps and deficiencies in the commitments and targets and provide appropriate learning and development interventions.

3. The immediate supervisors are responsible for regularly monitoring the performance of the employees under their supervision.

B. Coaching

1. This is a critical function of a supervisor aimed at empowering and helping individual employees in their work assignments. Coaching shall also be done during the midpoint of each rating period, or every March and September.

2. The supervisors shall maintain a journal using the Performance Monitoring and Coaching form to record the conduct of monitoring and coaching which shall contain the mechanisms used such as one-on-one or group meetings, issuance of memorandum and other modes of monitoring and coaching activities.

3. A team coaching may be adopted to help the unit become focused on the shared goal to accomplish a task or complete a deliverable. Their focus is on the critical function of managers and supervisors as coaches and mentors in order to provide an enabling intervention to improve team performance and manage and develop individual potentials.

4. The supervisors shall use the Performance Monitoring and Coaching Report Form that contains information on the conduct of coaching.

STAGE 3. PERFORMANCE REVIEW AND EVALUATION

The phase aims to assess both Office and individual employee's performance level based on set performance targets and measures as approved in the office and individual performance commitments contracts (OPCR and IPCR).

The results of assessment of Office and individual performance shall be impartial owing to scientific and verifiable basis for target setting and evaluation.

A. Office Performance Assessment

1. The General Manager shall assess and evaluate the performance of all units identified namely the Administrative, Commercial and Finance, Maintenance and Production.
2. The head of each unit shall initially assess the Office's performance using the OPCR. They are likewise responsible for the submission of the OPCR to the General Manager.
3. The Planning Office or any responsible unit in the agency shall consolidate, review, validate and evaluate the initial performance assessment of the immediate supervisors based on the reported office accomplishments against success indicators as may be found in the MFO listings as well as the allocated budget against actual expenses.
4. The result of the assessment shall be submitted to the PMT for calibration and recommendation of the General Manager. The General Manager shall determine the final rating of offices/units.
4. The agency performance review and conference shall be conducted annually by the Planning Office for the purpose of discussing the office assessment with concerned heads of offices. This shall include participation of the Financial office as regards budget utilization. To ensure complete and comprehensive performance review, all offices shall submit a quarterly accomplishment report to the Planning Office based on the SPMS calendar.
5. Any issue/appeal/protest on the office assessment shall be articulated by the concerned head of office and decided by the General Manager during this conference, hence the final rating shall no longer be appealable / contestable after the conference.
6. The Planning Office shall provide each office with the final office assessment to serve as the basis of offices in the assessment of individual staff members.
7. After thorough review and evaluation of the IPCR and OPCR, the PMT shall set meetings for the calibration of ratings and confer the same before submission to the CSC Field Office - Batangas.

B. Performance Assessment for Individual Employees

1. The individual employee shall be responsible in the preparation and submission of their respective IPCR to the head of the unit.
2. The Unit head shall assess the 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 accomplishments; hence there is no need for self-rating.
3. The 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 or proofs, a particular task shall not be rated and shall be disregarded.
4. The Unit head shall include qualitative comments, observations and recommendations in the IPCR to include behavior and critical incidents that may be considered for other human resource development purposes such as promotion and other interventions. Said assessment shall be discussed with the concerned individual prior to the submission of the IPCR to the General Manager.
5. The Unit head shall determine the final assessment of performance level of the individual employee in his/her unit/division based on proof of performance. The final assessment shall correspond to the adjectival description of Outstanding, Very Satisfactory, Satisfactory, Unsatisfactory or Poor.
6. The Unit head may adopt appropriate mechanisms to assist him/her distinguish the performance level of individuals such as, but not limited to, peer ranking and client feedback.
7. The average of all individual performance assessments shall not go higher than the collective performance assessment of the Office.
8. The Unit head shall write down their comments and recommendation for each employee and this will serve as the basis for preparation of interventions.

9. The General Manager shall ensure that the performance assessment of the employees is submitted to PMT Secretariat every 25th of July of the year and 25th of January of the succeeding year and thereafter.

10. The PMT shall serve as the appeals body and final arbiter on performance concerns. An employee who does not agree with the performance assessment received may file an appeal with the PMT through the PMT Secretariat within ten (10) days from receipt of the final approved IPCR from the General Manager. PMT shall decide on the appeals within one month from receipt of such appeal.

11. The Unit head shall ensure that the employee is notified of his/her final performance assessment and the Summary List of Individual Ratings with the attached IPCRs submitted to the PMT Secretariat within thirty (30) calendar days after the end of the rating period.

12. Officials and employees who shall be on official travel, approved leave of absence, 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 with supporting documents at least five (5) days before they leave the office.

STAGE 4. PERFORMANCE REWARDING AND DEVELOPMENT PLANNING

1. Part of the individual employee's evaluation involves competency assessment vis-à-vis competency requirements of the job. The results of the assessment shall be discussed by the General Manager and the supervisors with the individual employee at the end of each rating period. The discussion shall focus on the strengths, competency-related performance gaps and the opportunities to address these gaps, career paths and alternatives.

2. The result of the competency assessment shall be treated independently of the performance rating of the employee.

3. Appropriate developmental interventions shall be made available by the head of office and supervisors in coordination with the HRM office /Personnel office.

4. A professional development plan to improve or correct performance of employees with Unsatisfactory and Poor performance ratings must be outlined, including timelines and monitored to measure progress.

5. The results of the performance evaluations / assessment shall serve as inputs to the:

- a. Head of offices in identifying and providing the kinds of interventions needed, based on the developmental needs identified;
- b. Agency HRM office/ Personnel office in consolidating and coordinating developmental interventions that will form part of the Human Resource 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 agency who qualify for awards and incentives.

VII. RATING PERIOD

Performance evaluation shall be done semi-annually. Should there be a need for shorter or longer period, the minimum appraisal period is at least ninety (90) calendar days or three (3) months while the maximum is no longer than one (1) calendar year.

VIII. GENERAL RATING SCALE

The General Rating Scale shall be used in determining the final equivalent adjectival rating of the office and individual. Performance measure shall include any one, combination of, or all of the following general categories, whichever is applicable.

Rating		Description
Numerical	Adjectival	
5	Outstanding	<ul style="list-style-type: none">• Performance represents an extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity, creativity and initiative.• Employee at this performance level should have demonstrated exceptional job mastery in all major areas of responsibility.• Employee achievement and contributions to the organization are marked excellence.

4	Very Satisfactory	<ul style="list-style-type: none"> • Performance exceeded expectations. • All goals, objectives and targets were achieved above the established standards
3	Satisfactory	<ul style="list-style-type: none"> • Performance met expectations in terms of quality of work, efficiency and timeliness. The most crucial annual goals were met.
2	Unsatisfactory	<ul style="list-style-type: none"> • Performance failed to meet expectations, and/or one or more of the critical goals were not met.
1	Poor	<ul style="list-style-type: none"> • Performance was consistently below expectations, and / or reasonable progress toward critical goals was not made. • Significant improvement is needed in one or more important areas.

A. Quality / Effectiveness (Written Work and Non-Written Work)

WRITTEN WORK	
Rating	Description
5	Output is substantially correct and complete, no major mistakes or deficiency; every aspect of work assignment well covered; clearly presented; well organized. No error in content, requiring restudying or major rehash of the output submitted.
4	10% of the output subjected to modifications or not organized.
3	25% of the substantial aspect of the work had to be revised; or grammatically incorrect.
2	50% of the substantial aspect of the work had to be revised.
1	Work not acceptable. Needs total revision. Assignment has to be given to another.

NON-WRITTEN WORK	
Rating	Description
5	Excellent results; all aspects of work assignment thoroughly covered; No mistakes in performing the duty.
4	One or two minor errors in execution of work assignment; results still very good; 1-2 mistakes in performing the duty.
3	More than two minor errors or deficiencies in the execution of work assignment. Results are acceptable. 3 mistakes in performing duty.
2	One major error or deficiency that can be overcome with help from supervisor; 4-5 mistakes in performing duty. Had been a cause of delay to colleagues who uses the particular output as input to their work. Was subject of written complaint or negative comment from colleague, clients or general public.

1	Haphazard or careless execution of work assignment. Unacceptable results; 6 or more mistakes in performing the duty. Had caused organizational problem.
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B. Efficiency

This shall refer to the rate of turn-over of accomplishment; subsuming available administrative resources.

C. Timeliness

		Formula – Efficiency Rating
Rating	Description	
5	Target or quota exceeded by 30% or more; planned quantity for the rating period exceeded by at least 30%	$\text{ER} = \frac{\text{Accomplishment}}{100\%} \times \frac{\text{Target}}{100,000}$
4	Target exceeded by at least 15% but short of 30%	$= \frac{70,000}{100,000} \times 100$
3	Target accomplished or had exceeded up to 14% or less	$= 142.86\%$
2	Only 51% to 99% of target was accomplished	
1	Less than 50% of target was accomplished	$\text{ER} = 5$ (exceeded by 30% or more)

Work which can be prepared and submitted earlier than scheduled date		Work which cannot be completed and/or submitted earlier than scheduled date (e.g., accounting reports due end of the month, etc.)	
Rating	Description	Rating	Description
5	Task completed at least 2 days before the scheduled date of completion or deadline	5	Task completed on the scheduled date of completion or deadline
4	Task completed at least 1 day before the scheduled date of completion or deadline	4	Task completed 1 day after the scheduled date of completion or deadline
3	Task completed on scheduled date of completion or deadline	3	Task completed 2 days after the scheduled date of completion or deadline
2	Task completed at least 1 day after the scheduled date of completion or planned time	2	Task completed 3 days or more after the scheduled date of completion or deadline

1	Task completed 1 day after the scheduled date of completion or planned time	1	Task not completed at all
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Critical factors affecting the delivery of work output shall be reflected and computed/coverage (A) in the columns provided for the OPCR / IPCR Form using the standards for Quality/Effectiveness (Q), and the rating scales for Efficiency (E) and Timeliness (T).

D. Final Equivalent Adjectival Rating

In determining the final equivalent adjectival rating of the office and individual, the range of overall point scores is covered as follows:

5.00	Outstanding
4.00 – 4.99	Very Satisfactory
3.00 – 3.99	Satisfactory
2.00 – 2.99	Unsatisfactory
below 2	Poor

E. Weight Allocation

In computing the final rating of the office and individual performances, the following weight allocation shall be followed:

- ✓ Strategic Priorities - 45%
- ✓ Core Functions - 45%
- ✓ Support Functions - 10%

F. Sample Computation:

MFOs/PAP*	Q ¹	E ²	T ³	A ⁴
Strategic Objectives:				
Program Activity	4	4	1	3.00
Program / Activity 2	5	5	5	5.00
Program / Activity 3	4	4	4	4.00
Core Functions:				
Program/Activity 1	2	3	5	3.33
Program / Activity 2	3	4	2	3.00
Program / Activity 3	4.00	2.00	3.00	3.00
Support Functions:				
Program/ Activity 1	1	3	5	3.00
Program / Activity 2	5	5	4	4.67

PAP* = Program/ Activity/ Project

Q¹ = Quality; E² = Efficiency; T³ = Timeless; A⁴ = Average

EMPLOYEE RATING		
CATEGORY	AVERAGE RATING	WEIGHTED RATING
Strategic Priority (45%)	$(3.00 + 5.00 + 4.00)/3 = 4.00$	$(4.00 \times 45\%) = 1.80$
Core Functions (45%)	$(3.33 + 3.00 + 3.00)/3 = 3.11$	$(3.11 \times 45\%) = 1.40$
Support Functions (10%)	$(3.00 + 4.67) / 2 = 3.84$	$(3.84\% \times 10\%) = 0.38$
Final Numerical Rating		1.80 + 1.40 + 0.38 = 3.58
Final Adjective Rating		Satisfactory (S)

The computation shows that the final numerical rating of the employee is **3.58** with an adjectival rating of **Satisfactory** derived from computing the average rating of all MFOs/ PAP classified under Strategic Objectives, Core Functions and Support Functions and then multiplying the result by the weight allocation per category.

IX. SPMS IMPLEMENTATION

The Agency Head shall:

1. Submit San Juan Water District – SMPS to the Civil Service Commission Regional Office No. IV for review /approval.
2. Conduct orientation/ reorientation on the new San Juan Water District-SPMS to all employees. This is to promote awareness and interest on the system, generate employees' appreciation for the agency 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.
3. Administer the approved San Juan Water District –SPMS in accordance with the guidelines/standards set herein.
4. Provide the CSC – Batangas Field Office with a copy of the consolidated Individual Performance Review Reports indicating alignment of the collective individual performance rating with the Organizational / Office Performance Rating.

X. SANCTIONS

Unless justified and accepted by the PMT, non-submission of the Office Performance Commitment and Review (OPCR) form to the PMT, and the Individual Employee's Performance Commitment and Review (IPCR) forms to

the Administrative Section within the specified dates shall be ground for:

1. Employee's 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 report form is the fault of the employees.
2. An administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty for the supervisors or employees responsible for the delay or non-submission of the OPCR and IPCR report.
3. Failure on the part of the Head of Agency / Unit Department 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 administrative offense for neglect of duty.
4. Non-submission of agency SPMS to the Civil Service Commission to the Civil Service Commission for review /approval shall be a ground for disapproval of promotional appointments issued by concerned agency head.

XI. USES OF PERFORMANCE RATINGS

1. Security of Tenure of those holding permanent appointments is not absolute but based on performance.

Employees who obtained UNSATISFACTORY rating for one (1) rating period or exhibited poor performance shall be provided appropriate developmental intervention by the Agency Head and supervisor (Division/Unit Head), in coordination with the Administrative Unit, to address competency-related performance gaps.

If after advice and provision of developmental intervention, the employee still obtains UNSATISFACTORY rating in the immediately succeeding rating period or POOR rating for the immediately succeeding rating period, he/she may be dropped from the rolls. A written notice/advice from the Agency Head at least 3 months before the end of the rating period is required.

2. 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 Agency Head.

3. Performance ratings shall be used as basis for promotion, training and scholarships 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.

4. Officials and employees who shall be on official travel, approved leave of absence or training or scholarships programs and who shall submit the performance commitment and rating report before they leave the office.

For purposes of performance-based benefits employees who are on official travel, scholarships or training within a rating period shall use their performance ratings obtained in the immediately preceding rating period.

5. Employees who are in detail or secondment to another office shall be rated in their present or actual office, copy furnished their mother office. The ratings of those who were detailed or seconded to another office during the rating period shall be consolidated in the office, either the mother (plantilla) office of present office, where the employees have spent majority of their time during the rating period.

XII. APPEALS

1. Office performance assessments discussed in the performance review conference shall be final and not appealable. Any issue/appeal on the initial performance assessment of an Office shall be discussed and decided during the performance review conference.

2. 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 of their final performance evaluation rating from the Agency Head.

3. The PMT shall decide on the appeals within one month from receipt.

4. 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 notice of separation.

XIII. EFFECTIVITY

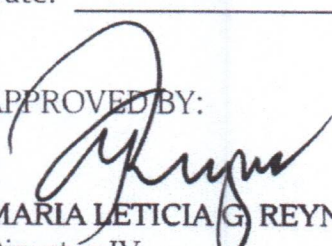
This revised SPMS and subsequent amendments thereto shall take effect immediately upon approval by the Civil Service Commission Regional Office IV. I hereby commit to implement and abide by the provisions of this revised SPMS.



EDITH JOYCE S. GEBA
General Manager C

Date: FEB 26 2025

APPROVED BY:



MARIA LETICIA G. REYNA
Director IV
CSC Regional Office IV

Date: 10 MAR 2025



SAN JUAN WATER DISTRICT

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NON-VAT REGISTER: TIN 001-774-488

Annex A

OFFICE PERFORMANCE COMMITMENT AND REVIEW (OPCR)

I, _____, Head of the _____, commit to deliver and agree to be rated on the attainment of the following target in accordance with the indicated measures for the period _____ to _____, 20__.

RATEE

Date: _____

Approved by: _____	
(Name of Agency Head) Head of Agency	Date: _____

5 – Outstanding
4 – Very Satisfactory
3 – Satisfactory
2 – Unsatisfactory
1 – Poor

MFO / PAP	SUCCESS INDICATORS (TARGET+ MEASURES)	Allotted Budget	Division / Individuals Accountable	Actual Accomplishments	Rating				Remarks
					Q ¹	E ²	T ³	A ⁴	
					Total Rating				
					Average Final Rating				

Legend: 1 – Quality

2 – Efficiency

3 – Timeless

4 – Average



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Annex B

INDIVIDUAL PERFORMANCE COMMITMENT AND REVIEW (IPCR)

I, _____, of the _____ Division, commit to deliver and agree to be rated on the attainment of the following target in accordance with the indicated measures for the period _____ to _____, 20____.

RATE

Date:

Reviewed by:	Date	Endorsed by:	Date	Approved by:	Date
HRMO/Personnel Officer		Immediate Supervisor		Head of Office	

Major Final Output	Success indicators (TARGET + MEASURES)	Actual Accomplishments	Rating				Remarks
			G ¹	E ²	T ³	A ⁴	
Average Rating							
Total Overall Rating							
Final Average Rating							
Adjectival Rating							
Comments and Recommendations for Development Purposes							
Discussed With	Date	Assessed by:	Date	Final Rating by:	Date		
Employee		Immediate Supervisor		Head of Office			

Legend: 1 - Quality 2 - Efficiency 3 - Timeless 4 - Average



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Annex C

MAJOR FINAL OUTPUTS & SUCCESS INDICATORS ADMINISTRATIVE SECTION

MAJOR FINAL OUTPUTS	SUCCESS INDICATORS ACTIVITIES (MEASURES + TARGETS)	OPERATIONAL DEFINITION
Annual Plantilla of Positions – DBM format	1 Plantilla of Position prepared and submitted to DBM on or before March 31	Annual Plantilla of Position updated and approved by the General Manager & submitted to DBM
Annual Plantilla of Positions – CSC format	1 Plantilla of Position prepared and submitted to DBM on or before March 31	Annual Plantilla of Position updated and approved by the General Manager & submitted to CSC RO
Statement of Assets, Liabilities and Networth (SALN)	100% SALN consolidated and submitted to Office of the Ombudsman on or before April 30	A documents/report submitted in the Office of the Ombudsman pursuant to RA Nos. 3019 and 6713
Annual Report	1 annual report prepared on or before March 31 of the ensuing year and submitted to LWUA	An Annual Report is a compilation of the accomplishments of the WD for the whole year of operation
GAD Accomplishment Report	1 GAD Accomplishment Report prepared on or before March 31 of the ensuing year and submitted to LWUA	Accomplishment Report of Gender and Development (GAD) activities for the whole year
GAD Plans and Budget	1 prepared and submitted to Finance section on or before November 30 for budget purposes	Gender and Development (GAD) plans and budget for 2 years pursuant to Philippine Commission on Women (PCW) Memorandum Circular No. 2015-03 submitted to LWUA
Freedom of Information (FOI) documents	100% of the FOI documents submitted to FOI-PMO on or before January 31 of the ensuing year	FOI documents submitted to FOI-PMO: <ul style="list-style-type: none"> • Updated FOI Manual • FOI one page manual • FOI reports • AID-FOI

		<ul style="list-style-type: none"> • FOI Feedback Report • Certification of No Overdue pending
Summary of Individual Performance Commitment Report (IPCR)	100% of the IPCR and OPCR Commitment Report submitted to GM Jan – June rating – on or before July 31 July – Dec rating – on or before January 31	Summary of the rating on IPCR of employees to be submitted to CSC
Performance Target and Accomplishment Report	100% of the report submitted to LWUA on or before March 31 of the ensuing year	PBB requirements of the Performance Target and Accomplishment report submitted to LWUA as the validating agency of WDs
Monthly leave credits balance report	100% of the monthly leave credits balance report prepared on or before the 15 th day of the following month	Summary report of leave balances of each employees (VL and SL) posted in the bulletin board
Bulletin of Publication of Vacant Position	100% of the publication report prepared within 30 minutes upon instruction	Approved list of vacant positions for the publication duly received by CSC
Personal Data Sheet updated	100% of the PDS updated by employees on or before March 31	Yearly updating of Personal Data Sheet of each employees in the prescribed form of CSC
Budget Proposal for Personnel Services	100% of the Budget Proposal for Personnel Services prepared and submitted to Finance Section on or before November 15	Budget proposal for personnel services to be included in the Annual Budget of SJWD
Plantilla of Casual Personnel	100% of the Plantilla of Casual Personnel prepared within 3 days from date of appointment	Plantilla of Casual Personnel which indicate the position, salary per day, Level, SG and period of employment submitted to CSC for approval
Plantilla of Job Order	100% of the Plantilla of Job Order prepared within 1 hours from receipt of instruction	Plantilla of Job Order which indicate the position, salary per day and period of employment submitted to General Manager
Oath of Office	100% of the document prepared within 5 minutes upon oath of office	A sworn document signed by the employee and approving authority
Daily Time Record (DTR)	100% of the DTR printed and signed by employees on or before the 15 th of the following month	Daily Time Record of employees printed, updated and signed which contain details on leave, tardiness and overtime

Assumption to Duty	100% of the Assumption to Duty prepared within 5 minutes from receipt of instruction	Assumption to Duty is document issued to employees to start her/his duties and responsibilities
Application for Leave	100% of the Application for Leave processed and signed by General Manager within 20 minutes from receipt of application	Form for Application of Leave as per CSC Form 6 Revised 1998 filed by employees
Notice of Step Increment (NOSI)	100% of NOSI prepared within 10 minutes as scheduled	Documents approved by the General manager pursuant to joint DBM-CSC Memorandum No. 1 series of 1990
Notice of Salary Adjustments (NOSA)	100% of the NOSA prepared within 10 minutes as scheduled	Documents approved by the GM in accordance to the current National Budget Circular implemented by the DBM
Position Description Form (PDF)	100% of the PDF prepared within 15 minutes as scheduled	A written document stating the description of the works, containing Position Title, Salary, Offices signed and approved by the approving officers
Organizational Structure/Chart	100% of the organizational structure/chart prepared within 1 hour upon instruction	Approved new/current organizational structure/chart
Agenda of the Board Meetings	12 agenda of the Board meetings prepared and signed by GM on or before the date of meeting	Agenda of the meeting from GM prepared before the start of the meeting. Meetings of the Board is set on 1 st and 2 nd Mondays of the month
Board Resolutions	100% of the Board Resolutions prepared on or before the schedule of meeting	A Board Resolution approved by the Board to issue policies, act on a matters, resolve a motion and other matters related to operation of SJWD
Minutes of the Board Meetings	12 minutes of Board meetings prepared and noted by GM on or before the date of next meeting	A written account of what transpired in the Board Meeting. The meeting of the Board is scheduled on 1 st and 2 nd Mondays of the month
Letters / Communications	100% of the letters/communications prepared within 20 minutes upon request	A written communication sent to other agencies/parties

Monthly Office Order	100% of the Office Order prepared on or before 25 th of the month	A regular Office Order prepared monthly such as schedule of duty of operators, teller and customer service representative during lunch break, flushing of hydrants and operator on duty on weekends and holidays, etc.
Office Order (as instructed)	100% of the Office Order prepared within 15 minutes upon receipt of instruction	An Office Order issued to employees not on a regular basis such as Officer of the Day, overtime, etc.
Travel Documents	100% prepared within 15 minutes upon receipt of request	Travel documents composed on trip ticket, pass slip, travel order and itinerary of travel issued to employees who will go on official travel.
Job Order documents (pakyaw labor for projects)	100% of the Job Order documents (pakyaw labor for projects) prepared within 1 hour upon receipt of instruction	A Job order documents for pakyaw labor contractor for excavation, backfilling, restoration, etc. of extension projects of SJWD.
Monetization of Leave Credits	100% of the Monetization of leave credits prepared within 20 minutes upon receipt	Summary of the monetization of leave credits requested by employees
Stock Card	100% of the stock card updated within 20 minutes upon receipt and issuance of stock	The Stock card shall be issued to record all receipts and issuances of supplies.
Requisition and Issue Slip (RIS)	100% of the RIS prepared within 15 minutes after issuance of materials	The RIS shall be used to request supplies and materials that are carried on stock
Inspection and Acceptance Report (IAR)	100% of the IAR prepared within 30 minutes upon inspection	Inspection and Acceptance Report shall be used to acknowledge the receipt of supplies, materials or equipment purchased and inspection made thereof
Report of Supplies and Materials Issued (RSMI)	100% of the RSMI prepared and submitted to Finance Section on or before the 5 th day of the following month	The Report of Supplies and Materials (RSMI) shall be prepared by the storekeeper and shall be used by the Finance Section as basis in preparing the JEV to record the supplies and materials used

Monthly Inventory Report	100% of the monthly inventory report prepared on or before the 10 th day of the following month	Monthly inventory report is summary of comprehensive account of the stock or supply of various items available monthly
Yearly Inventory Report	100% of the yearly inventory report submitted to accounting on or before March 30 of the following year	Year-end Inventory report is summary of comprehensive account of the stock or supply of various items available at the end of the year
Monthly Summary Report of Maintenance Works	100% of the monthly summary of the maintenance works prepared on or before the 15 th day of the month	Monthly Summary Report of Maintenance Works are list of work performed by maintenance personnel every month
Purchase Request	100% of the Purchase Request prepared within 10 minutes upon receipt of request	Purchase requests shall be used to request for the purchase of inventory items not available on stocks approved by General Manager
Purchase Order	100% of the Purchase Request prepared within 10 minutes upon receipt of request	Purchase Order shall be used to purchase various supplies, materials, fuel, and all procurement of SJWD approved by General Manager
Abstract of Quotations	100% of the Abstract of Quotations prepared and signed by BAC on the day after the deadline for submission of quotation	Abstract of Quotation is a document that shows the price quotation of the suppliers for supplies, materials, and other procurement of the SJWD
Inspection Request Form	100% of the Inspection Request Form processed within 5 minutes upon signing by concessionaires	Inspection Request Form is used for survey of the location of new connection applications.
Service Record	100% of the employees Service Record updated and printed on or before January 31	Service Record is updated and printed copy must be attached to 201 file every year
Driving of GVs, BODs and employees	100% of the passengers delivered to the destination and return safe	The driver of BODs, GM and employees shall deliver his passenger to the and return safe
Service vehicle cleaned	100% of the service vehicles cleaned every Friday	All service vehicles of the SJWD must be cleaned weekly

Service vehicle inspected	100% of the service vehicles inspected every Friday	All service vehicles of the SJWD must be inspected for possible repair every Friday
Recommendation report on repair of service vehicles	100% of the recommendation report on repair of service vehicles prepared within 30 minutes upon inspection	A Recommendation report prepared by driver for minor/major report of SJWD service vehicles
HDMF Membership Application	100% of the membership application prepared within 10 minutes upon of instruction	Membership application of an employee to be submitted to Home Development Mutual Fund office
HDMF Remittances	100% of the HDMF Remittances prepared on or before 10th of the month	Monthly Remittance report of HDMF contribution and amortization prepared and submitted to Finance Section
Philhealth Remittances	100% of the Philhealth Remittance prepared on or before 10th of the month	Monthly Philhealth remittance report of contribution uploaded in Philhealth website
GSIS Membership Application	100% of the membership application prepared within 10 minutes upon receipt of instruction	Membership Application of an employee to be submitted to GSIS office
GSIS loan certification	100% of the loan application that passed the requirements certified within the day of application	Loan application conducted through website of GSIS AAO.
GSIS ARA submitted/emailed	100% of the ARA prepared within 30 minutes as scheduled	Agency Remittance Advise submitted to GSIS if employees enclose changes in Salary, Status and office
GSIS Statement of Accounts	100% of the GSIS Statement of Accounts printed and reconciled on or before the 1 st week of the month	GSIS Statement of Accounts is printed and reconciled and send again to GSIS for verification
Certificate of Employment	100% of certificates prepared within 15 minutes upon receipt of request	A written certification containing employment records
Certificate of On the Job Training	100% of the certificates prepared within 15 minutes upon receipt of request	A written certification containing completion of hours of on the job training of student trainees
Monthly summary of accomplishment (Maintenance Works)	100% of the monthly summary of accomplishment of maintenance works prepared on or before the 20 th day of	Summary of actual work accomplishment of the maintenance team.

	the following month	
Monitoring of Water Loss Report	100% of the report on Monitoring of Water Loss prepared on or before the 20 th day of the following month	Monthly summary on water loss report resulted from leakages, flushing, etc.
Year End Inventory Report	100% of the Year End Inventory Report prepared and submitted to Accounting unit on or before end of February	An inventory report showing the listing of materials and supplies for ending balance submitted to Accounting unit
Certificate of Leave Balances	100% of the Certificate of Leave Balances prepared on or before January 31	Certificate of Leave Balances is given to personnel to update them on the balances of their leave credits yearly
Annual Procurement Plan (APP) Non-CSE	1 approved APP-non CSE of the current year prepared and submitted to GPPB on or before March 31	Annual Procurement Plan non- Common Supplies & Equipment is prepared by BAC Secretariat from consolidated PPMP and signed by BAC officers and approved by General Manager
Annual Procurement Plan (APP) CSE	1 approved APP CSE of the following year prepared and submitted to GPPB on or before July 31	Annual Procurement Plan Common Supplies & Equipment is prepared and submitted to GPPB
Indicative Annual Procurement Plan (APP) non-CSE	1 approved Indicative APP non-CSE of the following year prepared and submitted to GPPB on or before September 30	Indicative Annual Procurement Plan non-Common Supplies & Equipment is prepared by BAC Secretariat from consolidated PPMP and signed by BAC officers and approved by General Manager
Project Procurement Management Plan (PPMP)	100% of the PPMP prepared and submitted to BAC Secretariat on or before November 15	Project Procurement Management Plan (PPMP) is being prepared by each section to list their requests (materials, supplies, equipment, etc.) to be included in the APP
Procurement Monitoring Report	100% of the Procurement Monitoring Report prepared on or before July 14 of the year and January 14 of the following year	Procurement Monitoring Report is prepared by BAC Secretariat and submitted to GPPB twice a year
Pass Slip of Maintenance Personnel	100% of the pass slip of the maintenance personnel prepared before 5:00 p.m.	Pass Slip of the maintenance personnel is prepared the day before

		their scheduled work or deployment
Motor Vehicle Logbook	100% of the motor vehicles are properly monitored and recorded everyday	Employees will have to log in the motor vehicle logbook every day before they use it
Cleaning and maintenance of office premises (surroundings, equipment, facilities, etc.)	100% of the office premises is cleaned everyday	Maintenance of the cleanliness of the office premises everyday
Deposit of collection (AM)	100% of the collection deposited on or before 10:00 am everyday	Collection from 2:00 pm. to 5:00 pm of the previous day will be deposited the following working day on or before 10:00 am
Deposit of collection (PM)	100% of the collection deposited on or before 3:00 pm everyday	Collection from 8:00 am to 2:00 p.m. of the day will be deposited on or before 3:00 pm
Messenger jobs	100% of the messenger jobs accomplished	Messenger jobs include tasks given on day to day basis such as buying goods, courier of documents, assist during seminar and maintenance issuance
Monthly Schedule of Maintenance Personnel	100% of the schedule of maintenance personnel prepared on or before the 25 th day of the month	Schedule of duty of the maintenance personnel every month
Website information updating	100% of the information / data in the website of SJWD posted and updated as scheduled	Updating of SJWD website www.sanjuanwaterdistrict.gov.ph
Monthly Accomplishment Report	100% of the monthly accomplishment report submitted to GM on or before end of the month	Report of the monthly accomplishment of each Section to be presented during monthly meeting
Overtime Accomplishment Report	100% of the Overtime Accomplishment Report prepared on or before end of the month	Each Section head must counter-checked the details in the Overtime Accomplishment report of employees under their respective section
Transparency Seal	100% of the required documents in the Transparency Seal in the SJWD website were uploaded	To enhance transparency and enforce accountability, all national government agencies shall maintain a transparency seal on their official websites.
ARTA Client Satisfaction Measurement Report	1 ARTA CSM Report prepared every 15 th of April through the unified Agency Compliance	Used to gather feedback from clients about the quality of services they receive from

	Submission Form	a government agency, as mandated by ARTA to ensure efficient service delivery and reduce bureaucratic delays.
Staff Productivity Index	167:1 Staff Productivity Index achieved	Used to measure the efficiency and output of a group of employees within an organization, essentially calculating how effectively they utilize their time and resources to complete tasks and deliver results; it's often calculated by dividing the total output produced by the total input (time worked) by the staff members involved.
Payroll (Regular)	100% payroll of regular employees prepared and checked on or before the 10 th and 25 th day of the month	Payroll of regular employees are prepared twice a month – first is on or before 10 th and second on 25 th day of the month.
Payroll (Casual & Job Order)	100% payroll of casual employees prepared and checked on or before the 15 th and 30 th day of the month	Payroll of casual employees are prepared twice a month – first is on or before 15 th and second on 30 th day of the month.

=== END===



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Annex C

MAJOR FINAL OUTPUTS & SUCCESS INDICATORS COMMERCIAL SECTION

MAJOR FINAL OUTPUTS	SUCCESS INDICATORS ACTIVITIES (MEASURES + TARGETS)	OPERATIONAL DEFINITION
Daily Collection report (AM collection)	100% of the daily collection report is printed and submitted to the Cashier on or before 2:00 p.m.	Daily Collection report for AM collection is being prepared by tellers to list the concessionaires who pay their bill and the amount paid. AM collection has cut off time until 2:00 p.m. only
Daily Collection report (PM collection)	100% of the daily collection report is printed and submitted to the Cashier on or before 5:00 p.m.	Daily Collection report for AM collection is being prepared by tellers to list the concessionaires who pay their bill and the amount paid. Cut off time is 5:00 p.m.
Daily collection report (encoding – AM collection)	100% of the daily collection encoded in the system on or before 2:00 p.m.	Daily collection report of tellers is encoded in the system to generate the Daily Collection Report for AM collection
Daily collection report (encoding)	100% of the daily collection encoded in the system on or before 5:00 p.m.	Daily collection report of tellers is encoded in the system to generate the Daily Collection Report for PM collection
Monthly ageing of accounts receivables	100% of the monthly ageing of accounts receivables prepared and submitted to General Manager on or before 10 th day of the following month	Monthly ageing of accounts is a list of concessionaires in arrears which are subject for disconnection
Yearly ageing of accounts receivables	100% of the yearly ageing of accounts receivables prepared on or before January 15	Yearly ageing of accounts receivables are prepared in the prescribed format of COA
Collection Summary Report	100% of the Collection Summary report printed on or before the 1 st working day of the following month	Collection Summary Report is list of accounts per zone, total amount collected per zone, total billing, penalty, materials paid and charged for illegal connection

Collection Efficiency Report	100% of the Collection Efficiency Report printed on or before the 1 st working day of the following month	Collection Efficiency Report is categorized by zone, amount of on time paid, amount paid after due date and year to date per percentage
Monthly Collection Report	100% of the Monthly Collection Report printed on on or before the 1 st working day of the following month	Monthly Collection Report is the list of amount collected per day per zone and reflected the amount collected for the whole month
Disconnection List	100% of the Disconnection list prepared on the second day after due date per zone	Disconnection List reflects the account to be disconnected and will be given to disconnection team
Disconnected Accounts for Inspection List	100% of the Disconnected Accounts for Inspection List prepared on or before the end of the month	Disconnected Accounts for Inspection List prepared and give to the person in-charge in inspection to verify concessionaires if they reconnected their connection without the knowledge of SJWD
Issuance of Water Bill	100% of the water bill printed and payment received within 5 minutes	Water Bills are issued to concessionaires who will pay their bill
Statement of Accounts (illegal connections)	100% of the statement of accounts for illegal connections prepared within 15 minutes from receipt of report	Statement of Accounts for illegal connections are issued to concessionaires who committed illegal connections. This includes the amount to be settled before reconnection is made
Meter Reading Sheet	100% of the Meter Reading Sheet printed on or before 3:00 p.m.	Meter Reading Sheet is the list of concessionaires per zone scheduled for reading
Downloading of accounts	100% of the accounts downloaded in the Billing and Collection System on or before 5:00 p.m.	Accounts are downloaded in the Billing and Collection System
Uploading of accounts	100% of the accounts uploaded in the Billing and Collection System on or before 3:00 p.m.	Accounts are uploaded in the system after the meter reader read the consumption of each concessionaires

Water Meter Read	100% of the water meters read by zone accurately within the day of reading schedule	Meter readers read the consumption with no over read or under read
Sequencing of concessionaires	100% of the concessionaires properly sequenced on or before the end of the day	Concessionaires / accounts are sequenced by meter readers in the meter reading list
Inspection Request Form surveyed	100% of the Inspection Request Form surveyed within 5 days from date of application	Inspection Request Form is accomplished by surveying team. Ocular visit/inspection is conducted to know the cost of new connections.
Disconnection of unpaid accounts	100% of the accounts listed in the Disconnection list disconnected	Disconnection team disconnect the accounts listed in the Disconnection list
Driver of maintenance personnel	100% of the driving services performed	Maintenance personnel were dispatched to their respective location
Disconnected accounts inspected	100% of the accounts listed in the Disconnection accounts for inspection list inspected	The day after the disconnection all accounts disconnected will be inspected
Monthly Report on Accounts Inspected	100% of the Monthly report on Accounts Inspected prepared at the end of the month	Monthly Report on Accounts Inspected lists the concessionaires who open their accounts.
Statement of Accounts – Water Bill	100% of the Statement of Accounts of Water bill distributed to concessionaires	Statement of Accounts – Water Bill is distributed to the concessionaires by the assigned meter readers without errors on reading the usage/consumption
New Service Connection Application form	100% of the new service connection application form processed and checked within 10 minutes	New Service Connection Application form is being filled up by new concessionaires. Said form shall be accompanied with complete requirements
Monthly Report of New Service Connections	100% of the monthly report of new connections prepared on or before the 15 th day of the month	Monthly Report of New Service Connections is summary of the new concessionaires who applies for new connections
Payment Form	100% of the payment form prepared and forwarded to Cashier within 10 minutes	Payment Form is used to list the amount to be paid by concessionaires such as cost of new connection, materials, reconnection fee, etc. which shall be

		forwarded to Cashier for issuance of OR
Senior Citizen's Discount Form	100% of the Senior citizen's discount form processed and checked within 10 minutes	Senior Citizen's Discount Form is being filled up by concessionaires who are qualified for such discount. Said form must be accompanied with complete requirements
Monthly Report of Senior Citizen's Discount	100% of the Monthly report of Senior Citizen's Discount prepared on or before the 15 th day of the month	Monthly Report of Senior Citizen's Discount is summary of concessionaires who are entitled to avail such privilege
Disconnection Form	100% of the Disconnection form prepared within 5 minutes from receipt of request	Disconnection Form is accomplished if the concessionaires want to request for temporary or permanent disconnection of his connection
Monthly Report of Disconnected accounts	100% of the monthly report of disconnected accounts prepared on or before the 10 th day of the following month	Monthly report of disconnected accounts is summary of concessionaires who are disconnected
Reconnection Form	100% of the Reconnection form prepared within 5 minutes from receipt of request	Reconnection Form is accomplished if the concessionaires want to request for reconnection of his disconnected accounts.
Monthly report of Reconnected accounts	100% of the monthly report of reconnected accounts prepared on or before the 10 th day of the following month	Monthly report of reconnected accounts is summary of concessionaires who are reconnected
Maintenance Order	100% of the maintenance order prepared within 5 minutes from receipt of request/report	Maintenance Order is a form used for request/complaints of concessionaires such as installation of new connection, leak repairs, etc. issued to maintenance personnel
Inspection Request Form accomplished	100% of the Inspection Request Form accomplished within 5 minutes	Inspection Request Form is accomplished by the concessionaires
Change Name Form	100% of the form for Change Name accomplished within 5 minutes	Change Name Form is being filled up by the concessionaires when they want to change the registered name of their

		water bill. Attached in the form are the complete requirements
Monthly report on Change Name	100% of the monthly report on Change Name prepared on or before the 15 th day of the following month	Monthly report on change name is summary of concessionaires who requests to change the registered name in the water bill
Monthly Report of leak repair (metersite, mainline & service line)	100% of the monthly report of leak repair prepared on or before the 10 th day of the following month	Monthly report of leak repair is summary of connections with leak repair done on metersite, mainline and service line
Monthly Report of Check leak/meter, change meter, reading and low pressure	100% of the monthly report of leak repair prepared on or before the 10 th day of the following month	Monthly report is summary of connections with Check leak/meter, change meter, reading and low pressure
Monthly Report of Transfer Meter/ Service Connection/Adjust metersite/flushing/restoration	100% of the monthly report of leak repair prepared on or before the 10 th day of the following month	Monthly report is summary of connections with Transfer Meter/ Service Connection/Adjust metersite/flushing/restoration
Monthly Accomplishment Report	100% of the monthly accomplishment report submitted to GM on or before end of the month	Report of the monthly accomplishment of each Section to be presented during monthly meeting
Overtime Accomplishment Report	100% of the Overtime Accomplishment Report prepared on or before end of the month	Each Section head must counter-checked the details in the Overtime Accomplishment report of employees under their respective section
Seminar for New connections	Seminar for new connections conducted every Friday	Seminar for new connections are required for new applicants
Certificate of Attendance in Seminar	100% of the certificate of attendance in seminar prepared and distributed to attendees within 20 minutes after the conduct of seminar	Certificate of Attendance in seminar is issued to new connection applicants who attended and completed the seminar
Commercial Practice System	SJWD has standardized procedures that governs its transactions	SJWD following standardized procedures that governs its transactions
Collection Efficiency	SJWD has average of 90% or more collection efficiency for whole year of operation	The formula for the Collection Efficiency is Current Accounts plus Arrears of Current Year divided by Total Billing (Gross)

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Annex C

MAJOR FINAL OUTPUTS & SUCCESS INDICATORS FINANCE SECTION

MAJOR FINAL OUTPUTS	SUCCESS INDICATORS ACTIVITIES (MEASURES + TARGETS)	OPERATIONAL DEFINITION
Disbursement Voucher (DV)	100% of DV prepared within 5 minutes upon receipt	Disbursement Voucher shall be used by government agencies for all money claims. The number shall be indicated on the DV and on every supporting document of the claim
Journal Entry Voucher (JEV)	100% of JEV prepared within 5 minutes upon receipt	Journal Entry Voucher shall be used for all transactions of the government whether cash receipts, cash/check disbursements or non-cash transactions.
Budget Utilization Report (BUR)	100% of BUR prepared within 5 minutes upon receipt	This report includes details such as the total budget allocated, the total amount spent, the remaining balance, and a breakdown of expenditures by category or purpose
Monthly Financial Report	100% of the Monthly Financial Report prepared and submitted to General Manager on or before the 25 th day of the following month	This includes the Monthly Data Sheet (MDS) which is a statement summarizing overall activities of an agency and Financial Statement and supporting schedules of the government accounting processes.
COA Quarterly Reports	100% of the OA quarterly reports prepared and submitted to COA on or before the 5 th day of the following month	COA Quarterly reports include report on Cash Advances, Government projects/programs/activities, salaries and allowances of the officers and BODs
BIR Form No. 2306 & 2307	100% of the BIR Form prepared within 3 minutes upon receipt	BIR Form No. 2306 is a certificate to be accomplished and issued by the Payor to each recipient of income

		<p>subjected to final tax.</p> <p>BIR Form No. 2307 is a certificate to be accomplished and issued to recipients of income subject to expanded withholding tax paid by the Payor including government money payments made by a government office showing therein the monthly breakdown of the total income payments made and the total taxes withheld and remitted during the quarter/period</p>
BIR Form No. 1601-C, 1600, 1601E	100% of the remittance prepared on or before the 10 th day of the following month	<p>BIR Form No. 1601C is a return filed by every Payor who is either an individual or non-individual required to deduct and withhold taxes on compensation paid to employees</p> <p>BIR Form No. 1600 is a return filed in triplicate by the Payors to VAT registered taxpayers receiving income subject to value-added tax</p> <p>BIR Form No. 1601-E is a return filed by every Payor who is either an individual or non-individual required to deduct and withhold taxes on income payments subject to Expanded/Creditable Withholding Taxes</p>
BIR Form No. 2551 M	100% of the remittance prepared on or before the 20 th day of the following month	This return shall be filed in triplicate by franchise grantees of gas or water utilities
BIR Form No. 1604E	100% of the return prepared on or before March 1	
BIR Form No. 1604CF	100% of the return prepared on or before January 31	This return shall be filed in triplicate by every employer or withholding agent/payor who is either an individual, estate, trust, partnership, corporation, GOCC, etc. required to deduct and withhold taxes on compensation paid to

		employees and on other income payments subject to Final Withholding Taxes
BIR Form No. 0605	100% of the return prepared on or before January 31	Every taxpayer shall use this form in triplicate to pay taxes and fees which do not require the use of tax return such as second instalment payment for income tax, deficiency tax, delinquency tax, registration fees, penalties, advance payment, deposits, instalment payments, etc.
BIR Form No. 1702	100% of the return prepared on or before April 15	This return shall be filed by the president, vice-president or other principal officer and shall be sworn to by such officer and by the treasurer or assistant treasurer
BIR Form No. 2316	100% of the return prepared on or before January 31	A certificate to be accomplished and issued to each employee receiving salaries, wages and other forms of remuneration by each employer indicating therein the total amount paid and the taxes withheld therefrom during the calendar year
Supplies Ledger Card (SLC)	100% of the SLC updated on or before the 25 th day of the following month	The SLC shall be maintained by the Accounting Unit for each type of supplies to record all receipts and issuances
Property, Plant & Equipment Ledger Card (PPELC)	100% of the PPELC updated on or before the 25 th day of the following month	The PPELC shall be kept by the accounting unit for each class of asset to record promptly the acquisition, description, custody, estimated life, depreciation, disposal and other information about the asset

General Ledger (GL)	100% of GL updated on or before the 25 th day of the following month	The General Ledger is a book of final entry containing accounts arranged in the same sequence as in the chart of accounts
Subsidiary Ledger (SL)	100% of SL updated on or before the 25 th day of the following month	The Subsidiary Ledger is a book of final entry containing the details or breakdown of the balance of the controlling account appearing in the GL
Cash Receipt Journal (CRJ)	100% of CRJ updated on or before the 15 th day of the following month	The CRJ shall be used to record all collections and deposits reported during the month for the Agency book. The source of entries are the JEVs which shall be prepared based on the Reports of Collection and Deposits submitted by the Cashier to Accounting Unit or the official receipts acknowledging collections
Cash Disbursements Journal (CDJ)	100% of CDJ prepared on or before the 15 th day of the following month	The CDJ shall be used to record all payments made in cash by the Disbursing Officers out of their cash advances
Check Disbursement Record (CDR)	100% of CDR updated within 10 minutes from receipt of vouchers	The CDR shall be used to record the check disbursements and include details such as name of payee, amount and explanation of the disbursement
Bank Advice	100% of the bank advice prepared within 10 minutes from receipt of request	Bank Advice is document used for GSIS & Philhealth remittances received by Landbank before payment is made
Issuance of Official receipts	100% of the Official Receipts issued to tellers /concessionaires within 10 minutes from receipt of payment form or collection	Official Receipt is issued by the Cashier to teller/concessionaires for remittance of daily collection or payment of materials/services
Daily Cash Position Report (DCPR)	100% of the DCPR prepared on or before 9:00 am of the following day	The DCPR is the report prepared by the Cashier to list the daily collection received

Report on Accountability for accountable form	100% of the report updated on the books on or before the 25 th day of the following month	This report is prepared and submitted to Accounting unit
Cash Deposit Slip (AM)	100% of the Cash Deposit Slip prepared and deposited on or before 3:00 p.m.	The Cashier shall deposit all the collection from tellers/concessionaires, etc. with cut off time of 3:00 p.m.
Cash Deposit Slip (PM)	100% of the Cash Deposit Slip prepared and deposited on or before 9:00 a.m. of the following day	The Cashier shall deposit all the remaining collection from 3:00 pm to 5:00 p.m. on the following working day
Check Deposit Slip	100% of the Check Deposit Slip prepared and deposited on or before 3:00 p.m.	The Cashier shall deposit all the collection from tellers/concessionaires, etc. with cut off time of 3:00 p.m.
Check Deposit Slip (PM)	100% of the Check Deposit Slip prepared and deposited on or before 9:00 a.m. of the following day	The Cashier shall deposit all the remaining collection from 3:00 pm to 5:00 p.m. on the following working day
Annual Budget	100% accurate annual budget prepared and approved by the Board on or before December 10	Consolidated summary of estimated revenues, operation and maintenance expenses, capital expenditures and other obligations noted by General Manager and approved by Board of Directors
Pre-Closing Trial Balance	100% of the Pre-Closing Trial Balance prepared and submitted to General Manager for approval and submitted to COA on or before February 15	Shows the balances of all the accounts after adjustments are added/deducted from the balances of accounts in the unadjusted trial balance
Post-Closing Trial Balance	100% of the Post-Closing Trial Balance prepared and submitted to General Manager for approval and submitted to COA on or before February 15	Shows the balances of all accounts after posting the closing entities
Bank Reconciliation Statement	100% of the Bank Reconciliation prepared on or before the 25 th day of the following month	Bank Reconciliation Statement is a summary of banking and business activity that reconciles an entity's bank account with

		its financial records. The statement outlines the deposits, withdrawals, and other activity impacting a bank account for a specific period.
Construction in Progress Ledger Card (CIPLC)	100% of the CIPLC updated on or before the 25 th day of the following month	The CIPLC shall be kept by accounting unit for specific type of the asset constructed per Chart of Accounts. It is stated in the ledger the complete name of the project, the period with which the project will be completed
Summary report of Overtime	100% of the Summary report of overtime prepared on or before the end of the month	Summary report of overtime is prepared to tabulate the overtime pay of the employees in a given month and this is attached in the overtime voucher
Petty Cash Fund Voucher	100% of the Petty Cash Fund Voucher prepared within 5 minutes	Petty Cash Fund Voucher is a form used by the Cashier when disbursing fund using the petty cash fund
Check printed	100% of the Checks prepared and printed within the day the vouchers are received	Check is the form of disbursement of the water district. All payments are being paid by issuance of checks
Liquidation Report	100% of the liquidation report prepared within 10 minutes upon receipt of supporting documents	Liquidation report is a document prepared when an employee has cash advances to liquidate supported by OR
Reimbursement Report	100% of the reimbursement report prepared within 10 minutes upon receipt of supporting documents	Reimbursement report is a document prepared when an employee has fund to be reimbursed supported by OR
Report of Collection and Deposits	100% of the Report of Collection and Deposit prepared and submitted to accounting on or before 5:00 pm of the following day	A report of collection and deposit is a document that provides a record of all funds collected and deposited by San Juan Water District over a specific period
Report of Checks Issued	100% of the Report of Checks issued prepared and submitted to accounting on or before the 15 th day of the following month	It includes details such as the check number, date issued, payee, amount, and purpose of the payment

Cash Disbursement Record	100% of the Cash Disbursement Record prepared on or before the 15 th day of the following month	A record that includes details such as the date of the disbursement, the payee, the purpose of the payment, the payment method (e.g., cash, check, electronic transfer), and the amount disbursed.
Monthly Accomplishment Report	100% of the monthly accomplishment report submitted to GM on or before end of the month	Report of the monthly accomplishment of each Section to be presented during monthly meeting
Overtime Accomplishment Report	100% of the Overtime Accomplishment Report prepared on or before end of the month	Each Section head must counter-checked the details in the Overtime Accomplishment report of employees under their respective section
Positive Net Balance in the Average Income	SJWD must had a positive net balance in the average income for the whole year of operation	SJWD must attain more assets than liabilities, resulting in a net worth that is greater than zero; essentially, it signifies a healthy financial position where the value of what is owned exceeds the amount of debt owed
Approved Budget	1 approved budget for the year must be prepared and consolidated and submitted to LWUA before Dec. 31	The approved budget of SJWD is the corporate operating budget (COB) that is recommended by the water district's governing board. The COB is prepared before the fiscal year begins.
Current Ratio	SJWD must attain current ratio of at least 1.5:1 for the whole year of operation	SJWD's current ratio is a financial metric that measures its short-term liquidity. It's calculated by dividing the district's current assets by its current liabilities.

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Annex C

MAJOR FINAL OUTPUTS & SUCCESS INDICATORS CONSTRUCTION & MAINTENANCE SECTION

MAJOR FINAL OUTPUTS	SUCCESS INDICATORS ACTIVITIES (MEASURES + TARGETS)	OPERATIONAL DEFINITION
Certificate of Project Completion	100% of the certificate prepared and signed within 1 day from date of project completion	A certificate issued to contractors / suppliers once they fully performed the contract / deliver items / completed the work
Progress Payment Report	100% of the report prepared before payment is made	Progress Payment Report is a document prepared to provide a detailed account of the work completed and the associated costs over a specific period.
Daily monitoring of the assignments of maintenance and operation personnel	100% of the maintenance and operation personnel monitored daily	Daily monitoring of the assignments of maintenance personnel to observe and check their daily work performance
Program of Work (POW)	100% of the POW prepared and checked and submitted to Finance Section on or before November 30	The Program of Work (POW) is a document that shows the projects to be included in the Annual Budget with detailed estimated materials and costing.
Monthly report on issues and concerns of the maintenance and operation division	100% accomplished and submitted to OGM on or before the 10 th day of the following month	Monthly report on issues and concerns of the division is being prepared by Section head and submitted to OGM for possible resolutions

New connection installed (ordinary, cluster, submeter)	100% accomplished within 45 minutes	New connection installed (ordinary, cluster, submeter) is being performed by Plumber according to the type of connection to be installed for new concessionaire.
Leak repair(serviceline/metersite) transfer metersite	100% accomplished within 20 minutes	Leak repair (serviceline/metersite) transfer metersite is being performed by the assigned plumber/s to repair the leaking serviceline/metersite pipe within the set time
Leak repair mainline (simple)	100% accomplished within 1 hour	Leak repair mainline (simple) is being performed by the assigned plumber/s to repair the leaking mainline
Leak repair mainline(complex)	100% accomplished within 2 hours	Leak repair mainline(complex) is being performed by the assigned plumber/s to repair the leaking mainline pipe within the assigned/set time. It more complex than simple across/boring
New connection installed(simple across/boring)	100% accomplished within 2hours	New connection installed(Simple across/boring) is type of connection that is across the road and beyond to the mainline pipe performed by the assigned plumber within 2 hours
New connection installed(complex boring)	100% accomplished within 1 day	New connection installed(complex boring) is a type of connection across the road unlike simple across/boring it is more complex and performed by the assigned plumber/s within the day.
Flushing of hydrants	100% accomplished as scheduled	Flushing of hydrants is being performed by the assigned personnel to clean the distribution line

		of water.
Water Meter calibration	100% of the water meters calibrated within the day of schedule	Water Meter calibration is being performed by the assigned personnel to attune/calibrate water meter before installing.
Reconnection / Disconnection (pull out water meter)	100% of the Reconnection / Disconnection accomplished within 30 minutes	Reconnection / Disconnection of accounts using mega twister or container bolt lock is being done to attend to the request of the concessionaires who wish to reconnect / disconnect for long period of time
Change meter / ballvalve/checkvalve	100% accomplished within 15 minutes	Change meter / ballvalve or checkvalve are being done is requested by concessionaires or recommendation of personnel
Monthly Accomplishment Report	100% of the monthly accomplishment report submitted to GM on or before end of the month	Report of the monthly accomplishment of each Section to be presented during monthly meeting
Overtime Accomplishment Report	100% of the Overtime Accomplishment Report prepared on or before end of the month	Each Section head must counter-checked the details in the Overtime Accomplishment report of employees under their respective section
Non-Revenue Water	The average NRW for whole year of operation must be 30% or less	Non-revenue water (NRW) is the amount of water that is lost or unaccounted for in a water distribution system. It's the difference between the water that is pumped into the system and the water that is billed to customers.
Adequacy and Reliability of Service	The water must be restored within 1 day for major repairs and 1 hour for minor repairs	The performance of SJWD is rated in accordance with 24/7 availability of supply, capacity to meet the present and future water demands

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MAJOR FINAL OUTPUTS & SUCCESS INDICATORS PRODUCTION SECTION

MAJOR FINAL OUTPUTS	SUCCESS INDICATORS ACTIVITIES (MEASURES + TARGETS)	OPERATIONAL DEFINITION
Daily Operators Report	100% Daily Operator Report accomplished and submitted to GM for checked & signed daily	Daily Operators Report is a monitoring sheet prepared by the pump operators to record the operation of each pumping stations
Monthly Water Chlorination Report	100% of the monthly chlorination report submitted to LWUA thru email on or before 25th of the following month	Monthly Water Chlorination Report
Report on Water Source Data Update	4 reports on Water Source Data Update submitted to LWUA on or before the 25 th of the ensuing quarter	Reports on Water Source Data Update submitted to LWUA thru email on or before 25 th of the ensuing quarter
Monthly Micro-biological test Result	12 monthly Micro-biological test result submitted to LWUA on or before end of the month	Monthly collection of water samples from all pumping stations and concessionaires for bacte-testing and submission of result to LWUA
Annual Physical-Chemical Test Result	One result of the physical and chemical test submitted to LWUA on or before end of the year	Yearly collection of water samples from all pumping stations and concessionaires for physical and chemical testing and submission of result to LWUA
Site inspection / visitation of pumping stations	100% of all pumping stations inspected and visited	All pumping stations assigned to each pump operators are visited and inspected. The immediate supervisor shall also conduct visit and inspection to each pumping station.

Pumping facilities and equipment cleaned in the assigned stations	100% accomplished during time of duty	Pumping facilities and equipment cleaned in the assigned stations
Troubleshooting of fault at pumping station	100% of the problems at pumping stations were fixed	Problems at pumping stations whether emergency repair or regular maintenance were properly addressed and fixed
Daily Operators Report checked/signed	100% of the report checked and signed on or before end of the day.	Daily Operator's Report checked/signed
Monthly report on Chlorine residual tests	100% accomplished and submitted to Office of GM	Monthly report on Chlorine residual tests
Monthly Chlorination Report checked	100% of the report checked and signed on or before the 5 th day of the following month	Monthly Chlorination Report checked
Preventive and corrective maintenance of pumping stations	100% of the preventive and corrective maintenance were properly addressed	This includes pull out of pump and motor and other defective equipment in the pumping station.
Chlorine feeded to chlorinator	100% accomplished during time of duty	Chlorine feeded to chlorinator
Assigned Pumping stations visited	100% accomplished during time of duty	Assigned Pumping stations visited
Gatevalve manipulation	100% accomplished as need arises	Gatevalve manipulation
Summary Report of Microbiological test	100% accomplished and submitted to LWUA on or before the 25 th day of the month	Monthly report on microbiological test prepared and submitted to LWUA
Summary Report on Physical and Chemical Analyses	100% accomplished and submitted to LWUA on or before end of 2 nd and 4 th quarter	Report on Physical and Chemical Analyses conducted twice a year and submitted to LWUA
Monthly Accomplishment Report	100% of the monthly accomplishment report submitted to GM on or before end of the month	Report of the monthly accomplishment of each Section to be presented during monthly meeting

Overtime Accomplishment Report	100% of the Overtime Accomplishment Report prepared on or before end of the month	Each Section head must counter-checked the details in the Overtime Accomplishment report of employees under their respective section
Potability	At least 0.3 ppm	The quality of water that SJWD renders is safe and fit for human consumption. It shall be in compliance with PNSDW and all issuances and guidelines of DOH and LWUA
Water Quality Reports	12 Water Quality Reports were submitted to LWUA for the whole year of operation	Monthly submission of Water Quality Reports such as bacteriological test and submission of at least one Physical and Chemical tests of all existing water sources and concessionaires

===END===



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Annex D

SPMS CALENDAR

ACTIVITY	SUBMIT TO	SCHEDULE											
		JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC
I. PERFORMANCE PLANNING & COMMITMENT													
SPMS Orientation							4 th week						
Performance Targets/Goal Setting (OPCR)											4 th week		
OPCR Submission	Administrative Unit											1 st week	
OPCR Review	PMT- Administrative Unit											1 st week	
OPCR Approval	PMT & Head of Agency											4 th week	
Released of Approved OPCR's	OFFICES CONCERNED												1 st week
IPCR Submission	HR/PMT	(July to December performance targets)					15 th	(January to June performance targets)					15 th
II. PERFORMANCE MONITORING & COACHING													
Monitoring by:													
*PMT (OPCR)		Once a Year											
*Unit heads/PMT (IPCR)		Quarterly											
*Individual Staff		Regularly											
Performance Monitoring and Coaching Report Form (Immediate supervisor)	PMT/ Administrative Unit	Within 20 days after End of Every Quarter											
Employees' Feedback (With performance ratings Satisfactory and below)													
Mid-Year Feedback (Discuss performance against agreed work, goals and targets) (Immediate Supervisor / Employee)	PMT												
End of Year Feedback (Discuss performance against agreed work, goals and targets) (Immediate Supervisor / Employees)	PMT												
III. PERFORMANCE REVIEW & FEEDBACK													
OPCR (With Actual Accomplishments)	PMT Secretariat												
Performance Review Conference (PMT Secretariat, Immediate supervisors & Finance Unit)		Annually											
Distribution of final Office Assessment by PMT Secretariat	Section /Unit heads	January to June performance rating (on or before July 15)						July to December performance rating (on or before January 15)					
IPCR Submission (With Actual Accomplishments)	PMT/ Administrative Unit	25 th	(July to December Accomplishments)					25 th	(January to June Accomplishments)				
Evaluation and Validation of IPCR's by the PMT			25 th						25 th				
Summary List of Individual Ratings (Immediate Supervisor / Unit heads)	Administrative Unit	30 th	(July to December Accomplishments)					30 th	(January to June Accomplishments)				
IV. PERFORMANCE REWARDING AND DEVELOPMENT PLANNING													
PMT to Submit Top Performers List	PRAISE		10 th										
Performance Development Planning							2 nd Week						

Note: In the event that the deadline falls on a weekend and or non-working holiday, submission will be on the next working day.



SAN JUAN WATER DISTRICT

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NON-VAT REGISTER: TIN 001-774-488-00000

Annex E

SUMMARY LIST OF INDIVIDUAL PERFORMANCE RATINGS

Division A	RATING	
	Numerical	Adjectival
Division A Rating	5	Outstanding
Employee 1	5	Outstanding
Employee 2	5	Outstanding
Employee 3	5	Outstanding
Employee 4	5	Outstanding
Employee 5	5	Outstanding
No. of Employee = 5	25 / 5 = 5	Outstanding
Average Rating Staff		

Division B	RATING	
	Numerical	Adjectival
Division B Rating	4	Very Satisfactory
Employee 1	4	Very Satisfactory
Employee 2	4	Very Satisfactory
Employee 3	4	Very Satisfactory
Employee 4	4	Very Satisfactory
No. of Employee = 5	16 / 4 = 4	Very Satisfactory
Average Rating Staff		

Summary	Division A	5	Outstanding
	Division B	4	Very Satisfactory
	Average	4.5	Outstanding



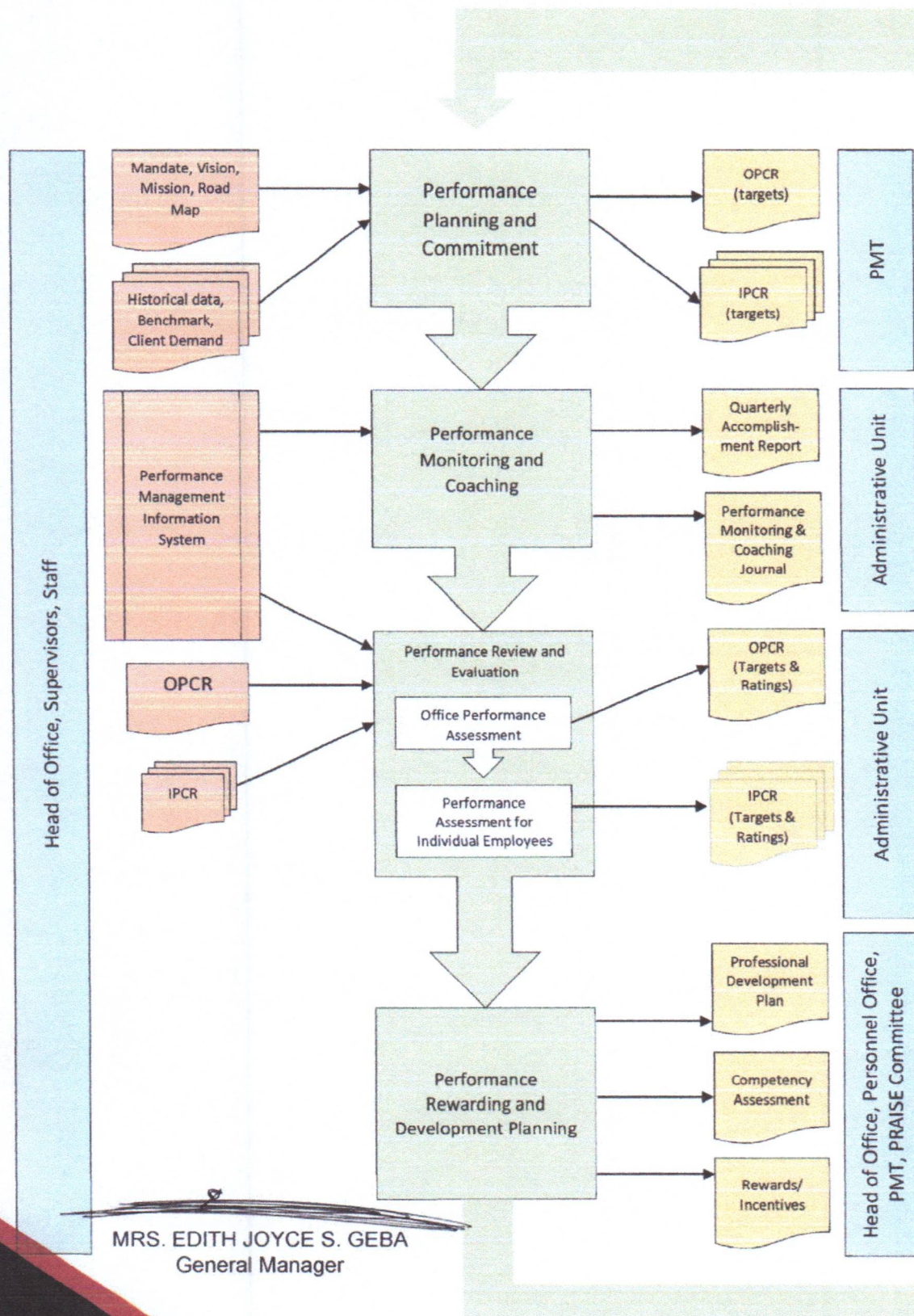
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Annex F

PMS PROCESS FLOWCHART





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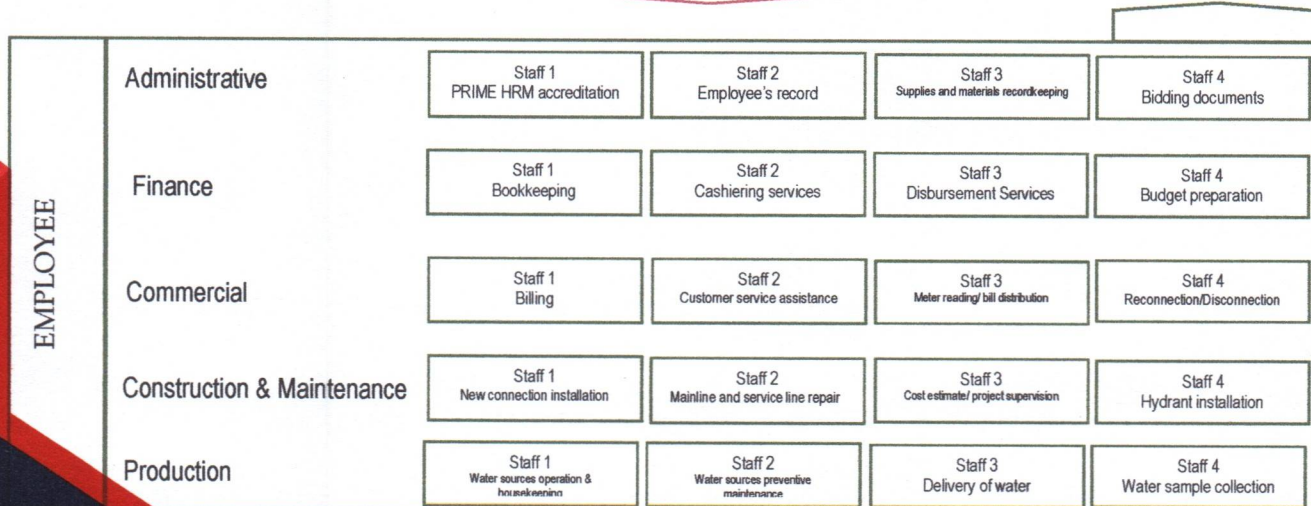
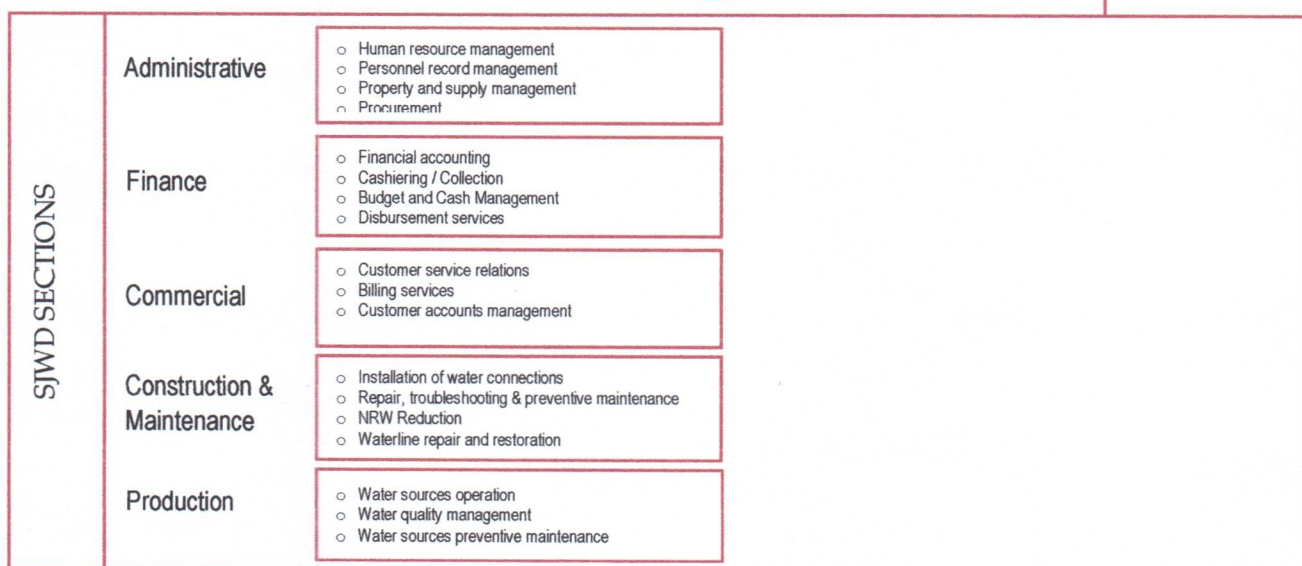
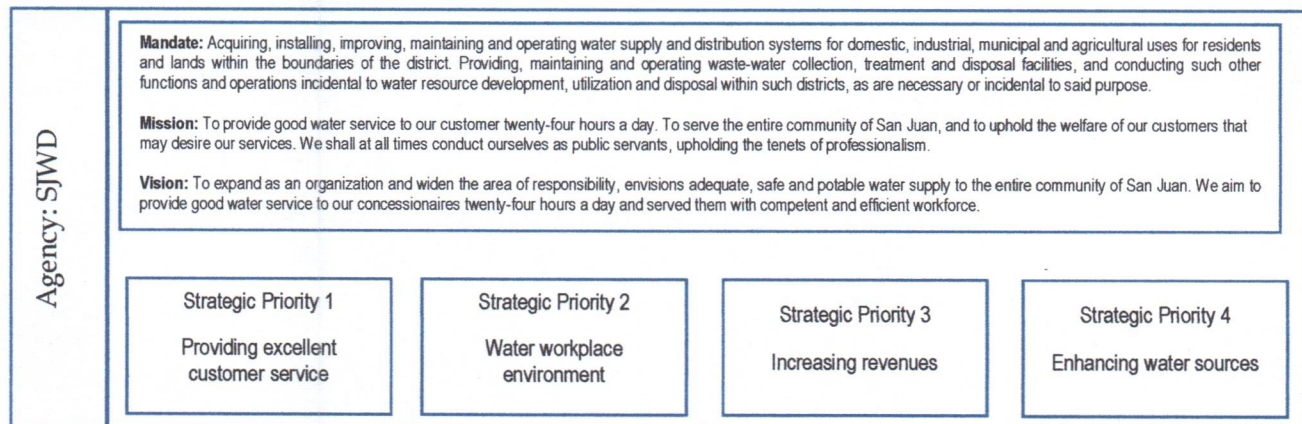
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Annex G

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PERFORMANCE PLANNING AND COMMITMENT

(Illustration showing Cascading of SJWD Mandates/Strategic process to office and individual commitments)





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Annex H

PERFORMANCE MONITORING AND COACHING JOURNAL

1	Quarter
2 nd	
3 rd	
4 th	

Name of Section/Unit: _____

Head of Section/Unit: _____

Number of Personnel in the Section/Unit: _____

ACTIVITY	MECHANISM/S				
	Meeting		Memo	Others (Pls. specify)	Remarks
	One-on-one	Group			
Monitoring					
Coaching					

Please indicate the date in the appropriate box when the monitoring was conducted.

Conducted by:	Date:	Noted by:	Date:
Immediate Supervisor		Head of Agency	



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Annex I

PERFORMANCE MONITORING AND COACHING

(Tool for Monitoring Targets)

Major Final Output	Tasks	Assigned Employee	Period/ Duration	Task Status				Remarks
				Week 1	Week 2	Week 3	Week 4	
1.	1.							
	2.							
	3.							
2.	1.							
	2.							
	3.							
3.	1.							
	2.							
	3.							
4.	1.							
	2.							
	3.							
5.	1.							
	2.							
	3.							

[illegible]



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Annex K

Performance Rewarding and Development (Professional Development Plan)

Date: _____

Target Date	
Review Date	
Achieved Date	

Aim	
Objective	

Task	Next Step
Comments	