



COCOLIFE

**Performance
Management and
Appraisal System**

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PERFORMANCE MANAGEMENT AND APPRAISAL SYSTEM (PMAS)

The Performance Management and Appraisal System seeks to measure the performance of individuals as well as their organizational units. A Division's Performance is the result of the attainment by its various organizational units (department, section) of their goals for the year. An individual's performance, on the other hand, is the result of the accomplishment of key result areas or targets derived from the Company's business plans for the year, and from his defined duties and responsibilities.

The final consolidated output from Corporate Strategy submitted to the Office of the President and Human Resources & Admin Services (HRASD) will be the rating of divisions/departments.

I. ORGANIZATIONAL UNIT PERFORMANCE APPRAISAL (DIVISION/DEPARTMENT/SECTION)

A Division/Department/Section is rated in terms of its attainment of specific objectives and performance factors agreed upon with Management. These performance factors are the Key Result Areas (KRAs) which are drawn up from the approved objectives and action plans of the Division/Department/Section for a given year. Each of the performance factor is assigned a corresponding weight expressed in percentage, which should sum up to one hundred percent (100%) of the committed goals or objectives for the year. Every organizational unit moreover, will have different weights assigned to each of its performance factors, as discussed and agreed upon with Management.

A. PERFORMANCE DIMENSIONS

	Weight
1. Accomplishment of Action Plans and Key Result Areas	70%
Source of rating is the result of the scores obtained from the balanced score cards as provided by Planning and Performance Monitoring Services	
2. Service Effectiveness	5%
Defined as the unit's ability to perform its function as a service representative through timely, consistent and quality service to the needs and expectations of the internal clientele.	
Rating will be based on the results of the Service Effectiveness Survey where you can rate the process outputs based on the given standards. Process Outputs and Service Standards were based on the existing Service Level Agreement (SLAs)	
3. Administrative Efficiency	10%

Administrative Efficiency which comprises 10% of the rating is defined as the unit's compliance to existing controls and procedural guidelines.

In determining the applicable rating, the areas that the Internal Audit department will consider include but are not limited to the following:

- a. Adequacy and documentation of internal controls, policies, procedures, systems, and safety requirements.
- b. Compliance with policy, procedural, legal, regulatory, safety, accounting, financial and contractual requirements.
- c. Accuracy of data and information utilized and disseminated.
- d. Efficiency of systems and resource utilization.

4. ISO Implementation **5%**

ISO implementation which comprises 5% of the rating covers compliance to ISO. Sources of rating are the Surveillance and Internal Quality Audit (IQA) Results.

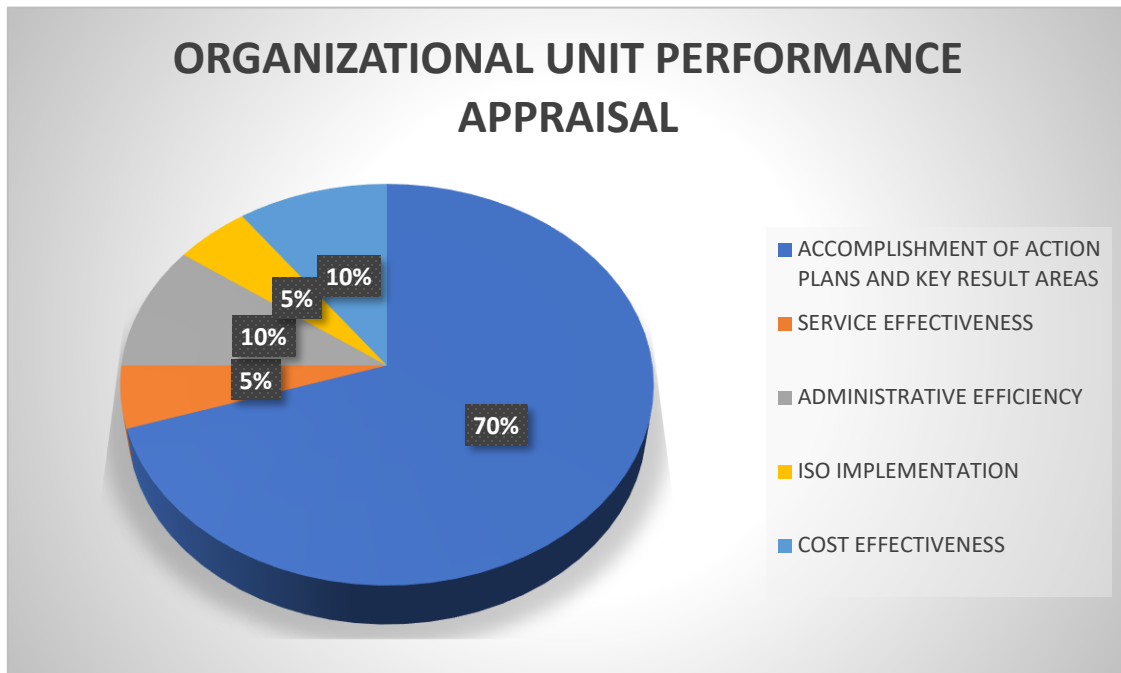
5. Cost Effectiveness **10%**

Defined as the unit's proper management of its budget, human resources, overtime, etc. and initiated contributions and suggestions, that result in savings for the Company as a whole. Sources of rating are the budget usage and the operating efficiency provided by Accounting Division.

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100 %

MEASURING PERFORMANCE RESULTS



1. For Unit Performance Appraisal

a. For Target/Goals and Key Result Areas

PERFORMANCE LEVEL	POINT EQUIVALENT
Outstanding	100 points
Exceptional	91 to 99
Far Exceeds Expectations	82 to 90
Exceeds Expectations	73 to 81
Meets Expectations	64 to 72
Does Not Meet Expectations	63 & below

b. For Service Effectiveness

DEGREE OF SATISFACTION	POINT EQUIVALENT
Exceptional	5 points
Very Satisfactory	4 to 4.9
Satisfactory	3 to 3.9
Below Satisfactory	2 to 2.9
Poor	1 to 1.9

c. For Administrative Efficiency

i. Administrative Efficiency (Internal Audit)

OVERALL AUDIT RATING	POINT EQUIVALENT	
No Observation Noted (Strong/ Effective)	10 pts.	
Minor Improvement Needed (Satisfactory)	9	1 LR only
	8	1 MR
Moderate Improvement Needed	7	2-3 MR
	6	1 HR or 4 MR
Significant Improvement Needed	5	2 HR or 5 MR
	4	3 HR or 6 MR
Unsatisfactory	3	4 HR or 7 MR
	2	5 HR or 8 MR
	1	More than 6 HR and more than 9 MR

Legend:
HR = High Risk ; MR = Medium Risk ; LR = Low Risk

d. ISO Implementation

The allotted 5 points is from the ISO Audit Results. Ratings given are based on the following factors: (1) prompt replies to non-conformities (NCRs), (2) document control, and (3) quality plan monitoring (QPM).

e. Cost Effectiveness

i. Budget Usage
(60% for Support Units; 40% for Income-Generating Units)

Benchmark : Approved Budget

VARIANCE FROM HISTORICAL AVERAGE	RATING
0 to 5% over / under	10 points
6 to 10% over	7.5 points
11 to 15 % over	5.0 points
16 to 20 % over	2.5 points
over 20%	0 points

- ii. Operating Efficiency
(40% for Support Units; 60% for Income-Generating Units)

Benchmark : Historical Experience / Company Benchmark

VARIANCE FROM HISTORICAL AVERAGE	RATING
0 to 5%	10 points
6%	9 points
7%	8 points
8%	7 points
9 to 10%	6 points
11 to 15%	5 points
16 – 17%	4 points
18%	3 points
19%	2 points
20%	1 point
over 20 % variance	0 points

II. EMPLOYEE’S PERFORMANCE APPRAISAL

An employee’s contribution to a given unit is assessed and measured to determine its relative impact on, and importance to the achievement of the unit’s objectives.

The overall rating of a division, department or section should logically reflect the efforts which the employees have individually contributed to attain the large unit’s objectives. Individual ratings of officers and staff, therefore should generally cluster around their unit’s rating. There may be an instance, though, when an employee’s performance could be better, or worse, compared to the unit’s performance.

The individual performance appraisal covers both behaviors at work and the results or outputs from work performance. The components are:

A. PERFORMANCE DIMENSIONS

Weight

1. TARGETS/GOALS or KEY RESULT AREAS

70%

The individual targets or goals and key result areas establish the result which the employee is held accountable for during the year. These are derived from the respective unit’s business plans and from the individual’s specific responsibilities and accountabilities mutually developed, understood, and accepted by both the unit head and the subordinate staff in the said unit.

The target or goals usually set at the start of the year and are updated within the year to make adjustments in previously set objectives or to establish additional or new ones, whenever necessary.

For officers, targets or goals are derived primarily from their respective unit's business plans.

For non-officers, performance is based primarily on the quantity and quality of work as well as their efficiency in their respective positions, as defined in their job description.

2. CORE VALUES / LEADERSHIP COMPETENCIES

30%

Core values and competencies cover work values, attitudes, and behaviors as determinants of efficient, productive, and effective employees. They represent the remaining thirty (30%) for both non-officers and supervisory/officers level.

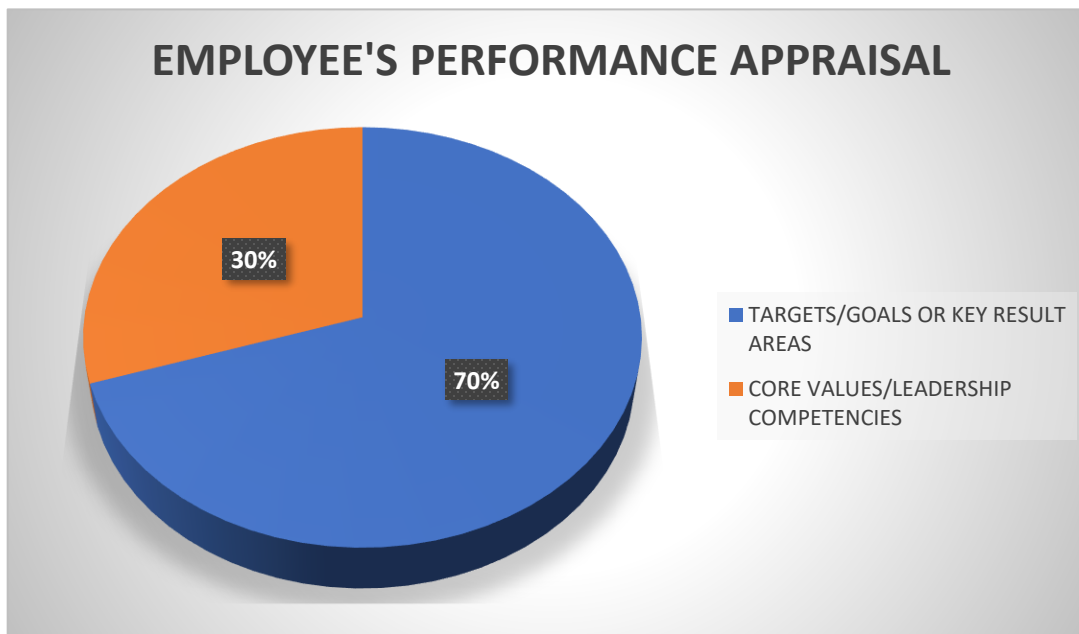
The Performance Factors covered in this system and their respective weight allocations are enumerated below. Their definitions and behavioral indicators appear on the Appraiser's Guide.

Non-officer Level

a. Reliability	5%
b. Excellence	5%
c. Teamwork	5%
d. Integrity	5%
e. Empathy	5%
f. Self-improvement	5%

Supervisory / Officer Level

a. Planning and Organizing	6%
b. Strategic Leadership	6%
c. Resolving Conflicts	6%
d. Analysis and Decision making	6%
e. People Development	6%



FOR EMPLOYEE'S PERFORMANCE APPRAISAL
 (Please refer to the more detailed Appraiser's Guide)

a. TARGETS/GOALS OR KEY RESULT AREAS APPRAISAL

The appraiser indicates the specific objectives (goals) and their respective weights. He proceeds to describe the actual performance and indicates the appropriate level to reflect the standards met and the corresponding points earned for the actual performance level. For each goal, the weight is multiplied by points earned to arrive at the weighted score. The weighted scores for each goal are then added up. The sum becomes the **Total Score for Performance Outputs**.

b. CORE VALUES & PERFORMANCE FACTORS APPRAISAL

In considering the options, these are some suggested benchmarks:

HIGHLY EVIDENT (HE) – Behavioral evidences are **strong positive** manifestations of the factors under consideration. There are at least three or more of such behavioral evidences and there should be no negative evidences.

EVIDENT (E) – The behavioral evidences may be a combination of **moderate to strong positive** evidences in relation to the factor. There should at least be two of such evidences and none of negative evidences.

MODERATELY EVIDENT (ME) – Behavioral evidences may be a combination of moderate to strong positive and weak negative evidences. There should at least be two positive evidences that should outweigh the negative in number and/or significance.

SLIGHTLY EVIDENT (SE) – Behavioral evidences may be a combination of **weak to strong positive** and **weak to moderate negative** evidences. However, the positive evidences should outweigh the negatives in number and/or significance.

NOT EVIDENT (NE) – Behavioral evidences consists mainly of **moderate to strong negative** manifestations of the performance factor under review. The presence of **weak** positives will not justify upgrading of rating from this level to the next higher. The absence of behavioral evidences also merits this rating.

c. OVERALL SCORE

To get the overall score, the Targets/Goals or Key Result Areas and the Core Values/ Leadership Competencies are added. The sum is the **Overall Score**. It is then compared against the various levels of performance appearing on the end of Part 3 to establish the adjectival description of the employee's performance.

APPRAISER'S GUIDE

OVERVIEW OF THE SYSTEM

PHASES OF THE SYSTEM

The Performance Management and Appraisal System for Employees covers the process of pre-determining work goals and performance standards linked to organizational plans, reviewing work in progress, and appraising results over a specified period of time.

The system involves three major phases as follows:

1. GOAL SETTING

The employee (appraisee) formulates specific work goals that will be implemented within the appraisal period. The employee and his immediate superior (appraiser) discuss and mutually agree on the goals.

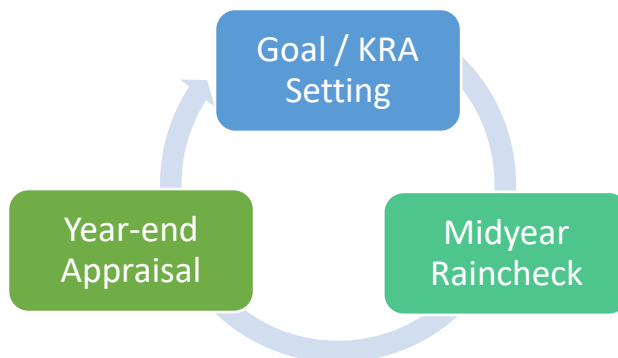
2. MIDYEAR RAINCHECK

Concurrent review is undertaken through regular day-to-day feedback provided by the superior to the employee on the latter's performance.

The formal progress review takes the form of a scheduled discussion between the employee and the superior on the progress of agreed goals and observed behavioral manifestations of performance factors or job dimensions that significantly impact on the desired or standard performance on the job.

3. YEAR-END PERFORMANCE APPRAISAL

The superior documents evaluation of the performance of the employee over the rating period and conducts the appraisal interview to provide feedback on performance and to mutually agree on developmental action plans for the employee.



COMPONENTS OF THE SYSTEM

1. Targets/Goals or Key Result Areas

This covers specific work goals reflecting desired performance results or outputs. A weight of seventy percent (70%) is assigned to this component.

2. Core Values & Competencies

Core values and competencies cover work values, attitudes, and behaviors as determinants of efficient, productive, and effective employees. They represent the remaining thirty (30%) for both non-officers and supervisory/officers level.

The Performance Factors covered in this system, their definitions and behavioral indicators, and the respective weight allocations are as follows:

DEFINITION OF PERFORMANCE FACTORS

NON-OFFICER

Reliability 6%

- Consistently providing quality output and being always ready and available whenever needed, making customers, sales partners and co-workers feel delighted and secure

Excellence 6%

- Being passionately committed to one's work and aiming for higher levels of achievement by being dynamic, innovative and proactive in achieving group and personal goals

Teamwork 6%

- Effectively and efficiently working with others in achieving company goals by collaborating, using individual skills and knowledge in group activities and providing constructive feedback

Integrity 6%

- Being honest, having strong moral principles, doing the right thing and assuming responsibility for one's actions in completing tasks and maintaining relationships

Empathy 6%

- Being aware and sensitive to the feelings of others, particularly customers, sales partners and co-workers, providing enthusiastic service and anticipating their future needs

OFFICER AND SUPERVISORY LEVEL

Planning and Organizing 6%

- The ability to think proactively, efficiently prioritize and coordinate tasks and prudently utilize budget in order to accomplish work objectives, manage company resources and anticipate future needs and opportunities

Strategic Leadership 6%

- The ability to develop, align and implement the objectives and goals of the unit being managed, in support of the company's mission-vision and overall strategic directions

Resolving Conflicts 6%

- The ability to foster a harmonious working environment by coming up with win-win solutions to problems through objective analysis of facts and understanding other's points of view

Analysis and decision-making 6%

- The ability to process information and use analytical tools and techniques to identify patterns, groupings, trends and relationships in formulating sound judgments and prudent decisions

People Development 6%

- Being aware and sensitive to the feelings of others, particularly customers, sales partners and co-workers, providing enthusiastic service and anticipating their future needs

THE GOAL SETTING PROCESS

At the start of the rating period, each employee is asked to formulate around three to five priority goals. The goals are based on the corporate plans and departmental objectives.

The formulation of goals may be initiated either by the employee or his immediate superior.

Employees are encouraged to formulate meaningful and significant goals that have direct impact on organizational productivity and effectiveness. Thus, the goals may deviate from routine activities such that employees are encouraged to focus on improvements such as profit maximization or cost reduction, problem solving, or product and process improvement. Routine goals are developed in cases where compliance and consistency with predetermined performance standards are critical.

Below are the types of goals:

- Routine Goals – these are goal statements reflecting day-to-day or repetitive activities. These become significant when they reflect compliance with pre-determined standards to ensure smooth organizational operations.
- Improvement Goals - these are the statement of plans to improve the current level of performance. These goals have the “from-to” considerations such as increases in volume of production, sales performance and profitability, or decreases in terms of time and expenses.
- Project Completion Goals – these are statements of one-time assignments as against routine job functions. Special projects include such things as the implementation of a new technology, conduct of a research or analysis project, or assignment as a special liaison in an external business.
- Problem Solving Goals – these goals reflect specific efforts to respond to existing problems or concerns in the organization. These goals are usually contingent in nature, but can also reflect preventive action in anticipation of problems.
- Innovation Goals – these imply the application of creativity in introducing new ideas and their subsequent implementation, in relation to products, processes and procedures, methods and systems, etc.
- Staff Development Goals – these are statements of plans to improve and develop skills and effectiveness of subordinates. These goals may reflect remedial or developmental approaches in relation to knowledge, attitudes, skills, and abilities. These may cover training programs, on-the-job training, coaching and counseling, job rotation and job enrichment.
- Personal Development Goals – these goals highlight personal responsibility to initiate the continued improvement of personal skills for professional growth. These goals may reflect remedial or developmental approaches in relation to knowledge, attitudes, skills, and abilities.

Identifying the key result areas of his position will help an employee determine specific concerns on which he may be able to formulate goals. Ideally, there should be at least one major goal for each of the key responsibility areas.

As a general rule, the employee should be involved in the identification and establishment of goals. It has been widely noted that employees who are involved in goal setting tend to aim for an improvement of past performance.

GUIDELINES FOR ACCOMPLISHING THE PERFORMANCE APPRAISAL FORM FOR GOAL SETTING

The Performance Appraisal Form provides for the documentation of the goals that the employee is committed to undertake within the appraisal period. This also clarifies the standards against which the performance of the employee will be assessed later.

A separate Performance Appraisal Form is completed for each of the goals formulated by the employee.

The elements of a Performance Appraisal Form are described below to provide guidelines on its completion.

1. IDENTIFICATION

On the topmost portion of the form, the Appraisee writes his name, his position, his department and the rating period within which the goals will be implemented.

2. SPECIFIC OBJECTIVES

The Appraisee enters the complete goal statement ensuring that it conforms to the SMART (Specific, Measurable, Attainable, Results-Oriented, and Time-bound) criteria. Measurement standards should reflect quality, quantity and timeliness consideration as applicable.

Example:

For a Provincial-based BRANCH OPERATIONS SPECIALIST

To submit to the Head Office the monthly Production Report with complete and accurate data by the fifth working day of each succeeding month.

3. PERFORMANCE STANDARDS

The Appraisee identifies the reference points to be used to measure the degree by which the proponent has achieved his goals at the performance evaluation stage. He enters count, percentages, or description to indicate standards of quantity, quality, and timeliness for each of the performance level.

The goal statement is formulated to reflect the *Meets Expectations* level. As a guide, standards shall be set according to this scale.

Example:

Based on the goal statement of the Branch Operations Specialist presented above:

Far Exceeds (FE) – *Regular submission by the second working day of succeeding month*

Exceeds Expectations (EE) – *Regular submission by the third working day of succeeding month*

Meets Expectations (ME) – *Regular submission by the fifth working day of succeeding month*

Does Not Meet Expectations (DE) – *Regular submission later than the fifth working day of succeeding month*

4. GOAL WEIGHT

The Appraiser indicates the weight assigned to the goal. The total weight assigned to the performance outputs appraisal is divided among the three or more goals formulated by the Appraisee based on their significance or priority, level of difficulty of, and risks involved in their implementation.

5. SIGNATURE

Upon completion of the discussion and negotiations on the goals which is done through the Goal Setting Session, both the employee (appraisee) and his immediate superior (appraiser) sign to signify mutual agreement and commitment to the goal. The date of agreement is likewise indicated in the form.

Completed Performance Appraisal Form (PA) shall be reproduced in the copies, one retained by the Appraisee, another given to his immediate superior, and a third copy being part of a compilation of Performance Appraisal Forms for the entire department. This compilation shall serve as the reference for the regular review on the progress of goals accomplishment. In the case of department heads, the copies of their Performance Appraisal Forms meant for their superior shall be compiled at the Office of their respective Division Heads. The original shall be forwarded to Compensation and Benefits Department.

Division and Department Heads who are directly reporting to the President shall no longer be required to submit their individual Goals. Instead, their respective Key Result Areas (KRAs) which were submitted to Corporate Strategy Department shall be used in evaluating their respective performance. Likewise, Division Heads may opt to implement the same to their direct reports (Department Head) provided the latter have submitted their respective KRAs to Corporate Strategy Department.

MIDYEAR RAINCHECK

Regular and concurrent feedbacks on the day-to-day performance of the subordinates are critical activities in performance management. Feedback will provide the superior the opportunity of complimenting positive behaviors and calling the attention of the subordinates on the lapses, errors, or shortcomings. Feedback-giving is a key ingredient in the performance management and appraisal system.

This notwithstanding, Midyear Raincheck need to be conducted still.



A Midyear Raincheck is a formal meeting between the appraisee and the appraiser for a discussion of the status of accomplishment of goals, problems being encountered, or any changes in the plan. It also includes a discussion of behaviors of the appraisee as observed by the appraiser in relation to the core values and competencies covered by the appraisal system.

As an intermediate appraisal activity, the Midyear Raincheck will be undertaken at least once covering the performance for the first half of the year on dates agreed upon by both parties.

The following are steps to be observed by a superior in the conduct of the Midyear Rainchecks:

1. Discuss observed behaviors of the employee-appraisee in relation to the core values/competencies. Compliment the employee on positive behaviors.
2. Discuss goals achieved and compliment the employee for the accomplishment.
3. Analyze with the employee the goals that have not been met and identify causes.
4. Agree on solutions, contingent action steps, and write the agreement.
5. Whenever valid, revise goals and/or action steps.
6. Document observations and agreements made on development areas relevant to the performance factors as well as on the goals. Solicit action plans from the employee rather than imposing one's own solutions.
7. Express confidence in the subordinate's capacity to demonstrate exemplary performance on the job and to see his goals through and set the date for the next progress review, if necessary.

GUIDELINES FOR THE MIDYEAR RAINCHECK

The submitted Performance Appraisal form during the Goal setting is used for documenting the Midyear Rainchecks. This form is filled out by the superior of the employee being appraised.

The elements of Performance Appraisal are described below to provide guidelines on its completion.

1. IDENTIFICATION

Fill-out all blanks. Indicate the appraisal period for which the Midyear Raincheck is being undertaken.

2. CORE VALUES/COMPETENCIES REVIEW

The superior writes down/cites specific situations that describe behaviors observed of the specific employee/appraisee based on the definition of the performance factors. He then determines whether such behaviors are positive or negative manifestations of that particular factor by checking the appropriate box.

3. STATUS OF GOALS ACCOMPLISHMENT

After discussion and verification with the employee, the superior indicates the current status of each of the goals earlier formulated and as documented in the Performance Appraisal Form. Special attention should be given to the review of the program steps and their corresponding schedules.

4. CHANGES IN/REVISIONS OF GOALS

The employee and his superior discuss any revision of goals that may arise as a result of changes in work priorities. They also discuss weight assigned to new goals that may have been agreed upon. Note that any new goals necessitates the preparation of a new Performance Appraisal Form.

5. SIGNATURES

Both the employee and his superior sign the Performance Appraisal Form with each one maintaining a copy for his future reference.

YEAR-END PERFORMANCE APPRAISAL

Performance Appraisal is the process by which an employee is provided by his immediate superior with feedback information regarding his quality of performance, and assistance in planning improvements on his performance in his present job assignment.

A documented Performance Appraisal will be undertaken for officers and employees at all hierarchical levels of the organization. Those on contractual or project-based status of employment

as well as those hired as consultants on part-time basis shall not be covered by this plan unless they are being considered for regular employment in the immediate future.

The Performance Appraisal Form will be used specifically for the following situations:

1. Conversion of employee from probationary to regular (permanent) employment status.
2. Goal setting and periodic (annual) performance evaluation of permanent employees.
3. Interim evaluation of permanent employees being considered for promotion, transfer, designation to new position, or similar personnel transactions.

Employees on probationary status shall be subjected to a performance appraisal at least one month prior to the expiration of probationary appointment. This appraisal shall be made a substantial basis for the decision to convert the temporary employment status of the employee concerned to permanent, or to discontinue his employment with the organization.

The standard rating period for regular employee shall coincide with the calendar year. Thus, the appraisal, covering the completion of the performance appraisal form is done the following year, on dates as advised by Human Resources and Administrative Services Division. The new set of goals for the incoming year is finalized within the first two months of the applicable year.

GUIDELINES FOR THE PERFORMANCE APPRAISAL FORM

The following explanatory notes would guide the superior-appraiser in completing the Performance Appraisal Form.

1. RESPONSIBILITY

The appraiser will be the immediate superior of the employee whose performance is being evaluated. Under no circumstance will the employee be allowed to fill out for himself the evaluation in relation to the Core values or leadership competencies.

2. SELF-ASSESSMENT

The employee is provided the initial page (Part I – Target/Goals or Key Result Areas Appraisal) of the appraisal form on which he writes his actual outputs as justifications of his performance in the Remarks column and, the reasons why goals were not fulfilled in the Root Cause Analysis column in relation to the set goals and performance standards. Upon completion of this page, the employee submits this to his immediate superior who will use this page as input information for consideration as he accomplishes the rest of the form.

3. TARGETS/GOALS OR KEY RESULT AREAS

The appraiser proceeds to describe the actual performance with respect to each goal and indicates a number (by dragging the cursor to the desired number) in the continuum that corresponds to the points earned for the actual performance level against the previously set performance standards level.

Example:

In relation to the goal of the Branch Operations Specialist earlier presented, if his actual performance was submission by the third working day, drag the cursor to 72 within the Meets Expectations Level. If his average performance was by the fourth working day, this may merit 73 points within the Exceeds Expectations Level.

For each goal, the weight is multiplied by the points earned to arrive at the weighted score. The weighted scores for each goal are then added up. The sum becomes the Total Points for performance outputs.

4. CORE VALUES AND LEADERSHIP COMPETENCIES APPRAISAL

On Part 2 – Core Values / Leadership Competencies Appraisal, the appraiser gives rating for observed behaviors relating to the specific performance factors. These include those that have been previously recorded in the Midyear Raincheck as well as new observations noted. These become the bases for the selection of an appropriate button and number in the continuum to reflect the employee's rating on each of the factors.

In considering the options, these are some suggested benchmarks.

Highly Evident – Behavioral Evidences are **strong positive** manifestations of the factors under consideration. There are at least three or more of such behavioral evidences and there are no negative evidences.

Evident – The behavioral evidences may be a combination of **moderate to strong positive** evidences in relation to the factor. There are at least two of such evidences and none of negative evidences.

Moderately Evident – Behavioral evidences may be a combination of **moderate to strong positive and weak negative evidences**. There should at least be two positive evidences that should outweigh the negatives in number and/or significance.

Slightly Evident – Behavioral evidence may be a combination of **weak to strong positive and weak to moderate negative** evidences. However, the positive evidences outweigh the negatives in number and/or significance.

The numbers chosen to represent the points assigned to each performance factors are added. The sum subsequently reflected in the box marked Total Points for Performance Factors.

5. OVERALL SCORE

The Total Points for Key Result areas derived from Part 1, and the Total Points for Core Values or Leadership Competencies Appraisal (from Part 2) are added. The sum is the Overall score. It is then compared against the six (6) levels appearing at the end of Part 3 - Rating to establish the overall performance level of the employee.

6. APPRAISAL INTERVIEW

Upon completion of the rating, the performance appraisal interview is undertaken. The superior provides summary feedback on the employee's performance and both plan out specific approaches to effect a higher performance level for the subsequent rating period. It is at this dialogue that the employee is given opportunity to write down on the space provided in Part 4 – Comments of the form his comments on the appraisal that was undertaken.

7. SIGNATURES

The form is signed by both appraiser and appraisee to signify that the appraisal interview has been conducted. The signature of the employee does not necessarily mean his conformity with the appraisal. The form is passed on to the next higher level superior for his signature of the attestation of the document.

8. SUBMISSION

The completed form (Part 1 to 4) is submitted by the appraiser to the Compensation and Benefits Department who will consolidate and analyze information surfaced from the forms, to serve as bases for performance bonus and Merit Incentive. The forms shall thereafter be filed with the individual personnel folders (201 files) as reference for future personnel transactions involving the employee concerned.