

MEMORANDUM CIRCULAR NO. 92-012

PNP PERFORMANCE EVALUATION SYSTEM

WHEREAS, Section 37, R.A. 6975 provides for the establishment of a performance evaluation system which shall be administered in accordance with the rules, regulations and standards and a code of conduct promulgated by the Commission for members of the PNP;

WHEREAS, a performance evaluation system for the PNP shall foster the improvement of individual efficiency and behavioral discipline as well as the promotion of organizational effectiveness;

WHEREAS, performance evaluation is essential to the administration and operation of the PNP as it performs a wide range of functions in law enforcement and order maintenance;

NOW, THEREFORE, the National Police Commission, by virtue of the powers vested in it by law, hereby prescribes the following Performance Evaluation System for the PNP.

RULE I

SCOPE AND PURPOSE

The PNP Performance Evaluation System shall assess the performance of individual PNP members in terms of his contribution to the attainment of peace and order in his area of responsibility, skills and competencies and attitudes towards work. It shall likewise evaluate organizational effectiveness of all levels of the PNP command in terms of the administrative and operational capabilities of each command/unit.

RULE II

OBJECTIVES OF THE PERFORMANCE EVALUATION SYSTEM

The PNP Performance Evaluation System is established with the following objectives:

1. To obtain maximum efficiency in the performance of the mission and functions of the Philippine National Police;
2. To foster behavioral discipline among its personnel;
3. To promote organizational and operational effectiveness;
4. To provide a basis for growth and the conferment of greater responsibility; and

5. To motivate the personnel in working to the fullest and exerting greater effort to improve themselves.

## RULE III

### THE INDIVIDUAL PNP PERFORMANCE EVALUATION SYSTEM

#### (For Supervisors and Non-Supervisors)

The PNP Performance Evaluation System consists of two subsystems - (a) the Individual Performance Evaluation System and the (b) Organizational Performance Evaluation System.

#### Section 1. Description of the System

The Performance Evaluation System for individual members of the PNP shall be used for rating the performance of supervisors and non-supervisors. It consists of four (4) sections - Section A, Section B, Section C, and Section D.

Section A contains the performance indicators and a four-level rating scale.

- 1) Performance indicators for supervisors include the following:
  - a) work coordination
  - b) initiative
  - c) sensitivity and concern for human rights
  - d) morality and ethical conduct
  - e) planning and organizing
  - f) scheduling and coordinating
  - g) concern for development and welfare of employees
  - h) effectiveness in law enforcement and maintenance of order
  - i) evaluating subordinates
  - j) decisional ability
  - k) leadership
  - l) supervisory control; and
  - m) operational economy
- 2) Non-supervisors are rated on the following:
  - a) punctuality and attendance
  - b) knowledge of work
  - c) work judgment
  - d) job skill level
  - e) quality of work
  - f) volume of acceptable work
  - g) meeting of deadlines
  - h) acceptance of responsibility
  - i) acceptance of direction
  - j) adaptability
  - k) effectiveness under stress
  - l) personal appearance and bearing
  - m) operation of equipment
  - n) initiative
  - o) sensitivity and concern for human right; and
  - p) morality and ethical conduct.

Section B

In this section the ratee's superior performance, job strengths and progress achieved or the performance that earns a rating of "Exceeds Standards" shall be recorded.

Section C

In this section, the targeted goals or improvement programs which the police officer needs to undertake during the next evaluation period shall be indicated.

Section D

In this section observed performance deficiencies or job behaviors which require improvement or correction shall be recorded.

A PNP member shall be rated in all the performance indicators in the appropriate category using a 4-scale rating scale as follows:

ADJECTIVAL RATING	NUMERICAL RATING
Exceeds Standards	4
Meets Standards	3
Some Improvement Needed	2
Not Satisfactory	1

Section 2. Instructions on the Accomplishment of the Individual Performance Evaluation Report

- a) This report form shall be accomplished in triplicate by the police officer's immediate supervisor and reviewed by the next higher superior - one copy each for the ratee, the rater and the department file.
- b) In Section A, the rater must check in the appropriate column the indicators which apply to the ratee's job assignment. There shall be four (4) levels in the rating scale as follows:
  - 1) "Exceeds Standards" means that the ratee's performance is above the standards set for the job. He has shown superior and excellent performance.
  - 2) "Meets Standards" means that the ratee has been performing competently, meeting the standards in all critical factors of the job.
  - 3) "Some Improvement Needed" means that the ratee's performance falls short of the standards set for the job.
  - 4) "Not Satisfactory" means that the ratee's performance is not acceptable. His performance is inadequate in the critical factors. He is unable to meet the standards set for the job and there is no perceived effort to improve his performance.

*[Handwritten signature and notes on the left margin]*

- c) Performance which warrants a rating of "Outstanding" (Exceeds Standards) shall be recorded in Section B taking into account all awards and commendations received by the ratee.
- d) For average performance (Meets Standards), pertinent information shall be entered in Section C. Improvement programs which the ratee should undertake in the next evaluation period shall be indicated in this Section.
- e) Ratings of "Not Satisfactory" and "Some Improvement Needed" shall be explained in Section D. All deficiencies in performance or job behavior shall be recorded in this Section.
- f) Both the rater and the ratee shall affix their signatures in the report, after it has been reviewed by the next higher supervisor.
- g) Should the ratee indicate disagreement, the matter shall be discussed with the reviewer who shall forward the evaluation report to the Grievance Committee for final decision.

### Section 3. Frequency of Rating

Rating of the individual performance shall be undertaken every six months. Evaluation reports covering the period January to June shall be submitted in the first week of July. The reports covering the period July to December shall be submitted in the first week of January of the succeeding year.

## RULE IV

### THE ORGANIZATIONAL PERFORMANCE EVALUATION SYSTEM

#### Section 1. Description of the System

The PNP Organizational Performance Evaluation System shall be used for assessing the performance of the directorates of the national headquarters, regional/provincial commands, district headquarters, municipal/city police stations and support units.

The system shall assess two (2) capability areas - administrative and operational.

Part I, Administrative Capability, is allocated a weight of 40% and covers the administrative aspects in the attainment of organizational goals and objectives. Rating of administrative capability applies to functions concerning personnel, logistics, police training, financial management and records management.

#### a. Personnel Administration includes:

- 1) Personnel Selection
- 2) Personnel Discipline
- 3) Personnel Performance Appraisal
- 4) Personnel Promotion
- 5) Grievance Procedure
- 6) Personnel Retirement
- 7) Welfare and Morale

b. Logistics Administration looks into:

- 1) Transportation Needs
- 2) Communication Needs
- 3) Office Equipment and Supplies
- 4) Firearms/ ammunitions

c. Administration of Police Training covers:

- 1) Specialized and Advanced Training (Local)
- 2) In-house Training

d. Financial Management is principally on:

- 1) Budget Preparation
- 2) Control of expenditures

e. Records Management capability is indicated by the existence of the department's files wherein reasonably accurate PNP personnel records, papers, documents and other data concerning the PNP can be obtained.

Part II, Operational Capability is allocated a weight of 60% in which the adequacy of existing systems of the organization's planning, supervision, manpower deployment, coordination and ability to meet targeted goals shall be assessed.

Shown below are the functional areas to be evaluated to determine the Operational Capability of a PNP command, station or unit.

Part II OPERATIONAL CAPABILITY

A. PLANNING

1. Management Plan

Existence of a plan which provides overall direction and control in the management of the organization.

2. Operational Plan

Provision for planned work targets and activities to be done within a period of time - a quarter, a semester or a year.

B. SUPERVISION

Appropriate guidance and direction given to accomplish tasks in conformance with established procedures and prescribed policy guidelines.

C. MANPOWER DEPLOYMENT

Adequate and appropriate distribution of manpower to meet the needs of the service.

D. COORDINATION

Coordination undertaken in relation to the performance of functions:

1. with units/offices within the agency;
2. with law enforcement/military agencies; and
3. with other agencies.

E. ABILITY TO MEET TARGETED GOALS

Ability to accomplish what is planned to be accomplished which is shown by the variance between performance targets and actual accomplishments.

Section 2. Instructions on the Accomplishment of the Organizational Performance Evaluation Report

- a. The report form shall be accomplished by the police officer exercising supervisory function over the organization, herein called the rater.
- b. The rater shall assess and rate the organization's performance in each of the listed indicators, using a five-level rating scale. He shall fill up the column for point rating and adjectival rating.
- c. The prescribed rating levels are as follows:

NUMERICAL RATING	ADJECTIVAL RATING
92 - 100	Outstanding
83 - 91	Very Satisfactory
74 - 82	Satisfactory
65 - 73	Less Satisfactory
Below 65	Unsatisfactory

- d. The rater shall discuss with the head of the organizational unit, those areas where the organization's performance were rated "less satisfactory" and "unsatisfactory" so that specific improvement measures can be taken.
- e. The rater's comments/suggestions shall be indicated in the space provided.

Section 3. Frequency of Rating

Rating of organizational performance shall be undertaken every six (6) months. Evaluation reports covering the period January to June shall be submitted in the first week of July. The report covering the period July to December shall be submitted in the first week of January of the succeeding year.

Section 4. Computation of Overall Rating

- a. The average score for Parts I and II shall be computed by adding the point ratings and dividing the sum by the number of indicators.
- b. The overall rating is the sum of 40% administrative capability average and 60% operational capability average.

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RULE V

ADMINISTRATIVE INSTRUCTION

This Circular will form part of the current policies governing the members of the PNP and the organization as a whole and shall be the basis for work improvement, salary administration, information storage for administrative action, clear identification of training needs, and selection of new employees.

RULE VI

RESCISSION AND EFFECTIVITY

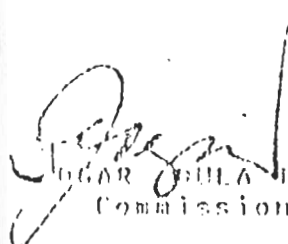
Section 1. Any circular or issuance of this Commission or any part thereof which are in conflict with this Circular are hereby rescinded or modified accordingly.


Section 2. This Circular shall take effect upon approval and publication.

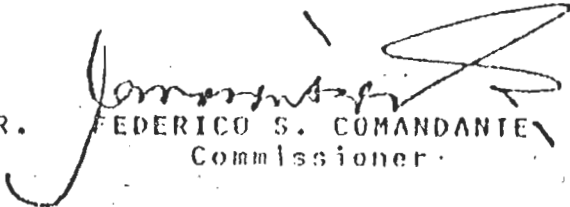
Approved at Makati, Metro Manila this 13th day of November, 1992.

  
RUFFALO M. ALUNAN III  
Secretary, DILG & Chairman, NAPOLCOM

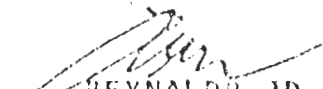
  
IRENE R. CRUZ  
Vice-Chairman & Executive Officer

  
EDGAR JULIA TORRES  
Commissioner

  
GUILLERMO P. ENRIQUEZ, JR.  
Commissioner

  
FEDERICO S. COMANDANTE  
Commissioner

Attested by:

  
REYNALDO JD CUADERNO  
Deputy Executive Director IV

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