

Department of Science and Technology  
PHILIPPINE TEXTILE RESEARCH INSTITUTE

**GUIDELINE ON THE GRANT OF THE PERFORMANCE-BASED BONUS (PBB) FOR FY 2021**

**1.0 PURPOSE**

This Guideline contains the criteria and conditions for granting the Performance-Based Bonus (PBB) FY 2021 performance, to be given in FY 2022. The overarching goal of the PBB is to strengthen the effectiveness of the incentives system to help DOST-PTRI achieve the mission-critical objectives and expected outcomes. For the FY 2021, the PBB criteria and conditions were refined in order to:

- a. Simplify the PBB process particularly the validation of compliance;
- b. Provide flexibility in the implementation of the scheme;
- c. Reinforce the results focus and their inter-linkages *e.g., budget utilization and physical accomplishment*, in assessing the overall performance of the DOST-PTRI;
- d. Administer a more transparent PBB scoring system;
- e. Strengthen the role of DOST-PTRI in ensuring accountability of units/individuals responsible for the criteria and conditions; and
- f. Facilitate the timely release of incentives to eligible individuals.

FY 2021, the PBB shall measure and evaluate the performance of DOST-PTRI with emphasis on the public's satisfaction on the realization of the DOST-PTRI's performance targets, quality of service delivery, efficiency in the use of resources, and strengthened stewardship.

The FY 2021 PBB criteria and conditions shall be categorized according to four (4) dimensions of accountability: **Performance Results, Process Results, Financial Results, and Citizen/Client Satisfaction Results**. Given the progress achieved in the criteria to assess the overall eligibility of the DOST-PTRI for FY 2021 PBB. However, since the observance of these conditions shall still be used to determine the eligibility of delivery units and individuals, the monitoring of their compliance shall now be the primary responsibility of the Director.

This Guideline which adopted the IATF MC 2021-1 dated June 3, 2021 also specifies the modifications in the PBB assessment process to make the PBB Scoring System clear and explicit. The scoring system aims to simplify and make the final eligibility assessment more transparent, and enable people to undertake self-assessment vis-a-vis the criteria and conditions to ascertain if they could qualify for the grant of the FY 2021 PBB. However, the AO 25 Inter-Agency Task Force (AO 25 IATF) shall still determine the final eligibility of DOST-PTRI.

**2.0 COVERAGE**

2.1 Only DOST-PTRI personnel holding regular positions.

2.2 Individuals engaged without employer-employee relationship are excluded from the coverage of this Guideline.

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### 3.0 ELIGIBILITY CRITERIA

To be eligible for the grant of the FY 2021 PBB, DOST-PTRI must satisfy the criteria and conditions set forth under the four dimensions of accountability: **Performance Results, Process Results, Financial Results, and Citizen/Client Satisfaction/Results** and attain a total score of at least 70 points based on the PBB Scoring System as will be discussed in detail in Section 4.0.

In the context of the FY 2021 PBB, the **Performance Results** refer to the accomplishment of the Congress-approved performance targets under the Performance-Informed Budgeting (PIB) of the FY 2021 General Appropriations Act (GAA).

**Process Results** refer to the achievements in the ease of doing business/ease of transaction with DOST-PTRI as a result of streamlining, standardization i.e., through the ISO-certified QMS or its equivalent, digitization, and related improvements in the delivery of services.

**Financial Results** refer to the actual spending of the DOST-PTRI's budget allotment vis-a-vis the realization of the committed programs and projects based on the FY 2021 GAA. The Disbursements Budget Utilization Request (BUR) as well is a prevailing common target of DOST-PTRI.

**Citizen/Client Satisfaction Results** refer to the achievements in satisfying the quality expectations of the transacting public.

For FY 2021, the Good Governance Conditions (GGCs) shall no longer be required in determining the overall PBB eligibility of the DOST-PTRI. Nonetheless, compliance with these conditions shall be used as the basis in determining the eligibility of responsible units and individuals. See Section 5.0 for details on Agency Accountabilities.

### 4.0 FY 2021 PBB TARGETS, ASSESSMENT, AND SCORING SYSTEM.

The DOST-PTRI accomplishments for each of the criteria shall be rated using a scale of 1 to 5 (where 5 is the highest). Each criterion has an assigned weight, as shown in Table 1. The maximum score that may be obtained by the DOST-PTRI is 100 points. To be eligible for the FY 2021 PBB, DOST-PTRI must attain a total score of at least 70 points.

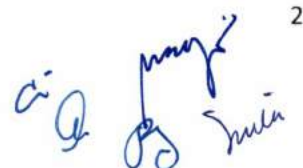
TABLE 1: FY 2021 PBB SCORING SYSTEM						
CRITERIA AND CONDITIONS	WEIGHT	PERFORMANCE RATING				
		1	2	3	4	5
Performance Results	5	5pts	10pts	15pts	20pts	25pts
Process Results	5	5pts	10pts	15pts	20pts	25pts
Financial Results	5	5pts	10pts	15pts	20pts	25pts
Citizen/Client Satisfaction Results	5	5pts	10pts	15pts	20pts	25pts
TOTAL SCORE POINTS		MAXIMUM=100 POINTS				

In Table 1, a performance rating of 4 in all criteria will yield a total score of 80 points for the DOST-PTRI. To be able to attain a total score of at least 70 points, the DOST-PTRI should aim for a performance rating of 4 in at least three (3) criteria. In such a case, while the DOST-PTRI will be eligible, the unit most responsible for the criteria with a performance rating of below 4 will be isolated from the grant of the FY 2021 PBB.

#### 4.1 Performance Results. The targets under Performance Results will enable DOST-PTRI to ensure delivery of high quality and high impact activities.

- For DOST-PTRI, it must achieve each one of the Congress-approved performance targets under the PIB of the FY 2021 GAA;

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The DOST-PTRI performance in the achievement of targets shall be closely monitored through the use of the submitted Unified Reporting System (URS)-generated Budget and Financial Accountability Reports (BFARs) to indicate the progress towards the accomplishment of broader sectoral and societal outcomes targeted by DOST-PTRI for improving the lives of Filipinos.

The quarterly BFARs of the DOST-PTRI, as uploaded in the DBM URS, shall be submitted in a timely manner, i.e., within thirty (30) days after the end of each quarter, as provided under Item 3.15.2 of National Budget Circular No. 583, pursuant to Section 90, General Provisions of Republic Act No. 11518 (FY 2021 GAA). BFARs will be used to monitor and validate DOST-PTRI's accomplishments.

The Performance Results shall be assessed and scored as follows:

TABLE 2: RATING SCALE FOR PERFORMANCE RESULTS				
1	2	3	4	5
Met <b>less than 80%</b> of performance indicators of the Congress-approved performance targets for FY 2021; <b>deficiencies due to controllable factor</b>	Met <b>less than 80%</b> of performance indicators of the Congress-approved performance targets for FY 2021; <b>deficiencies due to uncontrollable factors</b>	Met <b>at least 80%</b> of performance indicators of the Congress-approved performance targets for FY 2021; <b>deficiencies due to controllable factors</b>	Met <b>at least 80%</b> of performance indicators of the Congress-approved performance targets for FY 2021; <b>deficiencies due to uncontrollable factors</b>	Met <b>each one</b> of the Congress approved performance targets for FY 2021 (all performance indicators)

**4.2 Process Results.** The target under Process Results is the greater ease of transaction of frontline services covering all government-to-citizens (G2C), government-to-businesses (G2B), and government-to-government (G2G) transactions. This may be achieved through streamlining especially of frontline services; standardization of frontline processes; digitization e.g., *by developing electronic or online paperless systems, new service delivery channels, contactless transactions*, and other process improvements for faster and more efficient public service delivery.

- a. For DOST-PTRI, the target under Process Results is the greater ease of transaction of frontline services covering all government-to-citizens (G2C), government-to-businesses (G2B), and government-to-government (G2G) transactions.

The DOST-PTRI should report and provide the objectively verifiable evidence of their achievements in ease of doing business or ease of transaction from the perspective of the transacting public e.g., *actual reduction in processing time, documentary requirements, transaction costs, and other tangible improvements*. The DOST-PTRI shall use the Modified Form A to report their streamlining and digitization accomplishments. The ISO-certified QMS or its equivalent certification for frontline services, service delivery standards manual, and the like may be used as evidence to the standardization achievements of the DOST-PTRI.

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The Process Results shall be assessed and scored as follows.

TABLE 3: RATING SCALE FOR PROCESS RESULTS					
AGENCY	1	2	3	4	5
a. For departments/agencies and GOCCs covered by the DBM	No demonstrated ease of transaction	Achieved targets to ease transaction (streamlining, digitization, standardization) only for non-frontline services	Achieved targets to ease transaction (streamlining, digitization, standardization) in less than 80% of frontline services	Achieved targets to ease transaction (streamlining, digitization, standardization) in at least 80% of frontline services	Achieved targets to ease transaction (streamlining, digitization, standardization) in all frontline services

**4.3 Financial Results.** For DOST-PTRI, attainment of the FY 2021 Disbursements BUR and the FY 2021 Earmarked Income targets.

The targets under Financial Results reflect final payments made from the DOST-PTRI's annual budget allotment to realize committed programs and projects based on the valid appropriations for FY 2021. Hence for FY 2021, DOST-PTRI shall accomplish the following Disbursements BUR:

a. **Disbursements BUR** is measured by the ratio of total disbursements (cash and non-cash, excluding PS) to the total obligations for MOOE and CO made in 2021, net of goods and services obligated by December 31, 2020, but paid only in 2021. **The total obligations for MOOE and CO** shall refer to those made from the FY 2021 GAA, FY 2020 GAA, and Bayanihan II appropriations due to their extension under RA No. 115191 and RA No. 115202. The objective is to measure the disbursements for the obligations for MOOE and CO made in 2021 from all valid appropriations.

Hence:

$$\text{Disbursements BUR} = \frac{\text{Total Disbursements (cash and non-cash, excluding PS), net of payments made in 2021 for past years' obligations}}{\text{Total obligations (excluding PS, from valid appropriations)}}$$

b. In case DOST-PTRI has fund transfers either for operating or program subsidies or both, shall also achieve and report the same Disbursements BUR for all the subsidy releases for 2021

The requirements under the Financial Results shall be scored as follows:

TABLE 4: RATING SCALE FOR FINANCIAL RESULTS				
1	2	3	4	5
1-19% Disbursements BUR	20-39% Disbursements BUR	40-59% Disbursements BUR	60-79% Disbursements BUR	80-100% Disbursements BUR

**4.4 Citizen/Client Satisfaction Results.** Achieve the Citizen/Client Satisfaction targets as provided below. For DOST-PTRI shall accomplish and submit reports on the Citizen/Client Satisfaction Survey (CCSS), and resolve all reported complaints from Hotline #8888 and Contact Center ng Bayan (CCB).

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- a. To determine the effectiveness of streamlining, standardization, digitization, and other process improvements in easing transactions with the public, DOST-PTRI shall embed feedback mechanisms and systematically measure citizen/client satisfaction in the delivery of services.

To provide evidence on the citizen/client satisfaction results, DOST-PTRI shall report the results of the CCSS following *Annex 3: Citizen/Client Satisfaction Survey*

- b. **Resolution of reported complaints from Hotline #8888 and Contact Center ng Bayan.** DOST-PTRI shall ensure resolution of all complaints and grievances on government service procedures, acts of red tape, corruption, and/or other interferences to public service delivery by any government agency, individuals, or instrumentalities reported to Hotline #8888 and CCB. To provide evidence on this, DOST-PTRI shall submit a report summarizing the #8888 and CCB complaints received in FY 2021 and their status if resolved or pending.

The validation shall be complemented with reports and collected data on feedback and complaints from citizens/clients gathered by the Office of the President (OP), Presidential Management Staff (PMS), Civil Service Commission (CSC), and Presidential Communications Operations Office (PCOO) from Hotline #8888 and *Contact Center ng Bayan* (CCB) databases, as well as the Freedom of Information (FOI) portals.

The requirements under the Citizen/Client Satisfaction Results shall be scored as follows:

TABLE 5: RATING SCALE FOR CITIZEN/CLIENT SATISFACTION RESULTS				
1	2	3	4	5
No submission/Did not conduct CCSS	Average to low satisfaction rate with unresolved #8888/CCB complaints	Average satisfaction rate with 100% #8888/CCB complaints resolved	High satisfaction rate with 100% #8888/CCB complaints resolved	High satisfaction rate without #8888/CCB complaints




## 5.0 DOST-PTRI ACCOUNTABILITIES

To sustain the institutionalization of compliance to existing government-mandated laws and standards, DOST-PTRI and its Performance Management Team (PMT) shall continue to implement, monitor, and enforce compliance with the following requirement:

Requirements	Responsible Division/Section/Unit	Validating Agency	Deadline of Submission to Validating Agency
Certificate of compliance that DOST-PTRI conducted Early Procurement Activities for at least 50% of the Total Value of the FY 2022 Procurement Projects	Chief, FAD PPGSS PICTS (posting)	GPPB-TSO	Within 30 days after the approval of the FY 2022 GAA

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<i>Note: Early Procurement Activities should be conducted in FY 2021</i>			
FY 2021 APP non-CSE	Chief, FAD PPGSS PICTS (posting)	GPPB-TSO	March 31, 2021
Results of the APCPI system for FY 2020 Procurement Transactions	Chief, FAD PPGSS	GPPB-TSO	June 30, 2021
FY 2021 APP-CSE <i>Note: Submit the FY 2021 APP-CSE thru the PhilGEPS Virtual Store</i>	Chief, FAD PPGSS	DBM-PS	August 31, 2021
Indicative FY 2022 APP-non CSE	Chief, FAD PPGSS PICTS (posting)	GPPB-TSO	September 30, 2021
Maintain/Update of DOST-PTRI Transparency Seal under Section 96 of the General Provisions of the FY 2021 GAA	Chief, FAD PICTS	DBM-OCIO	October 1, 2021
Establishment and Conduct of the DOST-PTRI Review and Compliance of SALN for FY 2021	Chief, FAD HRRMS PICTS (posting)	CSC	October 1, 2021
Setup the most current and updated Citizen's or Service Charter, reflecting the DOST-PTRI's improved and streamlined/re-engineered system and procedure for all services to citizens, businesses and government agencies <i>Note: Certificate of Compliance (CoC) shall submit to the Anti-Red Tape Authority at <a href="mailto:compliance@arta.gov.ph">compliance@arta.gov.ph</a></i>	FAD RDD TSD TIPS PICTS (posting)	ARTA	December 4, 2021
ISO QMS certification  <i>Note: The ISO 9001:2015 certification/recertification must be valid as of December 31, 2021 and must be posted on the DOST-PTRI TS page not later than Dec. 31, 2021</i>	Chief, FAD PICTS (posting)	DBM-SPIB	December 31, 2021
Sustained Compliance with Audit Findings <i>Note: Fully implement 30% of the prior years' audit recommendations as shown in the Report on Status of Implementation of Prior Years' Recommendations. These recommendations will exclude the Property, Plant, and Equipment (PPE)-related</i>	Chief, FAD Accounting	COA	December 31, 2021



items of the Annual Audit Report (AAR). Audit findings closed since FY 2019 should also not recur. The objective is to improve the DOST-PTRI's internal control processes, enhance operational effectiveness and eliminate, resolve and remedy most, if not all, of the DOST-PTRI audit findings, by end of 2021			
Update all procurement requirements for transactions above 1M from January 1, 2021 to December 31, 2021 in the PhilGEPS	Chief, FAD PPGSS	PS-PhilGEPS	January 29, 2022
Freedom of Information (FOI) Program <i>Note: Submit the following:</i> a. Updated People's FOI Manual b. FOI Reports: Agency Information Inventory, 2021 FOI Registry and 2021 FOI Summary Report c. Modified One-Page FOI Manual d. Screenshot of DOST-PTRI's Home Page	Chief, FAD HRRMS PICTS (posting)	PCOO	January 29, 2022

Note: As provided in IATF MC No. 2021-1, while the above conditions are no longer required in determining the overall PBB eligibility of DOST-PTRI, compliance with these conditions shall be used as the basis in determining the eligibility of responsible delivery units and individuals. DOST-PTRI shall submit these legal requirements directly to the oversight/validating agencies.

## 6.0 ELIGIBILITY OF DELIVERY UNITS AND INDIVIDUALS

6.1 For FY 2021 PBB, the delivery units (DUs) of DOST-PTRI are the following:


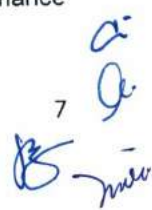
- a. Office of the Director
- b. Finance and Administrative Division
- c. Research and Development Division
- d. Technical Services Division

The above delivery units shall no longer be ranked.

However, the delivery unit/s most responsible for deficiencies shall be isolated.

a. Based on Table 1, to be eligible for the FY 2021 PBB, DOST-PTRI must attain a total score of at least 70 points. To be able to attain at least 70 points, DOST-PTRI must achieve a performance rating of 4 in at least three (3) criteria. (Performance, Process, Financial and Client Satisfaction Results).

In such a case, while the DOST-PTRI will be eligible, the delivery unit/s most responsible (including its head) for the criteria stated in Section 3.0 with a performance rating of below 4 will be isolated from the grant of the FY 2021 PBB.

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b. The delivery unit/s most responsible (including its head) for the non-compliance with the DOST-PTRI Accountabilities provided in Section 5.0 will also be isolated from the grant of the FY 2021 PBB.

6.2 Eligible delivery units shall be granted FY 2021 PBB at uniform rates across the DOST-PTRI including its officials and employees. The corresponding rates of the PBB shall be based on DOST-PTRI achieved total score as shown in Section 7.0.

6.3 The Director is eligible only if DOST-PTRI is eligible. If eligible, the employees PBB rate for FY 2021 shall be equivalent to the rates as stated in Section 7.0 and shall be based on their monthly basic salary (MBS) as of December 31, 2021.

6.4 To be eligible for FY 2021 PBB, employees belonging to the First, Second, and Third Levels should receive a rating of at least "Very Satisfactory" based on the DOST-PTRI CSC-approved Strategic Performance Management System (SPMS) or the requirement prescribed by the CESB.

6.5 Personnel detailed to DOST-PTRI for six (6) months or more shall be rated by the DOST-PTRI. The payment of the PBB shall come from the DOST-PTRI.

6.6 Personnel who transferred from one government agency to another shall be included by the agency where he/she served the longest. If equal months were served for each agency, he/she will be included in the recipient agency.

6.7 DOST-PTRI officials and employees who transferred from government agencies that are non-participating in the implementation of the PBB shall be rated by the agency where he/she served the longest; the official/employee shall be eligible for the grant of the PBB on a pro-rata basis corresponding to the actual length of service to the participating implementing agency, as stated in Section 6.9.

6.8 An official or employee who has rendered a minimum of nine (9) months of service for FY 2021 and with at least a Very Satisfactory rating shall be eligible for the full grant of the PBB.

6.9 An official or employee who rendered less than nine (9) months but a minimum of three (3) months of service and with at least a Very Satisfactory rating shall be eligible for the grant of the PBB on a pro-rata basis corresponding to the actual length of service rendered, as follows:

LENGTH OF SERVICE	% of PBB
8 months but less than 9 months	90%
7 months but less than 8 months	80%
6 months but less than 7 months	70%
5 months but less than 6 months	60%
4 months but less than 5 months	50%
3 months but less than 4 months	40%

The following are the valid reasons for an employee who may not meet the nine-month actual service requirement to be considered for PBB on a pro-rata basis:

- Being a newly hired employee;
- Retirement;
- Resignation;
- Rehabilitation Leave;
- Maternity Leave and/or Paternity Leave;
- Vacation or Sick Leave with or without pay;
- Scholarship/Study Leave; and/or
- Sabbatical Leave.

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6.10 An employee who is on vacation or sick leave, with or without pay, for FY 2021 is not eligible for the grant of the PBB.

6.11 Personnel found guilty of administrative and/or criminal cases by final and executory judgment in FY 2021 shall not be entitled to the PBB. If the penalty meted out is only a reprimand, such penalty shall not cause the disqualification to the PBB.

6.12 Officials and employees who failed to submit the 2020 SALN as prescribed in the rules provided under CSC Memorandum Circular No. 3 s. 2015; or those who are responsible for the non-compliance with the establishment and conduct of the review and compliance procedure of SALN, shall not be entitled to the FY 2021 PBB.

6.13 Officials and employees who failed to liquidate all cash advances received in FY 2021 within the reglementary period, as prescribed in COA Circular 97-002 dated February 10, 1997, and reiterated in COA Circular 2009-002 dated May 18, 2009, shall not be entitled to the FY 2021 PBB.

## 7.0 RATES OF THE PBB

The total score as stated in Section 4.0 shall be the basis in determining the amount of the PBB that the DOST-PTRI is eligible to receive. The maximum rate of the PBB for DOST-PTRI when it achieves 100 points shall be 100% of the 65% monthly basic salary (MBS) of an individual as of December 31, 2021. For illustration, see Table 6 below:

TABLE 6: RATES OF THE PBB	
TOTAL SCORE	PBB RATES
100 points	65% (100% of the 65% monthly basic salary)
95 points	61.75% (95% of the 65% monthly basic salary)
90 points	58.5% (90% of the 65% monthly basic salary)
85 points	55.25% (85% of the 65% monthly basic salary)
80 points	52% (80% of the 65% monthly basic salary)
75 points	48.75% (75% of the 65% monthly basic salary)
70 points	45.5% (70% of the 65% monthly basic salary)

## 8.0 TIMELINES AND SUBMISSION/POSTING OF REPORTS AND REQUIREMENTS

8.1 The quarterly Budget and Financial Accountability Reports (BFARs) of the DOST-PTRI, as uploaded in the DBM URS, shall be submitted in a timely manner, *i.e.*, within thirty (30) days after the end of each quarter, as provided under Item 3.15.2 of National Budget Circular No. 583, pursuant to Section 90, General Provisions of Republic Act No. 11518 (FY 2021 GAA). BFARs will be used to assess and validate Performance Results.

8.2 DOST-PTRI should submit evidence of accomplishments of Performance Results, Process Results, Financial Results, and Citizen/Client Satisfaction Results (as provided in Section 4.0) on or before February 28, 2022 and are encouraged to make an electronic submission (scanned copy of the official submission and editable MS Word or Excel files for use of the AO 25 Secretariat).

8.3 DOST-PTRI shall ensure that all explanations and justifications for deficiencies are already attached in any submission.

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8.4 The AO 25 IATF shall conduct spot checks to validate claims and certifications made by DOST-PTRI on the submitted/posted reports and/or requirements.

8.5 The DOST-PTRI is encouraged to provide information to the AO 25 Secretariat in compliance with the DOST-PTRI Accountabilities provided in Section 5.0.

Below is the summary of timeliness and submission/posting of the requirements:

Requirements	Responsible Units/Persons	Due Date
Performance Results - BAR - FAR	PICTS FAD, BTS, Accounting	Every 30 <sup>th</sup> day after end of quarter to DBM Feb. 28, 2022 to AO25 Secretariat
Process Results -Ease of transaction of frontline services through streamlining of frontline services; -Submission of the Modified Form A to report their streamlining and digitization accomplishments; and -The ISO-certified QMS or its equivalent certification for frontline services, service delivery standards manual, and the like may be used as evidence to the standardization achievements of the PTRI.	FAD RDD TSD TIPS	Feb. 28, 2022 to AO25 Secretariat
Financial Results (FY 2021 Disbursements BUR and the FY 2021 Earmarked Income targets.	All Divisions/Units	Feb. 28, 2022 to AO25 Secretariat
Client Satisfaction Results (Attainment of the Client Satisfaction Rating target. Submission of report on the Client Satisfaction Survey; and Resolve all reported complaints from 8888 and Contact Center ng Bayan	All Divisions/Units	Feb. 28, 2022 to AO25 Secretariat

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## 9.0 EFFECTS OF NON-COMPLIANCE

Should the DOST-PTRI, which, after due process by the oversight agency has been determined to have committed a prohibited act, shall be disqualified from the PBB in the succeeding year of its implementation. Moreover, the CSC or Ombudsman shall file the appropriate administrative case for misrepresentation in the submitted/posted reports and requirements for the PBB, a commission of fraud in the payment of the PBB, and violation of the provisions of this Guidelines.

## 10.0 COMMUNICATION AND CHANGE MANAGEMENT

10.1 The DOST-PTRI Director, with the support of DOST-PTRI PMT should enhance the implementation of their internal communications strategy on the PBB and fulfill the following:

- a. Engage their respective employees in understanding the PBB, the performance targets of the DOST-PTRI and how it is cascaded to the delivery units, as well as the services and outputs that they must deliver to meet these targets. This must be the subject of a General Assembly with proper documentation as provided by its internal documentation and processes not later than 15 days from the date of the approval/posting of these Guidelines. This will form part of the DOST-PTRI PMT functions.
- b. Disseminate the performance targets and accomplishments of the DOST-PTRI to its employees through the intranet and other means, as well as publish these on their website for the public's information. The responsible unit/s and/or individuals must reflect this function in their individual targets.
- c. Set up a Help Desk to respond to queries and comments on the targets and accomplishments of DOST-PTRI. The Help Desk is embedded in the DOST-PTRI website Philippine Textile Research Institute - Help Desk (dost.gov.ph)
- d. Set up a Complaints Mechanism to respond to the PBB-related issues and concerns raised by officials and employees. Such may be incorporated in the functions of their Grievance Committee. An Administrative Order will be released to fulfill this requirement.

10.2 The DOST-PTRI Director shall designate the Chief, Finance and Administrative Division as the PBB focal person. The Human Resource and Records Management Section (HRRMS) which is responsible for the performance management is tasked to provide secretariat support to the DOST-PTRI PMT and to recommend strategies to instill a culture of performance excellence within the Institute. The name, position, and contact details (e-mail, landline, facsimile, cellular phone) of the PBB focal person should be submitted to the AO 25 Secretariat. For FY 2021, in view of the change of the guidelines, an appropriate office order will be released not later than the end of FY 2021 to institutionalize this requirement. This will form part of the regular function and targets of the concerned units/individuals.

10.3 DOST-PTRI shall maintain the following communication channels:

- Bulletin Board
- Help Desk (<http://www.ptri.dost.gov.ph/helpdesk>)
- Email: [ptri@ptri.dost.gov.ph](mailto:ptri@ptri.dost.gov.ph)
- Facebook: (<http://www.facebook.com/ptridost>)
- PBB Focal Person Email : [citapulgo@ptri.dost.gov.ph](mailto:citapulgo@ptri.dost.gov.ph) /

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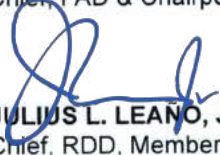
## 11.0 EFFECTIVITY

This Guideline shall take effect immediately.

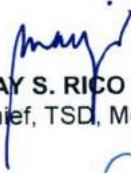
### DOST-PTRI Performance Management Team:



**CORAZON I. TAPULGO**  
Chief, FAD & Chairperson



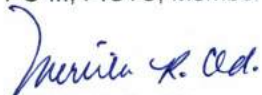
**JULIUS L. LEANO, JR.**  
Chief, RDD, Member



**MAY S. RICO**  
Chief, TSD, Member



**MATT ANTHONY M. PAREJA**  
AO V, HRRMS, Member



**MERLITA R. ODI**  
AO V, BTS, Member



**BOBBY E. AGANG**  
President, PTRIEA, Member

### Approved by:



**CELIA B. ELUMBA**  
Director IV



ANNEX 1

Form 1.0 REPORT ON RANKING OF OFFICES/DELIVERY UNITS

Department/Agency \_\_\_\_\_

I. SUMMARY OF INFORMATION REQUIRED

1.1 Total No. of Bureau/Offices/Attached Agencies/Delivery Units _____
1.2 Total No. of Bureaus/Attached Agencies/Delivery Units that achieved their performance targets _____
1.3 Total No. of Filled Positions as of December 31, 2021 _____
1.4 Total No. of Officials and Employees Entitled to PBB _____
1.5 Total Amount Required for Payment of PBB PHP _____

*Inti*  
*Q.*  
*Q.*

## Department/Agency: \_\_\_\_\_

Details for Head of Agency				
Name	Salary Grade (and Step Increment)	Monthly Basic Salary	Months in service in 2021	Amount of PBB

Names of Bureaus/ Offices/Attached Agencies/ Delivery Units	Total Score	List of Employees				
		Names of Employee	Salary Grade (and Step Increment)	Monthly Basic Salary	Months in service In 2021	Amount of PBB
Delivery Unit 1						
Delivery Unit 2						
Delivery Unit 3						



2.4 Did not meet Targets (No PBB)	Delivery Unit 1					
	Delivery Unit 2					
	TOTAL POOR					

2.5 Did not submit SALN	Delivery Unit 1					
	Delivery Unit 2					
	TOTAL					
2.6 Did not liquidate Cash Advance within reglementary period	Delivery Unit 1					
	Delivery Unit 2					
	TOTAL					
2.7 Did not submit SPMS Forms	Delivery Unit 1					
	Delivery Unit 2					
	TOTAL					

Head of HR \_\_\_\_\_ Department Agency Head \_\_\_\_\_

Date: \_\_\_\_\_ Date: \_\_\_\_\_

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# ANNEX 2

Annex 2

## MODIFIED FORM A – DEPARTMENT/AGENCY PROCESS RESULTS REPORT

AGENCY NAME: \_\_\_\_\_

(1) List of Frontline Service/s	(2) Responsible Unit/s	(3) Identified Clients (per service)	(4) Number of Client Visits in FY 2021 (per service)	(5) Volume of Transactions in FY 2021 (per service)	(6) FY 2020 Improvements (name of transaction, duplication, standardization)	(7) FY 2020 Results (evidence)	(8) FY 2021 Improvements (name of transaction, duplication, standardization)	(9) FY 2021 Results (evidence)	(10) FY 2021 Citizen/Client Satisfaction Rating	(11) Remarks

Add columns as needed.  
(Note: Data for the tables can be provided in a separate sheet)

Prepared by: \_\_\_\_\_

Approved by: \_\_\_\_\_

Name of Officer / Designation / Date

Department Secretary/Agency Head/Date

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Suresh  
Q.  
Q.



GUIDELINES IN ACCOMPLISHING MODIFIED FORM A – DEPARTMENT/AGENCY PROCESS RESULTS REPORT	
Row 1	Indicate the <u>name of the agency</u> .
Column 1	Indicate the <u>name of the frontline service/s</u> . This form is used to present each of the frontline government services. Agencies shall reproduce this form based on the number of frontline services that the department/agency offers. (Example: Business Enterprise Registration, Accreditation and Licensing Service, Provision of Technical Assistance, Application for Claims and Benefits, Conduct of Research for Stakeholders, Production of Information, Education and Communication Materials, Request for Status of Reports).
Column 2	Indicate the <u>bureaus/offices/delivery units/processing units responsible</u> for the processing, delivery, and completion of the frontline government service.
Column 3	Identify the <u>clients/customers</u> who avail the frontline service/s declared by the agency.
Column 4	Report the <u>number of clients/customers</u> who availed the frontline service in FY 2021. If there are variations of the service, indicate the disaggregated data on the number of clients/customers for FY 2021.
Column 5	Report the <u>volume of transactions for FY 2021</u> for the frontline government service. If there are variations of the service, indicate the disaggregated data on the Volume of Transactions for FY 2021.
Column 6	Indicate the <u>FY 2020 improvements in the reported frontline service/s</u> , demonstration of the ease of transaction, digitization, and standardization.
Column 7	Report <u>results and evidence of FY 2020 improvements</u> , ease of transaction, digitization, and standardization.
Column 8	Indicate the <u>FY 2021 improvements in the reported frontline service/s</u> , demonstration of the ease of transaction, digitization, and standardization.
Column 9	Report <u>results and evidence of FY 2021 improvements</u> , ease of transaction, digitization, and standardization.
Column 10	Report the <u>FY 2021 citizen/client satisfaction results</u> for each of the declared frontline services.
Column 11	In the event that the department/agency is unable to provide data in each criterion, departments/agencies shall provide justifications/explanations using the <u>remarks column</u> . The acceptance of explanation/s shall be subject to the review and recommendations of the validating agency/ies.




**CITIZEN/CLIENT SATISFACTION SURVEY****I. Rationale**

The AO 25 IATF aims to continually achieve a government-wide improvement through seamless public service delivery. In achieving this, service quality standards in delivering frontline services, doing business with the government, industries, various sectors, and the citizens must be institutionalized across all government agencies.

Measuring and reporting the satisfaction level of citizens/clients that were served in FY 2021 is vital in ensuring that these standards are attained. For FY 2021 PBB, agencies should report the fulfillment of their services through a **Citizen/Client Satisfaction Survey (CCSS)** report. This shall generate verifiable data and tangible evidence to assist agencies determine the effectiveness of implemented ease of transaction and process improvements through identified indicators or service dimensions that were identified by the agencies and the citizens/clients they serve.

**II. Guide in conducting the Citizen/Client Satisfaction Survey**

Agencies are encouraged to observe the following procedures in conducting the CCSS:

**1. Data Gathering Methodology**

The agency should select the data collection methodology/ies deemed as the most efficient and effective way of gathering citizen/client feedback.

**2. Respondents Criteria**

The set characteristic of the respondent/s must be clearly identified by the agencies to properly represent the citizens/clients served for each service, and to collect accurate data.

**3. Survey Sampling Coverage**

Agencies should ensure that the sampling coverage of the CCSS would best represent the total population of its citizens/clients served for each service. It is important to note that the sampling frame should be able to accurately capture all units in the target population to avoid under coverage and/or over coverage. The total sample respondents will be compared with the data on the total citizens/clients served provided by the agency for statistical comparability.

**4. Sampling Procedure**

A systematic random sampling is the preferred sampling procedure. Due to budget and time constraints, agencies may set a limit on the sample size of the CCSS.

**5. Survey Instrument/Questionnaire**

Agencies should develop survey instruments fit for each of its services. A lean and harmonized measurement tool for citizen/client satisfaction may be used. Government agencies can customize their tool for relevance and effectiveness and for measuring the satisfaction level and progress over time to sustain continuous organizational and service delivery improvement.



## 5.1 Service Quality Dimensions

The CCSS must capture the total citizen/client experience, expectations, and satisfaction in the delivered public service with the following service quality dimensions:

- a. **Responsiveness** – the willingness to help, assist, and provide prompt service to citizens/clients.
- b. **Reliability (Quality)** – the provision of what is needed and what was promised, following the policy and standards, with zero to a minimal error rate.
- c. **Access & Facilities** – the convenience of location, ample amenities for comfortable transactions, use of clear signages and modes of technology.
- d. **Communication** – the act of keeping citizens and clients informed in a language they can easily understand, as well as listening to their feedback.
- e. **Costs** – the satisfaction with timeliness of the billing, billing process/es, preferred methods of payment, reasonable payment period, value for money, the acceptable range of costs, and qualitative information on the cost of each service.
- f. **Integrity** – the assurance that there is honesty, justice, fairness, and trust in each service while dealing with the citizens/clients.
- g. **Assurance** – the capability of frontline staff to perform their duties, product and service knowledge, understanding citizen/client needs, helpfulness, and good work relationships.
- h. **Outcome** – the extent of achieving outcomes or realizing the intended benefits of government services.

## 5.2 Rating Scale

For a deeper understanding of citizen/client perception of agency services, the agencies may opt to include questions pertaining to the importance of attributes or agreements to statements. A 5-point Likert scale is recommended to be used depending on the question/s asked. Here are some sample scales:

Table 1:

Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
1	2	3	4	5

Table 2:

Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
1	2	3	4	5

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Majid, B, A. Q., and Mui.

Table 3:

Not at all important	Slightly important	Moderately important	Important	Very important
1	2	3	4	5

Table 4:

Not at all effective	Slightly effective	Moderately effective	Very effective	Extremely effective
1	2	3	4	5

#### 6. Data Analysis

The results of the survey shall be analyzed by service, and by applicable service quality dimensions. Agencies shall also report the **overall agency rating in the service quality dimensions** and the **overall agency citizen/client satisfaction score**.

Service Quality Dimension	Score by Frontline Service	Score In All Services
1. Responsiveness		
2. Reliability (Quality)		
3. Access & Facilities		
4. Communication		
5. Costs		
6. Integrity		
7. Assurance		
8. Outcome		
Overall Score		

Other segments that may be included in the analysis are:

- By type of citizen/client served:
  - General Public
  - Government Employees
  - Businesses/Organizations
- By area (depending on the area coverage):
  - Total Luzon
  - Total Visayas
  - Total Mindanao
- By region/field office
- Respondent profile
  - Gender
  - Age/Age Group

Service improvement shall also be drawn from the results of the survey and an appropriate action plan should be identified. Furthermore, the results of the 2021 survey should be compared to the CCSS results of 2020 for continuity, as appropriate.

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 [Signature] [Initials] [Signature]  
 [Signature]



### III. Reporting of the CCSS Results

Agencies must submit the CCSS report following this outline:

- a. **Description of the methodology of the CCSS used for each reported service**
  1. Respondents Criteria
  2. Survey Sampling Coverage
  3. Sampling Procedure
  4. Survey Instrument/Questionnaire
- b. **Results of the CCSS for FY 2021**  
*(include a sample of the feedback/survey form used)*
- c. **Results of Agency Action Plan reported in FY 2020 PBB**
- d. **Continuous Agency Improvement Plan for FY 2022**

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