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## **Guidelines/Mechanics in Ranking MARIWAD Offices/Delivery Units and Individuals for the Grant of Performance-Based Bonus (PBB) for FY 2022**

*(Based on IATF Memorandum Circular No. 2021-1, dated June 3, 2021)*

*And*

*(Based on Joint Memorandum Circular No. 2021-1, dated October 19, 2021)*

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### **1.0 BACKGROUND AND RATIONALE**

The Mariveles Water District a government owned and/or controlled corporation created pursuant to PD 198, as amended is covered by the Civil Service Commission's rules and regulations.

In line with this, the water district adopts measures to:

- 1.1 To strengthen the role of the agencies in ensuring the effectiveness of the incentives system to help achieve the mission-critical objectives and expected outcomes of units/individuals responsible for the criteria and conditions;
- 1.2 To administer a more transparent scoring system; and
- 1.3 To provide flexibility to the agencies in the implementation of the scheme.

### **2.0 COVERAGE**

The FY 2022 PBB covers the personnel of all departments, division of Mariveles Water District (MARIWAD) holding regular, contractual and casual positions. Excluded from the coverage herein are individuals engaged without employer-employee relationship and funded from non-Personnel Services (PS) budget.

### **3.0 ELIGIBILITY CRITERIA**

To be eligible for the grant of the FY 2022 PBB, MARIWAD must first satisfy the following eligibility requirements:

1. Compliance with the following Philippine National Standards for Drinking Water (PNSDW) requirements:
  - a. Monthly summary of daily residual test results;

- b. Water quality reports must have twelve (12) months of compliance with microbiological test results; and
  - c. Compliance with physical-chemical test results of the MARIWAD's source/s
- 2. LWUA – approved water rates;
- 3. Compliance with ISO-certification or its equivalent;
- 4. On-time submission of the following documents prior to the evaluation of its eligibility to FY 2022 PBB;
  - a. Monthly Data Sheet and Financial Statements (January to December 2022);
  - b. Approved FY 2022 Budget;
  - c. Updated Business Plan covering FY 2022; and
  - d. FY 2022 Annual Report

MARIWAD must also satisfy the criteria and conditions 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.

In the context of the FY 2022 PBB, **MARIWAD Performance Results** refer to the accomplishment of the LWUA Approved Physical Targets of the FY 2022. **MARIWAD Process Results** refer to the achievements in ease of doing business/ease of transaction with **MARIWAD** as a result of streamlining, standardization i.e., through the ISO-certified QMS of its equivalent, digitization and related improvements in the delivery of services. **MARIWAD Financial Results** refer to financial viability and sustainability of **MARIWAD** as indicated by the liquidity ratio, which determines the capacity to meet short-term obligations (current ratio), positive net income balance and collection performance (collection efficiency). **MARIWAD Citizen/Client Satisfaction Results** refer to the achievements in satisfying the quality expectations of the transacting public.

#### 4.0 FY 2022 PBB TARGETS, ASSESSMENT AND SCORING SYSTEM

MARIWAD 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 agency is 100 points. To be eligible for the FY 2022 PBB, the agency must attain a total score of at least 70 points.

TABLE 1: FY 2022 PBB SCORING SYSTEM		
CRITERIA	MAX PTS	CONDITION
Performance Results	70	Actual points must be at least 49



Process Results	7	Compliance would automatically render 7 points; non-compliance would result in ineligibility to FY 2021 PBB
Financial Results	10	Actual points must be at least 7
Citizen/Client Satisfaction Results	13	At least 70% of the complaints must be acted upon, with the following equivalent points: At least 70% = 7 At least 75% = 8 At least 81% = 9 At least 86% = 10 At least 91% = 11 At least 94% = 12 At least 97% = 13
<b>TOTAL</b>	<b>100</b>	Overall Total Score must be at least 70 points

In such case, while MARIWAD will be eligible, the unit/s most responsible for the criteria with a performance rating of below 70% will be isolated from the grant of the FY 2022 PBB.

#### 4.1 Performance Results

The targets under Performance Results will enable agencies to concentrate their efforts and available resources on their mandates and core functions, as well as ensure delivery of high quality and high impact activities.

MARIWAD needs to achieve each one of the physical targets as identified by LWUA in a Joint Memorandum Circular to be issued by LWUA and DBM.

The Performance Results shall be assessed and scored as follows:

TABLE 2: RATING SCALE FOR PERFORMANCE RESULTS		
CRITERIA	MAX PTS	CONDITION
<b>Performance Results:</b>		Actual points must be at least 49
Major Final Outputs (MFOs):		
a. Access to Potable Water	12	
b. Reliability of Service (24/7 supply)	6	
c. Adequacy	6	
d. COVID-19 Response Measures	5	
e. Non-Revenue Water	12	
f. Potability (Chlorine Residual)	5	
g. Adequacy & Reliability of Service (Response time to restore service)	5	
h. Staff Productivity Index	4	
i. Water Quality Reports (Bacteriological/Physical & Chemical)	15	

#### 4.2 Process Results

The target under Performance 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.

The target is to assure the quality-of-service delivery through ISO-certified QMS or its equivalent certification of frontline services.

Compliance with the criteria would automatically render seven (7) points for the Process Results. However, failure to do so would result in the ineligibility of the water district to the FY 2022 PBB.

The Process Results shall be assessed and scored as follows:

TABLE 3: RATING SCALE FOR PROCESS RESULTS	
CRITERIA	CONDITION
<b>Process Results</b>	Compliance would render 7 points; non-compliance would result in ineligibility to FY 2022 PBB
ISO certified QMS for LWD's under Categories A and B	
Commercial Practices System Certified for LWD's under Categories C and D	

#### 4.3 Financial Results

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

TABLE 4: RATING SCALE FOR FINANCIAL RESULTS		
CRITERIA	MAX PTS	CONDITION
<b>Financial Results</b>		Actual points must be at least 7
Collection efforts and financial performance:		
a. Collection Efficiency	3	
b. Current Ratio	4	
c. Positive Net Balance in the Ave. Net Income for twelve (12) months	3	

#### 4.4 Citizen/Client Satisfaction Results

MARIWAD will accomplish and submit reports on Client Satisfaction or feedback system based on the standard methodology and corresponding



questionnaire prescribed by LWUA and GCG (Governance Commission for GOCC).

MARIWAD 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 (Contact Center ng Bayan) and PCC (Presidential Complaint Center). To provide evidence on this, MARIWAD shall submit a report summarizing the complaints they have received and those received by Hotline #8888, CCB and PCC in FY 2022, as well as the status of the same, i.e., if resolved or pending..

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

TABLE 5: RATING SCALE FOR CITIZEN/CLIENT SATISFACTION RESULTS		
CRITERIA	MAX PTS	CONDITION
<b>Citizens/Client Satisfaction Results:</b> a. Hotline #8888 b. Contact Center ng Bayan (CBB) c. Presidential Complaint Center (PCC) d. Direct requests/complaints to the water district(in-house)	<b>13</b>	At least 70% of the complaints must be acted upon, with the following equivalent points: At least 70% = 7 At least 75% = 8 At least 81% = 9 At least 86% = 10 At least 91% = 11 At least 94% = 12 At least 97% = 13

## 5.0 AGENCY ACCOUNTABILITIES

MARIWAD and its Performance Management Team (PMT) shall continue to implement, monitor and enforce compliance with the requirements as basis in determining the eligibility of responsible units and individuals.

a. Updating of Transparency Seal	f. PHILGEPS posting of all invitations to bids and awarded contracts
b. Compliance with the Freedom of Information (FOI) Program	
c. Updating of Citizen's or Service Charter	g. Submission of FY 2022 Annual Procurement Plan-Common Use Supplies and Equipment (APP-CSE), FY 2021 Non-Common Use Supplies and Equipment (APP-Non CSE), Indicative FY 2022 APP, and the results of FY 2020 Agency Procurement Compliance and Performance Indicators (APCPI) System
d. Compliance to Audit Findings and Liquidation of Cash Advances	

e. Submission and Review of SALN	h. Undertaking of Early Procurement Activities covering 2022 Procurement Projects
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## 6.0 ELIGIBILITY OF DELIVERY UNITS AND INDIVIDUALS

For FY 2022 PBB, the delivery units (DU's) of MARIWAD shall no longer be ranked. However, the unit/s most responsible for deficiencies shall be isolated.

Based on Table 1, to be eligible for the FY 2022 PBB, MARIWAD must attain a **total score of at least 70 points**.

To be able to attain at least 70 point, the unit/s most responsible (including its head) for the non-compliance with the Agency Accountabilities provided in Section 5.0 will also be isolated from the grant of the FY 2022 PBB.

The eligible DU's shall be granted FY 2022 PBB at uniform rates across MARIWAD, including its officials and employees. The corresponding rates of the PBB shall be based on the agency's achieved total score as shown in Section 7.0.

The General Manager of MARIWAD is eligible only if MARIWAD is eligible. If eligible, his/her PBB rate for FY 2021 shall be equivalent to the rate as stated in Section 7.0 and shall be based on his/her monthly basic salary (MBS) as of December 31, 2022.

The Board of Directors of MARIWAD may be eligible to the PBB subject to the following conditions:

- MARIWAD has qualified for the grant of the FY 2022 PBB;
- The Board of Directors has 90% attendance to duly called board meetings and committee meetings as certified by the Board Secretary;
- The Board of Directors has eleven (11) months aggregated service in the position;
- MARIWAD has submitted the appropriate annual Board-approved Corporate Operating Budget to LWUA; and
- Submission of Board of Directors FY 2021 accomplishments (policies or resolutions made that will help address the operations as well as the guidelines of the water district).

To be eligible for FY 2022 PBB, MARIWAD employees belonging to the First, Second and Third levels should receive a rating of at least **"Very Satisfactory"** based on MARIWAD's CSC-approved Strategic Performance Management System (SPMS).



Personnel in detail to another government agency for six (6) months or more shall be included in the MARIWAD that rated his/her performance. The payment of the PBB shall come from their mother agency.

Personnel who transferred from one government agency to another agency 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.

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 MARIWAD.

An official or employee who has rendered a minimum of nine (9) months of service during the fiscal year and with at **least Very Satisfactory rating** may be eligible for the full grant of the PBB.

An official or employee who rendered less than nine (9) months but a minimum of three (3) months of service and with at **least 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:

- a. Being a newly hired employees;
- b. Retirement;
- c. Resignation;
- d. Rehabilitation leave;
- e. Maternity leave and/or Paternity leave;
- f. Vacation or Sick leave with or without pay;
- g. Scholarship/Study leave, and/or

h. Sabbatical leave

An employee who is on vacation leave, with or without pay, for the entire year is **not eligible** for the grant of the PBB.

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.

Officials and employees who failed to submit the 2021 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 2022 PBB.

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 2022 PBB.

## 7.0 RATES OF THE PBB

The total score as stated in Section 4.0 of the MC shall be the basis in determining the amount of the PBB of MARIWAD is eligible. The maximum rate of the PBB for MARIWAD that will achieve the 100 points shall be 100% of the 65% monthly basic salary (MBS) of an individual as of December 31, 2022.

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



## 8.0 RATES OF THE PBB

MARIWAD should submit Form A and A1 as evidence of accomplishments of Performance Results, Process Results, Financial Results and Citizen/Client Satisfaction Results on or before February 28, 2023.

The PMT reserves the right to utilize additional criteria for forced ranking of employees to reflect superior accomplishment that validate the status of the MARIWAD as a benchmark-setting organization.

### Performance Management Team (PMT) Members:

Eng'r. Joseph B. delos Reyes

Cynthia S. Cruz –

} Highest Planning Officer

Eulogio S. Enriquez, Jr. - Highest Finance Officer

 Athens A. Madrid – Representative from 2<sup>nd</sup> Level employee

 Aldrich I. Macaraig – Representative from 1<sup>st</sup> Level employee

 Iris T. Canlas – Acting Human Resource Management Officer

### Approved by:

  
CRISTINELA RUTH I. LAMAYRA  
General Manager B