

**LBP LEASING AND FINANCE CORPORATION  
STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (SPMS)  
(2023)**

**A. STATEMENT OF POLICY**

LBP Leasing and Finance Corporation (LLFC or the Corporation) implements a Strategic Performance Management System (SPMS) as a means of measuring the individual performance of each officer and employee. Individual performance is measured for the following purposes:

1. Determining the extent of attainment of targets.
2. Identifying personnel strengths and weakness.
3. Acquiring inputs on the personnel development and training needs of the personnel.
4. Determining the incentives that may be granted on the basis of the individual
5. performance and on the comparative performance of each individual as against the others and the resulting contribution of each individuals' actual performance to the attainment of the corporate targets.
6. Qualifying personnel for promotion and/or lateral transfer to another unit in the Corporation.

**B. RATIONALE/BACKGROUND**

GCG Memorandum Circular No. 2015-06 mandates the establishment and implementation of a Strategic Performance Management System (SPMS) approved by the Civil Service Commission (CSC) or its equivalent. The existing Performance Appraisal System of LBP Leasing and Finance Corporation (LLFC), currently the equivalent of the CSC SPMS, is revised to be more aligned to the CSC SPMS model as provided in CSC MC NO.6, s. 2012 (March 19, 2012) and CSC Resolution No. 1200481 dated March 16, 2012.

The basic elements present in the CSC SPMS model are integrated into the LLFC SPMS include alignment of performance goals to the organization's performance scorecard and objectives, clear delineation of rater and ratee's roles, and presence of information system to support performance monitoring.

**C. OBJECTIVES**

1. To concretize the linkage of organizational performance with the LLFC Strategic Plan, and LLFC's corporate performance scorecard and objectives under the GCG Performance Evaluation System (PES) for the GOCC Sector.
2. To ensure organizational effectiveness and improvement of individual employee efficiency by cascading institutional accountabilities to every level of the organization anchored on the establishment of rational and factual basis for performance targets and measures.

3. To ensure adherence to the principle of performance-based tenure and reward system and link performance management with other Human Resource programs.

#### D. COVERAGE

The LLFC SPMS guidelines shall cover all full-time regular officers and employees, whether permanent, temporary or co-terminus, and all LLFC Groups / Units including the Office of the President/CEO for the full performance management cycle.

#### E. DEFINITION OF TERMS

<b>Competency Assessment</b>	A discussion that focuses on the strengths, competency related gaps and the opportunities to address these gaps.
<b>Non-Ratable</b>	Employees who have rendered below 3 months of actual service within the performance year.
<b>Performance Evaluation Rating Scale</b>	The 5-point rating scale to be used in determining the level of accomplishment versus performance target. Each level of 1, 2, 3, 4, 5 (highest) has a specific qualitative description.
<b>Performance Measures</b>	<p>Performance dimensions/criteria that contribute to or support the outcome/s that the Corporation aims to achieve. The general categories of performance measures are as follows:</p> <ul style="list-style-type: none"> <li>a. <b>Quality (Q)</b> – Extent to which actual performance compares with targeted performance.</li> </ul> <p>The degree to which objectives are achieved, the extent to which targeted problems are solved, and in management, effectiveness relates to getting the right things done at the right time.</p> <ul style="list-style-type: none"> <li>b. <b>Efficiency (E)</b> – The extent to which time or resources are used for the intended task or purpose; measures whether targets are accomplished with a minimum amount or quantity of waste, expense, or unnecessary effort.</li> <li>c. <b>Timeliness (T)</b> – Measures whether the deliverable was done on time, in accordance with internal guidelines, requirements of clients/stakeholders, and rules and regulations.</li> </ul>

<b>Ratee</b>	Pertains to the Group / Unit, officer and staff whose performance is to be rated based on agreed targets and standards.
<b>Rater</b>	Refers to the immediate supervisor of the Ratee, who, by nature of his/her position or authority assigns work to be Ratee; monitors and evaluates the same on the basis of agreed targets and standards; coaches Ratee on a regular basis and counsels him/her when need arises.
<b>SPMS Calendar</b>	A table of activities in the Performance Management Cycle from January to December. It shows an overview of the timeline and deadlines for the said activities.
<b>SPMS Key Players</b>	Consists of teams which primarily carries out its assigned duties/responsibilities as follows: <ul style="list-style-type: none"> <li>a. Performance Management Team (PMT) – oversees alignment of Plans and Programs with the organizational targets; Formulates policies and guidelines on LLFC's SPMS.</li> <li>b. Performance Calibration Team (PCT) – undertakes the annual calibration of officers and employees based on performance ratings of the individuals and the Groups/Units; and identifies top performers for grant of Performance-based bonuses and other awards and incentives</li> </ul>
<b>Standard Forms</b>	The prescribed performance appraisal forms for Groups / Units, Officers and Staff which indicate performance targets, actual accomplishments and performance ratings, categorized as follows: <ul style="list-style-type: none"> <li>a. <b>Group/Unit Performance Commitment &amp; Review form</b> – for Groups/Units (G/U PCR)</li> <li>b. <b>Individual Performance Commitment &amp; Review form for Staff</b> - (IPCR-S) – for staff with General and Professional functions (JG 4 to 15)</li> <li>c. <b>Individual Performance Commitment &amp; Review form for Officers</b> - (IPCR-O) – for officers with Supervisory/Managerial functions (JG10 and above with RATA)</li> </ul>
<b>Success Indicators</b>	Performance level yardsticks consisting of performance measures and performance targets.
<b>Summary of Individual Ratings</b>	Lists the ratings of all ratees in each Group/Unit and indicates the average of all performance ratings of ratees in one Group or Unit.

## F. MECHANICS OF THE SYSTEM

### 1. PERFORMANCE PLANNING & COMMITMENT

- a. Organizational Planning activities:
- i. LLFC's Strategic Planning, conducted every five (5) years, lay down the Corporation's thrusts and directions. Strategic directions and initiatives are determined in connection with the following:
    - Internal and external environment scan, conducted through a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis, and direction-setting workshop.
    - Strategic directions and initiatives, consistent with the Corporation's vision and mission and aligned with its business goals.
    - Measure of success based on the positive impact on the Corporation's mandated and priority sectors.
  - ii. The PMT shall adopt LLFC's current processes and activities being performed in the formulation of the LLFC's corporate strategies, operational plans and programs.
  - iii. The Table of LLFC's organizational objectives as reflected in Performance Scorecard shows the Corporation's Performance Agreement submitted to the Governance Commission for GOCC's (GCG) to be accomplished each year.
  - iv. LLFC's Corporate Planning, conducted every year, is a forum where the strategic thrust is laid out, commitments are set, partnerships are forged, and availability of resources is affirmed. The participants include the Heads of Groups and Units, the LLFC Board of Directors and those that may be selected to attend. "Theme Leaders" and "Objective Owners" are designated from the Corporate Planning participants to ensure the delivery of targets under the LLFC strategy map.
  - v. The Plans and Programs for each Group/Unit are finalized after the LLFC's Corporate Planning. It serves as a primary strategy map or reference of Group/Unit targets, which shall also be the basis for verification of actual accomplishments at the end of each rating period.
  - vi. Employee's performance targets for given rating period which are duly approved by the Performance Calibration Team (PCT) may still be modified based on changes brought about by new mandates and programs conceived and determined as may be necessary.
  - vii. The PCT shall confirm modifications done in the performance targets or Key Result Areas (KRAs). A copy of a justification letter/memo and date of the recalibration of KRAs shall be provided to PCT.
  - viii. Performance measures shall be aligned with the approved LLFC Rating Scale.

- ix. Retrieval of IPCRs for purpose of changing KRAs/targets and performance measures shall not be allowed. Submitted performance appraisal reports (with rating) shall be considered final.
  
- b. LLFC Group/Unit and Individual Performance Planning activities:
  - i. Performance Planning sessions for Groups/Units, shall be done prior to the start of each performance period, using the following form:
    - Office Performance Commitment and Review form (G/U PCR), for LLFC Groups/Units.
  
  - ii. Performance Planning sessions for Officers and Staff of each Group/Unit, shall be done prior to the start of each performance period, using the following forms:
    - Individual Performance Commitment and Review form, (IPCR-S) for *Staff*.
    - Individual Performance Commitment and Review form, (IPCR-O) for *Officers*.
  
  - iii. The frequency of performance planning sessions shall be as follows:
    - Annual performance planning for Groups/Units.
    - Annual performance planning for officers and staff.
  
  - iv. The following shall be discussed, agreed upon and finalized by the rater and ratee during each planning session:
    - Key Result Areas (KRAs).
    - Performance measures for each KRA.
    - Success Indicators for each KRA.
  
  - v. The rater and the ratee shall discuss and clarify performance expectations from which the ratee's accomplishments shall be evaluated.

These performance expectations are measured through the identified KRAs which shall include a combination of, or all the following performance dimensions, whichever is applicable:

- Quality
- Efficiency
- Timeliness

- vi. The Performance Management Team (PMT) shall ensure the following:
  - Unit and Individual KRAs are SMART: S - Specific, M Measurable, A-Attainable, R- Relevant, T-Timely.
  - Individual performance targets and performance measures are not lower than the standards set at higher levels.

- Success Indicators and performance measures are relevant and supportive of LLFC's objectives.

## **2. PERFORMANCE MONITORING & COACHING**

Performance monitoring and coaching involves behavioral observations and documentation of the ratee's progress on the job. This shall be documented using the Performance Monitoring and Feedback Form. The result of this monitoring shall serve as basis in performance assessment/evaluation. Likewise, it shall determine appropriate performance interventions as necessary, such as coaching, counselling, mentoring and proposals for training.

### a. Organizational Performance Monitoring activities:

- Monitoring of actual performance of the Group/Unit vis-a-vis long term goals and strategic thrusts.
- Development of possible program and policy improvements based on the result/s of the monitoring of actual performance.
- The Management Services Unit (MSU) shall maintain an information system that records the Corporation's trend line of LLFC's actual performance over time, to validate its congruency with long term plans/goals.

### b. Individual Performance Monitoring

- The rater shall write down critical incidents as observed, and the result of performance monitoring and interventions done with the ratee, using the Performance Monitoring and Feedback Form. The noted critical incidents shall be based on reported accomplishments, and regular observations being done by the rater.
- Work performance intervention, i.e., coaching, counselling, mentoring, work modification of ratees, in order to address factors that help or hinder effective work performance.
- Performance and professional development of ratees, (i.e., training, job transfer, continuing education)

## **3. PERFORMANCE REVIEW & EVALUATION**

The actual accomplishment is rated using the revised 5-point Performance Evaluation Rating Scale. The performance standards for each rating point (5 - Highest, 4, 3, 2, 1) shall be continuously revisited and discussed by the PCT based on relevance of performance criteria to specific KRAs, thrusts or mandate within the respective Group / Unit.

The following are the policies in evaluating the performance accomplishment vs. KRAs/targets:

- a. For Groups/Units:
  - i. Performance evaluation shall be done annually ending in December 31 of every year.
  - ii. The Group/Unit shall be given an assessment by the PMT using the Group/Unit Performance and Commitment Report (G/U PCR).
  - iii. All G/U PCR ratings shall be calibrated by the Performance Calibration Team (PCT).

- b. For Individual Ratees (officers and staff):
  - i. There shall be annual performance rating period ending on December 31<sup>st</sup> of the Performance Year (PY) in review, both for Officers with Supervisory/Managerial functions (JG10 and above with RATA) and for employees with General/Professional functions (JG4 to 15).

Fully and properly accomplished performance appraisal reports shall be submitted to Corporate Services Group (CSG) not later than January 31<sup>st</sup> of the year following the PY in review. If the following reports cannot be submitted within the established deadline, the rater/ratee shall inform CSG accordingly stating the reason for the extension and specific date of submission of the same:

- Individual Performance Commitment and Review form, for Officers (IPCR-O).
  - Individual Performance Commitment and Review form, for Staff (IPCR-S).
  - Group/Unit Performance Commitment & Review form (G/U PCR) for Groups/Units.
  - Summary of Individual Performance Rating
- ii. The ratee shall be given an initial assessment by the rater which shall be finalized by the PMT based on the Performance Rating Scale.
  - iii. The rater shall initially assess and evaluate the performance of the ratee based on the following:
    - Record of accomplishments and regular observations on work progress as indicated in the Performance Monitoring & Feedback Form.
    - Verified proof of performance (success indicators).
    - Performance targets versus performance measures/success indicators.
  - iv. The rater shall discuss the result of the initial assessment with the ratee, prior to submission of the performance appraisal form to the PMT.

- v. The average of all the ratings of employees in each Group/Unit shall be computed. This shall be indicated in the Summary of Individual Rating Form. The said average shall not go higher than that of the collective performance assessment/evaluation of the Group /Unit.
- vi. Group/Unit Heads and the PMT shall ensure the accurate and timely preparation of Summary of Individual Ratings and that ratees are notified of their final approved rating. Recalibration of performance ratings shall be done if the average of all individual ratings is higher than that of the Group's / Unit's rating.
- vii. The Summary of Individual Performance Rating shall include all incumbent employees as of the given rating period including those who were transferred or reassigned from other Groups/Units.
- viii. In case of transfer or reassignment from one Group/Unit to another by promotion or reassignment, the officer or staff shall be rated in the unit where he served longest. If the ratee served both previous and current place of assignment with equal duration, he/she shall be rated in the more recent unit.

Submission of the performance appraisal reports for the period/s not specified above shall also be required for records purposes.

c. Computation of TPS and Final Rating

Scores to be given under the Q, E, T shall be based on the following:

Scores	Equivalent performance measures
5	<p><u>FOR NON-FIXED TARGETS,</u> Performance exceeded expectations by 30% and above of the planned non-fixed targets.</p> <p>Performance demonstrated was exceptional in terms of quality, technical skills, creativity, and initiative, showing mastery of the task. Accomplishments were made in more than expected but related aspects of the target.</p> <p><u>FOR FIXED TARGETS,</u> performance should have reached at least "100% accomplishment of the planned fixed target".</p> <p>Require accomplishments of 100% of the targets such as those pertaining to money or accuracy of those which may no longer be exceeded. Fixed Targets are Key Result Areas (KRAs) wherein the</p>

Scores	Equivalent performance measures
	<p>full accomplishment may not be exceeded by 100%. Some KRA examples are:            Financial Targets            ISO QMS Certification</p>
4	<p><u>FOR NON-FIXED TARGETS</u>, performance exceeded expectations. All goals, objectives and targets were achieved above the established standards.</p> <p>Ratee's performance exceeds planned targets by 15% to 29%.</p> <p><u>FOR FIXED TARGETS</u>, performance should have reached at least "90-99% accomplishment of the planned fixed target".</p>
3	<p><u>FOR NON-FIXED TARGETS</u>, performance met expectations in terms of quality of work, efficiency and timeliness. The most critical annual goals were met.</p> <p>Ratee's performance meets 100% or exceeds planned targets up to 14%.</p> <p><u>FOR FIXED TARGETS</u>, performance met 80-89% of the planned fixed targets.</p>
2	<p><u>FOR NON-FIXED TARGETS</u>, performance failed to meet expectations, and/or one of the most critical goals were not met.</p> <p>Ratee's performance only meets 51% to 99% of the planned targets.</p> <p><u>FOR FIXED TARGETS</u>, performance only met 70-79% of the planned fixed targets.</p>
1	<p><u>FOR NON-FIXED TARGETS</u>, performance was consistently below expectations, and/or reasonable progress toward critical goals was not made.</p> <p>Significant improvement is needed in one or more important areas.</p>

Scores	Equivalent performance measures
	<p>Ratee's performance only meet 50% or below the planned targets.</p> <p><u>FOR FIXED TARGETS,</u> performance failed to deliver most of the targets by 69% and below.</p>

Computation of scores shall follow the normal averaging, wherein success indicators (Q, E, T) shall be treated equally. Result of average rating will be multiplied to the percentage weight. All weighted average scores shall be added and will result to the Total Point Score (TPS).

Example below:

KRA	Q	E	T	Average Rating	Weighted Average Rating
1 (20%)	5	5	4	4.67	0.934
				*Computation below	*Computation below
				$\frac{5+5+4}{3}$	$4.67*20\%$
				=4.666	

Scores under the TPS shall be rounded off to two decimal places and provide the equivalent adjectival rating as follows:

Outstanding	5.00
Very Satisfactory	4.00 – 4.99
Satisfactory	3.00 – 3.99
Unsatisfactory	2.00 – 2.99
Poor	1.00 – 1.99

Submission of Performance Appraisal Forms

- i. For IPCRs, the performance appraisal forms are to be accomplished in original triplicate and distributed as follows:
  - (1) Copy 1 – CSG.
  - (2) Copy 2 – Ratee; and
  - (3) Copy 3 – Group/Unit file
- ii. Copy of the IPCR for Group/Unit file is retained within the Group/Unit for reference purposes (i.e., Audit purposes, CSC requirement, and promotional requirement).
- iii. For OPCR, the performance appraisal forms are to be accomplished in original triplicate and distributed as follow:
  - (1) Copy 1 - CSG
  - (2) Copy 2 – MSU
  - (3) Copy 3 – Group/Unit Head

d. Qualifications for Ratable Performance

When the leave of absence is officially approved, the minimum appraisal period for officers and staff is at least 90 calendar days or three (3) months in a semester, while maximum is one (1) calendar year.

The above-mentioned provision is also applicable for new hires, separated employees and employees with approved leave of absence. KRAs will focus on existing responsibilities for the given period.

For purposes of performance evaluation and granting of performance-based incentives, ratable performance shall be based on GCG's Performance Based Bonus guidelines.

Non-Ratable

Non-ratable employees will not submit an IPCR. However, the rater shall submit a memo/letter to CSG indicating the name of the ratee and date/s present for the performance year.

e. Appeals on the performance rating

- i. Filing of appeal shall be to the PMT. If conflict cannot be resolved at the PMT, the appeal may be elevated to the LLFC Corporate Governance Committee.
- ii. Any appeal/protest in the performance appraisal report of Groups/Units or employees shall be addressed to the PMT within fifteen (15) days from receipt of the final performance appraisal.

Petitions must be written and duly supported by justification/s and pertinent documents.

If said appeal is not resolved within one month by the PMT, this shall be elevated to the LLFC Corporate Governance Committee within fifteen (15) days after the one month deliberation period of the PMT, following the procedures in filing an appeal.

- iii. Refusal of the ratee or Group/Unit Head to affix his/her signature in the performance appraisal report must be duly supported by a copy of the written appeal addressed to the PMT within the required timeline. Otherwise, HRMU shall consider the performance appraisal rating as final and shall proceed with the recording of said performance rating accordingly.
- iv. Retrieval of performance reports already submitted to HRMU shall be allowed for the purpose of recalibration of the performance rating/s by the PMT, only within 30 days upon receipt of these reports by HRMU. Otherwise, performance rating/s shall be considered as final. The recalibrated rating shall be submitted to HRMU within fifteen (15) days from the date of retrieval of the performance report from HRMU.

- v. A group/unit or individual ratee, shall not be allowed to protest the performance ratings of other group/unit or co-employees.
  - vi. Formal appeal to LLFC's grievance machinery shall be considered but only as last resort after all possible interventions have been made. All forms of dialogue or hearing shall be fully documented and submitted to CSG indicating the PMT's final resolution on the appeal.
- f. Sanctions
- i. Non-submission or unjustifiable delay in the submission of the performance appraisals, unless a written explanation for such has been accepted by CSG, is a ground for:
    - Deferment of performance-based personnel actions and performance-based incentives.
    - Administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty for the raters or ratees or any employee responsible for the delay or non-submission of appraisal reports, subject to the result of investigation in accordance with the Policies and Procedures on Disciplinary Process in the LLFC Human Resources Management Policies and Procedures Manual.
  - ii. Two (2) successive Unsatisfactory ratings or a single Poor rating shall be grounds for dropping from the rolls but only after due process has been sought and all possible documented corrective measures have been exhausted.

#### **4. DEVELOPMENT PLANNING**

Development Planning, which is covered under the LLFC SPMS Calendar shall be done by the rater with the ratee at the end of each Performance Rating Period, with the following activities:

- i. Competency Assessment, which entails discussion of observed strengths, competency gaps, ways to address performance gaps, career paths and alternatives, and developmental interventions/personnel actions i.e., promotion, reassignment, training, etc.; and,
- ii. Development Plan to improve or correct performance of employees with Unsatisfactory and Poor performance ratings, which shall include action plans, indicating timelines and effective ways to monitor work progress agreed by the rater and ratee.

#### **G. DUTIES AND RESPONSIBILITIES**

1. The **PERFORMANCE MANAGEMENT TEAM (PMT)** shall be composed of the LLFC Management Committee as follows:

a. Composition

- Chairperson : LLFC President & CEO
- Members : Head – Account Management Group  
Head – Account Servicing Group  
Head – Corporate Services Group  
Head – Team B, Account Management Group  
Head – Office of General Counsel  
Head – Risk Management Unit  
Head – Compliance Unit  
Head - Internal Audit Unit  
Employee Representative

The HRMU under CSG shall serve as the PMT Secretariat.

b. The PMT shall have the following functions and responsibilities:

- i. Primarily responsible for the implementation of the SPMS including formulation / enhancement of SPMS policies and guidelines.
- ii. Set performance goals, mission and vision, thrusts, and directions of LLFC.
- iii. Ensure that the processes and activities performed in the formulation of the LLFC's corporate strategies, operational plans and programs are aligned to its vision and mission, responsive to its social mandate and compliant to government regulations.
- iv. Sets Corporate and Group/Unit performance goals/objectives and performance measures vis-à-vis the Performance Agreement with the GCG.
- v. Determines corporate target setting period and aligns the same with the GCG Performance Agreement Negotiations (PAN) schedule.
- vi. Cascade corporate/organizational targets to respective Group/Unit Heads and rates and ensure alignment of Key Result Areas (KRAs) with the Corporation's strategic objectives and that work distribution to Groups/Units is rationalized.
- vii. Approves Group/Unit performance commitment and rating.
- viii. Assesses performance of the Groups/Units.
- ix. Sets consultation meeting of all Group/Unit Heads for the purpose of discussing the targets set in the Group/Unit performance commitment and rating form

- x. Act as coach/mentor and ensure that performance of Groups/Units is on track.
- xi. Ensure accomplishment of the Performance Monitoring & Feedback Form to serve as basis for coaching/mentoring and other interventions.
- xii. Recommend/approve training programs that will help the members of the organization understand and effectively implement the LLFC's SPMS.
- xiii. Acts as appeals body for performance management issues of the Corporation.
- xiv. Adopts its own internal rules, procedures, and strategies in carrying out the above responsibilities including schedule of meeting and deliberations and delegation of authority to representatives in case of absence of its members.

2. The **PERFORMANCE CALIBRATION TEAM (PCT)** shall be composed of the LLFC President and CEO and the Group Heads, as follows:

a. Composition

- Chairperson : LLFC President & CEO
- Members : Head – Account Management Group  
Head – Account Servicing Group  
Head – Corporate Services Group  
Head – OGC

The PCT Chairperson shall designate the PCT Secretariat.

b. The PCT shall have the following functions and responsibilities:

- i. Consolidate, review, validate and assess the reported accomplishments of Groups/Units and individuals.
- ii. Undertake the annual calibration of officers and employees based on performance ratings of the individuals and the Groups/Units and identifies top performers for grant of Performance-based bonuses and other awards and incentives.
- iii. Ensure that all Groups/Units and ratees under are informed of their final rating.
- iv. Finalize the ratees' skills assessment, Professional Development Plan, and other performance interventions.
- v. Recommend personnel actions/movements based on the Development Plan and skills assessment.

- vi. Assess all candidates for promotion in order to make strategic talent decisions.
- vii. Adopt its own internal rules, procedures, and strategies in carrying out the above responsibilities including schedule of meeting and deliberations and delegation of authority to representatives in case of absence of its members.

**3. GROUP/UNITS, OFFICERS AND STAFF** shall perform the following duties:

- a. Act as partners of the PMT in meeting organizational performance goals.
- b. Cooperate with supervisor on developmental and performance interventions whenever necessary (Coaching/Counselling); and
- c. Ensure participation to the recommended developmental interventions such as training/skills development and action plans for offices.

**4. RATERS** shall perform the following duties:

- a. Raters' KRAs must include supervising and monitoring of the performance of all staff under his/her holding Group/Unit. He/she must ensure submission of complete set of IPCRs with correct computation of the rating, including the monitoring of performance and feedback form, development plan form and observation on behavioral factors.
- b. In case of transfer or reassignment from one unit to another by promotion or reassignment, the rater shall rate in the unit where he/she served the longest. If the rater served both previous and current place of assignment with equal duration, he/she shall rate in the more recent unit.
- c. Raters who will be leaving the Group/Unit due to transfer or separation from service should provide interim rating of his/her staff with a performance period up to the last date of his/her service in the Group/Unit for turnover to the incoming Rater.
- d. Employees who are on detail or secondment to another group/unit shall be rated in their present or actual group/unit copy furnished their mother group/unit. The ratings of those who were detailed or seconded to another office during the rating period shall be consolidated in the office, either the mother office or present office, where the employees have spent longer during the rating period.

**5. THE CSG - HUMAN RESOURCE MANAGEMENT UNIT** shall perform the following duties:

- a. Monitor and ensure submission of the following:

- i. Group/Unit Performance Commitment and Review form (G/U PCR) duly accomplished and signed.
  - ii. ICPR-S and IPCR-O duly accomplished and signed.
  - iii. Summary of Individual Performance Ratings.
- b. Provide written notice to concerned Heads and ratees who obtain Unsatisfactory or Poor rating.
- c. Generate regular SPMS reports and provide necessary data, upon request.
- d. Integrate developmental interventions with the HR Development Plan.

#### **H. OTHER PROVISIONS**

1. Officers and staff who shall be on official travel, approved leave of absence, training or scholarship programs and who have already met the required minimum rating period of at least three (3) months of actual performance or service are required to submit their performance targets and accomplished performance appraisal forms before they leave the office.
2. For purposes of performance-based personnel actions, and performance-based benefits, employees who are on official travel, scholarship, or training, will refer to Qualifications of Ratable Performance.
3. Only officers and employees whose numerical performance rating for the required period is at least Very Satisfactory Rating shall be considered for promotion or upgrading of position under the LLFC's approved job levelling system. Performance rating obtained in the immediately preceding rating period shall be used as basis for the above-mentioned personnel action.
4. The LLFC SPMS shall be linked with LLFC's HR plan, and implementation of performance-based merit incentives. Performance ratings finalized by the PCT shall be accessible to authorized personnel, through the Human Resources Management Unit, for the purpose of processing of personnel actions such as promotion, application for scholarship, and request for trainings, among others.

**LBP LEASING AND FINANCE CORPORATION****Summary of Individual Performance Ratings**

Name of Group / Unit: \_\_\_\_\_

Average of Individual Rating: \_\_\_\_\_

Employee No.	Name of Officers including the Head of Group / Unit	Pay Grade	Numerical Rating	Adjectival Rating
	1			
	2			
	3			
	4			
	5			
	6			
	Total Numerical Rating of Officers			

Employee No.	Name of Staff	Pay Grade	Numerical Rating	Adjectival Rating
	7			
	8			
	9			
	10			
	11			
	12			
	Total Numerical Rating of Staff			

<b>Summary (Average) of Individual Rating = _____</b> <b>Office Rating reflected in the OPR = _____</b> <b>Total number of ratable personnel = _____</b>
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**Not included in the total number of ratable personnel under this Unit:**

Employee No.	NAME	Pay Grade	Please specify the reason for non-inclusion, i.e., non-ratable performance, transfer to another Unit, etc.
	1		
	2		
	3		
	4		

*We hereby certify that the Summary/Average of Individual Performance Rating is not higher than the rating in the Office Performance Commitment and Review (OPCR) form of this Group/Unit*

\_\_\_\_\_  
Signature over Printed Name of Head of Group/Unit

\_\_\_\_\_  
Signature over Printed Name of Rater

*Note: Please refer to the next page for the pointers in preparing the Summary of Individual Rating form.*

**Pointers in Preparing the Summary of individual Performance Rating Form**

A. Computation of Summary of Individual Rating

Step 1. Compute the sum of the Total Numerical Rating of Officers and Staff

Total Numerical Rating of Officers	=	_____
Add: Total of Numerical Rating of Staff	=	_____
Equals the Total Numerical Ratings of Officers and Staff	=	_____

Step 2. Divide the answer in Step 1 by the total number of officers and employees

Total Numerical ratings of officers and staff	=	_____
Divided by total number of personnel	=	_____
Summary of Individual Performance Rating	=	_____
Equivalent Adjectival Rating	=	_____

B. Policy in case of transfer/reassignment

In case of transfer/reassignment from one Unit to another, the officer/employee shall be rated in the Unit where he/she served longest. In case of equal duration, he/she shall be rated in the more recent Unit. Submission of IPCRs for the period not specified herein shall also be required for records purposes and for validation of performance based rewards/incentives, if any.

C. Submission of the Summary of Individual Performance Rating Form

a. The summary of Individual Performance Rating form shall be attached to the Group's/Unit's duly signed and accomplished Office Performance Commitment & Review Form to be submitted to the Corporate Services Group not later than January 31<sup>st</sup> of the year following the Performance Year in review.

b. The average of all the individual performance rating shall not be higher than the performance rating of the Office as indicated in the Office Performance Commitment and Review form (OPCR).





LBP Leasing and Finance Corporation Strategic Performance Management System (LLFC SPMS)  
Individual Performance Commitment Review Form - For Staff

JG 4 to 15

ANNEX C

Name			Group/Unit					
SG			Details on					
PY			Promotions/Re-					
Position Title			assignments, if any					
<b>PERFORMANCE CONTRACT</b>								
I hereby agree to assist the employee in the attainment of the targets and monitor work progress within the performance period.			I hereby agree to accomplish the targets indicated and be monitored on work progress within the performance period.					
Rater/Date			Ratee/Date					
<i>I hereby note the agreement between the rater and ratee in attaining the work targets within the performance period.</i>								
Department/Group Head				Date				
Performance Commitment			Performance Rating					
%	KRAs	Success Indicator/s (Quality, Efficiency, Timeliness)	Actual Accomplishment	Q	E	T	A	Weighted Average Score
		Q: E: T:					#DIV/0!	#DIV/0!
		Q: E: T:					#DIV/0!	#DIV/0!
		Q: E: T:					#DIV/0!	#DIV/0!
		Q: E: T:					#DIV/0!	#DIV/0!
		Q: E: T:					#DIV/0!	#DIV/0!
		Q: E: T:					#DIV/0!	#DIV/0!
		Q: E: T:					#DIV/0!	#DIV/0!
		Q: E: T:					#DIV/0!	#DIV/0!
		Q: E: T:					#DIV/0!	#DIV/0!
0%	Additional Comments/Remarks on Performance i.e., additional workload, adjusted KRAs, etc.							
<b>PART I. PERFORMANCE RATING FOR PY _____ - _____</b>				Total Point Score (TPS)		0.00		
Discussed with:			The assessment of my performance has been discussed and shown by my immediate supervisor			Equivalent Adj. Rating		FALSE
Ratee's Signature (Above Printed Name)			Date			Rating Scale		
						5.00 Outstanding		
Recommending Approval:						4.00 to 4.99 Very Satisfactory		
						3.00 to 3.99 Satisfactory		
						2.00 to 2.99 Unsatisfactory		
Ratee's Signature (Above Printed Name)			Date			1.00 to 1.99 Poor		
Unit/Group Head		Date		Performance Calibration Chairman		Date		



**LBP Leasing and Finance Corporation Strategic Performance Management System (LLFC SPMS)  
Individual Performance Commitment Review Form - For Staff**

PART II. PERFORMANCE MONITORING AND FEEDBACK FORM															
Rater's Comments/Observations		Ratee's Response		Conforme (Initials)											
	Indicate the Area/s of the job	Remarks/Comments													
Date:				Rater: Ratee:											
Date:				Rater: Ratee:											
Date:				Rater: Ratee:											
Date:				Rater: Ratee:											
Additional Comments (if necessary):															
<p>Please place a check mark for no noted comments/observations within the performance year</p> <p><input type="checkbox"/> Performance for PY _____ was monitored regularly and was rated based on actual accomplishments.</p> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 60%;"></div> <div style="width: 30%; text-align: right;"> <p>_____ Rater's Signature (Above Name)</p> <p>_____ Date</p> </div> </div> <p><input type="checkbox"/> I acknowledge the monitoring and observations done within the performance period without notable observations/comments towards the tasks given to me. I will continue to meet the work standards and performance for the next performance year.</p> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 60%;"></div> <div style="width: 30%; text-align: right;"> <p>_____ Ratee's Signature (Above Name)</p> <p>_____ Date</p> </div> </div>															
PART III. DEVELOPMENT PLAN FORM															
Kindly check recommended/suggested trainings/seminars/programs for the ratee:															
<input type="checkbox"/> Business Writing <input type="checkbox"/> Communication Skills <input type="checkbox"/> Project Management <input type="checkbox"/> Coaching and Mentoring <input type="checkbox"/> Supervisory <input type="checkbox"/> Time & Stress Management <input type="checkbox"/> Leadership Training <input type="checkbox"/> Personality Development <input type="checkbox"/> Technical (Microsoft Applications) <input type="checkbox"/> Organization		<input type="checkbox"/> Others: <table border="1" style="width: 100%; height: 100px;"> <tr><td> </td></tr> </table>													<input type="checkbox"/> No Training recommendation Please state the reason why: <div style="border: 1px solid black; height: 100px; width: 100%;"></div>
Target Timeline:															
<input type="checkbox"/> We have accomplished completely the IPCR and discussed all necessary information regarding the performance prior to submission to CSG.		<input type="checkbox"/> We acknowledge that we have submitted an incomplete IPCR for CSG's reference due to an ongoing discussion and resolution regarding the final performance rating including other forms. Target date of submission _____ (date)													
Rater		Ratee													
No signature of this form will not be recorded and shall be returned to the rater indicating an incomplete submission of the IPCR.															



**LBP Leasing and Finance Corporation Strategic Performance Management System (LLFC SPMS)  
Individual Performance Commitment Review Form - For Staff**

<b>PART IV. RATER'S ASSESSMENT/OBSERVATIONS ON RATEE'S BEHAVIOR</b>		
<p>This form shall be submitted to CSG as reference for any personnel action or movement, i.e., training, promotion, reassignment, etc. The behavioral factors stated below including the scope of its description shall be used to assess how well the ratee manifests the Corporation's Core Values and corporate culture in accomplishing his work targets. The supervisor is encouraged to cite specific instances and documented performance monitoring observations to support the observations thereof. The result of this assessment shall not form part of the ratee's Final Numerical and Adjectival Rating. <b>Please use the drop down list in choosing the desired rating per factors</b></p>		
Factors:	Rater's observations/comments	Rating
<b>Core factors 1-5 for all employees :</b>		
1. <b>CUSTOMER AND INTERPERSONAL RELATIONS</b> – The competency to work well with others by establishing and maintaining harmonious relationships with supervisors and clients		
2. <b>INITIATIVE AND DEPENDABILITY</b> – The ability to complete and carry out required tasks with minimum supervision; to adopt a 'self-starting' rather than 'passively accepting' behavior; extent to which ratee can be counted upon to perform the job competently		
3. <b>HONESTY AND INTEGRITY</b> – The capacity to sustain uprightness and loyalty in the conduct of company business; the ability to act professionally and to project a positive image of the Bank		
4. <b>COMPLIANCE</b> – The observed behavior of demonstrating adherence to external regulatory requirements (BSP, AMLC, PDIC, BIR, GCG, CSC, COA) and internal LBP policies and procedures applicable to the performance of the ratee's duties		
5. <b>ATTENDANCE AND PUNCTUALITY</b> – The observed behavior of coming to office promptly and/or refers to the amount of time spent at work to complete assigned responsibilities		
<b>Additional factors 6-8 for technical personnel and supervisors :</b>		
6. <b>STRESS TOLERANCE</b> – The facility to manage stress easily and readiness to adapt to changing situations		
7. <b>PLANNING AND ORGANIZATION</b> – The effectiveness to determine what should be done, to anticipate needs and to schedule work properly in order to achieve results and meet deadlines		
8. <b>JUDGMENT AND DECISION-MAKING</b> – The ability to develop alternative courses of action and making decisions which are largely based on logical assumptions		
<b>Additional factors 9-10 for supervisors :</b>		
9. <b>LEADERSHIP</b> – The manner of guiding, influencing, motivating and developing confidence of subordinates to work as a team and accomplish assigned task		
10. <b>COACHING AND STAFF DEVELOPMENT</b> – The competence to assist subordinates in maximizing their potential, achieve job mastery and foster career development		
<b>OPTIONAL BONUS FACTORS For all levels :</b> Please rate the employee on either or both factors only with an absolute rating of 5.		
11. <b>INNOVATIVENESS AND CREATIVITY</b> – The ability to introduce new, practical and applicable ideas and methods that redound to operational effectiveness and efficiency		
12. <b>SELF-DEVELOPMENT AND SELF-DIRECTED LEARNING</b> – The ability to take the initiative to develop and hone own skills and competencies for purposes of career development		
		Date of submission: _____ (date)
Ratee's Signature (Above Printed Name) _____		Rater's Signature (Above Printed Name) _____

No signature of this form will not be recorded and shall be returned to the rater indicating an incomplete submission of the IPCR.



LBP Leasing and Finance Corporation Strategic Performance Management System (LLFC SPMS)  
Individual Performance Commitment Review Form - For Officers

ANNEX D

JG 10 and above

Name			Group/Unit					
SG			Details on					
PY			Promotions/Re-assignments, if any					
Position Title								
<b>PERFORMANCE CONTRACT</b>								
I hereby agree to assist the employee in the attainment of the targets and monitor work progress within the performance period.			I hereby agree to accomplish the targets indicated and be monitored on work progress within the performance period.					
Rater/Date			Ratee/Date					
<i>I hereby note the agreement between the rater and ratee in attaining the work targets within the performance period.</i>								
Department/Group Head					Date			
Performance Commitment			Performance Rating					
%	KRAs	Success Indicator/s (Quality, Efficiency, Timeliness)	Actual Accomplishment	Q	E	T	A	Weighted Average Score
		Q: E: T:					#DIV/0!	#DIV/0!
		Q: E: T:					#DIV/0!	#DIV/0!
		Q: E: T:					#DIV/0!	#DIV/0!
		Q: E: T:					#DIV/0!	#DIV/0!
		Q: E: T:					#DIV/0!	#DIV/0!
		Q: E: T:					#DIV/0!	#DIV/0!
		Q: E: T:					#DIV/0!	#DIV/0!
		Q: E: T:					#DIV/0!	#DIV/0!
		Q: E: T:					#DIV/0!	#DIV/0!
0%	Additional Comments/Remarks on Performance i.e., additional workload, adjusted KRAs, etc.							
<b>PART I. PERFORMANCE RATING FOR PY _____ - _____</b>								
Discussed with:					Total Point Score (TPS)	0.00		
The assessment of my performance has been discussed and shown by my immediate supervisor					Equivalent Adj. Rating	FALSE		
					Rating Scale			
Ratee's Signature (Above Printed Name)			Date		5.00	Outstanding		
Recommending Approval:					4.00	to	4.99	Very Satisfactory
					3.00	to	3.99	Satisfactory
					2.00	to	2.99	Unsatisfactory
Rater's Signature (Above Printed Name)			Date		1.00	to	1.99	Poor
Unit/Group Head			Date		Performance Calibration Chairman		Date	



**LBP Leasing and Finance Corporation Strategic Performance Management System (LLFC SPMS)  
Individual Performance Commitment Review Form - For Officer**

PART II. PERFORMANCE MONITORING AND FEEDBACK FORM													
Rater's Comments/Observations			Ratee's Response	Conforme (Initials)									
	Indicate the Area/s of the job	Remarks/Comments											
Date:				Rater: Ratee									
Date:				Rater: Ratee									
Date:				Rater: Ratee									
Date:				Rater: Ratee									
Additional Comments (if necessary):													
<p>Please place a check mark for no noted comments/observations within the performance year</p> <p><input type="checkbox"/> Performance for PY _____ - _____ was monitored regularly and was rated based on actual accomplishments.</p> <div style="text-align: right; margin-right: 50px;"> <table border="1" style="width: 150px; height: 30px; margin: 0 auto;"> <tr> <td style="width: 100%;"></td> <td style="width: 50%;"></td> </tr> <tr> <td align="center">Rater's Signature (Above Name)</td> <td align="center">Date</td> </tr> </table> </div> <p><input type="checkbox"/> I acknowledge the monitoring and observations done within the performance period without notable observations/comments towards the tasks given to me. I will continue to meet the work standards and performance for the next performance year.</p> <div style="text-align: right; margin-right: 50px;"> <table border="1" style="width: 150px; height: 30px; margin: 0 auto;"> <tr> <td style="width: 100%;"></td> <td style="width: 50%;"></td> </tr> <tr> <td align="center">Ratee's Signature (Above Name)</td> <td align="center">Date</td> </tr> </table> </div>							Rater's Signature (Above Name)	Date			Ratee's Signature (Above Name)	Date	
Rater's Signature (Above Name)	Date												
Ratee's Signature (Above Name)	Date												
PART III. DEVELOPMENT PLAN FORM													
Kindly check recommended/suggested trainings/seminars/programs for the ratee:													
<input type="checkbox"/> Business Writing <input type="checkbox"/> Communication Skills <input type="checkbox"/> Project Management <input type="checkbox"/> Coaching and Mentoring <input type="checkbox"/> Supervisory <input type="checkbox"/> Time & Stress Management <input type="checkbox"/> Leadership Training <input type="checkbox"/> Personality Development <input type="checkbox"/> Technical (Microsoft Applications) <input type="checkbox"/> Organization	<input type="checkbox"/> Others: <table border="1" style="width: 100%; height: 100px;"> <tr><td> </td></tr> </table>												<input type="checkbox"/> No Training recommendation <div style="border: 1px solid black; padding: 5px; min-height: 100px;">           Please state the reason why:         </div>
Target Timeline:													
<input type="checkbox"/> We have accomplished completely the IPCR and discussed all necessary information regarding the performance prior to submission to CSG.		<input type="checkbox"/> We acknowledge that we have submitted an incomplete IPCR for CSG's reference due to an ongoing discussion and resolution regarding the final performance rating including other forms. Target date of submission _____ (date)											
<b>Rater</b>		<b>Ratee</b>											
No signature of this form will not be recorded and shall be returned to the rater indicating an incomplete submission of the IPCR.													



**LBP Leasing and Finance Corporation Strategic Performance Management System (LLFC SPMS)  
Individual Performance Commitment Review Form - For Officer**

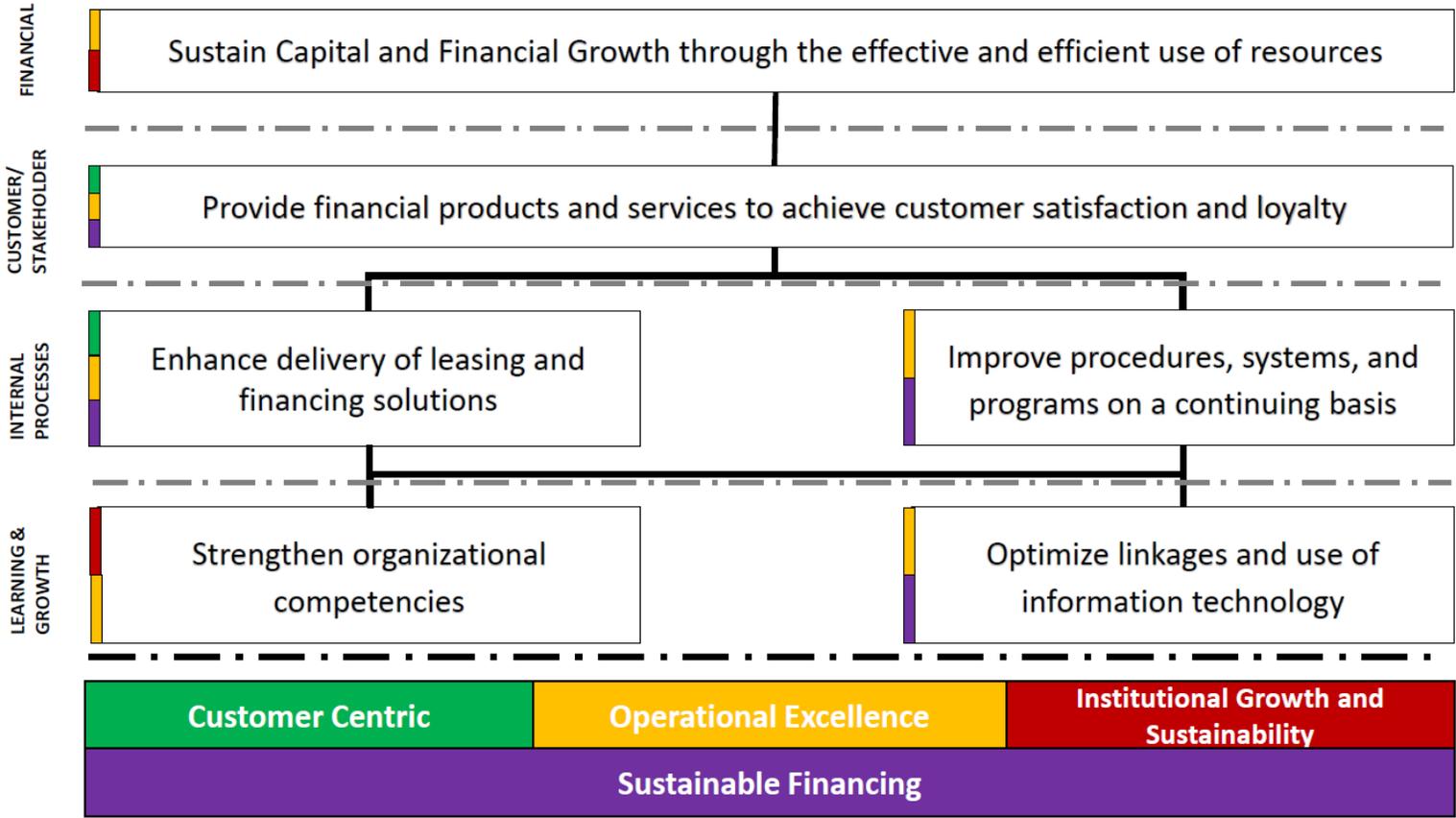
<b>PART IV. RATER'S ASSESSMENT/OBSERVATIONS ON RATEE'S BEHAVIOR</b>		
<p>This form shall be submitted to CSG as reference for any personnel action or movement, i.e., training, promotion, reassignment, etc. The behavioral factors stated below including the scope of its description shall be used to assess how well the ratee manifests the Corporation's Core Values and corporate culture in accomplishing his work targets. The supervisor is encouraged to cite specific instances and documented performance monitoring observations to support the observations thereof. The result of this assessment shall not form part of the ratee's Final Numerical and Adjectival Rating. <b>Please use the drop down list in choosing the desired rating per factors</b></p>		
Factors:	Rater's observations/comments	Rating
1. <b>INNOVATIVENESS &amp; CREATIVITY</b> - The competency to initiate and implement new or improved policies, programs and activities other than those already identified and pursued by his/her office, and to take risks in program implementation		
2. <b>WORK MANAGEMENT</b> – The ability to plan and prioritize office activities, assign work properly, set appropriate standards, establish monitoring systems, and streamline office operations		
3. <b>JUDGMENT &amp; DECISION-MAKING</b> – The ability to develop alternative courses of action and making decisions which are largely based on logical assumptions and objective evaluation of factual information		
4. <b>COMPLIANCE</b> – The observed behavior of demonstrating adherence to external regulatory requirements (BSP, AMLC, PDIC, BIR, GCG, CSC, COA) and internal LBP policies and procedures applicable to the performance of the ratee's duties.		
5. <b>HUMAN RELATIONS &amp; LINKAGING</b> – The ability to work effectively with other officials/units in the Bank, other government agencies, local government units, political representatives and non-government organizations towards the accomplishment of organizational goals and objectives for effective delivery of services		
6. <b>MANAGEMENT OF CONSTRAINTS &amp; CONFLICTS</b> – The ability to recognize, manage and overcome office difficulties and problems		
7. <b>SELF-DEVELOPMENT &amp; SELF-DIRECTED LEARNING</b> – The ability to take the initiative to develop and hone own skills and competencies for purposes of professional development		
8. <b>ATTENDANCE &amp; PUNCTUALITY</b> – The observed behavior of coming to office promptly and/or refers to the amount of time spent to complete assigned responsibilities		
9. <b>MANAGEMENT &amp; LEADERSHIP</b> – The ability to influence, mobilize and support other people to work enthusiastically toward achieving objectives (Additional factor for officers with supervisory functions)		
10. <b>COACHING AND STAFF DEVELOPMENT</b> – The competence to assist subordinates in maximizing their potential, achieve job mastery and foster career development (Additional factor for officers with supervisory functions)		
Date of submission: _____ (date)		
_____ <b>Ratee's Signature (Above Printed Name)</b>		_____ <b>Rater's Signature (Above Printed Name)</b>

No signature of this form will not be recorded and shall be returned to the rater indicating an incomplete submission of the IPCR.

**Vision**  
 By 2025, LLFC will be among the country's top 5 bank affiliated leasing and finance companies in terms of total assets.

**Mission**  
 To provide broad spectrum of leasing and financial products and services to government agencies, LBP borrowers, and clients in the priority sectors that support the National Economic agenda.

- Core Values**  
 (Adopted from LANDBANK)
- Innovation
  - Accountability
  - Customer Focus
  - Collaboration
  - Excellence
  - Social Responsibility
  - Resilience



LLFC SPMS CALENDAR														
ACTIVITY	KEY PLAYERS RESPONSIBLE	JANUARY TO JUNE						JULY TO DECEMBER						
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
<b>1. Performance Planning and Commitment (prior to start of performance period)</b>														
Strategic Planning (Formulation of Bank strategy, Operational plans & programs) Annual Planning Conference	PMS Champion									1st week of PY (1st session)	1st week of PY (2nd session)			
Annual Operational Planning Session														1st week
Cascading of Sectorial														
Cascading of Departmental Plans and Programs; Office Performance Contract preparation														
Submit Office Performance Contract for review	PMT Group & Dept. Level	Within 1st quarter												
Approval of Final Office Performance Contract	PMT Group & Dept Levels	Within 1st quarter												
Submit Office Performance Contract for review	PMS Champion (Sector Heads), PMT Group Level	Within 1st quarter												
Discuss Individual Commitments with individual ratees	Sector Head, PMT Group & Dept Level	Within 1st quarter												
Submit the agreed Individual Performance Contract to PMT level	PMT Dept/Division levels, Individual Ratees	Within 1st quarter												
Provide copy of final Performance Contract approved by PMT	Individual Ratee	Within 1st quarter												
<b>2. Performance Monitoring/Feedback Sessions and Coaching (during the performance period)</b>														
Monitoring/feedback to be conducted with:	Monitoring/feedback to be conducted by:	Regular basis												
PMS Champion	PMS Champion	Regular basis												
Heads of Groups	Performance Management Team (PMT)	Regular basis												
Heads of Departments	PMT Group Level	Regular basis												
Heads of Units	PMT Department Level	Regular basis												
Individual Ratee		Regular basis												
<b>3. Performance Review and Evaluation (end of each performance period)</b>														
a. Annual Performance Review for the following Offices using the OPR:														
<b>Groups</b>	PMT Sector Level, with Group Head	10th						10th						
<b>Departments</b>	PMT Group Level, with Dept Head	15th						5th						
Annual Performance Review														15th
*Discussion of Office Assessment together with concerned Heads of Office, based on Annual Performance Review done on 15th of December	PMT and Head of Office	15th												
Final Office Performance Report, calibrated and approved by respective PMTs to be returned to the above mentioned offices	PMT respective levels	30th						30th						
b. Semi-Annual Performance Review for individual performers using the PTWAR:														
<b>Head of Office</b>	PMT respective levels		10th						10th					
<b>Staff</b>	Head of Department/Division		20th						20th					
Head of Office to submit PTWAR and Summary of Individual Ratings to the respective PMTs			30th						30th					
Head of Office to discuss the final rating with the individual ratee				5th						5th				
<b>4. Development Planning (end of each performance period)</b>														
Discuss of observed strengths, performance/competency gaps and ways to address these gaps, career path and other alternatives	Immediate supervisor, together with individual ratee		25th						25th					
Discussion of ways to improve Unsatisfactory/Poor performance, including action plans and agreed monitoring schedule on	Immediate supervisor, together with Marginal performer		25th						25th					
Note: if date falls on a non-working day/holiday, activity shall be conducted on next working day.														

# Competency Assessment Form

Name:

Position:

Department:

Assessed by:

Date:

Competency	Required Competency Level	Jun-23		Dec-23	
		Current Competency Level	Competency Gap	Current Competency Level	Competency Gap
<b>Knowledge:</b>					
	1				
	1				
	1				
<b>Skills</b>					
	1				
	1				
	2				
<b>Core Competencies</b>					
	Sufficient				
<b>Over-all Assessment/Gap</b>					

Please rate your subordinates on their current competency level.

For Functional Competencies, use the following scale:

1 = Learning; 2 = Contributing; 3 = Leading; 4 = Shaping.

For Core Competencies, assign the numerical equivalent corresponding to each level:

Sufficient = 2; Lacking = 1; None = 0.

Computation:

Competency Gap = Required Competency - Current Competency.

Overall Assessment/Gap = Sum of all Competency Gaps.

# LBP LEASING AND FINANCE CORPORATION

## SPMS PROCESS FLOW

