



DEPARTMENT OF FOREIGN AFFAIRS
KAGAWARAN NG UGNAYANG PANLABAS

OFFICE OF UNDERSECRETARY FOR ADMINISTRATION

MEMORANDUM FOR ALL OFFICES AND FOREIGN SERVICE POSTS

FROM : 
LINGLINGAY F. LACANLALE
Undersecretary

SUBJECT : System of Ranking Delivery Units

DATE : 29 September 2017

Pursuant to the implementation of the Performance-Based Incentive System (PBIS) in the Department, established by Executive Order No. 80 dated 20 July 2012, and in compliance with the requirements set by the Inter-Agency Task Force on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems (AO No. 25 s.2011) under Memorandum Circular No. 2017-1 dated 09 March 2017, the following criteria determined by the DFA's Performance Management Team (PMT) is hereby adopted to serve as basis for the ranking of offices for purposes of the Performance-Based Bonus (PBB) for FY 2017:

1. Establishment of Criteria for Ranking Home Office Delivery Units (HDU) and Foreign Service Posts (FSP)
 - 1.1 The Office Performance Commitment and Review Form (OPCRF) shall be the main tool used to assess accomplishments of the Department's HDUs and FSPs.
 - 1.2 The OPCRf shall reflect the actual accomplishments of delivery units vis-à-vis their work plan targets for FY 2017. Strong emphasize should be placed on an offices overall contribution to the 2017-2022 DFA Strategic Plan.
 - 1.3 Supervising offices are granted the authority to set the criteria for ranking delivery units beyond the OPCRf component. The criteria shall include a mandatory 10% allocation for administrative matters, with the following breakdown:

Criteria	Percentage
Budget Utilization Rate*	50%
Timely Submission of Procurement Projects to BAC	50%
TOTAL	100%

*Offices with more than 100% Budget Utilization Rate (with overdraft) will be given zero point.

The Undersecretary for Administration shall grade all the Department's delivery units on administrative matters, with the exception of Regional Consular Offices.

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- 1.4 The ranking system acknowledges internal and external conditions that may affect performance, including political, security, and economic developments in the international as well as domestic landscape.
2. Process of Ranking the Offices of the Undersecretaries and the Office of the Secretary (OSEC).
 - 2.1 The Undersecretaries' Offices of the Department are the following: Undersecretary for Administration (UA), Undersecretary for Civilian Security and Consular Concerns (UCSCC), Undersecretary for International Economic Relations (UIER), Undersecretary for Policy (UP), and the Undersecretary for Migrant Workers Affairs (OUMWA).
 - 2.2 They shall be ranked by the Secretary of Foreign Affairs.
3. Process of Ranking Major Final Output 1 Offices (MFO 1: Policy Recommendations)
 - 3.1 The MFO 1 Offices of the Department are the following: Office of ASEAN Affairs (ASEAN), Office of Asian and Pacific Affairs (ASPAC), Maritime and Ocean Affairs Office (MOAO), Office of American Affairs (OAA), Office of European Affairs (OEA), Office of Middle Eastern and African Affairs (OMEAA), and Office of the United Nations and other International Organizations (UNIO).
 - 3.2 They shall be ranked by the Undersecretary for Policy.
4. Process of Rating Major Final Output 2 Offices (MFO 2: Consular Services)
 - 4.1 The MFO 2 Office of the Department is the Office of Consular Affairs (OCA).
 - 4.2 OCA shall be graded by the Undersecretary for Civilian Security and Consular Concerns.
 - 4.3 The following grading system shall be used to determine the rankings (exclusive of the 10% allocation for administrative matters):

Criteria	Percentage
Client Feedback Program	40%
Program, Activities, and Projects	30%
Volume of Transactions	30%
Total	100%

5. Process of Ranking General Administration and Support Offices (GAS)
 - 5.1 The GAS offices of the Department are the following: Human Resources Management Office (HRMO), Office of Assets Management and Support Services (OAMSS), Office of Fiscal Management Services (OFMS), and Office of Protocol (OP).
 - 5.2 They shall be ranked by the Undersecretary for Administration.

5.3 The following grading system shall be used to determine the rankings:

Criteria	Percentage
Office Performance and Commitment Review Form	90%
Administrative Matters	10%
Total	100%

6. Process of Ranking Support to Operations Offices (STO) including Units under the Office of the Secretary.

6.1 The STO offices of the Department are as follows: Office of Legal Affairs (OLA), Office of Policy Planning and Coordination (OPPC), Office of Public Diplomacy (OPD), Department Legislative Liaison Unit (DLLU), Internal Audit Service (IAS), and Intelligence and Security Unit (ISU).

6.2 They shall be ranked by the Secretary of Foreign Affairs.

7. Process of Ranking Regional Consular Offices (RCO)

7.1 The RCOs of the Department are as follows: Angeles, Bacolod, Baguio, Butuan, Cagayan de Oro, Calasiao, Cebu, Cotabato, Davao, Dumaguete, General Santos, Iloilo, La Union, Legazpi, Lipa, Lucena, Pampanga, Puerto Princesa, Tacloban, Tuguegarao, and Zamboanga.

7.2 They shall be ranked by the Undersecretary for Civilian Security and Consular Concerns and the Assistant Secretary for Consular Affairs.

7.3 The following grading system shall be used to determine the rankings:

Criteria	Percentage
Client Feedback Program	40%
Program, Activities and Projects	30%
Volume of Transactions	30%
Total	100%

8. Process of Ranking Philippine Embassies

8.1 The Embassies of the Philippine Foreign Service are the sixty (60) posts operating in FY 2017.

8.2 They shall be ranked by the Undersecretaries for Administration (Administrative Matters), Civilian Security and Consular Concerns (Consular Services and Overseas Voting), International Economic Relations (Economic Diplomacy), Migrant Workers Affairs (Assistance to Nationals), and Policy (National Security).

8.3 The weight given to the various criteria will be proposed by the Embassies. Ninety percent (90%) of the total grade shall be distributed between national security, economic diplomacy, ATN, consular services and overseas voting.

- 8.4 Administrative matters shall be allocated a fixed ten percent (10%) of the total weight for all Embassies.
- 8.5 The proposed weights shall only be accepted upon the approval of supervising geographic or multilateral offices.

9. Process of Ranking Philippine Consulates General

- 9.1 The Consulates General of the Philippine Foreign Service are the twenty-one (21) posts operating in FY 2017.
- 9.2 They shall be ranked by the Undersecretaries for Administration (Administrative Matters), Civilian Security and Consular Concerns (Consular Services and Overseas Voting), International Economic Relations (Economic Diplomacy), Migrant Workers Affairs (Assistance to Nationals), and Policy (National Security) and the Philippine Ambassador in their jurisdiction.
- 9.3 The weight given to the various criteria will be proposed by the Consulates General. Seventy percent (70%) of the total grade shall be distributed between national security, economic diplomacy, ATN, and consular services.
- 9.4 Administrative matters shall be allocated a fixed ten percent (10%) of the total weight for all Consulates-General while the grade of the supervising Ambassador shall carry a fixed weight of twenty percent (20%).
- 9.5 The proposed weights shall only be accepted upon the approval of supervising geographic or multilateral offices.

10. Process of Ranking Permanent Missions

- 10.1 The Permanent Missions of the Foreign Service are the four (4) posts operating in FY 2017.
- 10.2 They shall be ranked by the Undersecretaries for Administration (Administrative Matters), Civilian Security and Consular Concerns (Consular Services and Overseas Voting), International Economic Relations (Economic Diplomacy), Migrant Workers Affairs (Assistance to Nationals), and Policy (National Security).
- 10.3 The weight given to the various criteria will be proposed by the Permanent Missions. Ninety percent (90%) of the total grade can be distributed between national security, economic diplomacy, ATN, and consular services.
- 10.4 Administrative matters shall be allocated a fixed ten percent (10%) of the total weight for all Permanent Missions.

- 10.5 Permanent Missions may select the Undersecretaries who will grade them on their accomplishments, based on the nature of their functions.
 - 10.6 The proposed grading system shall only be accepted upon the approval of the Undersecretaries concerned.
11. Finalization of Rankings of HDUs and FSPs
- 11.1 OPCRFS submitted by delivery units will be disseminated by the Performance Management Team (PMT) to the supervising offices for use in the grading process.
 - 11.2 The rankings of all supervising offices shall be presented to the PMT for deliberation, approval, and endorsement to the Secretary of Foreign Affairs.
 - 11.3 The Secretary of Foreign Affairs shall have the final decision of the ranking of the Department's delivery units.
