



DEPARTMENT OF FOREIGN AFFAIRS  
KAGAWARAN NG UGNAYANG PANLABAS

OFFICE OF UNDERSECRETARY FOR ADMINISTRATION

MEMORANDUM FOR ALL OFFICES AND FOREIGN SERVICE POSTS

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**FROM :** LINGLINGAY F. LACANLALE  
Undersecretary

**SUBJECT :** System of Ranking Delivery Units

**DATE :** 26 October 2016

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 (AO25) under Memorandum Circular No. 2016-1 dated 12 May 2016, 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 2016:

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 the 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 2016. Strong emphasis should be placed on an offices overall contribution to the 2012-2016 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:

<b>Criteria</b>	<b>Percentage</b>
Budget Utilization Rate	50%
Timely submission of Procurement Projects to the BAC	50%
<b>Total</b>	<b>100%</b>

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

- 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 Undersecretary Offices of the Department are the following: Office of Administration (OA), Office of Civilian Security and Consular Concerns (OCSCC), Office of International Economic Relations (OIER), Office of Policy (OP), Office of 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 Asia and Pacific Affairs (ASPAC), Maritime and Ocean Affairs Office (MOAO), Office of American Affairs (OAA), Office of European Affairs (OEA), Office of Middle East and African Affairs (OMEAA), Office of 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):

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

5. Process of Ranking General Administration and Support Offices (GAS)

- 5.1 The GAS offices of the Department are the following: Department Legislative, Liaison Unit (DLLU), Human Resources Management Office (HRMO), Intelligence and Security Unit (ISU), Office of Assets Management and Support Services (OAMSS), Office of Fiscal Management Services OFMS), 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:

<b>Criteria</b>	<b>Percentage</b>
Office Performance and Commitment Review Form	90%
Administrative Matters	10%
<b>Total</b>	<b>100%</b>

6. Process of Ranking Support to Operations Offices (STO)

- 6.1 The STO offices of the Department are as follows: Internal Audit Service (IAS), Office of Legal Affairs (OLA), Office of Policy Planning and Coordination (OPPC), Office of Public Diplomacy (OPD)

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

7. Process of Ranking Regional Consular Offices

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

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

#### 8. Process of Ranking Philippine Embassies

8.1 The Embassies of the Philippine Foreign Service are the 60 posts operating in FY 2016.

8.2 They shall be ranked by the Undersecretaries for Administration (Admin Matters), Civilian Security and Consular Concerns (Consular Services), 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. 90% of the total grade shall be distributed between national security, economic diplomacy, ATN, and consular services.

8.4 Administrative matters shall be allocated a fixed 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 20 posts operating in FY 2016.

9.2 They shall be ranked by the Undersecretaries for Administration (Admin Matters), Civilian Security and Consular Concerns (Consular Services), International Economic Relations (Economic Diplomacy), Migrant Workers Affairs (Assistance to Nationals), 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. 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 10% of the total weight for all Embassies, while the grade of the supervising Ambassador shall carry a fixed 20% weight.

9.5 The proposed weights shall only be accepted upon the approval of supervising geographic or multilateral offices.

#### 10. Process of Ranking Permanent Mission

10.1 The Permanent Missions of the Foreign Service are the four (4) posts operating in FY 2016.

10.2 They can be ranked by the Undersecretaries for Administration (Admin Matters), Civilian Security and Consular Concerns (Consular Services), 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. 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 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 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.