Guidelines on the System of Rating and Ranking Delivery Units and Individuals

The National Library of the Philippines (NLP) adopts internal guidelines in rating Delivery Units (DUs) and Individuals based on the approved NLP's Strategic Performance Management System (SPMS). Furthermore, in compliance with the Memorandum Circular No. 2017-1 dated March 9, 2017 issued by the Inter-Agency Task Force (IATF) on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems, NLP shall be guided by criteria and conditions in order to be eligible for the grant of the PBB for FY 2017. Thus, these guidelines are divided into two parts:

A] Guidelines on the System of Rating Delivery Units and Individuals

I. Rating Period

Performance evaluation of employees, whether officers or rank and file, is undertaken every semester (January – June and July –December). The minimum appraisal period is at least ninety (90) calendar days which shall be made applicable to newly hired, reemployed or reinstated personnel. For those personnel reassigned or transferred from one delivery unit to another within the organization, they will be rated accordingly by raters in the delivery unit where they came from and rater in the new unit where they are currently assigned. To determine the final rating, the raters in the present will compute the average of the two (2) ratings with the ratee's length of stay in each unit proportionately.

- II. Performance Commitments and Targets
 - 1. Delivery Units (DUs) Commitments and Targets

Using the prescribed Division Performance and Commitment Review (DPCR) guided by the Organization Performance Commitment Review (OPCR), each DUs determine the delivery targets/goals (semi-annual) which are the expected accomplishments set to be achieved within a given period of time taking into account the performance agreement with the government. All DPCRs should be duly approved by the Delivery Unit Chief and concurred by the Director.

2. Individual Commitments and Targets

Using the prescribed Individual Performance Commitment Review (IPCR) guided by DPCR, each ratee prepares his/her success indicators which define the performance targets and measures, duties and work assignments given by the rater with the work output of each duty clearly stated by the rater and understood by the ratee based on the targets of the DUs. The performance targets and measures of rank and file employees shall be subject to approval by the Chief of the Delivery Unit.

3. Modification

3.1. At any time during the rating period, the rater and the ratee may re-negotiate goals and success indicators (targets and measures), whenever applicable and necessary, especially if there are changes in the thrust and programs of the DU. Modification of the originally planned targets may also be allowed in cases where an employee is given special assignments that would significantly affect the accomplishments of the original plan and targets. In such case, the special assignment will no longer be treated as an intervening task but as a regular task.

3.2. The DU Chief shall concur with the adjustments in individual targets while change in the DU target must be concurred in by the Director.

III. Performance Review, Evaluation and Rating

1. Performance Review

At this phase, the raters (Section Heads, Assistant Chiefs and Delivery Unit Chiefs) play a crucial role. The focus is on their critical function as coaches and mentors in order to provide an enabling environment/intervention to improve team performance and manage to develop individual potentials.

2. Performance Evaluation and Rating

Performance evaluation on the IPCRs and DPCRs shall be within 15 calendar days. Rating the tasks shall always be supported by reports or any documents as proofs of actual performance.

2.1. Performance Evaluation for Individuals

2.1.1 Based on the levels of performance stated in the NLP's SPMS, the overall rating for a given period is the average of the job performance (100%).

2.1.2 Using the prescribed IPCR Form, the rater will assess the ratee's actual job performance as against targets and established work measures. The rater and the ratee will then meet and discuss the final rating and settle any differences, if there are any.

2.1.3 Rating the Performance of Intervening Tasks – These include membership in ad-hoc committees, research work and other assignment/s which require a considerable amount of effort and time of the employees and are duly covered by an office order.

2.1.3.1 Rating of intervening tasks shall always be supported by report of outputs/accomplishment as proof of actual performance. In the absence of said bases or proofs, a particular task shall not be rated and shall be disregarded.

2.1.3.2 These intervening tasks will be considered and may be given up to a maximum of 0.50 additional point to the ratee's final rating for "Job Performance" if these were done simultaneously with the planned targets, and provided all or almost all of the following criteria are met:

- said task is not within the regular functions of the employee or the work program/performance contract of the delivery unit;
- there is an urgency in the completion of the intervening task;
- non-compliance/performance of the intervening task will unduly prejudice the service;
- ratee's planned targets for the rating period under consideration was all accomplished and rated at least satisfactorily;
- performance or completion of said intervening tasks require an aggregated period of at least a week.

2.1.4The rater and the ratee will affix their corresponding signatures to the IPCR, to be concurred in by the next higher supervisor or officer, as the case maybe.

2.1.5 The rating on the performance of a ratee who was on-leave should be based on her actual accomplishments on the time he/she reported for duty.

2.1.6 Outstanding rating must be justified by the Chief of the

Delivery Unit in terms of individuals' personal initiative, work attitude, customers' satisfaction, innovative ideas and other contributions that led to the improvement or development of the individuals' unit or the organization.

2.2 Performance Evaluation for Delivery Unit

2.1.1 Based on the levels of performance stated in the NLP's SPMS, the overall rating for a given period is the average of the actual performance.

2.1.2 Using the prescribed DPCR Form, each DUs will be evaluated on their actual performance against targets and established work measures.

B.] Guidelines on the System of Ranking Delivery Units and Individuals

This guideline will serve as basis for granting the Performance-Based Bonus (PBB) for FY 2017

I. Eligibility Criteria

The National Library of the Philippines (NLP) must meet the following criteria to comply with the Memorandum Circular No. 2017-1 dated 9 March 2017 issued by the Inter-Agency Task Force on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems (IATF) in order to be eligible for the grant of PBB for FY 2017.

- 1. Good Governance Conditions. Satisfy 100% of the good governance conditions set by the AO 25 IATF for FY 2017.
- Performance Targets. Achieve agency performance targets under their respective Major Final Outputs (MFOs) under the Performance Informed Budget (PIB) of the FY 2017 GAA and General Administration and Support Services (GASS);
- 3. Use the CSC-approved Strategic Performance Management System in rating the performance of First and Second Level officials and employees and officials holding managerial and Director Positions but are not Presidential appointees; and the Career Executive Service Performance Evaluation System (CESPES) in rating the performance of CES officials and incumbents of CES positions.

II. Good Governance Conditions

- 1. For FY 2017, the IATF set three good governance conditions based on the performance drivers of the Results-based Performance Management System (RBPMS) and the thrusts of the Duterte Administration for transparency, accountability and people-focused public service:
 - 1.1. Maintain/Update the Agency Transparency Seal. The Agency Transparency Seal page should be accessible by clicking the TS Logo on the home page, and should contain the following documents;
 - 1.1.1. Agency's mandates and functions, names of its officials with their position and designation and contact information;
 - 1.1.2. DBM-approved budget and corresponding targets for FY 2017;
 - 1.1.3. Budget and Financial accountability reports;
 - 1.1.4. Projects, Programs and Activities, Beneficiaries and Status of Implementation for FY 2017. If this portion is not applicable, agency should indicate "not applicable (NA)".
 - 1.1.5. FY 2017 Annual Procurement Plan (APP-non CSE);
 - 1.1.6. ISO-aligned documentation for at least one (1) core process;
 - 1.1.7. System of Ranking Delivery Units;

- 1.1.8. The Freedom of Information (FOI) manual should be uploaded on or before October 1, 2017.
- 1.2. Maintain/Update the PHILGEPS posting;
- 1.3. Compliance with the President's directive on improving all frontline services with the objectives of the Anti-Red Tape Act of 2007 (RA 9485) and the President's directive to cut down processing time of all applications from submission to release, and to ensure accessible and convenient delivery of services to the public.
 - 1.3.1. Maintain / Update the Citizen's or Service Charter;
 - 1.3.2. Self-assessment and reporting improvements.
- 1.4. Develop the agency's FOI manual;
- 2. Non-compliance with any Good Governance Conditions will render the entire Agency ineligible for the PBB.
- 3. Assessment of agency compliance with the GGCs requirements shall be conducted starting October 1, 2017.

III. FY 2017 Performance Targets

- 1. All MFO indicators and targets in the FY 2017 Performance-Informed Budget (PIB) approved by Congress shall be the basis for assessing eligibility for the PBB;
- 2. In addition to the MFO indicators targets in the FY 2017 PIB, NLP shall also accomplish the following:
 - a. Establishment of a Quality Management System (QMS) for at least one core process certified by any international certifying body approved by the AO 25 IATF or ISO aligned documentation of its QMS for one core process as evidenced by the presence of the following documentations in the agency Transparency Seal:
 - a.1 Approved Quality Manual and Approved Procedures and Work Instructions Manual including forms.
 - a.2 Evidence of ISO 9001-aligned QMS implementation, i.e.
 (1) Certification of the Head of the Agency on the conduct of the Internal Quality Audit; and (2) Minutes of the FY2017 Management Review.
 - 3. The GASS targets shall be as follows:
 - a. Budget Utilization Rate (BUR), which shall consist of:
 - a.1 Obligations BUR computed as obligations against all allotments available in FY 2017, including those released under the "GAA as the allotment order policy for maintenance and other operating expenses (MOOE) and capital outlays (CO); and
 - a.2 Disbursement BUR which is measured by the ratio of total disbursement (cash and non-cash, excluding personnel services) to total obligations for maintenance and other operating expenses (MOOE) and capital outlays (CO) in FY 2017.
 - b. Compliance to quarterly submission of Budget and Financial Acountability Reports (BFARs) online using the DBM's Unified Reporting System (URS) 30 days after end of each quarter, as provided in COA-DBM-DOF Joint Circular No. 2014-1 dated July 4, 2014.
 - c. Compliance with atleast 30% of the prior years' audit recommendations, as shown in the Report on Status of Implementation of Prior Years' Recommendations of the Annual Audit Report (AAR).

d. In case NLP will have deficiencies in meeting its performance commitments, the Director will request for re-evaluation of their compliance status and submit justification/s to warrant a reconsideration of the initial assessment results. For the purpose of re-evaluation, justifiable reasons are factors that are considered outside of the control of the agency.

IV. Eligibility of Individuals

1. The eligibility of the NLP Head will depend on the eligibility and performance of the NLP. Their PBB shall be based on the monthly basic salary as of 31 December 2017, as follows:

Performance of NLP	PBB as % of Monthly Basic Salary	
NLP achieved all GGCs and its physical targets in all MFOs and GASS indicators	65%	
NLP achieved all GCCs and has deficiencies in some of its physical target/s due to uncontrollable reasons	57.5%	
NLP achieved all GGCs and has deficiency in one of its physical target/s due to controllable reasons	50%	

Note: Head of the NLP are eligible only if the agency is eligible. If eligible, his PBB rate for FY 2017 shall be equivalent to 65% of his monthly basic salary.

- 2. Employees belonging to the First, Second and Third Levels should receive a rating of at least "Satisfactory" based on the NLP's CSC approved Strategic Performance Management System (SPMS) or the CESPES.
- 3. Personnel on detail to another government agency for six (6) months or more Shall be included in the ranking of employees in the recipient agency that rated his/her performance. Payment of the PBB shall come from the mother agency.
- 4. Personnel who transferred from one government agency to another shall be rated and ranked 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.
- 5. An official or employee who has rendered a minimum of nine (9) months of service in FY 2017 and with at least Satisfactory rating may be eligible to the full grant of the PBB.
- 6. An official or employee who rendered less than nine (9) months but a minimum of three (3) months of service and with at least Satisfactory rating shall be eligible to the grant of 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:

Lai service requirement to be considered for PBE

- a. Being a new hired employee;
- 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;
- h. Sabbatical Leave
- 7. An employee who is on vacation or sick leave with or without pay for the entire year is not eligible to the grant of the PBB.
- Personnel found guilty of administrative and/or criminal cases in FY 2017 by formal and executory judgment 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 2016 SALN as prescribed in the rules provided under CSC Memorandum Circular No. 3 (s. 2015), shall not be entitled to the FY 2017 PBB;
- 10. Officials and employees who failed to liquidate within the reglementary period the Cash Advances received in FY 2017 as required by the COA shall not be entitled to the FY 2017 PBB.
- 11. Officials and employees who failed to submit their complete SPMS forms shall not be entitled to the FY 2017 PBB.
- 12. NLP Head should ensure that officials and employees covered by RA No. 6713 submitted their 2016 SALN to the respective SALN repository agencies, liquidated their FY 2017 Cash Advances, and completed the SPMS Forms, as these will be the basis for the release of FY 2017 PBB to individuals.
- 13. Officials and employees responsible for submitting COA Annual Financial Reports and Statements to include Financial Statements (FSs), Annual Financial Reports and Annual Audit Reports (AARs), shall not be entitled to the FY 2017 PBB if the agency fails to comply with the said reporting requirements as prescribed in COA Resolution 2014-003 dated January 14, 2014 and COA Circular 2015-002 dated March 9, 2015.
- 14. The Head of the Procuring Entity (HOPE), Chairman and Secretariat of the Bids and Awards Committee (BAC) shall not be entitled to the FY 2017 PBB if the agency fails to submit the following:
 - a. FY 2017 Annual Procurement Plan (APP-non CSE) to the Government Procurement Policy Board (GPPB);
 - b. FY 2018 Annual Procurement Plan-Common-Use Supplies and Equipment (APP-CSE) to the DBM-Procurement Service on or before November 30, 2017.
 - c. Results of FY 2016 Agency Procurement Compliance and Performance Indicators (APCPI) System, per GPPB Resolution No. 10-2012, complete with the following forms: (1) APCPI - Self-Assessment Form; (2) APCPI -Consolidated Procurement Monitoring Report; (3) APCPI - Procurement Capacity Development Action Plan; and the Questionnaire on before March 31, 2017. The APCPI Tool may be downloaded from the GPPB website using this link: http://www.gppb.gov.ph/apcpi/apcpi.html
- 15. Officials and employees responsible for the non-compliance of prior years' audit recommendations shall not be entitled to the FY 2017 PBB.
- 16. Officials and employees responsible for the QMS certification or alignment.
- 17. Officials and employees responsible for posting and dissemination of the agency system of ranking performance of delivery units shall not be entitled to the FY 2017 PBB if the agency fails to comply.

V. Ranking of Delivery Units

 NLP and its corresponding DUs that meet the criteria and conditions are eligible to the FY 2017 PBB and shall be forced ranked according to the following categories:

Ranking	Performance Category	
Top 10%	Best Delivery Unit	
Next 25%	Better Delivery Unit	
Next 65%	Good Delivery unit	

2. To facilitate the ranking of DUs, NLP shall consider similarities of task and responsibilities to determine the most appropriate grouping or clustering of delivery units. NLP identifies the following DUs and their Performance Indicators.

Delivery Units (DUs)	Performance Indicators (PIs)
Finance and Administrative Division	 Budget Planning and Preparation Budget Execution Documents (BEDs) OBRs processed, approved and released SARO and NCAs requested Financial Accountability Reports (FARs) prepared, Encoded and Submitted within the prescribed period Monthly Trial Balance and Bank reconciliation statement Cash advances, SDOs, etc. processed Processed all remittances 200 vouchers claims for payments examined and processed Documents submitted to COA Official Receipts issued, Collection deposited, Daily Report of Collections submitted Transactions processed: LDDAP, ACIC, SLIIAE, Checks Accounting reports generated and submitted Personnel documents processed DTRs and Leave credits monitored and assessed Processed 90% of received of purchase requests, Petty Cash Voucher, Abstract of Canvass, PhilGEPS, Procurement Service Maintained PPE accounts Issued RIS Processed Records Documents Received and distributed communication Performed carpentry, electrical, plumbing and other maintenance works Implementation of the Structural and Retrofitting of NLP Building
Collection Development Division	 Titles/volumes acquired Mechanical organization of acquired library

	materials 3. Bibliographic data of books and other library materials encoded in KOHA
Filipiniana Division	 Library users served Library collections utilized Entries of collection managed (technical) Volumes collection managed (mechanical) Pages collections under management Pages/images preserved and conserved
Reference Division	 Customers served Children accommodated with special services Sessions of awareness programs Outreach activities conducted Library collections utilized Reproduced materials Entries of collection managed (technical) Volumes collection managed (mechanical) Multicultural activities organized Conducted capacity building programs
Information Technology Division	 Customers served Pages digitized IT/Technical support requests ICT training hours ICT services provided ICT tasks performed
Catalog Division	 Titles and volumes of materials cataloged Volumes of delivered cataloged materials Sessions of trainings conducted
Bibliographic Services Division	 Entries edited for PNB Articles indexed Entries consolidated for special bibliography Issuance of numbering system: ISBN, ISSN Entries registered in ISSN Center Inter-library loan
Public Libraries Division	 Libraries affiliated with signed MOA Titles / volumes of Selected, prepared and allocated resources Affiliated public libraries allocated with library resource Affiliated public libraries visited on-site Patrons / clients served of Public Libraries Trainings / seminars / conferences / meetings with public librarians Project plans and legislation
Research and Publications Division	 Research undertaken Publications Copyright Registration/Certificates Issued Encodes records in the database

 Documents Filed/Arranged Materials/items organized

3. The criteria below were adopted in breaking the tie for Delivery Units (DUs).

Criteria	Adjectival Rating	Point Score
Budget utilization is 90%	Outstanding	4
	Very Satisfactory	3
	Satisfactory	2
	Unsatisfactory	1
Implemented projects with minimal	Excellent	3
funding from the government	Very Satisfactory	2
	Satisfactory	1
Compliance with reports submissions	Excellent	3
within the prescribed period	Very Satisfactory	2
	Satisfactory	1

4. Only the personnel belonging to eligible DUs are qualified for the PBB. The ranking of offices/delivery units shall be indicated in Form 1.0.

VI. Ranking of Individuals

1. The ratings reflected in the IPCR for the first and second semester shall serve as the bases for the over-all rating for the subject year. The over-all rating shall be computed by deriving the weighted average of the two (2) semesters.

Sample Computation:	Samp	le Comput	ation:
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Rating Period	Rating	
First semester	9.25	
Second semester	9.50	
Weighted Average	9.37	
Adjectival Rating	VS	

2. In case of tie, the Delivery Unit Chief must break it by exercising fair judgment and discretion. She/he can use the criteria set for justifying outstanding rating with the following point score:

Criteria	Adjectival Rating	Point Score	
Personal initiative	Excellent	3	
	Very good	2.5	
	Good	2	
	Fair	1.5	
	Poor	1	
	Very poor	.5	Rates
Work attitude	Excellent	3	FY
	Very good	2.5	PBB
	Good	2	
	Fair	1.5	
	Poor	1	
	Very poor	.5	
Customers' satisfaction	Excellent	2	
	Very good	1.5	
	Good	1	
	Fair	.5	
Innovative ideas	Excellent	2	
	Very good	1.5	
	Good	1	
	Fair	.5	

VII. of the 2017 The PBB rates of individual employees shall depend on the performance ranking of the delivery unit where they belong, based on the individual's monthly basic salary as of 31 December 2017, as follows, but not lower than Php5,000.00:

Performance Category	PBB as % of Monthly Basic Salary
Best Delivery unit (10%)	65%
Better Delivery Unit (25%)	57.5%
Good Delivery unit (65%)	50%

VIII. Submission of Reports

- 1. Submit duly completed and signed forms and reports to the IATF (two hard copies and e-copy of Forms A, A-1, 1.0 and other supporting documents)through the AO 25 Secretariat which shall endorse copies to the oversight/validating agencies for review/evaluation. All forms and reports should be signed by the Agency head or the duly designated official.
- 2. COA financial reports including the Report on Ageing of Cash Advances shall be submitted directly to COA in accordance with the mandated period of submission. COA will provide the IATF the list of agencies that complied with this condition.
 - a. To be eligible, NLP must be able to submit the FY 2016 Financial Reports not later than 31 March 2017.
 - b. Meanwhile, NLP must submit to COA the Report on Ageing of Cash Advance with a cut-off date of November 15, 2017 to the respective Resident Auditor on or before November 30, 2017. Upon validation, the COA Resident Auditor will be responsible to forward the validated Report on Ageing of Cash Advances to their respective Supervising Auditor/Cluster Director for proper transmittal to the Risk Management and Budget Office, COA Head Office.
- 3. DBM financial reports including BFARs shall be submitted directly to DBM.
- 4. Certificates of compliance to the Transparency Seal, ARTA and PHILGEPS are no longer necessary since the concerned oversight agency shall be conducting validation based on the agreed monitoring schedule. Results of the validation showing non-compliant agencies shall be posted in the RBPMS website.
- 5. NLP should submit the FY 2017 accomplishments using Forms A and A-1, and the completed Form 1.0 on the prescribed period.
- 6. The IATF shall conduct spot-checks to validate claims and certifications made by the NLP.

IX. Compliance Validation

As with the previous cycles of the PBB, the following oversight agencies are tasked to conduct the validation of compliance with the PBB requirement:

PBB Requirement	Validating Agency
Transparency Seal	DBM-OCIO
PHILGEPS Posting	PhilGEPS
Citizen's Charter	CSC
Submission of SALN of Employees	Office of the President, Office of the Ombudsman and CSC Note: the SALN validating agencies shall provide the list of SALN non-filers
MFO – Physical Accomplishments	OP-OES
STO – Accomplishments	

 QMS Certification or ISO-aligned QMS documentation STO identified by agency head 	GQMC DBM – BMB – B
GASS	
- BUR	DBM-BMB
 Public Financial Management Reports 	DBM
- Submission of Financial Statements,	COA
Ageing of Cash Advance Report	
- BFARs	DBM and COA
- APCPI	GPPB-TSO
- Submission of APP	
Agency Rating and Ranking Report	DBM – OPCCB and DBM - NCR

X. Effect of Non- compliance

- 1. Agencies that are unable to comply with all the good governance conditions shall be considered ineligible for the FY 2017 PBB.
- Prohibited Acts: An agency, which, after due process by the oversight agency, has been determined to have committed the following prohibited acts, shall be disqualified from the PBB in the succeeding year of its implementation. Moreover, the CSC or Ombudsman shall file the appropriate administrative case:
 - a. Misrepresentation in the submitted reports required for the PBB, commission of fraud in the payment of the PBB, and violation of the provisions of MC 2017-1.
 - b. Evenly distributing the PBB among employees in an agency, in violation of the policy of paying the PBB based on the ranking of delivery units.

XI. Feedback and Change Management

- 1. NLP Head with the support of the ManCom shall develop and implement an internal communications strategy on PBIS, and fulfill the following:
 - a. Engage employees in understanding the PBIS, the performance targets of respective divisions, as well as the services and outputs that they will need to deliver in order to meet these targets.
 - b. Disseminate the performance targets and accomplishment of their division to their employees through intranet and other means, as well as publish these in NLP website.
 - c. Set up an Information / Help Desk to respond to queries and comments on the targets and accomplishments of the NLP.
 - d. Set up a Feedback Mechanism to respond to the PBIS-related issues and concerns raised by officials and employees. Such may be incorporated in the functions of the Grievance Committee.
- 2. NLP Head shall designate Division Chief who shall serve as a PBB focal person. The offices responsible for the performance management may be tasked to provide secretariat support to the PMG and to recommend strategies to instill a culture of performance within NLP.

XII. Information and Communication

- 1. NLP Head shall confirm with the IATF the name, position and contact details (e-mail, landline, facsimile, cellular phone) of the Division Chief designated as the PBB focal person and the spokesperson, respectively.
- 2. NLP will strengthen the communications strategy and ensure transparency and accountability in the implementation of the PBB.
- 3. The IATF shall maintain the following communication channels:
 - a. AO 25 Secretariat at ao25secretariat@dap.edu.ph
 - b. PBIS Info Board

- c. RPBPMS website <u>www.dap.edu.ph/rbpms</u>
- d. PCDSPO email at pbb@gov.ph
- e. Text hotline (Smart: +639204989121)
- f. Facebook (www.facebook.com/PBBsecretariat)
- g. Twitter: @pbbsecretariat

Recommending for Approval:

Committee on Performance-Based Bonus (CPBB)

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