REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF NATIONAL DEFENSE
GENERAL HEADQUARTERS, ARMED FORCES OF THE PHILIPPINES
Camp General Emilio Aguinaldo, Quezon City

OTAG/PCRD

07 September 2015

CIRCULAR
NUMBER 05

AFP PERFORMANCE MANAGEMENT SYSTEM

1. **REFERENCES:**

a. Circular Nr 04 dtd 05 May 2003, Subject: AFP Officer Appraisal System.

b. Circular Nr 16 dtd 13 September 1993, Subject: Enlisted Personnel Evaluation Marks.

2. **PURPOSE:** This Circular prescribes the policies governing AFP Performance Management System in evaluating and measuring the performance effectiveness and value of military personnel to the service. Further, this Circular promulgates the AFP Performance Management System Handbook including the different forms to be used for the said purpose. (see Annex Forms)

3. **SCOPE:** This Circular applies to all military personnel in the AFP.

4. **DEFINITION OF TERMS:** For the purpose of this Circular, the following terms shall be construed to mean:

a. **Endorser** - refers to the immediate and direct superior of the Personnel-Ratee who, by the nature of his/her position or authority given by a competent authority, assigns work to the personnel, monitors and evaluates the same on the basis of agreed targets and standards.

b. **End-users** – refers to individual and/or groups that will have direct, valid and specific utilization of data reflected in the individual rating sheet.

c. **Performance of Duty** – refers to the manner by which AFP personnel carries out and accomplishes assigned tasks.

d. **Performance Feedback** – refers to a communication that a rater uses to tell the ratee the prescribed expectations with regard to his/her duty performance as well as how well the ratee meets those expectations. It is the basis of the rater at the end of each rating cycle in assessing the performance of the rate during the rating cycle.

/e. Personal Attributes – . . .

e. **Personal Attributes** – the quality and characteristics necessary and essential for AFP personnel to perform duties and responsibilities and to accomplish the assigned tasks.

f. **Personnel Actions** – the process that pertains to personnel career management, i.e., promotion, selection for training, assignment, reassignment, designation to key position and separation.

g. **Performance Evaluation Report** – a specific form to be filled up by the rater and discussed with the ratee promptly and properly accomplished during a prescribed rating cycle. It is a confidential document which shall be handled according to prescribed rules on handling of confidential matters.

h. **Process Owners** – the specific individual or group/s that shall be in charge to manage, maintain and impose the proper use of the established personnel evaluation system.

i. **Ratee** – an individual whose performance is being evaluated vis-a-vis set standards and required attributes.

j. **Rater** – the immediate superior who exercises immediate supervision over the individual being rated.

k. **Rating Chain** – the level of succession from the ratee to the rater, endorser and other prescribed individuals involved in the rating scheme.

l. **Rating Cycle** – shall refer to the frequency in which an individual's performance of duty and ascribed attributes are being gauged vis-à-vis set standards.

5. **OBJECTIVES**:

a. To provide the AFP with information on personnel's performance effectiveness and value which together with other available data, can be used as a guide in personnel actions;

b. To continuously foster improvement of personnel performance and efficiency;

c. To establish an effective scheme of rating individual personnel for every period of active service, except while on leave prior to retirement to be used as a tool for measuring his/her value to the service as a basis for personnel action such as promotion, selection for training, assignment, reassignment, designation to key position, separation; and

d. To provide feedback mechanism/counselling on personnel performance and developmental needs.

/6. POLICIES . . .

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6. **POLICIES:**

a. Performance Evaluation Reports are of such far-reaching importance to the AFP and to the individual personnel such that greatest care shall be exercised in their preparation and accomplishment. Close attention to instructions contained in the AFP Performance Management Handbook, forms and to those in this Circular is mandatory to insure proper completion. All unit commanders/supervisors must take appropriate steps to insure that all military personnel under them will be able to read and understand the contents of this Circular;

b. The Performance Evaluation for military personnel shall be an integral part of the HRD program of the AFP;

c. Performance shall focus on the individual tasks with targets or individual scorecards or in the absence thereof, the major final output/organizational performance indicator for non-combatant units/offices and accomplishment of mission essential task for combatant units;

d. Military personnel shall be given due recognition for their effective performance thru awards and incentives. On the other hand, disciplinary action (i.e., reprimand, admonition or extra fatigue) shall be taken by the appropriate authority against personnel concerned who shall fail to accomplish the Performance Evaluation Reports in accordance with this Circular. Report of disciplinary action taken shall be transmitted to TAG, AFP;

e. Appropriate trainings/seminars shall be continuously provided to facilitate effective implementation of this System. The AFP Performance Management System shall be included in the curriculum for basic career courses of military personnel;

f. All raters shall be impartial, accurate, objective and judicious in rendering Performance Evaluation Reports and should realize the serious necessity of a realistic performance appraisal or evaluation in the AFP. They should not let close personal association; animosities, prejudices, and bias influence them. Giving a rating higher than the merit on job performance is unfair not only to other personnel but to the individual himself. The ideal therefore, is to give ratings that are neither higher nor lower than merited;

g. The Performance Evaluation Report shall be used by superiors as a tool, in mentoring subordinates toward improved performance. Raters shall continuously correct deficiencies and stimulate improvement among subordinates;

/Feedback sessions

Feedback sessions shall be conducted at least twice during the rating cycle: initial and mid-term feedback session which must be face-to-face. The ratee or the rater may initiate feedback sessions at anytime during the rating cycle but must not be more than two time aside from the initial and mid-term feedback. Raters may conduct sessions by telephone or any other means such as when the raters and ratee are geographically separated or the rater and/or ratee is on temporary duty. The rater at the end of the rating cycle shall use the Performance Feedback Forms as guide in accomplishing the Performance Evaluation Report.

h. Evaluation by the rater shall be based on facts and actual observation throughout the rating period. It should not be based only on few isolated incidents. In the absence of facts on which to base a rating no rating, should be made;

Rated personnel shall be evaluated vis-à-vis the effectiveness with which he/she has discharged the responsibilities assigned to him, preferably based on a performance list (i.e., duties and responsibilities) presented to him upon his/her assumption of duty.

i. The AFP Performance Evaluation System shall be used as a guide in providing a standard designed to document the expectations on individual performance. It is an essential process by which personnel can be gauged according to performance of duties, cognizance and rewarding of above par accomplishment and taking action to improve undesirable performance; a tool to improve individual/organizational performance as necessary; and

j. Components of determining fitness to serve shall include a tool that measures the AFP Core Values, Individual Attributes, Competencies and Performance of Duties of every AFP member. The Performance Evaluation Report shall enable the organization to judiciously select and maintain a highly functional group of human assets that can readily respond to complex situations, harness positive public support and carry out societal demand for greater accountability and professionalism in the service.

7. **ON WHOM RENDERED AND FORMS TO BE USED:** *(Officers and Enlisted Personnel; see Annex of AFP Performance Management System Handbook)*

a. Performance Evaluation Reports shall be rendered on every officers and enlisted personnel. Officers in the grade of O-6 and occupying key positions as well as General/Flag rank officers will use a narrative form of evaluation as needed;

b. Those on duty outside the AFP or who are serving immediately under non-AFP officials, PER will also be used for his/her performance evaluation; and

c. On AFP personnel attending local and foreign military schools and civilian schools, School Academic Evaluation Report will be used.

/8. WHEN RENDERED: . . .

8. **WHEN RENDERED:**

a. **Periodic** – All military personnel shall be rated at the end of each performance rating cycle based on the following schedule:

Officers:	Jan/Jul
Enlisted Personnel:	Feb/ Aug

b. **Relief of Rated Personnel** – It shall be rendered upon relief of the rated personnel from his/her primary duty assignment in a military unit or in a civilian agency or when the rated personnel is placed on TDY or DS in another unit for more than 30 days as specified by orders.

9. **RATING SCHEME** – Each personnel is rated on the basis of the levels of performance set below:

1	Poor	Consistently fails to meet expectations
2	Unsatisfactory	Occasionally fails to meet expectations
3	Satisfactory	Meets expectations
4	Very Satisfactory	Frequently meets expectations
5	Outstanding	Consistently exceeds expectations

10. **RULES FOR ESTABLISHING RATING CHAINS:**

a. Commanders shall establish rating chains based on the rating cycle. The rating chain will correspond as nearly as practicable to the chain of command and supervision within an organization and will usually follow the unit/office flow of communication. It will indicate the names of the endorser, rater and ratee in each rating chain;

b. The rating chain shall be published and distributed manually or electronically to each ratee in the rating chain. Any changes to the rating chain will also be published and distributed as required;

c. The ratee is the individual whose performance is being evaluated vis-à-vis set standards and required attributes. The ratee should have completed at least 90 calendar days in the same position under the same rater during the same rating period;

d. The rater is the immediate supervisor of the individual being rated, who informs the ratee of his/her duty description and sets the targets for the rating cycle. The rater is the immediate supervisor of the ratee that directs, supervises and monitors/observes the day to day performance of the ratee and directly guides his/her participation in the organization's mission. The rater will normally be senior by grade or position to the ratee. (Raters referred here refers only to the raters of field grade officers and below not occupying key positions.); and

/e. The endorser.

e. The endorser shall refer to the immediate and direct superior of the rater who, by the nature of his position has direct supervision over the personnel of a unit/office, monitors and evaluates the performance on the basis of targets and standards.

11. **ROLES AND RESPONSIBILITIES:**

a. **End-Users:**

1) **Ratee:**

a) Perform each assigned or implied duty to the best of his/her ability, trying always to improve on the accomplishment of the organization's mission. To do this, the ratee must periodically evaluate his/her own performance and, when in doubt, seek the advice of his/her superiors in the rating chain; and

b) Describe accurately his/her duties, responsibilities and significant contributions on the Performance Evaluation Report at the end of the rating period. When doing this, the ratee express views and shall not be forced to alter those views. This does not prevent the ratee and rater from discussing the entries to ensure that they are clear, concise and accurate. Nor does it prohibit changes of the entries when the ratee agrees with the changes.

2) **Rater:**

a) Discuss the scope of the ratee's duties/tasks with targets based on the unit's/office's Major Final Output/Individual Scorecards with him/her within 30 days before the beginning of the rating period. This goal setting and expectations will include, as a minimum, the ratee's duty description, responsibilities and targets he/she should attain within the given rating period. The discussion should also include the relationship of the duty description and responsibilities with the organization's mission, problems, priorities and similar matters. In the absence of Individual Scorecards, the Major Final Output of the unit/office shall be used;

b) Make sure that the performance targets listed in the PER are aligned towards achieving the CSAFP/Major Service Commanders' initiatives and objectives or in the absence thereof, organization's Major Final Output using Key Performance Indicators;

c) Supervise the ratee throughout the rating period;

d) Advise the ratee as to changes in his/her duty description and responsibilities, when needed, during the rating period;

/e) Assess the performance . . .

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e) Assess the performance of the ratee, using all reasonable means that includes:

(1) Personal observation and interaction with rater, peers and subordinates; and

(2) Use Performance Feedback and other derogatory reports.

f) Conduct feedback sessions and provide realistic feedback to help the ratee improve performance. Realistic feedback includes discussion with the ratee and written comments on the Performance Feedback Form;

g) Provide an objective and comprehensive evaluation of the ratee's performance and potential on the PER using the Performance Rating Matrix as guide in rating the ratee's performance. In rating the ratee's performance of duties (part b2 of the PER), the rater shall use the Individual Scorecard giving emphasis on the list of individual initiatives/tasks which are aligned with the Office/Unit Scorecards objectives and initiatives vis-á-vis set targets in the absence thereof the unit/office MFO with Key Performance Indicators as basis;

The ratee's performance shall be measured in four (4) areas:

(1) Mission Accomplishment means accomplishing assigned tasks and will be measured through:

5	**Outstanding** Extraordinary level of achievement/exceptional job mastery in all major areas of responsibility	Maintains the highest personal performance standards and exceeds targets by 30%
4	**Very Satisfactory** exceeds expectations	Performance is of exceptional level of achievement, exceeds standards and targets by up to 15-29%
3	**Satisfactory** Meets expectations	Performance is up to acceptable standard, meets 100% of standards
2	**Unsatisfactory** Failed/seldom meet expectations	Performance is minimal, above 50% of target but below 99% of target
1	**Poor** Consistently below expectations, never meets expectations	Consistently fails to accomplish assigned tasks; performance is poor, below 50% of target

/(2) Dedication to duty . . .

(2) Dedication to duty means acceptance of responsibility and willingness to work shall be measured through:

5	**Outstanding** Extraordinary level of achievement/exceptional job mastery in all major areas of responsibility	Always demonstrates exemplary dedication to duty in accordance with organization's vision, mission and goals
4	**Very Satisfactory** exceeds expectations	Consistently demonstrates strong commitment to duty in accordance with organization's vision, mission and goals
3	**Satisfactory** Meets expectations	Demonstrates commitment to duty in accordance with organization's vision, mission and goals
2	**Unsatisfactory** Failed/seldom meet expectations	Seldom demonstrates little commitment to duty in accordance with organization's vision, mission and goals
1	**Poor** Consistently below expectations, never meets expectations	Consistently demonstrates little commitment to duty in accordance with organization's vision, mission and goals

(3) Quality of Performance Output refers to the degree to which objectives are achieved as intended and the extent to which issues are addressed with a certain degree of excellence.

5	**Outstanding** Extraordinary level of achievement/exceptional job mastery in all major areas of responsibility	Work is of an exceptional quality
4	**Very Satisfactory** exceeds expectations	Work is of good quality
3	**Satisfactory** Meets expectations	Quality of work is of an acceptable standard
2	**Unsatisfactory** Failed/seldom meet expectations	Quality of work is low; occasionally works needs revision and/or improvement.
1	**Poor** Consistently below expectations, never meets expectations	Quality of work is poor; often needs to redo his/her work; shows little interest in doing his/her work

/(4) Timeliness of work . . .

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(4) Timeliness of work means completing work/assignments on time and on target.

5	**Outstanding** Extraordinary level of achievement/exceptional job mastery in all major areas of responsibility	Produces on time and high quality of work to meet targets
4	**Very Satisfactory** exceeds expectations	Manages to get more work done and less time
3	**Satisfactory** Meets expectations	Completes work on time and meet targets
2	**Unsatisfactory** Failed/seldom meet expectations	Rarely completes assigned tasks on time and rarely meets targets
1	**Poor** Consistently below expectations, never meets expectations	Constantly falls behind targets and deadlines

h) Document instances of unacceptable performance such as missed deadlines or poor quality work products and provide counsel to ratee if such persists;

i) Recommend personnel action, performance-based action, and/or training based on Personnel performance in relation to performance standards;

j) The rater shall accomplish the Performance Feedback Form (PFF) at the start and midterm of the rating period. Ratee may also request the rater to conduct Performance Feedback or the rater himself/herself may initiate a maximum of 2 additional Performance Feedbacks as deemed necessary during the rating period;

k) Submit PER within 5 days after the end of the rating period as published by the Unit Adjutant/Office Admin to the endorser;

l) For purposes of Performance-Based Bonus, the rater shall forced-rank the ratees under him (segregating officers and enlisted personnel), using as basis the b1 (competencies) and b2 (performance of duties) of PART III of the PER and indicate in the PER the individual ranking. To forced-rank the individuals, the rater shall add all the total ratings obtained by each individual in b1 (competencies) and b2 (performance of duties) of Part III of the PER. Divide the sum by 9 to get the average point score. Convert average point score into its equivalent numerical rating and equivalent adjectival rating by referring to the following table:

/For best bureaus . . .

For best bureaus the following individual ranking shall apply:

Ranking	Average Point Score	Equivalent Numerical Rating	Equivalent Adjectival Rating	Performance Category
First 20%	4.5 – 5.0	5	Outstanding	Best
Next 35%	3.8 – 4.4	4	Very Satisfactory	Better
Next 45%	3.0 – 3.7	3	Satisfactory	Good
	1.6 – 2.9	2	Unsatisfactory	Unsatisfactory
	1.0 – 1.5	1	Poor	Poor

For better bureaus the following individual ranking shall apply:

Ranking	Average Point Score	Equivalent Numerical Rating	Equivalent Adjectival Rating	Performance Category
First 15%	4.5 – 5.0	5	Outstanding	Best
Next 30%	3.8 – 4.4	4	Very Satisfactory	Better
Next 55%	3.0 – 3.7	3	Satisfactory	Good
	1.6 – 2.9	2	Unsatisfactory	Unsatisfactory
	1.0 – 1.5	1	Poor	Poor

For good bureaus the following individual ranking shall apply:

Ranking	Average Point Score	Equivalent Numerical Rating	Equivalent Adjectival Rating	Performance Category
First 10%	4.5 – 5.0	5	Outstanding	Best
Next 25%	3.8 – 4.4	4	Very Satisfactory	Better
Next 65%	3.0 – 3.7	3	Satisfactory	Good
	1.6 – 2.9	2	Unsatisfactory	Unsatisfactory
	1.0 – 1.5	1	Poor	Poor

3) **Endorser:**

a) Ensure the accuracy of data stated and completeness of entries in the PER;

b) Ensure that PER reflects a consistent picture of the ratee's performance and potential based on the Performance Feedback conducted during the rating cycle;

c) Ensure that the tasks with targets/Individual Scorecard of the ratee indicated in the PER reflects the unit/office targets for the rating cycle; and

/d) Ensure timely . . .

d) Ensure timely submission once completed, forward the document to Unit Adjutant/Office Admin or Equivalent in a timely and accurate manner within 5 days after the rating period.

4) **Selection Board:**

a) The career of AFP personnel collectively rests in the hands of the members of the Selection Boards;

b) The boards must be very careful and deliberate in examining records and evaluating being considered;

c) The boards must be strict in their evaluation of the merits of an individual being considered such that only those who meet the standard of performance and quality required of the AFP shall be considered for personnel action;

d) Performance Evaluation Reports covering at least two ratings are used and reviewed during the screening process but the boards shall require such number of PER on need basis; and

e) Secure candidates summary of PER from OTAG/ MS Adjutant.

5) **Efficiency/Retention/Separation Board:**

a) If the individual is recommended by his/her Commanding Officer for separation, the Board shall use the last two years of PER.

b) Reenlistment Board shall use such number of PER necessary to determine the fitness of the enlisted personnel for reenlistment to the service.

b. **Process Owners:**

1) **First Level Process Owners:**

a) Unit Commanders (Battalion and Above)/Chiefs of Office:

(1) Establish and publish rating chain as well as change of rater for each unit/office by designating the rater and endorsers of each ratee;

(2) Administer the performance feedback program. Monitor raters and ratees to ensure feedback sessions are conducted properly and in a timely manner;

(3) Exercise review authority on all evaluation reports in its unit/office or equivalent; Look into alleged errors, injustices and illegalities in PERs. (See Commander's Inquiry);

/(4) Determine . . .

(4) Determine that a report is correct without need of further action;

(5) Discipline/sanction raters who fail to properly document performance feedback or cause delay in accomplishing and submitting the PER on time;

(6) Review each PER on receipt to identify any rating or remarks that shall provide a basis to begin personnel action;

(7) Prompt resolution in case of Commander's Inquiry; and

(8) Facilitate and ensure review of AFP's Vision, Mission and Goal, organization/unit scorecards and performance targets. Make sure that the performance targets of all personnel are aligned towards achieving the CSAFP/Major Service Commanders' initiatives and objectives or in the absence thereof, unit/office's Major Final Output using Key Performance Indicators.

b) **Unit Adjutants or Equivalent:**

(1) Promulgate and ensure updated list of members of the rating chains;

(2) Ensure that designated rater and assigned duties support an accurate evaluation of the ratee's duty performance;

(3) Keep a copy of the Performance Feedback Form and disposeit after the lapse of 180 days from the end of the rating cycle based on AFPR G 200-014;

(4) Reproduce and certify the copies of PER accomplished by the rater and provide the ratee a copy PER, retain a copy of the PER and submit the original copy to the OTAG/MS Adjutant;

(5) Provide the Selection Boards a summary of the PER based on the specific guidelines set forth in this Handbook particularly giving emphasis on the computation for each personnel action. (refer to Section 1d of Chapter 5);

(6) Ensure that completed reports arrive at OTAG for TAS personnel while the MS Adjutants for Officers and Enlisted Personnel not later than 90 calendar days after the prescribed rating cycle;

(7) For purposes of Performance-Based Bonus, two (2) rating periods shall be used. The Unit Adjutant shall get the sum of the Average Point Score in the PERs of all personnel in its office/unit and divide by 2. The same shall forced-rank all personnel specifically segregating the forced ranking of officers and enlisted personnel; and

/(8) In case . . .

(8) In case individuals will have the same ranking, the Unit Adjutant shall use as basis a1 and a2 of Part III of the PER to determine the "best among the best" performers. To forced rank the personnel with the same ranking, add all the total ratings obtained by each individual in a1 (AFP Values) and a2 (Attributes) of Part III of the PER. Divide the sum by 13 to get the Average Point Score. Convert average point score into its equivalent numerical rating and equivalent adjectival rating by referring to the following table:

Average Point Score	Equivalent Numerical Rating	Equivalent Adjectival Rating	Performance Category
4.5 – 5.0	5	Outstanding	Best
3.8 – 4.4	4	Very Satisfactory	Better
3.0 – 3.7	3	Satisfactory	Good
1.6 – 2.9	2	Unsatisfactory	Unsatisfactory
1.0 – 1.5	1	Poor	Poor

2) **Second Level Process Owners:**

a) **DCS for Personnel, J1:**

(1) Develop, promulgate and review policy in relation to AFP Performance Management System (AFP PMS) in consultation with relevant units;

(2) Provide policy support for the education and training of process owners and users of the PMS;

(3) Cascade the PMS policy, process and requirements to the Major Services and Unified Commands; and

(4) Monitors the overall implementation of PMS and ensures its responsiveness to personnel management requirements.

b) **MAJOR SERVICE 1s or EQUIVALENT:**

(1) Ensure that Unit Commanders review regularly that their unit/office is aligned with AFP vision, mission and goal.

(2) Cascade/ communicate the guidelines of PMS to the lower units;

(3) Facilitate training on how to do effective performance review;

(4) Review the PMS in consultation with the different process owners;

(5) Monitor the implementation of the PMS at the respective services and recommend revision/amendment of policy to J1;

/(6) Monitor the implementation . . .

(6) Monitor the implementation of the PMS at the respective services; and

(7) Craft an implementing policy on how to facilitate the submission of PER from units to MS Adjutants/OTAG.

c) **OTAG/MS Adjutants:**

(1) Implements policies on maintaining data management system support of military personnel;

(2) OTAG/MS Adjutants are the record custodian of all AFP personnel documents of individual military personnel. It shall maintain and update the 201 Files of all AFP personnel and shall include a "Performance" folder which shall maintain performance-related information to include Performance Evaluation Reports and School Academic Report. The folder provides necessary information to officials and selection boards tasked with assessing an individual for promotion, assignment, special programs or tour of duty. This folder shall be used by various boards related to personnel action (for example Selection Board System and Promotion Board System);

(3) Provide the Selection Boards a summary of the PER based on the specific guidelines set forth in this Handbook particularly giving emphasis on the computation for each personnel action. (Refer to Section 1d of Chapter 5); and

(4) Any PER needing correction will be returned to the ratee's assigned or attached unit.

12. **PERFORMANCE EVALUATION PROCESS**

a. **Performance Planning and Commitment. (Goal and Expectation Setting)** Within 30 days before the beginning of the rating period, the rater shall discuss the scope of the ratee's duties/targets. This goal setting will include, as a minimum, the ratee's duty description, responsibilities and targets he/she should attain within the given rating period. The discussion should also include the relationship of the duty description and responsibilities with the organization's mission, problems, priorities and similar matters. In the absence of Individual Scorecards, the Major Final Output of the unit/office shall be used. (Accomplish Officer/EP/CE Performance Evaluation Contracting Form)

b. **Performance Feedback (Monitoring, Coaching and Counselling).** Performance feedback is a formal communication which a rater uses to inform a ratee what is required in the performance of his/her assigned duties and how the ratee is meeting those expectations. Raters document performance feedback on the Performance Feedback Form (PFF). The raters conduct performance feedback sessions wherein they discuss objectives, standards, behaviour and performance with the ratee.

/1) Conduct of Feedback . . .

1) **Conduct of Feedback Sessions (Monitoring and Coaching).** Feedback sessions will be conducted at least twice during the rating cycle: initial and mid-termfeed back session which must be face-to-face.The ratee or the rater may initiate feedback sessions at any time during the rating cycle but must not be more than two times aside from the initial and mid-term feedback. Raters may conduct sessions by telephone or any other means such as when the raters and ratee are geographically separated or the rater and/or ratee is on temporary duty. The rater at the end of the rating cycle shall use the Performance Feedback Forms as guide in accomplishing the Performance Evaluation Report.

2) **Counselling.** Counselling or discussing the deficiencies of a ratee's performance is a communication process between a rater and/or endorser and a ratee with the intent to result in some positive change in the ratee's performance.

a) In most cases it is the responsibility of the rater or endorser to provide counselling to ratees in relation to work performance and conduct. However, in circumstances where performance is affected by difficulties in ratee's private life, it may be appropriate, after an initial discussion, to refer the ratee to a psychologist in any military treatment facilities of the AFP;

b) In cases of poor work performance, formal counselling may be done by the rater or endorser before the end of rating period. To achieve the best results, counselling, like performance feedback, should be based on open two-way communication. The aim is to produce an improvement in performance or conduct. It is important that the rater or endorser should establish a time frame for the ratee to achieve the agreed goals, and then review the strategies afterwards. If the ratee does not improve despite counselling, the rater shall give a "poor" rating to the rate; and

c) A ratee receiving poor performance ratings for two consecutive rating periods despite the conduct of Performance Feedback and Counselling shall be recommended by the rater to the appropriate Efficiency Separation Board or its equivalent for determination of the fitness of the subject individual to be retained in the AFP.

c. **Performance Reporting.** The PER shall be accomplished based on the rating cycle and shall be rendered for officers in the grades of O-1 to O-6 except officers in the grade of O-6 and above occupying key position (use PER Narrative Form) and all enlisted personnel. AFP personnel's fitness shall be measured in four areas: AFP Values, Individual Attributes, Competencies and Performance of Duties. School Evaluation Reports (SAER) shall be used for military personnel who take part in local and foreign training at military institutions or civilian schools. Performance summary is intended to measure the level of performance of each student against the course standards. (See handbook for detailed discussion on how to accomplish PER and SAER).

/d. Performance Review . . .

d. Performance Review and Evaluation. The ineffectiveness in the Performance Management System shall regularly constitute from deficiency and weakness in the application of PER as a basis for personnel action and determining unit/office performance based on mission accomplishment/organizational goal. The Annual General Inspection shall determine the unit/office compliance against set standards and prepare ways to determine why the unit/office failed to meet the said standard using the Operational Readiness Evaluation. The Inspector General, AFP and Major Services Inspector General shall include in its main report the audit and evaluation of AFP units/offices performance. Meanwhile, the AFP Resource Management Office and Major Services Resource Management Office shall evaluate the accomplishment of the unit/office MFO indicators and targets as reflected in the Performance-Informed Budget approved by Congress and the priority program/project targets.

e. Performance Rewarding and Development. In all stages of the Performance Evaluation Process, the rater may assess the ratee's performance vis-à-vis competency requirements of the job or position in order to address the ratee's personal improvement and development. At the same time, the organization may also look into the performance process to fill in the gaps in the organization. The individual may also be rewarded for exemplary performance and/or recommended for development interventions.

13. **APPEALS.** The ratee or any interested party who knows the circumstances of a rating may appeal within 120 days from the rating cycle any report that is incorrect, inaccurate or in violation of the intent of this regulation.

a. Appeals based on administrative error. Appeals based on administrative error will be adjudicated by Publication and Current Records Division, OTAG/Publication and Current Records Branch, MS Adjutant. Determination of administrative error is based on careful scrutiny of the evidence submitted with the appeal or available in the ratee's data. Claims of administrative error shall be limited to Parts I, II, and III of AFP PER. These include such claims as deviation from the established rating chain, insufficient period, and errors in the height/weight. It should be noted that the ratee's authentication in Part III of PER verifies the information in Part I. It also confirms that the rating officials named in Part III are those established as the rating chain and authenticates the accuracy of Physical Fitness Test performance, height, weight and BMI made by the rater in Part IVc. Appeals based on alleged administrative errors in those portions of a report previously authenticated by the ratee will be accepted only under the most unusual and compelling circumstances.

b. Appeals alleging bias, prejudice, inaccuracy, unjust ratings or any matter other than administrative error already submitted to OTAG/MS Adjutant. Appeals alleging bias, prejudice, inaccuracy, unjust ratings or any matter other than administrative error are substantive in nature and will be adjudicated by the OTAG/MS Adjutant Special Review Board. These are generally claims of an inaccurate or an unjust evaluation of performance or potential claims for bias on the part of the rater. After resolution of the appeal, the reviewing board amends the personnel's official records, if appropriate.

/c. Procedure for Appeal . . .

c. Procedure for Appeal

1) The ratee shall determine if an appeal submission is warranted. Ratee shall prepare the appeal in memorandum format;

2) The appeal shall indicate the period of the PER being appealed. State the basis for the appeal and include the supporting evidence (ex. Commander's Inquiry);

3) Administrative appeal must be proven by original or certified true copies of relevant documents;

4) Substantive appeal must be supported by statements from knowledgeable observers or raters during the report period;

5) Statements from the rater will not be the sole basis of the appeal; and

6) A copy of the PER in question should be included in the appeal.

14. **SANCTIONS:**

a. Disciplinary action shall be taken by the cognizant Commanders of the Major Services and the Chief of Staff, AFP against concerned raters for willful violation of Performance Management System;

b. The Commanders of units/offices shall be held liable for late submission of PERs to Adjutants. It shall reflect on their individual Personnel Evaluation Report specifically on performance of duty (timeliness of work) such that they shall be given unsatisfactory rating for that specific rating period;

c. Adjutants shall inform the higher headquarter of the concerned Commander who remised in his/her duty of submitting the PER on time;

d. Non-accomplishment and/or improper accomplishment of PER, dishonesty in ratings (if proven) and simple neglect of duty such as non-submission of said reports are grounds for administrative sanction for violation of AFP rules and regulations; and

e. The procedures in the filing of complaints and imposition of administrative sanctions shall be in accordance with Standard Operating Procedure Nr 09 dated 16 October 2003, "Enhanced AFP Grievance System".

15. **USES OF PERFORMANCE RATINGS:**

a. Eligibility/Qualification for Performance-based Awards and Grant of Incentives like the productivity incentive bonus or other performance based incentives and awards shall likewise be based on the final ratings of military personnel.

/b. Basis for Personnel . . .

b. Basis for Personnel Actions

The performance rating shall be used as basis for promotion, training and scholarship grants and other personnel with Outstanding and Very Satisfactory Performance ratings shall be considered for the above mentioned personnel actions and other related matters.

16. **RESCISSION:** All policy issuances inconsistent with this circular are hereby superseded.

17. **TRANSITION PERIOD:**

a. All unit commanders/chiefs of office at Brigade level (or equivalent) and up shall prepare a **Personnel Evaluation Support Form** during the initial implementation to establish the performance plans of each military personnel in the unit. The form shall indicate the individual development goals and expectations for each position that should be attained by the individual and should reflect organizational goals. This shall be used as a baseline data to determine an individual's performance during the rating period. Each unit/office at Brigade level or up and its equivalent shall submit this Form at the start of the implementation of this PER and shall be done only once and subsequently when the unit/office will be reorganize to create new positions.

b. All units/office Battalion level (or equivalent) shall use their mission essential task as basis by the raters in computing an individual's competency and performance of duty.

c. Performance Evaluation Reports shall be used by selection boards or other AFP boards as basis in coming up with decisions involving personnel actions like promotion, training and others. During the period of transition, the selection boards shall use the new PER and such other Appraisal Reports available at the time of implementation of this Circular. However, the boards shall give the new PER fifty percent (50%) weight and each Appraisal Reports available the remaining fifty percent (50%) distributed among the old Appraisal Reports.

18. **EFFECTIVITY:** This circular shall take effect upon publication.

BY ORDER OF THE SECRETARY OF NATIONAL DEFENSE:

HERNANDO DCA IRIBERRI
General AFP
Chief of Staff

OFFICIAL:

RONALD N ALBANO
Brigadier General AFP
The Adjutant General

DISTRIBUTION:
"A"

Annex to Cir Nr 05, GHQ, AFP dated 07 September 2015:

ARMED FORCES OF THE PHILIPPINES
PERFORMANCE EVALUATION REPORT

PART 1 – ADMINISTRATIVE DATA

a. NAME (Last, First, Middle Initial)	b. AFPSN	c. RANK	d. DATE OF LAST PROMOTION Year Month Day	e. BOS

f. UNIT	g. AFOS/MOS/OI Primary Functional	h. EMAIL ADD

i. PERIOD COVERED						j. RATED MONTHS	k. DATE	l. REASON FOR SUBMISSION
FROM			THRU					
Year	Month	Day	Year	Month	Day			

PART II – DUTY DESCRIPTION

a. PRINCIPAL DUTY TITLE (Designation)	b. REQUIRED RANK (per T.O.)

c. INDIVIDUAL TASKS WITH TARGETS BASED ON UNIT/OFFICE MAJOR FINAL OUTPUT (Individual Scorecard)

PART III – PERFORMANCE EVALUATION (Rater)

CHARACTER (combination of values, attributes and skills affecting leader actions)

a. AFP VALUES/ATTRIBUTES: Mark the number which best describes the qualities of the ratee in each block. (1 – POOR, 2 – UNSATISFACTORY, 3 – SATISFACTORY, 4 – VERY SATISFACTORY, 5 – OUTSTANDING) Comments mandatory for all "UNSATISFACTORY" and "POOR" entries and use PART Vc

a.1. AFP VALUES	1	2	3	4	5
a) HONOR: Adherence to publicly declared code of values					
b) INTEGRITY: Possesses high personal moral standards					
c) COURAGE: Manifests physical and moral bravery					
d) PATRIOTISM: Bears true faith and allegiance to the Phils Constitution, AFP, unit and soldier					
e) RESPECT: Promotes dignity, consideration, fairness to Peers, subordinates and superiors					
f) SERVICE: Places AFP priorities before self					
g) DUTY: Fulfills professional, legal and moral obligations					
					Sub –Total

a.2. ATTRIBUTES Fundamental qualities and characteristics	1	2	3	4	5
a) PSYCHOLOGICAL STAMINA:Moral and physical courage, presence of mind in an emergency, under great strain or under prolonged pressure					
b) ATTITUDE: Enthusiasm, Progressiveness, open-mindedness and disposition					
c) INITIATIVE: Assuming the responsibilities associated with assignment including ability to take action without direction within the scope of competence and authority					
d) PERSONAL APPEARANCE: Physical appearance					
e) SOCIAL PRESENCE: Behaving in a way that indicates a regard for the values, traditions and practices					
f) SELF-DEVELOPMENT: Enhancement of professional competence by expansion of knowledge and skills across a broad range of related subjects					

b. COMPETENCE/ PERFORMANCE OF DUTY: Mark the number which best describe the qualities of the ratee in each block. (1 – POOR, 2 – UNSATISFACTORY, 3 – SATISFACTORY, 4 – VERY SATISFACTORY, 5 – OUTSTANDING)

b.1 COMPETENCIES: Skill development is part of self-development; prerequisite to action	1	2	3	4	5
a) LEADERSHIP: Influencing others to achieve a productive, efficient, skilled, motivated and cohesive team or FOLLOWERSHIP: Considerate to peers or show respect to superiors and colleagues	☐	☐	☐	☐	☐
b) PROFESSIONAL KNOWLEDGE: Possesses the necessary expertise to accomplish all tasks and functions	☐	☐	☐	☐	☐
c) INTERPERSONAL: Shows skill with people: coaching, teaching,counseling, motivating and empowering	☐	☐	☐	☐	☐
d) DECISION-MAKING ABILITY: Demonstrates proficiency in required professional knowledge, judgment and warfighting	☐	☐	☐	☐	☐
e) RESOURCEFULNESS: Ability device ways and means to be able to perform his/her tasks	☐	☐	☐	☐	☐
					Sub –Total ____

b.2 PERFORMANCE OF DUTIES					
a) MISSION ACCOMPLISHMENT: Accomplishment of assigned task	☐	☐	☐	☐	☐
b) DEDICATION TO DUTY: Acceptance of responsibility/ willingness to work	☐	☐	☐	☐	☐
c) QUALITY OF PERFORMANCE OUTPUT: Producing a good amount of quality work	☐	☐	☐	☐	☐
d) TIMELINESS OF WORK: Completing work/assignments on time and on target	☐	☐	☐	☐	☐
					Sub –Total ____

c. LATEST PFT: _____ DATE: _____ HEIGHT: _____ WEIGHT: _____ BMI: _____

PART IV. PERFORMANCE AND POTENTIAL EVALUATION (Rater)

a. EVALUATE THE RATEE'S PERFORMANCE DURING THE RATING PERIOD BASED ON THE CORRESPONDING TOTAL RATING. OUTSTANDING PERFORMANCE (101-110); VERY SATISFACTORY (91-100); SATISFACTORY (84-90); UNSATISFACTORY (70-83); POOR – (69 and below). COMMENTS ARE REQUIRED FOR "UNSATISFACTORY AND POOR RATING"

☐ OUTSTANDING PERFORMANCE ☐ UNSATISFACTORY PERFORMANCE

☐ VERY SATISFACTORY PERFORMANCE ☐ POOR

☐ SATISFACTORY PERFORMANCE

COMMENTS: _____

Grand Total ____

b. POTENTIAL FOR PROMOTION (For promotion purposes)

☐ YES ☐ NO

INDICATE REASON:

c. IDENTIFY ANY UNIQUE PROFESSIONAL SKILL/S OR AREA/S OF EXPERTISE OF VALUE TO THE AFP THAT THE RATEE POSSESSES. MARK THE SPACE/S PROVIDED AND INDICATE POTENTIAL CAREER FIELD/S FOR FUTURE SERVICE OR "OTHERS".

☐ Personnel ☐ Information System

☐ Intelligence ☐ Civil Military Operations

☐ Operations ☐ Training

☐ Logistics ☐ Financial Management

☐ Plans ☐ Others, specify _____

d. SUITABILITY FOR FUTURE ASSIGNMENT/PLACEMENT/DESIGNATION:

☐ Command of Operational Unit ☐ Staff of Operational Unit

☐ Command of Administrative Unit ☐ Staff of Administrative Unit

☐ Others (If specify)_____

e. (FOR PURPOSES OF PERFORMANCE BASED BONUS)

Add b1 and b2 of PART III of this PER and divide the sum by 9 to get the Average Point Score. Use the following table to determine the Equivalent Adjectival Rating and Performance Category:

Average Point Score	Equivalent Numerical Rating	Equivalent Adjectival Rating	Performance Category
4.5 – 5.0	5	Outstanding	Best
3.8 – 4.4	4	Very Satisfactory	Better
3.0 – 3.7	3	Satisfactory	Good
1.6 – 2.9	2	Unsatisfactory	Unsatisfactory
1.0 – 1.5	1	Poor	Poor

Average Point Score _____ Equivalent Adjectival Rating _____ Performance Category _____

PART V – AUTHENTICATION

(Endorser indicates whether he *concurs or does not concur with the Rater's rating in Part Vc. Further, the ratee's signature verifies the admin data is correct, he/she has seen the completed PER and aware of the process)

a. NAME OF RATER	AFPSN	RANK POSITION	SIGNATURE	DATE
b. NAME OF ENDORSER	AFPSN	RANK POSITION	SIGNATURE	DATE

c. The endorser certifies the entries in the report are clear, accurate and complete.

☐ CONCUR ☐ DOES NOT CONCUR

d.

I understand that my signature constitutes agreement or disagreement with the evaluations of the rater and endorser. I further understand that my signature verifies that the administrative data in Part I; the duty description in Part II; the rating Officials in Part III and the APFT entries in Part IVc are correct. I have seen the completed report and I am aware of the process.

☐ Agree ☐ Disagree (Specify) _____

RATEE'S SIGNATURE DATE

Annex to Cir Nr 05, GHQ, AFP dated 07 September 2015:

ARMED FORCES OF THE PHILIPPINES
PERFORMANCE EVALUATION REPORT
(Narrative)

PART 1 – ADMINISTRATIVE DATA

a. NAME (Last, First, Middle Initial)	b. AFPSN	c. RANK	d. DATE OF LAST PROMOTION Year Month Day	e. BOS

f. UNIT	g. AFOS/MOS/OI Primary Functional	h. EMAIL ADD

i. PERIOD COVERED						j. RATED MONTHS	k. DATE	l. REASON FOR SUBMISSION
FROM			THRU					
Year	Month	Day	Year	Month	Day			

PART II – DUTY DESCRIPTION

a. PRINCIPAL DUTY TITLE (Designation)	b. REQUIRED RANK/SG (per T.O/Plantilla)

c. SIGNIFICANT DUTIES AND RESPONSIBILITIES (Individual Scorecard)

PART III – PERFORMANCE EVALUATION – PROFESSIONALISM (Rater)

CHARACTER (combination of values, attributes and skills affecting leader actions)

a. AFP VALUES/ATTRIBUTES: Rater comments on the AFP values and fundamental attributes which best describe the ratee.

a.1. AFP VALUES (Honor, Integrity, Courage, Patriotism, Respect, Service and Duty)

a.2. *ATTRIBUTES: (Psychological Stamina, Attitude, Initiative, Personal Appearance, Social Presence and Self-development)*

b. COMPETENCIES/ PERFORMANCE OF DUTIES: Rater comments on the competencies and performance of duties of the ratee.

b.1 COMPETENCIES (Leadership, Professional Knowledge, Decision-Making Ability and Resourcefulness)

b.2 PERFORMANCE OF DUTIES (Mission Accomplishment, Dedication to Duty, Quality of Performance Output and Timeliness of Work)

PART IV. PERFORMANCE AND POTENTIAL EVALUATION (Rater)

a. EVALUATE THE RATEE'S OVERALL PERFORMANCE DURING THE RATING PERIOD

b. RATER COMMENTS ON THE POTENTIAL OF THE RATEE TO BE PROMOTED TO THE NEXT RANK OR THE RATEE'S ABILITY TO PERFORM IN POSITIONS OF GREATER RESPONSIBILITY

PART V – AUTHENTICATION

(Ratee signature verifies he/she completed PER and the admin data is correct)

a. NAME OF RATER	AFPSN	RANK POSITION	SIGNATURE	DATE
b. NAME OF ENDORSER	AFPSN	RANK POSITION	SIGNATURE	DATE

c. The endorser certifies the entries in the report are clear, accurate and complete.

☐ CONCUR ☐ DOES NOT CONCUR

d.

I understand that my signature does not constitute agreement or disagreement with the evaluations of the rater and indorser. I further understand that my signature verifies that the administrative data in Part I; the duty description in Part II; the rating Officials in Part III and the APFT entries in Part IVc are correct. I have seen the completed report and I am aware of the process.

☐ Agree ☐ Disagree (Specify) _____

RATEE'S SIGNATURE DATE

Annex to Cir Nr 05, GHQ, AFP dated 07 September 2015:

ARMED FORCES OF THE PHILIPPINES
OFFICER/EP PERFORMANCE EVALUATION CONTRACTING FORM

PART 1 – RATEE

a. NAME		
b. T.O. /POSITION	c. RANK	d. UNIT/ OFFICE

PART II – RATING CHAIN

a. RATER	RANK	POSITION
b. ENDORSER	RANK	POSITION

PART III – RATEE

a. PRINCIPAL DUTY /TASKS WITH TARGETS BASED ON INDIVIDUAL SCORECARD

b. COLLATERAL DUTIES

I, _____, commit to deliver and agree to be rated on the attainment of the above tasks in accordance with the indicated measures for the period _____ to _____, 20____.

_____
Ratee

Date: _____

Reviewed by:	Date:	Assessed by:	Date:
_____ Rater		_____ Endorser	

Annex to Cir Nr 05, GHQ, AFP dated 07 September 2015:

ARMED FORCES OF THE PHILIPPINES

SCHOOL ACADEMIC EVALUATION FORM

1. RANK/NAME/AFPSN	2. AFOS(if any)	3. SCHOOL
4. COURSE/TRAINING/SEMINAR:	5. DURATION Date Conducted: _____ Number of Weeks/Days: _____	
6. RATING (Gen Ave-%)	7. STANDING *(Indicate Class Standing and Number of Students, as applicable)*	8. UNIT/OFFICE/ASSIGNMENT

9. PERFORMANCE SUMMARY:

___**OUTSTANDING**
(CG, Major Services Award Recipient)

___**VERY SATISFACTORILY ACHIEVED COURSE STANDARDS**
(85% to 94%)

___**SATISFACTORILY ACHIEVED COURSE STANDARDS**
(75% to 84%)

___UNSATISFACTORILY ACHIEVED COURSE STANDARDS
(70% to 74%)

___**POORLY ACHIEVED COURSE STANDARDS**
(69% below/Non-completion of the course due to violation of honor code/major offenses) To be referred to Student Performance Standards Committee.

(Rating must be supported by comments on item nr 12)

10. DEMONSTRATED ABILITIES:

a. **WRITTEN COMMUNICATION**
___Poor ___Unsat ___Sat ___Very Sat ___ Outs

b. **ORAL COMMUNICATION**
___Not Evaluated ___Unsat ___Sat ___Superior

c. **LEADERSHIP SKILLS**
___Not Evaluated ___Unsat ___Sat ___Superior

d. **CONTRIBUTION TO GROUP WORK**
___Not Evaluated ___Unsat ___Sat ___Superior

e. **EVALUATION OF STUDENTS' RESEARCH ABILITY**
___Not Evaluated ___Unsat ___Sat ___Superior

(OUTSTANDING/POOR must be supported by comments on item nr 12)

11. HAS THE STUDENT DEMONSTRATED THE ACADEMIC POTENTIAL FOR SELECTION OF HIGHER LEVEL SCHOOLING, TRAINING, POSITION? ___ YES ___ NO ___ N/A *(A "NO" response must be supported by comments on item nr 13.*

12. POTENTIAL INSTRUCTORS
_____ NO _____ YES (specific field)

13. COMMENTS

14. AUTHENTICATION

a. Typed Name, Grade, Branch and title of Rater (Rater must be the Course Director/In-Charge)	Date:	Signature
b. Typed Name, Grade, Branch and Title of Reviewing Officer (School Commandant/Superintendent) *for civilian schools to be accomplished by the Dean of Academic Affairs	Date:	Signature
c. Date	Signature of Student	

Annex to Cir Nr 05, GHQ, AFP dated 07 September 2015:

ARMED FORCES OF THE PHILIPPINES
PERFORMANCE FEEDBACK FORM

PART 1 – ADMINISTRATIVE DATA

a. NAME (Last, First, Middle Initial)	b. AFPSN	c. RANK	d. DATE OF RANK Year Month Day	e. BOS

f. UNIT	g. AFOS Primary Functional	h. EMAIL ADD

PART II – TYPES OF FEEDBACK

☐ INITIAL ☐ MID-TERM ☐ RATEE REQUESTED ☐ RATER DIRECTED

PART III –DUTIES

c. INDIVIDUAL TARGETS BASED ON UNIT/OFFICE MAJOR FINAL OUTPUT (Individual Scorecard)

PART IV – PERFORMANCE FEEDBACK

a. AFP VALUES/ATTRIBUTES: Mark "X" the number which best describes the qualities of the ratee in each block. (1 – POOR, 2 – UNSATISFACTORY, 3 – SATISFACTORY, 4 – VERY SATISFACTORY, 5 – OUTSTANDING) Comments mandatory for all "UNSATISFACTORY" and "POOR" entries and use PART Vc

a.1. AFP VALUES	1	2	3	4	5
1. HONOR: Adherence to publicly declared code of values	☐	☐	☐	☐	☐
2. INTEGRITY: Possesses high personal moral standards	☐	☐	☐	☐	☐
3. COURAGE: Manifests physical and moral bravery	☐	☐	☐	☐	☐
4. LOYALTY: Bears true faith and allegiance to the Phils Constitution, AFP, unit and soldier	☐	☐	☐	☐	☐
5. RESPECT: Promotes dignity, consideration, fairness to Peers, subordinates and superiors	☐	☐	☐	☐	☐
6. SELFLESS SERVICE: Places AFP priorities before self	☐	☐	☐	☐	☐
7. DUTY: Fulfills professional, legal and moral obligations	☐	☐	☐	☐	☐

a.2. *ATTRIBUTES* Fundamental qualities and characteristics	1	2	3	4	5
a. PSYCHOLOGICAL STAMINA: Moral and physical courage, presence of mind in an emergency, under great strain or under prolonged pressure	☐	☐	☐	☐	☐
b. ATTITUDE: Enthusiasm, progressiveness, open-mindedness and disposition	☐	☐	☐	☐	☐
c. INITIATIVE: Assuming the responsibilities associated with assignment including ability to take action without direction within the scope of competence and authority	☐	☐	☐	☐	☐
d. PERSONAL APPEARANCE: Physical appearance	☐	☐	☐	☐	☐
e. SOCIAL PRESENCE: Behaving in a way that indicates a regard for values, traditions and practices	☐	☐	☐	☐	☐
f. SELF-DEVELOPMENT: Enhancement of professional competence by expansion of knowledge and skills across a broad range of related subjects	☐	☐	☐	☐	☐

Annex to Cir Nr 05, GHQ, AFP dated 07 September 2015, cont'n:

b. COMPETENCE/ PERFORMANCE OF DUTY: Mark "X" the number which best describe the qualities of the ratee in each block. (1 – POOR, 2 – UNSATISFACTORY, 3 – SATISFACTORY, 4 – VERY SATISFACTORY, 5 – OUTSTANDING) Comments are mandatory in PART Vc for all "UNSATISFACTORY" and "POOR" entries.

b.1 COMPETENCIES Skill development is part of self-development; prerequisite to action

	1	2	3	4	5
a. LEADERSHIP: Influencing others to achieve a productive, efficient, skilled, motivated and cohesive team					
b. FOLLOWERSHIP: Considerate to peers or show respect to superiors and colleagues					
c. PROFESSIONAL KNOWLEDGE: Possesses the necessary expertise to accomplish all tasks and functions					
d. INTERPERSONAL: Shows skill with people: coaching, teaching,counseling, motivating and empowering					
e. DECISION-MAKING ABILITY: Demonstrates proficiency in required professional knowledge, judgment and warfighting					
f. RESOURCEFULNESS: Ability device ways and means to be able to perform his/her tasks					

b.2 PERFORMANCE OF DUTY

	1	2	3	4	5
a. MISSION ACCOMPLISHMENT: Accomplishment of assigned task					
b. DEDICATION TO DUTY: Acceptance of responsibility, Willingness to work					
c. QUALITY OF PERFORMANCE OUTPUT: Producing a good amount of quality work					
d. TIMELINESS OF WORK: Completing work/assignments on time and on target					

c. LATEST PFT: DATE: HEIGHT: WEIGHT: BMI:

d. STRENGTHS, SUGGESTED GOALS, OTHER COMMENTS

Annex to Cir Nr 05, GHQ, AFP dated 07 September 2015:

ARMED FORCES OF THE PHILIPPINES
PERFORMANCE EVALUATION REPORT
APPEAL FORM

a. NAME OF APPELLANT(Last, First, Middle Initial)	b. AFPSN	c. RANK/ GRADE	d. BOS
e. UNIT/OFFICE ASSIGNMENT:		f. RATING PERIOD COVERED:	
g. ADDRESSEE:			

h. REASON/S FOR APPEAL:

- ☐ Errors of Fact
- ☐ Violation of Regulation
- ☐ Unqualified Rating Official
- ☐ Untrue Statement
- ☐ Lack of Objectivity/ Fairness of the Rater
- ☐ Inaccurate/ Unjust Rating
- ☐ Others (Specify)_____

_____

_____

i. IDENTIFY/SPECIFIC PORTION/S IN THE PER THAT IS IN QUESTION :

- ☐ Part I
- ☐ Part II
- ☐ Part III
- ☐ Part IV
- ☐ Part V
- ☐ Other/s (Specify)_____

_____

_____

_____

j. SUPPORTING EVIDENCE/S & DOCUMENT/S FOR APPEAL (IF ANY):

k. ACTION REQUESTED:

- ☐ Correction of Entry
- ☐ Adherence to the Regulation
- ☐ Recomputation of Rating
- ☐ Other/s (Specify)_____

_____

l. SIGNATURE:

_____
SIGNATURE OVER PRINTED NAME OF APPELLANT

_____
DATE

m. RECEIVING UNIT:_____

_____
SIGNATURE OVER PRINTED NAME OF RECEIVER

_____
DATE