Strategic Performance Management System (SPMS): Target Setting
STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (SPMS)
Target Setting

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INTRODUCTION TO HRIS

A. The Human Resource Information System (HRIS)

The Human Resource Information System (HRIS) aims to enhance human resource (HR)-related processes at the University of the Philippines (UP) including:

- Employee profiles and records of professional undertakings (e.g. publications, creative and scholarly works)
- Compensation and benefits
- Learning and development
- Performance management

As the country’s premier University, UP aims to adapt new technology to make our operations more effective and more efficient. With HRIS then, all HR operations across the entire UP system will be consolidated into one computerized information system which will be utilized by both employees and Human Resource Departments.

B. HRIS Modules

HRIS is composed of a total of seven modules, grouped under Foundation Modules and Advanced Modules:

<table>
<thead>
<tr>
<th>Foundation Modules</th>
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<tbody>
<tr>
<td>HR Module</td>
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<tr>
<td>Payroll Module</td>
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<tr>
<td>Self-Service Module</td>
</tr>
<tr>
<td>Time and Labor Module</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Advanced Modules</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Recruitment</td>
</tr>
<tr>
<td>Performance Management</td>
</tr>
<tr>
<td>Training Management</td>
</tr>
</tbody>
</table>
C. Benefits of Using HRIS

HRIS, a tool both for HRDOs across UP CUs and employees, aims to promote operational efficiency in managing and processing day-to-day HR-related transactions.

Using HRIS, UP employees may:
- Access and update employee information (e.g. basic employee information, dependents and beneficiaries’ details, leave credits) at their convenience (e.g. on their own devices, at any time)
- Request employment documents from HRDO minus the queuing
- Accomplish forms and submit professional records (e.g. SALN, publication, research, and creative and scholarly work records) at their convenience

HRDOs in all CUs are also set to benefit from HRIS, as they may now:
- Generate real-time reports
- Improve decision-making capability with HR-related information easily accessible and stored in a single platform

D. HRIS User Credentials

- User accounts are usually distributed by the HR personnel assigned to the employee’s unit.
- If there are difficulties using the issued account credentials, users may just click the Log-In Assistance Option in the log-in page.
  - **Forgot Password**
    Enter username and instruction on how to reset password. The password will be e-mailed.
  - **Forgot Username**
    Enter the email address associated the employee’s account. The username will be e-mailed.
Should further assistance be needed, users may contact the:

eUP System Helpdesk
Contact no.: (02) 376-3100; (02) 376-3101
E-mail: helpdesk@up.edu.ph

E. Technical Guidelines

It is important to ensure that the required software is installed on devices (e.g. laptop, desktop computer) for HRIS to run properly.

- **Browsers**
The HRIS Self Service runs best on the following web browsers:
  - Mozilla Firefox
  - Safari
  - Internet Explorer (version 10 and below only)
  - Google Chrome

- **Operating Systems**
HRIS works on all major operating systems (e.g. Windows 7, Windows 8, Linux, Mac OS X).

- **Internet Connection**
Internet connectivity is necessary to access HRIS. This may be via campus/office network, home broadband, DSL, USB dongle, etc.

**Note:** Any connectivity problem should be reported to the CU’s local IT Offices or internet provider (PLDT, Globe, Smart, etc).

On the other hand, system-related concerns should be reported to the local HRIS Technical Staff assigned in the CU.
F. Logging in to HRIS

1. Open a web browser (e.g. Mozilla Firefox, Safari).
2. Go to hris.up.edu.ph.
3. Enter the username and password, then click the Login button.

The HRIS Homepage will then open.
G. Symbols and Conventions Used in the Manual

To make them stand out better, codes and Uniform Resource Locators (URLs) are written in monospace font. They will appear like this: hris.up.edu.ph.

Some of the button and symbols which will be frequently encountered while using the system are listed below:

<table>
<thead>
<tr>
<th>Icon</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="icon.png" alt="Search Button" /></td>
<td><strong>Search Button</strong>: This button indicates that a field has a List of Values, which contains universal values. However, there are also fields which may have a List of Values, but also accepts free texts. There are also some fields with a List of Values that strictly follow the universal List of Values.</td>
</tr>
<tr>
<td><img src="icon.png" alt="Calendar Button" /></td>
<td><strong>Calendar Button</strong>: These icons usually appear in fields that require dates. Clicking this icon will redirect users to another window which contains a calendar. Select the correct month, day and year from the calendar, and click OK to use that date.</td>
</tr>
<tr>
<td><img src="icon.png" alt="Delete Button" /></td>
<td><strong>Delete Button</strong>: Click this icon located beside a field to remove the entry on the section (e.g. Phone number).</td>
</tr>
<tr>
<td>*</td>
<td><strong>Asterisk</strong>: Fields marked with asterisk are required fields. Employees need to fill out the required fields before they can proceed to the next step or to submission.</td>
</tr>
</tbody>
</table>
INTRODUCTION

**Strategic Performance Management System (SPMS)**

The Strategic Performance Management System (SPMS) is the performance evaluation and appraisal system that the Civil Service Commission (CSC) currently implements. Following its pilot test in 2011, the guidelines on the establishment and implementation of SPMS were issued in 2012 through the CSC Memorandum Circular No. 6, s. 2012.

SPMS replaces the Performance Evaluation System (PES), consequently addressing the gaps of the precedent evaluation system. The table below details the differences between the previous and the new performance evaluation and appraisal system.

<table>
<thead>
<tr>
<th>AREA</th>
<th>PARADIGM SHIFT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>From</strong></td>
<td><strong>To</strong></td>
</tr>
<tr>
<td>Perspective</td>
<td>Performance Evaluation</td>
</tr>
<tr>
<td>Focus</td>
<td>Performance Management</td>
</tr>
<tr>
<td>Indicators</td>
<td>Performance Indicators (e.g. number of appointments processed)</td>
</tr>
<tr>
<td>Focus</td>
<td>Outputs and Outcomes</td>
</tr>
<tr>
<td>Performance Alignment</td>
<td>Success Indicators (e.g. Response Time)</td>
</tr>
<tr>
<td>Focus</td>
<td>Focus on Individual (Competition)</td>
</tr>
<tr>
<td>Role of Supervisor</td>
<td>Align individual office/ organization (Teamwork and Collaboration)</td>
</tr>
<tr>
<td>Evaluator</td>
<td>Coach and Mentor</td>
</tr>
</tbody>
</table>

*Directly lifted from the SPMS Guidebook*

**Online SPMS via HRIS**

At the University of the Philippines, an online-based, end-to-end process of SPMS is implemented through HRIS. The flowchart below details the process of the online SPMS via HRIS, covering three phases: Creation of PMP, Target Setting, and Appraisal.
In this manual, however, the focus will be on the Target Setting phase of HRIS which UP Employees and Supervisors will need to complete during the given period. The Target Setting phase, succeeding the PMT-led Creation of PMP phase, involves the following processes: Set Targets, Approve Targets and Finish Target Setting, Cascade Targets, and Transfer Scorecard.

*Process Flow of the Online SPMS via HRIS (Creation of PMP to Target Setting to Appraisal)*
- **Set Targets.** This process involves the creation of performance targets or objectives by the Employee for the given performance appraisal period.
The Employee may have to perform this process several times, until the Supervisor has approved all of his or her performance targets.

- **Approve Targets and Finish Target Setting.** The Supervisor will review the targets set by the Employee, then approve and finish them. If there is a need to update the targets, the Supervisor may return the transaction to the Employee using the Request Further Action button.

  Upon the approval of the targets, the target setting for the specific employee will be closed. Further changes may be made only during the Appraisal period.

- **Cascade Target.** This involves the cascading of the targets of a Supervisor to his or her subordinates. Cascading may be done multiple times for multiple targets depending on the functions of the employee.

  Note: Only approved targets may be cascaded.

- **Transfer Scorecards.** After cascading the targets to the employees, the Supervisor will now transfer the Scorecard to the subordinate for action. It is only through this process that the employee may start to work on his or her own targets, and further cascade to next level subordinates when necessary.

  *(Please refer to the SPMS Glossary for the description of `Targets`.)*

  *(Please refer to the SPMS Glossary for the description of `Scorecard`.)*
## SPMS Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency Performance Commitment and Review (APCR)</td>
<td>The APCR is an SPMS form that is accomplished and submitted by the head/s of the Agency (i.e. University of the Philippines). It details the targets of UP as an agency in its entirety, as well as its Mandate (i.e. Vision and Mission) and Strategic and Core Functions (Research and Creative Work, Education, Public Service, Administrative Efficiency, Financial Sustainability, Support Functions).</td>
</tr>
<tr>
<td>Individual Performance Commitment and Review (IPCR)</td>
<td>The IPCR is an SPMS form that is accomplished individually by UP employees. It details the Major Final Outputs, Success Indicators, Actual Accomplishments, Rating for Quality (Q), Efficiency (E), and Timeliness (T), and the Average (Ave), and Remarks.</td>
</tr>
<tr>
<td>Office Performance Commitment and Review (OPCR)</td>
<td>The OPCR contains performance targets, as listed by the Office Heads. It includes the following details: Major Final Outputs, Success Indicators, Allotted Budget, Accountable Divisions, Actual Accomplishments, Rating for Quality (Q), Efficiency (E), and Timeliness (T), and the Average (Ave), and Remarks.</td>
</tr>
<tr>
<td>Appraisee</td>
<td>This refers to the Employee (Subordinate), who will be given an appraisal by his or her Immediate Supervisor (Appraiser).</td>
</tr>
<tr>
<td>Appraiser (Main)</td>
<td>An employee’s immediate supervisor serves as his or her Main Appraiser. Prior to providing an appraisal or rating of an employee on the Appraisal period, the Main Appraiser will be in-charge as well of cascading targets during the Target Setting period of SPMS.</td>
</tr>
<tr>
<td>Cascade (i.e. Cascade Target)</td>
<td>Cascade is a means to align one or more targets from the Main Appraiser to the Appraisee’s scorecard. The Cascade Target process is done prior to the Transfer of Scorecard.</td>
</tr>
<tr>
<td>Performance Management Plan (PMP)</td>
<td>A Performance Management Plan (PMP) details the performance management process for a given period. It includes the creation, transfer and allocation, and tracking of performance targets or objectives, and the appraisal of employee performance based on the set targets.</td>
</tr>
<tr>
<td><strong>Performance Management Team (PMT)</strong></td>
<td>Consisting of members from different UP Units/Offices, the PMT is the primary group in charge of creating, monitoring and implementing the PMP at the University.</td>
</tr>
<tr>
<td><strong>Scorecard</strong></td>
<td>The scorecard is a computerized template which contains the details of the employee’s objectives.</td>
</tr>
<tr>
<td><strong>Target (or Objective)</strong></td>
<td>This is an appraisal period-bound specific performance target or goal. (e.g. To accomplish SALN using HRIS)</td>
</tr>
<tr>
<td><strong>Transfer</strong> (i.e. Transfer Scorecard)</td>
<td>Transfer is the process through which a scorecard is provided for the employee to work on (e.g. add, update, or delete objectives). Transfer of Scorecard is done once the Cascade Target process has been accomplished.</td>
</tr>
</tbody>
</table>
SET TARGETS
Note:

A UP Employee may start setting performance targets once he or she has received the scorecard from his or her the Supervisor. Employees will be notified of the transfer of scorecard via a notification on his or her worklist (e.g. Brown, Robert has transferred your scorecard to you.).
SET TARGET

Step 1. On the HRIS Main Menu, click the **UP Employee Self Service** responsibility.

A drop down list will appear.
Step 2. Click the **SPMS** folder.

A dropdown list will appear.
Step 3. Click **Performance Management** from the Employee Self Service drop down list.

You will be directed to the Performance Management Task List page.
Step 4. Search for the PMP for the period from the list (e.g. PMP: Demo PMP v1.2.1 Jan-Jun 2016), then click the corresponding Go to Task icon of the Set Objectives focus task.

You will be directed to the Set Objectives page.

Please proceed to Step 5a if you want to update or delete objectives cascaded by your supervisor, then to Step 5b to create new objectives.
**Step 5a.** Click the **Update** button to edit the objective cascaded to you by your supervisor based on the consideration of your function/s as an employee.

You will be directed then to the **Update Objective** page.

You may also opt to remove cascaded objectives by clicking the **Delete** button.

**Note:** The updating of cascaded objective must be done before the creation of new ones, if there are any.
Step 5b. Click the **Create Objective** button to set new objectives.

You will be directed to the Create Objective page.

**Note:** Ensure that the objectives that you will create are those which are not yet included in the cascaded objectives of your supervisor.
Step 6. Fill out all the required fields (fields marked with asterisk or *) such as Function Name, Start Date, Function Group (i.e. Strategic, Core, Support), Success Indicator, Measures, and Target.

Example

**Function Name:** Student Admission-Graduation

**Start Date:** 22-Jan-2016

**Group:** Core Functions

**Success Indicator:** Student Quality

**Measures**
Percentage of graduates who finished academic programs according to the prescribed timeframe

**Target:** 23%

Note: Success Indicator, Targets and Measures are required fields and must be filled out accordingly.
Step 8. Click the **Apply** button once you have filled out the Create Objective page.

**Note:** Proceed to clicking the **Apply** button only if you are creating 1) a single objective or 2) creating your last objective in a set of multiple objectives.

If you are creating multiple objectives, you have to click the **Apply and Create Another** button so you can draft your objectives continuously.
Step 9. Click the **Finish** button.

**Note:** Click **Finish** only when you have accomplished encoding all targets.

If you wish to return on a future date (e.g. to create new objectives), click **Return to Performance Management** at the lower left part of the screen.
A confirmation that the objective has been sent for approval will be displayed.

**Note:**

For Employees – Please wait for the approval of your targets by your supervisor.

For Supervisors – Once your targets have been approved by your head, you may then cascade them to your subordinates. Only approved objectives may be cascaded. *(Please see page 34 for the Cascade Target process.)*
APPROVE TARGET AND FINISH TARGET SETTING
APPROVE TARGET AND FINISH TARGET SETTING
(to be accomplished by Supervisors only)

Step 1. From the worklist, select the transaction with the subject “[Employee Last Name, First Name] has sent the scorecard for approval.” (e.g. Harrison, Larry has sent the scorecard for approval.).
Step 2. Under the Related Applications subsection, click Performance Management.
Step 3. On the Task List, select **Review Employee Changes**.

You will be directed to the Review Changes page.
Step 4. Click the **Action** button in line with the name of the employee requesting for approval.
Step 5. Review the Targets set by the employee. These are categorized into four – Change, New, Deleted, and Approved.

Click Approve and Finish or Request Further Action, if needed.

**Note:** If the Supervisor wants to see additional or revisions to the objectives submitted by the employee, he or she may use the Request Further Action button instead of approving the objectives right away.

By clicking the Request Further Action, the objectives will be sent back to the employee so he or she may make changes in the objectives. Once changes have been made, the employee will resubmit his or her objectives to the supervisor for approval.
Step 6. Click the **Submit** button.

**Note:** Additional notes for the employee can be entered in the **Notification Message** textbox.
CASCADE TARGET
CASCADE TARGET
(to be accomplished only by Employees who are Supervisors)

Step 1. On the HRIS Main Menu, click the UP Supervisor Self Service folder.

A drop down list will appear.
Step 2. Click the SPMS folder from the Supervisor Self Service drop down list.
Step 3. Click Performance Management.

You will be directed to the Performance Management Task List page.
Step 4. Select the PMP for the period (e.g. PMP: Demo PMP v1.2.1 Jan-Jun 2016), then click the corresponding Go to Task icon of the Cascade or set objectives focus task.

You will be directed to the Set Worker Objectives page.
Step 5. Click the **Cascade Objectives** button.

**Note:** Ensure that the list of subordinates is accurate so that the hierarchy structure will be presented.

Do **NOT** proceed with the Cascade Target process until an accurate hierarchy is accomplished.

For corrections or updates in assignments, kindly coordinate with your local HRDO units.
Step 6. Click the **Add Objectives to Cascade** button.
Step 7. Tick the checkbox that corresponds to the target or objective to be cascaded (e.g. Student Admission-Graduation), then click the Add New and Align button.

Note: Only approved objectives may be cascaded and aligned.
Step 8. Update the objectives to be cascaded, then add details which are fit for the set of employees to whom the objectives will be cascaded.

**Note:** Supervisors can do multiple cascading for different set of employees.
Step 9. Tick the checkbox beside the name of the employee who will be receiving the selected target or objective, then click the Finish button.

You may now proceed to the Transfer Scorecard process.
TRANSFER SCORECARD
TRANSFER SCORECARD

Pre-requisite: Completion of Cascade Target process (to be accomplished only by Employees who are Supervisors)

Step 1. On the HRIS Main Menu, click the UP Supervisor Self Service folder.

A drop down list will appear.

NOTE: Transfer of Scorecards may be performed only after Cascade of Targets has been completed.
Step 2. Click the SPMS folder from the Supervisor Self Service drop down list.
Step 3. Click **Performance Management**.

You will be directed to the Performance Management Task List page.
Step 5. Select the PMP for the period (e.g. PMP: Demo PMP v1.2.1 Jan-Jun 2016), then click the corresponding Go to Task icon of the Transfer scorecards to worker for action focus task.

You will be directed to the Transfer Scorecards to Worker for Action page.
Step 6. Tick the checkbox beside the name of the employee who will be receiving the Scorecard, then click the Transfer button.

**Note:** Additional notes for the employee can be entered in the Notification Message textbox.