REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF FINANCE
BUREAU OF INTERNAL REVENUE
Quezon City

February 04, 2021

REVENUE MEMORANDUM ORDER NO. 10-2021

TO : **All Regional Directors and Offices Concerned**

SUBJECT : **Prescribing the Consolidated Standard Success Indicators for the Regional Office Divisions**

I. BACKGROUND

Revenue Memorandum Order (RMO) No. 26-2013 prescribed the BIR Strategic Performance Management System (SPMS) for Individual and Office Performance. The BIR SPMS links employee performance with organizational performance to establish the relationship between the accomplishment of individual targets and the attainment of the organization's goal.

In order to assess the performance of the office and of each individual employee, the Performance Measures and Performance Targets shall be set at the beginning of the rating period and it shall be documented in the Index of Success Indicators (SIs). These SIs shall serve as basis in the Office Performance Contract and Rating Form.

The Operational Key Performance Indicators which are being set annually are the Index of SIs for the Revenue Regions, Revenue District Offices and the Large Taxpayers Service.

II. OBJECTIVES

This Order is issued to:

1. Identify the Performance Measures, Performance Targets, and Success Indicators for each Major Final Output (MFO) of the Regional Divisions.

2. Prescribe the Standard SIs for the following Divisions in all Revenue Regions nationwide:
   2.1. Collection Division
   2.2. Assessment Division
   2.3. Finance Division
   2.4. Legal Division
   2.5. Regional Investigation Division
   2.6. Administrative and Human Resource Management Division
   2.7. Document Processing Division

3. Ensure consistency and uniformity in the Performance Reporting of the Regional Division's Office Performance Commitment and Review (OPCR) Forms.

III. POLICIES AND GUIDELINES

The following policies and guidelines shall be observed:

1. The Success Indicators shall be the basis for the preparation of the OPCR Forms of the Regional Divisions (Annex A).

2. The Success Indicators shall consist of:

   Performance Measure – It is a metric used to gauge program or project performance.

   Performance Targets – These are office commitments explicitly identified under each Strategic Priority in the Road Map and Major Final Outputs (MFOs) that contribute to the attainment of organizational mission/vision which form part of the Core Functions.

3. The Performance Measures need not be many, only those that contribute or support the outcomes that the Office aims to achieve and measures that are relevant to the BIR's Core Functions and Strategic Priorities:

   Strategic Priorities – Outputs that should be delivered by BIR, as identified in the BIR Strategic Plan 2019-2023.

   Core Functions – Inherent in the office's mandates as identified in the prescribed Revenue Administrative Order.

   Support to Operations – Technical and substantive support to operations and projects of the Bureau.

4. The Performance Measures shall include any one, combination of, or all the following general categories, whichever is applicable:

   Efficiency/Quantity – Percentage, quota, number of reports, amount of collection, number of employees oriented.

   Timeliness – Turnaround time (in minutes, hours, days, months, etc.), cycle time, claim processing time, response time, target date or deadline, product development rate, delivery time, etc.

Effectiveness/Quality **–** Customer/employee satisfaction rate, employee engagement index, capability index, customer positive feedback, quality hire, compliance with the Republic Act No. 11032 otherwise known as the "Ease of Doing Business and Efficient Government Service Delivery Act of 2018".

5. The rating scale that shall be use for the general functions shall be the following:

Rating		**Description**		
Numerical	**Adjectival**	**Effectiveness/Quality**	**Efficiency/Quantity**	**Timeliness**
5	Outstanding	Performance was exceptional in terms of quality, technical skills, creativity and initiative, showing mastery of the task	Performance exceeding targets by 30% and above of the planned targets.	Task accomplished within ½ of the time required.
4	Very Satisfactory	All goals, objectives and targets are achieved above the established standards.	Performance exceeding targets by 15% to 29% of the planned targets.	Task accomplished within 2/3 of the time required.
3	Satisfactory	Performance met expectations and in accordance with the instructions. Minor revisions needed.	Performance of 100% to 114% of the planned targets.	Task accomplished on the deadline.
2	Unsatisfactory	Major revision is needed. Help/ assistance from supervisor/peers required to overcome errors.	Performance of 51% to 99% of the planned targets.	Task partially completed on the deadline.
1	Poor	Performance was consistently below expectations.	Performance failed to meet the planned targets by 50% and below.	Task not yet begun at expected date of completion.

6. The rating scale to be used for MFOs requiring 100% performance of the target and the maximum performance level of accomplishment can no longer go beyond 100%, shall be the following:

Rating		Description		
Numerical	**Adjectival**	**Effectiveness/Quality**	**Efficiency/Quantity**	**Timeliness**
5	Outstanding	Performance was exceptional in terms of quality, technical skills, creativity and initiative, showing mastery of the task.	100%	Task accomplished within ½ of the time required.
4	Very Satisfactory	All goals, objectives and targets are achieved above the established standards.	90% - 99%	Task accomplished within 2/3 of the time required.
3	Satisfactory	Performance met expectations and in accordance with the instructions. Minor revisions needed.	80% - 89%	Task accomplished on the deadline.
2	Unsatisfactory	Major revision is needed. Help/assistance from supervisor/peers required to overcome errors.	70% - 79%	Task partially completed on the deadline.
1	Poor	Performance was consistently below expectations.	60% - 69%	Task not yet begun at expected date of completion.

7. The Index of SIs must be continuously revisited and updated, to consider the significant changes in policy directions, priority programs and projects, new issuances/regulations, among others, which would impact in providing the performance of an Office.

IV. REPEALING CLAUSE

All revenue issuances and/or portions thereof that are inconsistent herewith are hereby repealed, revoked, amended or modified accordingly.

V. EFFECTIVITY

This Order shall take effect starting Calendar Year 2021 OPCR.

(Original Signed)
CAESAR R. DULAY
Commissioner of Internal Revenue

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