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

29 September 2014

REVENUE MEMORANDUM ORDER NO. 36-2014

TO : All Deputy Commissioners (DCIRs), Assistant Commissioners (ACIRs), Regional Directors, Revenue District Officers and Others Concerned

SUBJECT : Prescribes the CY 2014 Operational Key Performance Indicators and Accomplishment Reporting for the Revenue Regions (RRs), Regional Divisions and Revenue District Offices (RDOs)

I. OBJECTIVES

This Order is issued to:

1. Update and rationalize the BIR's CY 2014 Operational KPIs for the Revenue Regions (RRs), Regional Divisions and Revenue District Offices (RDOs);

2. Align the Operational KPIs with the Bureau's 2014-2016 Agency Level Key Performance Indicators provided under Revenue Memorandum Circular No. 41-2014; and

3. Prescribe the policies and procedures in the preparation and submission of Accomplishment Reports and in monitoring the performance of the RRs, Regional Divisions and RDOs relative to the Operational KPIs.

II. GENERAL POLICIES

The following policies and guidelines shall be observed:

1. The CY 2014 Operational KPIs, and the corresponding details such as weights, formulas, definition of measures, targets, and Assistant Commissioners (ACIRs) / Measure Owners, are prescribed in Annex A of this Order.

2. These Operational KPIs shall be adopted as the standard measures of the said Bureau units in their Office Performance Commitment and Review (OPCR) Form, as well as in the Office Index of Success Indicators of the RRs, Regional Divisions and RDOs for the Strategic Performance Management System (SPMS).

3. The Score for each KPI shall be computed as follows:

$$\textbf{Score} = \frac{\text{Applicable Formula (See Annex A)}}{\text{Applicable KPI Target}} \times \text{KPI Weight}$$

4. In the event that the actual accomplishment exceeds the KPI target, the score to be given shall be the maximum assigned KPI weight.

5. The Overall Rating of an Office shall be computed as follows:

$$\textbf{Overall Rating} = \frac{\text{Total score earned for all KPIs}}{\text{Highest possible total score}} \times 100\%$$

6. Figures to be used in all computations required in this Order shall be rounded off to the nearest 2 decimal places.

7. Any issues relative to the KPIs, including, among others, the implementation, monitoring, evaluation and reporting of accomplishments, shall be the responsibility of the concerned Measure Owners.

III. GUIDELINES AND PROCEDURES

1. The RRs shall consolidate and submit the semestral/annual Accomplishment Reports of the Regional Divisions/RDOs to the concerned ACIRs/Measure Owners.

2. The Measure Owners shall monitor the submission, validate and evaluate the Accomplishment Reports of the Regional Offices, and compute the corresponding KPI scores.

3. The Accomplishment Reports shall be prepared and submitted in accordance with the following schedules:

REPORT	OFFICE/PERSON RESPONSIBLE	SUBMITTED TO	DUE DATE
A. Semestral/Annual Regional KPI Accomplishment Report			
Regional KPI Accomplishment Report (using the format in Annex B1)	Regional Division Chief / Revenue District Officer	Regional Director concerned	**Semestral**: On or before the 8th working day of the following semester **Annual:** On or before the 10th working day after the end of the year
Consolidated Regional KPI Accomplishment Report of all Regional Divisions / RDOs (using the format in Annex B2)	Regional Director concerned	ACIR/Measure Owner monitoring the KPI	**Semestral:** On or before the 12th working day of the following semester **Annual:** On or before the 14th working day after the end of the year
B. Regional Office KPI Performance Evaluation Report			
Regional Office KPI Performance Evaluation Report (using the format in Annex C) ***NOTE**: If a specific KPI is not applicable to a particular office, the Measure Owner shall indicate such in the Regional Office KPI Performance Evaluation Report.*	ACIR / Measure Owner monitoring the KPI	Deputy Commissioner concerned cc: Planning and Programming Division (PPD)	**Semestral** : On or before the 28th working day of the following semester **Annual:** On or before the 30th working day after the end of the year

REPORT	OFFICE/PERSON RESPONSIBLE	SUBMITTED TO	DUE DATE
C. Consolidated Regional Office KPI Performance Report			
Consolidated Regional Office KPI Performance Report, per RRs/ RDOs	ACIR, Planning and Manage-ment Service thru: the Chief, PPD	Commissioner	**Semestral**: On or before the 40th working day of the following semester **Annual**: On or before the 42nd working day after the end of the year

IV. REPEALING CLAUSE

This Order supersedes Revenue Memorandum Order Nos. 9-2013, 30-2013 and all other issuances or portions thereof inconsistent herewith.

V. EFFECTIVITY

This Order takes effect immediately.

(Original Signed)
KIM S. JACINTO-HENARES
Commissioner of Internal Revenue

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