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

March 26, 2010

REVENUE MEMORANDUM ORDER NO. 37-2010

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

Subject : BIR 2010 Office Key Performance Indicators (KPIs) for the Revenue Regions and Revenue District Offices

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I. OBJECTIVES

This Order is issued to:

1. Prescribe and provide details of the BIR's CY 2010 Revenue Region (RR) and Revenue District Office (RDO) Performance Measures by indicating the Priority Programs, Key Performance Indicators, Program Weights, KPI Weights, Targets, as well as the Office(s) responsible to implement and monitor each Priority Program; (Refer to Annex A)
2. Prescribe the policies and procedures for monitoring and evaluating the performance of RRs and RDOs vis-a-vis the Office Performance Measures;
3. Align the Priority Programs/Activities/Projects of all Revenue Regions and Revenue District Offices to the 2010 BIR Strategy Map; and
4. Articulate the progress of BIR initiatives and tax reforms under the Performance Governance System.

II. POLICIES

1. Key Performance Indicators (KPI) shall be used as a basis for the performance monitoring and evaluation of incumbent heads of RRs and RDOs for CY 2010.
2. A separate Revenue Memorandum Order prescribing and providing the details of the 2010 KPIs for the Large Taxpayers Service (LTS) - Regular and LTS – Excise together with all the divisions under their supervision shall be issued.
3. The two (2) LT Services shall be clustered with all the RRs for ranking purpose based on their corresponding overall KPI ratings. The LTS audit offices shall be clustered with all RDOs for similar ranking purpose. The previous cluster shall be referred to as Group "A" while the latter cluster shall be referred to as Group "B".
4. The incumbent head of office of the top five (5) under Group "A" may be assigned in the Office of their preference or retained in their present area of assignment; while those ranked in the bottom five (5) shall undergo the Senior Executive Development Program.

5. The incumbent heads of office of the top ten (10) ranking in Group "B" may be assigned in the RDO of their preference or retained in their present area of assignment; while those ranked in the bottom ten (10) shall undergo the Senior Executive Development Program.

6. The definitions and criteria used in the particular 2009 KPIs shall be adapted if the same KPI is retained as a 2010 KPI. However, if there is a need to define/redefine or clarify any 2010 KPI, the concerned ACIR who is the Measure Owner may, at a later date, issue a corresponding memorandum to effect such, with the approval of the Commissioner.

7. A Performance Contract per Office shall be signed by the Head of Office and noted by the Commissioner/Deputy Commissioners (DCIRs) and submit to the Assistant Commissioner, Policy and Planning Service not later than April 15, 2010. (Refer to Annex B)

8. The Commissioner, DCIRs, and Assistant Commissioners (ACIRs) shall perform periodic checking and systematic documentation on the progress of each of the KPI included in the Performance Contracts of their supervised Offices. The concerned DCIR shall discuss during the regular Management Committee (MANCOM) Meeting issues/outstanding accomplishments reported on any KPI under its area of jurisdiction.

9. The ACIRs shall prepare the Annual Office Performance Evaluation of the RRs and RDOs for each of the KPIs they are monitoring.

10. There will be an additional ten (10) points bonus from the members of MANCOM:

    10.1 Commissioner = 3
    10.2 DCIR, Operations Group = 2
    10.3 DCIR, Information Systems Group = 1
    10.4 DCIR, Legal and Inspection Group = 1
    10.5 DCIR, Resource Management Group = 1
    10.6 DCIR, Special Concerns Group = 1
    10.7 DCIR, Tax Reform Administrative Group = 1

11. An interim performance rating maybe administered depending on the exigencies of service as determined by MANCOM.

III. PROCEDURES

Hereunder are the procedures in the preparation and submission of the accomplishment reports and office performance evaluation for CY 2010 Priority Programs and KPIs:

A. Preparation and Submission of Accomplishment Reports

1. Prepare **Monthly** Accomplishment Report

Report	Office/Person Responsible	Submitted To	Due Date
1.1 RDO Accomplishment on KPIs (using format in Annex C1)	Revenue District Officer	Respective Regional Director	Not later than the 5th day after end of each month
1.2 Revenue Region Accomplishment on KPIs (using format in Annex C1)	Regional Director	Assistant Commissioner monitoring the KPI	Not later than the 10th day after end of each month
1.3 Consolidated Accomplishment of all RDOs (using format in Annex C2)	Regional Director	Assistant Commissioner monitoring the KPI	Not later than the 10th day after end of each month

2 Prepare Consolidated **Quarterly** Accomplishment Report

Report	Office/Person Responsible	Submitted To	Due Date
2.1 RDO Accomplishment on KPIs (using format in Annex D1)	Revenue District Officer	Respective Regional Director	Not later than the 7th day of the month following each quarter
2.2 Revenue Region Accomplishment on KPIs (using format in Annex D1)	Regional Director	Assistant Commissioner monitoring the KPI	Not later than the 10th day of the month following each quarter
2.3 Consolidated Accomplishment of all RDOs (using format in Annex D2)	Regional Director	Assistant Commissioner monitoring the KPI	Not later than the 10th day of the month following each quarter

3 Consolidated **Semestral** Accomplishment/Status Report

Report	Office/Person Responsible	Submitted To	Due Date
3.1 Consolidated Accomplishment of all RRs and RDOs (using the format in Annex E)	Assistant Commissioners	Deputy Commissioner	Not later than the 12th day of the month following each semester
3.2 Status Assessment Report of RRs and RDOs (using the format in Annex F)	Deputy Commissioners	Commissioner	Not later than the 12th day of the month following each semester

B. Evaluation of Office Performance

Prepare **Annual** Office Performance Evaluation (using the format in Annex G)

Activity	Office/Person Responsible	Submitted To	Due Date
1. Annual Performance Evaluation of RRs and RDOs	Assistant Commissioners	Commissioner and Deputy Commissioners	Not later than the 18th day of the month after the end of the year
2. MANCOM additional bonus or minus points	MANCOM	Commissioner	Not later than the 21st day of the month after the end of the year

C. Documentation

The Office of the Commissioner, thru the Policy and Planning Service, shall be responsible in preparing the overall final ranking of Revenue Regions and Revenue District Offices. The Planning Division must be provided with copy of all documents prepared and submitted as abovementioned. These documents shall serve as means of validation in the preparation of the Office Annual Performance Evaluation for the Revenue Regions and Revenue District Offices. Likewise, these will be used as basis/input for next year's strategy map and priority programs to be recommended to MANCOM.

D. Analysis of Revenue Regions and Revenue District Offices KPIs

Activity	Office/Person Responsible	Submitted To	Due Date
1. Prepare the Final Report of the Office Performance Evaluation Report per KPI	ACIR, Policy and Planning Service	Commissioner	Not later than the 20th day of the month after the end of the year
2. Analysis Report on the result of accomplishment of KPIs	ACIR, Policy and Planning Service	Commissioner	Not later than the 20th day of the month after the end of the year

IV. REPEALING CLAUSE

All revenue issuances or portions thereof inconsistent herewith are hereby repealed or amended accordingly.

V. EFFECTIVITY

This Order takes effect immediately.

(Original Signed)
JOEL L. TAN-TORRES
Commissioner of Internal Revenue

B-1