PQA Government Criteria

For Performance Excellence

2023—2027

Philippine Quality Award

Government Criteria for Performance Excellence and Application Guidelines

The Trophies for Performance Excellence

Philippine Quality Award for Performance Excellence (Level 4)

The Philippine Quality Award for Performance Excellence is the highest level of recognition to qualified organizations from private and public who have demonstrated a high level of excellence and serves as a national and global role model. The design of this trophy mainly focuses on the letter H that stands for the tagalog word "Husay". It is formed by the deconstructed elements of "Husay" in baybayin and is made up of pounded brass set on a wooden base where the words "Husay" both in baybayin and tagalog are carved.

Recognition for Mastery in Quality Management (Level 3)

The Mastery in Quality Management recognizes an organization who have demonstrated superior results in mastering quality management and serves as a role model in the Philippines. This design takes the form of a boat with its sails still unfurled which means that all the better for the boat to be propelled onwards. It is a metaphor for smooth and rapid movement across challenges and difficulties.

Recognition for Proficiency in Quality Management (Level 2)

This award recognizes the proficiency of an organization in quality management by achieving significant progress in building sound process. The design of the trophy takes on the form of a Sulu torch that signifies pursuit to excellence. The fire stoked and burning bright marks as a beacon to attract and illuminate the path to quality and excellence for everyone to see and appreciate.

Recognition for Commitment to Quality Management (Level 1)

This is the first level of recognition to an organization who have shown commitment to planting seeds of quality and productivity by beginning it's journey to quality management. The trophy is designed in the shape of a champion's cup and the word Husay in both Tagalog and Baybayin. The trophy's shape is a reminiscence of a bird's wing spread in flight, which signifies aspiration to achieve quality and excellence soaring to reach the sky.

The Trophies for Performance Excellence

The Philippine Quality Award Trophy is an epitome of quest of Philippine Corporations and Organizations for Performance Excellence through Total Quality Management.

A creative sculptured trophy made of cast bronze was designed by Artist **Abdulmari "Toym" de Leon Imao Jr.,** the son of National Artist for Sculpture Mr. Abdulmari Asia Imao Sr.

Mr. Imao Jr. also known as "Toym" is a Filipino multi-media visual artist whose art is known for Historical Representations and Filipino Social Conditions.

Level 1   **Level 2**   **Level 3**   **Level 4**

Contents

Introduction

What is the Philippine Quality Award?

The Philippine Quality Award (PQA) is an integrated approach for performance management that sets the standard of excellence to help Philippine organizations achieve world-class performance. It provides an internationally comparable framework and criteria, patterned from the Baldrige Performance Excellence Program of the US, for assessing organizational performance. It is a template for competitiveness based on the principles of Total Quality Management. In addition, the PQA is the highest level of national recognition for exemplary organizational performance. It is not an award for product or service quality but for a quality management system which hinges on improvement in the delivery of products and/or services, and provides a way of satisfying and responding to customers' needs and requirements. Established through Executive Order No. 448, issued by President Fidel V. Ramos on October 3, 1997, the award is given to organizations in the private and public sectors which excel in quality and productivity. It was institutionalized through the signing of Republic Act No. 9013 on February 28, 2001, also known as the Philippine Quality Award Act.

Why was the Award established?

The adoption of the National Action Agenda for Productivity (NAAP) in 1996 as a comprehensive strategy to sustain socio-economic growth provided the impetus to intensify productivity and quality improvement efforts in the country. This was further hastened by increasing globalization which is raising quality standards all over the world. The PQA was established as a specific strategy of the NAAP to promote quality excellence in private and public sector organizations and to provide an internationally comparable framework and criteria for assessing organizational performance and in recognizing quality excellence. It also aims to promote sharing of information and benchmarking of best practices and results among organizations pursuing quality improvement.

Which organizations may apply for the Award?

Companies or organizations, from the private and public sectors, located and operating in the Philippines may be eligible to apply for the Award and these include the following:

- Private Sector: (regardless of size): (1) Manufacturing Companies e.g. Pharmaceutical Companies, Manufacturers of Consumer/ Industrial Goods, Foods or Processed Foods and Semiconductor/ Electronics Companies; (2) Agricultural Producers; (3) Service Companies e.g. Educational Institutions, Healthcare Institutions or Business Processing Outsourcing Institutions; (4) Non-profit Organizations other than Public Sector e.g. Trade Associations, Charitable Organizations, Credit Unions or Professional Societies; and (5) other industries.

- Public Sector: (1) Departments, bureaus and attached agencies; (2) Government-Owned and Controlled Corporations; (3) Government Financial Institutions; (4) State/Community Universities and Colleges; (5) State/Community Hospitals; (6) Local Government Units, and (7) other government agencies.

See the Eligibility Categories and Restrictions on pages 73-74

Who are involved in the Award process?

The PQA Program is a public-private partnership involving the following:

President of the Republic of the Philippines:

Patron of the Award who approves, announces and personally confers PQA on National Recipients.

Department of Trade & Industry Secretary: Award Manager that is responsible for the conduct of the awards process and validates and endorses to the President the list of awardees selected by the Board of Judges.

PQA Executive Committee: the policy-making body of the PQA to ensure the integrity of the award system.

Management Committee: Implementing arm and secretariat of the PQA Committee chaired by the Department of Trade and Industry – Competitiveness Bureau (formerly known as Center for Industrial Competitiveness).

Department of Trade and Industry – Competitiveness Bureau (DTI-CB): Implementing agency of the PQA Program that provides necessary technical and administrative support to the Award Manager and PQA Committee.

Award Administrators for Private Sector and Public Sector: Screen PQA applications and facilitate the review process; identify, organize and develop a pool of assessors; and assist in the promotion of the PQA program.

Board of Judges: Reviews the feedback reports prepared by the Team of Assessors and recommends to the Award Manager the appropriate award/ recognition to be given to applicant organization.

Team of Assessors: Conducts independent assessment, consensus review, and site visit verification, prepare and submit the feedback report to the Board of Judges and applicant organization through the Award Administrator.

What are the PQA Criteria for Performance Excellence?

The Criteria for Performance Excellence provide organizations with an integrated, results-oriented framework in implementing and assessing processes in managing operations. These are the bases for the feedback given to the award applicant organizations after examination by PQA assessors. The Criteria consist of seven Categories:

- Leadership
- Strategy
- Customer
- Measurement, Analysis, and Knowledge Management
- Workforce
- Operations
- Results

What is the basis for the Criteria?

The PQA Criteria are adapted from the Baldrige Performance Excellence Program (BPEP) of the United States. The national quality awards of other countries such as the Australian Quality Award, Japan Quality Award, Singapore Quality Award and even the European Quality Award, have adapted the Baldrige criteria framework for international comparability.

The Criteria are reviewed and updated every five years with the basis from the latest version of the Baldrige Criteria during the review period.

What are the benefits gained from applying?

Each applicant organization will benefit from applying to the PQA as follows:

- Gains an outside perspective of the organization's strengths and opportunities for improvement through the rigorous evaluation of the organization's processes and results equivalent to about 550-600 hours of review by at least five quality practitioners from different industry, academe, and government.

- Receives a feedback report which outlines the Team of Assessors' findings based on the evaluation and can guide the organization's strategic

  planning and quality and productivity improvement. The feedback report may increase the involvement of the employees and the team's capability and flexibility to cope with rapid change while keeping them focused on customer satisfaction and retention.

- Should the applicant organization become a PQA Awardee or Recognition recipient, the organization's exceptional management practices become benchmarks and serve as models for other organizations that are on a similar journey to performance excellence.

How are Award recipients selected?

All applicant organizations will undergo the following PQA assessment processes:

- **Eligibility Determination**

  Organizations that intend to vie for the award are required to submit accomplished Eligibility Information Form that can be downloaded from the PQA website ***https://pqa.dti.gov.ph*** and submit to the PQA Administrator.
  The submitted form will be reviewed by the administrator to identify eligibility of the organizations to apply for the award based on the set guidelines and policies.

- **Stage 1, Independent Review**

  The assessment process begins with the Independent Review, in which each member of the Team of Assessors is assigned to each of the applications and conducts a desk review of the submitted application report.

- **Stage 2, Initial Consensus Review**

  The team of Assessors conducts a series of meetings to reach consensus on comments that capture the team's collective view of the applicant's strengths and opportunities for improvement. In the process, the team decides the score for each Item and identifies the issues to clarify and verify if the applicant is selected for a site visit.

- **Stage 3, Site Visit Review**

  Applicants are selected to receive a site visit during the PQA Pre-Site Visit Review by the Board of Judges. Site visits are conducted for selected applicants to clarify uncertain points in the application and to verify that the information provided in the application is accurate.

- **Stage 4, Final Judges Review**

  The Final Consensus Scorebook of organizations receiving a Site Visit is forwarded to the Board of Judges who makes final recommendations on which organizations will be recognized in any of the four PQA Levels of Recognition. The results of the judging process will be endorsed by the Award Manager to the Office of the President of the Philippines for final approval and concurrence.

What does an organization receive

if it is an Award recipient?

The PQA is given annually to qualified organizations in the private and public sectors which have demonstrated any of the following levels of performance:

Philippine Quality Award for Performance Excellence

- High level of excellence
- National and global role model

Recognition for Mastery in Quality Management

- Demonstrated superior results
- Role model in the Philippines

Recognition for Proficiency in Quality Management

- Achieved significant progress in building sound process

Recognition for Commitment to Quality Management

- Just beginning the quality journey
- Planted seeds of quality and productivity

Award recipients shall receive a trophy bearing the Seal of the President of the Philippines and the PQA logo

which is designed and executed by Abdulmari de Leon Imao, Jr. The conferment of the award or recognition shall be made by no less than the President of the Philippines in appropriate ceremonies usually held at the Malacañan Palace.

What is expected from award recipients?

Award recipients are required to share information on their successful performance and quality strategies with other organizations in the Philippines. However, they are not expected to share proprietary information, even if such information was part of their Award application. They are also required to provide information on best practices for inclusion in the PQA Compendium of Best Practices. An annual conference is held to showcase PQA recipients best practices and serve as a venue for sharing information aside from hosting observational tours by the recipient organization and printing of abstracts, application summaries and other materials by said recipients. Award recipients may publicize and advertise receipt of Award. They are allowed to use the PQA Logo on the organization's stationery, in advertisements and materials used for advertising and promotion, provided that these follow certain guidelines among which are:

1. The PQA Logo shall be used only by the organization and shall always be used together with the Award or Recognition Level, the year the application is submitted and the name of the organization.

2. The PQA Logo shall not be directly applied to the organization's products, programs or services, and its packaging, in such a way as to imply that the product, program or service itself is certified by the Award Manager.

How does an organization apply?

An applicant organization needs to submit an application package that consists of two parts as scheduled:

1. the accomplished Eligibility Information Form (EIF) to identify organization's compliance with eligibility requirements; and

2. the Application Report consisting of the Organizational Profile and responses to the requirements of each criterion with the accomplished Application Form and previously submitted EIF which adhered to the prescribed format.

Where to apply?

Applicant organizations may download the Eligibility Information Form and Application Form at the PQA website at **https://pqa.dti.gov.ph** and submit the application package to:

Award Administrator for Private Sector

Philippine Society for Quality, Inc. (PSQ)
Suite 3-2, Sunshine Condominium
9633 Kamagong St., Makati City
Tel. No.:   (02) 79573420
Mobile No. 09173207774
E-mail: psqualityinc@gmail.com
URL: http://www.psq.org.ph

Award Administrator for Public Sector

Development Academy of the Philippines (DAP)
Productivity and Development Center
5th Floor, DAP Bldg., San Miguel Avenue
Ortigas Center, Pasig City
Tel. No.: (02) 8631 -2156
Contact: Ms. Melani Mercader
Mobile No.: 09178612236
Email: mercaderm@dap.edu.ph
URL: http://www.dap.edu.ph

Aside from the Award Administrators, interested applicant organizations may also contact for inquiries and clarification the:

Award Implementing Agency

Department of Trade and Industry (DTI) Competitiveness Bureau
National Quality and Competitiveness Division (NQCD)
3rd Floor, Tara Building
389 Sen. Gil Puyat Avenue, Makati City
Tel. No.: 8890.5128
Email: pqa@dti.gov.ph |
cb@dti.gov.ph | nqcd@dti.gov.ph |
URL: https://www.pqa.dti.gov.ph

Government Criteria for Performance Excellence Overview and Structure

Government Criteria for Performance Excellence Overview: A Systems Perspective

The **performance system** consists of the six categories in the center of the figure. These categories define your processes and the results you achieve.

Performance excellence requires strong **Leadership** and is demonstrated through outstanding **Results**. Those categories are highlighted in the figure.

The word "**integration**" at the center of the figure shows that all the elements of the system are interrelated.

The **center horizontal arrowheads** show the critical linkage between the leadership triad (categories 1, 2, and 3) and the results triad (categories 5, 6, and 7) and the central relationship between the Leadership and Results categories.

The **center vertical arrowheads point** to and from the system foundation, which provides information on and feedback to key processes and the organizational environment.

The **Organizational Profile** sets the context for your organization. It serves as the background for all you do.

The **Results** triad **(Human Resource, Operations, Results)** includes your human resource-focused processes, your key operational processes, and the performance results they yield.

The **Leadership** triad **(Leadership, Strategy, and Customers)** emphasizes the importance of a leadership focus on strategy and customers.

The **system foundation (Measurement, Analysis, and Knowledge Management)** is critical to effective management and to a fact-based, knowledge-driven, agile system for improving performance and competitiveness
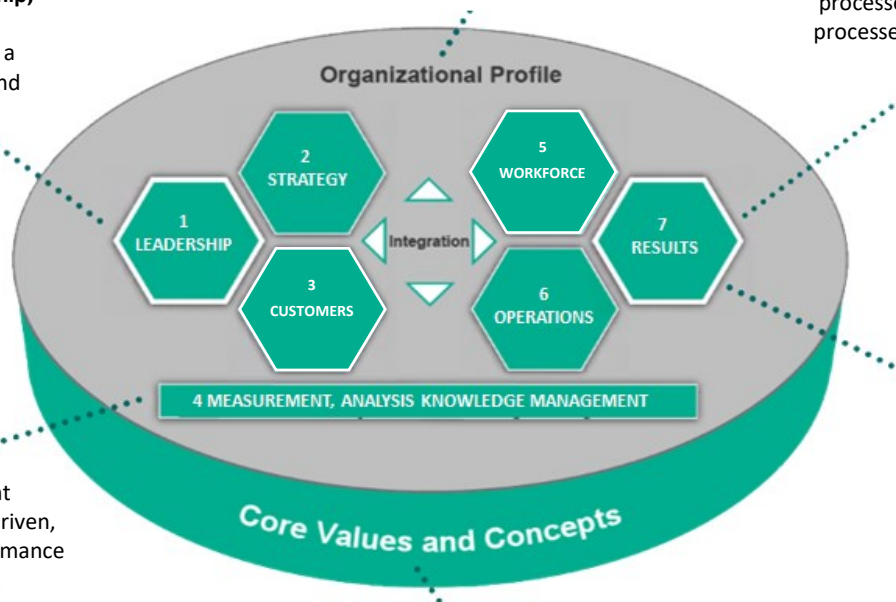
All actions lead to **Result** a composite of service and process, customer-focused, leadership and governance, and financial and market results.

The basis of Criteria is a set of **Core Values** and **Concepts** that are embedded in high-performing organizations

Government Criteria for Performance Excellence Structure

The seven PQA Criteria for Performance Excellence categories are subdivided into items and areas to address.

Items

There are 17 Criteria items (plus 2 in the Organizational Profile), each with a particular focus. These items are divided into three groups according to the kinds of information they ask for:

- The Organizational Profile asks you to define your organizational environment.

- Process items (categories 1–6) ask you to define your organization's processes.

- Results items (category 7) ask you to report results for your organization's processes.

See page 9 for a list of item titles and point values.
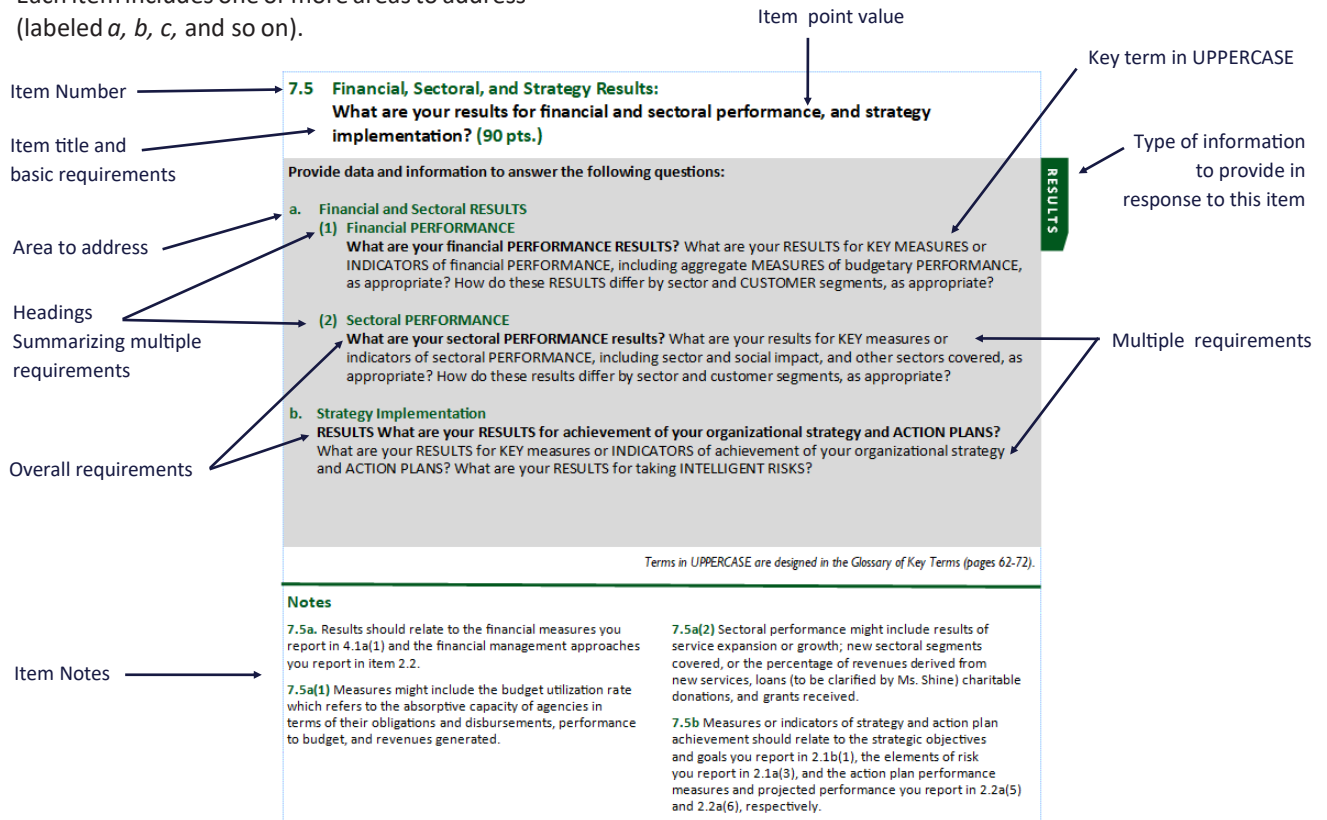
Item Notes

Item notes (1) clarify terms or requirements, (2) give instructions and examples for responding, and (3) indicate key linkages to other items.

Requirements

Item requirements are expressed as questions or statements on three levels:

- *Basic requirements* are expressed in the title question.

- *Overall requirements* are expressed in the questions in boldface in the shaded box. These leading questions are the starting point for responding to the requirements.

- *Multiple requirements* are the individual questions under each area to address, including the question in boldface. That first question expresses the most important one in that group.

Key Terms

Terms in UPPERCASE are defined in the Glossary of Key Terms (Page 62-72)

Areas to Address

Each item includes one or more areas to address (labeled *a, b, c,* and so on).

Item Number

Item title and basic requirements

Area to address

Headings Summarizing multiple requirements

Overall requirements

Item Notes

Item point value

Key term in UPPERCASE

Type of information to provide in response to this item

Multiple requirements

7.5 Financial, Sectoral, and Strategy Results:
What are your results for financial and sectoral performance, and strategy implementation? (90 pts.)

Provide data and information to answer the following questions:

a. **Financial and Sectoral RESULTS**
   (1) **Financial PERFORMANCE**
   What are your financial PERFORMANCE RESULTS? What are your RESULTS for KEY MEASURES or INDICATORS of financial PERFORMANCE, including aggregate MEASURES of budgetary PERFORMANCE, as appropriate? How do these RESULTS differ by sector and CUSTOMER segments, as appropriate?

   (2) **Sectoral PERFORMANCE**
   What are your sectoral PERFORMANCE results? What are your results for KEY measures or indicators of sectoral PERFORMANCE, including sector and social impact, and other sectors covered, as appropriate? How do these results differ by sector and customer segments, as appropriate?

b. **Strategy Implementation**
   RESULTS What are your RESULTS for achievement of your organizational strategy and ACTION PLANS? What are your RESULTS for KEY measures or INDICATORS of achievement of your organizational strategy and ACTION PLANS? What are your RESULTS for taking INTELLIGENT RISKS?

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Notes

7.5a. Results should relate to the financial measures you report in 4.1a(1) and the financial management approaches you report in item 2.2.

7.5a(1) Measures might include the budget utilization rate which refers to the absorptive capacity of agencies in terms of their obligations and disbursements, performance to budget, and revenues generated.

7.5a(2) Sectoral performance might include results of service expansion or growth; new sectoral segments covered, or the percentage of revenues derived from new services, loans (to be clarified by Ms. Shine) charitable donations, and grants received.

7.5b Measures or indicators of strategy and action plan achievement should relate to the strategic objectives and goals you report in 2.1b(1), the elements of risk you report in 2.1a(3), and the action plan performance measures and projected performance you report in 2.2a(5) and 2.2a(6), respectively.

Government Criteria for Performance Excellence Overview and Structure

Key Characteristics of the Criteria

1. The Criteria focus on results.

The Criteria focus on the key areas of organizational performance given below.

Organizational performance areas:

a. product and process results
b. customer results
c. workforce results
d. leadership and governance results
e. financial, market and strategy results

The use of this composite of measures is intended to ensure that strategies are balanced--that they do not inappropriately trade-off among important stakeholders, objectives, or short- and longer-term goals.

2. The Criteria are non-prescriptive and adaptable.

The Criteria are made up of results-oriented requirements. However, the Criteria *do not* prescribe the following:

- how your organization should be structured
- that your organization should or should not have departments for planning, ethics, quality, or other functions
- that different units in your organization should be managed in the same way.

These factors differ among organizations, and they are likely to change as needs and strategies evolve.

The Criteria are non-prescriptive for the following reasons:

a. The focus is on results, not on procedures, tools or organizational structure. Organizations are encouraged to develop and demonstrate creative, adaptive, and flexible approaches for meeting requirements. Non-prescriptive requirements are intended to foster incremental and major ("breakthrough") improvements through innovation.

b. The selection of tools, techniques, systems and organizational structure usually depends on factors such as the organization type and size, organizational relationships, your organization's stage of development, and the capabilities and responsibilities of your workforce.

c. A focus on common requirements, rather than on common procedures, fosters understanding, communication, sharing, alignment, and integration while supporting innovation and diversity in approaches.

3. The Criteria support a systems perspective in maintaining organization-wide goal alignment.

The systems perspective to goal alignment is embedded in the integrated structure of the Core Values and Concepts; the Organizational Profile; the Criteria; the scoring guidelines; and the results-oriented, cause-effect, cross-process linkages among the Criteria Items.

Alignment in the Criteria is built around connecting and reinforcing measures derived from your organization's processes and strategy. These measures tie directly to customer and stakeholder value and to overall performance. The use of measures thus channels different activities in consistent directions with less need for detailed procedures, centralized decision making, or overly complex process management. Measures thereby serve both as a communications tool and a basis for deploying consistent overall performance requirements. Such alignment ensures consistency of purpose while also supporting agility, innovation, and decentralized decision making. A systems perspective to goal alignment, particularly as strategy and goals change over time, requires dynamic linkages among Criteria Items. In the Criteria, action-oriented cycles of improvement take place via feedback between processes and results.

The improvement cycles have four, clearly defined stages:

1. Planning, including design of processes, selection of measures, and deployment of requirements (**approach**)

2. Executing plans (**deployment**)

3. Assessing progress and capturing new knowledge, including seeking opportunities for innovation (**learning**)

4. Revising plans based on assessment findings, harmonizing processes and work unit operations, and selecting better measures (**integration**)

4. The Criteria support goal-based diagnosis.

The Criteria and the Scoring Guidelines make up a two-part diagnostic (assessment) system. The Criteria are a set of 17 performance-oriented requirements. The Scoring Guidelines spell out the assessment dimensions—Process and Results—and the key factors used to assess each dimension. An assessment thus provides a profile of strengths and opportunities for improvement relative to the 17 performance-oriented requirements and relative to process and performance maturity as determined by the Scoring Guidelines. In this way, assessment leads to actions that contribute to performance improvement in all areas. This diagnostic assessment is a useful management tool that goes beyond most performance reviews   and is applicable to a wide range of strategies, management systems, and types of organizations.

Government Criteria for Performance Excellence
Items and Point Values

P	**Organizational Profile**	
P.1	Organizational Description	
P.2	Organizational Situation	

Categories and Items   Point Values

1	**Leadership**		**120**
1.1	Senior Leadership	70	
1.2	Governance and Societal Contributions	50	
2	**Strategy**		**85**
2.1	Strategy Development	45	
2.2	Strategy Implementation	40	
3	**Customers**		**85**
3.1	Customer Expectations	40	
3.2	Customer Engagement	45	
4	**Measurement, Analysis and Knowledge Management**		**90**
4.1	Measurement, Analysis, and Improvement of Organizational Performance	45	
4.2	Information and Knowledge Management	45	
5	**Workforce**		**85**
5.1	Workforce Environment	40	
5.2	Workforce Engagement	45	
6	**Operations**		**85**
6.1	Work Processes	45	
6.2	Operational Effectiveness	40	
7	**Results**		**450**
7.1	Product and Process Results	120	
7.2	Customer Results	80	
7.3	Workforce Results	80	
7.4	Leadership and Governance Results	80	
7.5	Financial, Market and Strategy Results	90	
	TOTAL POINTS		**1,000**

Note: The Scoring System used with the Criteria Items in a PQA assessment can be found on pages 56-61

Government Criteria for Performance Excellence

Begin with the Organizational Profile

The Organizational Profile is the most appropriate starting point for self-assessment and for writing an application. It provides your organization with critical insight into the key internal and external factors that shape your operating environment. These factors, such as the mandate, functions, charter, legal bases, vision, values, mission, core competencies, collaborative environment, and strategic challenges and advantages, impact the way your organization is run and the decisions you make.

It is critically important for the following reasons:
- It helps you identify gaps in key information and focus on key performance requirements and results.
- You can use it as an initial self-assessment. If you identify topics for which conflicting, little, or no information is available, use these topics for action planning.
- It sets the context for and allows you to address unique aspects of your organization in your responses to the Criteria requirements in categories 1–7.

P Organizational Profile

The **Organizational Profile** is a snapshot of your organization and its strategic environment.

P.1   Organizational Description: **What are your key organizational characteristics?**

In your response, answer the following questions:

a.   Organizational Environment
   (1)   Service Offerings
   What are your core service offerings (see the note on the next page)? What is the relative importance of each to your success? What mechanisms do you use to deliver your services?

   (2)   MANDATE, VISION, MISSION, VALUES, and Culture
   What are your Mandate, VISION, MISSION, and VALUES? Other than VALUES, what are the characteristics of your organizational culture? What are your organization's CORE COMPETENCIES, and what is their relationship to your MISSION?

   (3)   WORKFORCE Profile
   What is your WORKFORCE profile? What recent changes have you experienced in WORKFORCE composition or in your needs with regard to your WORKFORCE**?** What are

   - your WORKFORCE or employee groups and SEGMENTS;
   - the qualification standards for different employee groups and SEGMENTS;
   - the KEY drivers that engage them;
   - your organized employee associations/unions, if any; and
   - your special health and safety requirements, if any?

   (4)   Assets
   What are your major facilities, equipment, technologies, and intellectual property?

   (5)   Regulatory Environment
   What are your KEY applicable occupational health and safety regulations; accreditation, certification, or registration requirements; sectoral standards; and environmental, financial, and service regulations?

b. Organizational Relationships

(1) Organizational Structure

What are your organizational leadership structure and GOVERNANCE structure? What structures and mechanisms make up your organization's LEADERSHIP SYSTEM? What are the reporting relationships among your GOVERNANCE board/oversight/supervising agencies, SENIOR LEADERS, and parent organization, as appropriate?

(2) CUSTOMERS and STAKEHOLDERS

What are your KEY CUSTOMER and STAKEHOLDER SEGMENTS? What are their KEY requirements and expectations for your services, CUSTOMER support services, and operations, including any differences among the segments?

(3) Suppliers, PARTNERS, and COLLABORATORS

What are your KEY types of suppliers, PARTNERS, and COLLABORATORS? What role do they play in producing and delivering your CORE services and CUSTOMER support services, and in enhancing your competitiveness? What role do they play in contributing and implementing INNOVATIONS in your organization? What are your KEY supply-network requirements?

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Notes

P. Your responses to the Organizational Profile questions are very important. They set the context for understanding your organization and how it operates. Your responses to all other questions in the PQA Criteria should relate to the organizational context you describe in this profile. Your responses to the Organizational Profile questions thus allow you to tailor your responses to all other questions to your organization's uniqueness.

P.1a(1). Service offerings are the core services you offer to the customers. Mechanisms for delivering services to your customers may be direct or may be indirect, through collaborators and partners. Service offerings may refer to programs, projects, and activities (PPA).

P.1a(2). Your values are part of your organization's culture. Other characteristics of your culture may include shared beliefs and norms that contribute to the uniqueness of the environment within your organization.

P.1a(3). Workforce or employee segments (including employee associations/unions) may be based on type of employment (plantilla, outsourced services, job order/ contract of service), location (including remote work), tour of duty, work environment, use of flexible work policies, or other factors.

Workforce includes existing permanent and non-permanent, e.g., casual and contractual, and job order and contract of service workers, with the following definition:

Permanent – an appointment issued to a person who meets all the qualification requirements of the position to which he/she is being appointed to, including the appropriate eligibility, in accordance with the provisions of relevant laws rules and standards.

Casual – an appointment issued only for essential and necessary services where there are not enough regular staff to meet the demands of the service and for emergency case and intermittent period not to exceed one (1) year.

Contractual – an appointment issued to a person whose employment in the government is in accordance with a special contract to undertake local or foreign-assisted projects or a specific work or job requiring special or technical skills not available in the employing agency, to be accomplished within a specific period.

Contract of service – an outsourced service for the engagement of the services of an individual, private firm, other government agency, non-governmental agency or international organization as consultant, learning service provider or technical expert to undertake special project or job within a specific period.

Job order – piece work or intermittent or emergency jobs which are not part of the regular function of the agency with short duration and for a specific piece of work.

See existing rules on appointment and other human resources action, e.g., CSC's 2017 Omnibus Rules on Appointments and Other Human Resources and Actions (http://www.csc.gov.ph/phocadownload// PolicyReso/2018/2017ORAOHRA(RevisedJuly2018) CSCResoNo1800692_af.pdf) and COA-DBM Joint Circular No. 2 s.2020 (https://www.dbm.gov.ph/index.php/257-latest-issuances/ joint-circular/joint-circular-2020/1742-joint-circular-no-2-s-2020-coa-dbm).

P.1a(3). Organizations that also rely on volunteers and interns/on the job trainees (OJT) to accomplish their work should include these groups as part of their workforce.

Notes

P.1a(4). Assets may include capital assets, information system, and intellectual property.

P.1a(5) Regulatory environment includes adherence to the requirements of all applicable data privacy laws.

P.1b(1). The governance or oversight structure for government agencies may comprise a board, commission, oversight body, or supervising agency. Governance and reporting relationships may include relationships with major funding sources, such as granting agencies, legislatures, or foundation. Refer to Glossary of Terms for the definition of Governance.

P.1b(1). The Organizational Profile asks for the "what" of your leadership system (its structures and mechanisms). Questions in categories 1 and 5 ask how the system is used.

P.1b(2). Customers include the recipients and potential recipients of your services. Customer segments may be based on common expectations, behaviors, preferences, or profiles. Within a group, there may be Customer segments based on differences, commonalities, or both. You may subdivide your customer into segments based on type of service, geography, or other factors that you use to define customer segment. Customer segments may also be referred to as constituencies. For government agencies, the legislature (as a source of funds) may be a key stakeholder.

P.1b(2). Customer, stakeholder, and operational requirements and expectations will drive your organization's sensitivity to the risk of service and support interruptions, including those due to natural disasters and other emergencies.

P.2   Organizational environment: What is your organization's strategic environment?

In your response, include answers to the following questions:

a.   Comparative Environment

   (1) Comparative Position
   What is your position relative to other comparable organization? What are your relative size and growth in your sector or CUSTOMER served? How many and what types of comparable organizations do you have?

   (2) Comparative Changes
   What KEY changes, if any, are affecting your comparative environment, including changes that create opportunities for INNOVATION and collaboration, as appropriate?

   (3) Comparative Data
   What KEY sources of comparative data are available from within your sector? What KEY sources of comparative data are available from outside your sector? What limitations, if any, affect your ability to obtain or use these data?

b.   Strategic Context
What are your KEYSTRATEGIC ADVANTAGES and CHALLENGES?

c.   PERFORMANCE Improvement System
What is your PERFORMANCE improvement system, including your PROCESSES for evaluation and improvement of KEY organizational projects and PROCESSES?

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Notes

P.2a(1). Understanding who your comparators are, how many you have, and their key characteristics is essential for determining your comparative environment in your sector. Comparators may be those providing similar services either domestically or internationally, depending on the performance excellence maturity of the organization. The choice of comparators may be based on the size of the organization, city and municipality classes for local government units, or the number of customers served, among other factors. Leading organizations have an in-depth understanding of their current comparative environment, including key changes taking place that affect both themselves and their comparators. Sources of comparative data may include public institutions, related publications, benchmarking activities, annual reports, conferences, local networks, and associations.

P.2b. Strategic advantages and challenges may relate to a) technology, b) services, c) finances, d) operations, e) organizational structure and culture; f) parent organization's capabilities, g) customers, h) reputation, sector, i) globalization, j) climate change, k) value chain, and l) workforce.

Strategic advantages may include differentiators such as design services, innovation rate, geographic proximity and accessibility, digital integration, security and cybersecurity.

P.2c. The PQA Scoring System (page 56) uses performance improvement through learning and integration as a factor in assessing the maturity of organizational approaches and their deployment. This question is intended to set an overall context for your approach to performance improvement. The approach you use should be related to your organization's needs.

Approaches that are compatible with the overarching systems approach provided by the PQA framework may include implementing a Lean Enterprise System, applying Six Sigma methodology, using Plan-Do-Check-Act (PDCA) methodology, using standards from ISO, using decision science, or employing other improvement tools.

1 Leadership (120 pts.)

The **Leadership category** asks HOW SENIOR LEADERS' personal actions guide and sustain your organization. It also asks about your organization's GOVERNANCE system; HOW your organization fulfills its legal and ethical responsibilities; and HOW it makes societal contributions.

1.1 Senior Leadership: How do your senior leaders lead the organization? (70 pts.)

In your response, include answers to the following questions:

PROCESS

a. **VISION, MISSION and VALUES**
   (1) Establishing VISION, MISSION and VALUES
   HOW do SENIOR LEADERS set and DEPLOY your organization's VISION, MISSION and VALUES? HOW do SENIOR LEADERS DEPLOY the VISION, MISSION and VALUES through your LEADERSHIP SYSTEM, to the WORKFORCE, to KEY suppliers and PARTNERS, and to CUSTOMERS and other STAKEHOLDERS, as appropriate? HOW do SENIOR LEADERS' personal actions reflect a commitment to those VALUES?

   (2) PROMOTING LEGAL and ETHICAL BEHAVIOR
   HOW do SENIOR LEADERS' personal actions demonstrate their commitment to legal and ETHICAL BEHAVIOR? HOW do SENIOR LEADERS promote an organizational environment that requires it?

b. **Communication**
   HOW do SENIOR LEADERS communicate with and engage the entire WORKFORCE, KEY PARTNERS, and KEY CUSTOMERS? HOW do they

   - encourage frank, two-way communication;
   - communicate KEY decisions and needs for organizational change; and
   - take a direct role in motivating the WORKFORCE toward HIGH PERFORMANCE and a CUSTOMER and organization's focus

c. **MISSION and Organizational PERFORMANCE**
   (1) Creating an Environment for Success
   HOW do SENIOR LEADERS create an environment for success now and in the future? HOW do they

   - create an environment for the achievement of your MISSION;
   - create and reinforce your organizational culture, and a culture that fosters CUSTOMER and WORKFORCE ENGAGEMENT, equity, and inclusion;
   - cultivate organizational agility and RESILIENCE, accountability, organizational and individual LEARNING, INNOVATION, and INTELLIGENT RISK taking; and
   - participate in succession planning and the development of future organizational leaders?

   (2) Creating a Focus on Action
   HOW do SENIOR LEADERS create a focus on action that will achieve the organization's MISSION? HOW do SENIOR LEADERS

   - create a focus on action that will improve the organization's PERFORMANCE;
   - identify needed actions;
   - in setting expectations for organizational PERFORMANCE, include a focus on creating and balancing VALUE for CUSTOMERS and other STAKEHOLDERS; and
   - demonstrate personal accountability for the organization's actions?

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Notes

1.1. Your organizational performance results should be reported in items 7.1–7.5. Results related to the effectiveness of leadership and the leadership system should be reported in item 7.4.

1.1a(1). Your organization's vision should set the context for the strategic objectives and action plans you describe in items 2.1 and 2.2.

1.1a(2). Legal references include the Code of Conduct and Ethical standards for Public Officials and Employees (RA 6713), Anti Red Tape Law (RA 9485), Ease of Doing Business and Efficient Government Service Delivery Act of 2018 (RA 11032), Anti-Graft and Corrupt Practices Act (RA3019).

1.1b. Two-way communication may include use of social media, such as delivering periodic messages through internal and external websites, tweets, blogging, and customer and workforce digital forums, as well as monitoring external social media outlets and responding, when appropriate.

1.1b. Senior leaders' direct role in motivating the workforce may include participating in reward and recognition programs.

1.1b. Organizations that rely heavily on volunteers to accomplish their work should also discuss efforts to communicate with and engage the volunteer workforce.

1.1c(1). A successful organization is capable of addressing current needs of public service, and, by addressing risk, agility, resilience, and strategic opportunities, of preparing for its future public service, sector, and operating environment. In creating an environment for success, leaders should consider both external and internal factors. Factors may include risk appetite and tolerance; the need for technological and organizational innovation, including risks and opportunities arising from emerging technology, data integration, and digitization; readiness for disruptions; organizational culture; work systems; the potential need for changes in structure and culture; workforce capability and capacity; resource availability; societal benefit and social equity; and core competencies.

1.1c(1). Promoting equity means ensuring that all customers and workforce members are treated fairly and that all workforce members can reach their full potential. Inclusion refers to promoting the full participation of all workforce members and ensuring a sense of belonging for them. Culture refers to An organization's culture refers to the shared values, attitudes, standards, and beliefs that characterize members of an organization and define its nature. Culture is rooted in an organization's goals, strategies, structure, and approaches to employees, customers, investors, and the greater community.

1.1c(2). Senior leaders' focus on action considers your strategy, workforce, work systems, and assets. It includes taking intelligent risks, implementing innovations and ongoing improvements in performance and productivity, taking the actions needed to achieve your strategic objectives (see 2.2a[1]), and possibly establishing plans for managing organizational change or responding rapidly to significant new information.

1.2 Governance and Societal Contributions: How do you govern your organization and make societal contributions? (50 pts.)

In your response, include answers to the following questions:

a. **Organizational GOVERNANCE**
   (1) GOVERNANCE System
   HOW does your organization ensure responsible GOVERNANCE? HOW does your GOVERNANCE system review and achieve the following?

   - Accountability for SENIOR LEADERS' actions
   - Accountability for strategy
   - Fiscal accountability
   - Transparency in operations
   - Independence and EFFECTIVENESS of internal and external audits
   - Protection of STAKEHOLDER interests, as appropriate
   - Succession planning for SENIOR LEADERS

   (2) PERFORMANCE Evaluation
   HOW do you evaluate the PERFORMANCE of your SENIOR LEADERS? HOW do your SENIOR LEADERS use these PERFORMANCE evaluations to advance their development and improve the effectiveness of leaders, and the LEADERSHIP SYSTEM?

b. **Legal and ETHICAL BEHAVIOR**
   (1) Legal and Regulatory Compliance
   HOW do you address current and anticipate future legal, regulatory, and community concerns with your service offerings and operations? HOW do you

   - address any adverse societal impacts of your service offerings and operations,
   - anticipate public concerns with your future service offerings and operations, and
   - prepare for these impacts and concerns proactively?

   What are your KEY compliance PROCESSES, MEASURES, and GOALS for meeting and surpassing regulatory and legal requirements, as appropriate? What are your KEY PROCESSES, MEASURES, and GOALS for addressing risks associated with your service offerings and operations?

   (2) ETHICAL BEHAVIOR
   HOW do you promote and ensure ETHICAL BEHAVIOR in all interactions? What are your KEY PROCESSES and MEASURES or INDICATORS for promoting and ensuring ETHICAL BEHAVIOR throughout your organization; and in interactions with your WORKFORCE, CUSTOMERS, PARTNERS, suppliers, and other STAKEHOLDERS? HOW do you monitor and respond to breaches of ETHICAL BEHAVIOR?

c. **Societal Contributions**
   (1) Societal Well-Being
   HOW do you incorporate societal well-being and benefit into your strategy and daily operations? HOW do you contribute to the well-being of your environmental, social, and economic systems?

   (2) Community Support
   HOW do you actively support and strengthen your KEY communities? What are your KEY communities? HOW do you identify them and determine areas for organizational involvement? HOW do your SENIOR LEADERS, in concert with your WORKFORCE, contribute to improving these communities?

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Notes

1.2. Societal contributions in areas critical to your ongoing success should also be addressed in Strategy Development (item 2.1) and Operations (category 6). Key societal results should be reported in item 7.4. See notes of 7.4a(5).

1.2a(1). In protecting stakeholder interests, the governance system should consider and approve appropriate levels of risk for the organization, recognizing the need to accept risk as part of running a successful organization.

1.2a(1). Transparency in the operations of your governance system should include your internal controls on governance processes. This includes, other areas of emphasis on stewardship of funds and transparency in operations.

1.2a(2). The evaluation of leaders' performance may be supported by peer reviews, formal performance management reviews, and formal or informal feedback from and surveys of the workforce, customers, and other stakeholders.

1.2b(1). Proactively preparing for adverse societal impacts and concerns may include conserving natural resources, reducing carbon emissions, and using effective supply-network management processes, as appropriate. Public concerns that government organizations should anticipate may include the cost of service offerings and operations, timely and equitable access to their offerings, and perceptions about the organization's stewardship of its resources.

1.2b(2). Measures or indicators of ethical behavior may include measures of relationships with constituencies, instances of ethical conduct or compliance breaches (e.g. non-disclosure of possible conflict of interest) and responses to them, survey results showing workforce perceptions of organizational ethics (e.g. sexual harassment), ethics hotline use, and results of ethics reviews and audits. Such measures or indicators may   also include evidence that policies, workforce training, and monitoring systems are in place for conflicts of interest; protection and use of sensitive data, information, and knowledge generated through synthesizing and correlating these data; and proper use of funds. See notes in 1.1a(2).

1.2c. Societal contributions and support for key communities may occur totally through the mission-related activities of the organization. In such cases, it is appropriate to respond with any "extra efforts" through which you support these communities. Your organization's community involvement should include considering contributions in areas of your core competencies. Examples of organizational community involvement are partnering with schools and school boards to improve education; partnering with healthcare providers to improve health in the local community by providing education and volunteer services to address public health issues; and partnering to influence trade, business, and professional associations to engage in beneficial, cooperative activities, such as voluntary standards activities or sharing best practices. Examples also include partnering with other nonprofit organizations or businesses to improve overall performance and stewardship of public and charitable resources.

1.2c(1). Areas of societal well-being and benefit to report are those that go beyond the compliance processes you describe in 1.2b(1). They may Include organizational or collaborative efforts to improve the environment; strengthen local community services, education, health, and emergency preparedness; address social inequities; and improve the practices of trade, business, or professional associations.

1.2c(2). Areas for organizational involvement in supporting your key communities may include areas that leverage your core competencies.

2 | Strategy (85 pts.)

The **Strategy** category asks HOW your organization develops STRATEGIC OBJECTIVES and ACTION PLANS, implements them, changes them if circumstances require, and measures progress.

2.1 Strategy Development: **How do you develop your strategy? (45 pts.)**

In your response, include answers to the following questions:

a.   Strategy Development PROCESS
   (1) Strategic Planning PROCESS
      HOW do you conduct your strategic planning? What are the KEY PROCESS steps? Who are the KEY participants? What are your short- and longer-term planning horizons? HOW does your strategic planning PROCESS address the potential need for change, prioritization of change initiatives, and organizational agility, and resiliency and sustainability?

   (2) INNOVATION
      INNOVATION HOW does your strategy development PROCESS stimulate and incorporate INNOVATION? HOW do you identify STRATEGIC OPPORTUNITIES? HOW do you decide which STRATEGIC OPPORTUNITIES are INTELLIGENT RISKS to pursue? What are your KEY STRATEGIC OPPORTUNITIES?

   (3) Strategy Considerations
      HOW do you collect and analyze relevant data and develop information for use in your strategic planning PROCESS? In this collection and ANALYSIS, HOW do you include these KEY elements of risk?

- Your STRATEGIC CHALLENGES and STRATEGIC ADVANTAGES
- Potential changes and disruptions in your regulatory and external environment
- Technological changes and INNOVATIONS affecting your services and operations
- Potential blind spots in your strategic planning PROCESS and information
- Your ability to execute the strategic plan

   (4) WORK SYSTEMS and CORE COMPETENCIES
      HOW do you decide which KEY PROCESSES will be accomplished by your WORKFORCE and which by external suppliers, PARTNERS, and COLLABORATORS? HOW do those decisions consider your STRATEGIC OBJECTIVES; your CORE COMPETENCIES; and the CORE COMPETENCIES of potential suppliers, PARTNERS, and COLLABORATORS? HOW do you determine what future organizational CORE COMPETENCIES and WORK SYSTEMS you will need?

b.   STRATEGIC OBJECTIVES
   (1) KEY STRATEGIC OBJECTIVES
      What are your organization's KEY STRATEGIC OBJECTIVES and their most important related GOALS? What is your timetable for achieving them? What KEY changes, if any, are planned in your policies, programs and services, and operations to address the changing needs, in a timely manner, of your CUSTOMERS and other STAKEHOLDERS?

   (2) STRATEGIC OBJECTIVE Considerations
      HOW do your STRATEGIC OBJECTIVES achieve appropriate balance among varying and potentially competing organizational needs? HOW do your STRATEGIC OBJECTIVES

- address your STRATEGIC CHALLENGES and leverage your CORE COMPETENCIES, STRATEGIC ADVANTAGES, and STRATEGIC OPPORTUNITIES;
- balance short- and longer-term planning horizons; and
- consider and balance the needs of all KEY STAKEHOLDERS?

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Notes

2.1. This item deals with your overall organizational strategy, which may include changes in services and customer engagement processes. However, you should describe the customer engagement strategies and service design, respectively, in items 3.2 and 6.1, as appropriate.

2.1. Strategy development refers to your organization's approach to preparing for the future. In developing your strategy, you should consider your level of acceptable enterprise risk. You may use various types of data/ information, forecasts, projections, scenarios, knowledge (see 4.2a for relevant organizational knowledge), analyses, or other tools and approaches to envisioning the future, make data-driven decisions, and allocate resources. Strategy development may involve key suppliers, distributors, partners, employees, customers, and other key stakeholders.

2.1. The term "strategy" should be interpreted broadly. Strategy may be built around or lead to any or all of the following: new mandates, policies, programs, and services; core competencies; socio-economic and political conditions; changing needs and expectations of key stakeholders; financial condition; new partnerships and alliances; and new employee relationships.

Strategic Plans should be aligned with the latest NEDA Philippine Development Plan (PDP).

2.1a(1). Organizational agility refers to the capacity for rapid change in strategy and the ability to adjust your operations as opportunities or needs arise.

2.1a(2). Strategic opportunities arise from outside-the-box thinking, brainstorming, capitalizing on serendipity, research and innovation, non-linear extrapolation of current conditions, and other approaches to imagining a future where you can leverage your organization's strengths while minimizing the risks. The generation of ideas that lead to strategic opportunities benefits from an environment that encourages non-directed, free thought. Choosing which strategic opportunities to pursue involves considering relative risk, financial and otherwise, and then making intelligent choices ("Intelligent risks") considering customers and all other stakeholders.

2.1a(3). Data and information may come in a variety of forms and from a variety of internal and external sources. Data are available in increasingly greater volumes and at greater speeds. The ability to capitalize on data and information, including large datasets ("big data"), is based on the ability to analyze the data, generate insights, develop data-driven decisions, and pursue actions, including intelligent risks.

2.1a(3). Data and information may relate to customer and sector requirements, expectations, opportunities, and risks; financial, societal, environmental, ethical, regulatory, technological, security and cybersecurity, and other potential opportunities and risks; your core competencies; the comparative environment and your performance now and in the future relative to comparable organizations; your service delivery standard; workforce and other resource needs; your ability to capitalize on diversity and promote equity and inclusion; your ability to prevent and respond to disasters and emergencies; opportunities to redirect resources to higher-priority, services or areas; changes in the local, national, or global economy; requirements for and strengths and weaknesses of your partners and supply chain; changes in your parent organization; and other factors unique to your organization.

2.1a(3). Your strategic planning should address your ability to mobilize the necessary resources and knowledge to execute the strategic plan. It should also address your ability to execute contingency plans or, if circumstances require, to adjust your strategy and rapidly execute new or changed plans.

2.1a(3). Technologies that continue to drive change in many sectors/industries include enhanced automation, the adoption of cloud operations, the use of data analytics, the Internet of Things, artificial intelligence, virtual and augmented reality, and large dataset-enabled business and process modeling.

2.1a(4). Your work systems are the coordinated combination of internal work processes and external resources you need to develop and deliver your service offerings to your customers. External resources may include partners, suppliers, collaborators, comparators, customers, and other entities or organizations that are part of your organizational ecosystem.

2.1a(4) Decisions about work systems are strategic. These decisions involve creating value for the organization such as protecting intellectual property, capitalizing on core competencies, implementing efficient and effective processes and mitigating risks. Decisions about your work systems affect organizational design and structure, size, locations, financial condition, and ongoing success. In a generic view of an organization, for example, the organization may define three work systems: one that addresses delivery of service, one that engages the customer, and one that comprises systems that support service delivery and customer engagement.

2.1 b(1). Strategic objectives should focus on your specific challenges, advantages, and opportunities—those most important to strengthening your overall performance and your success now and in the future.

2.2 Strategy Implementation: How do you implement your strategy? (40 pts.)

In your response, include answers to the following questions:

a. **ACTION PLAN Development and DEPLOYMENT**

   (1) ACTION PLANS
   What are your KEY short- and longer-term ACTION PLANS? What is their relationship to your STRATEGIC OBJECTIVES? HOW do you develop your ACTION PLANS?

   (2) ACTION PLAN Implementation
   HOW do you DEPLOY your ACTION PLANS? HOW do you DEPLOY your ACTION PLANS to your WORKFORCE and to KEY suppliers, PARTNERS, and COLLABORATORS, as appropriate, to ensure that you achieve your KEY STRATEGIC OBJECTIVES? HOW do you ensure that you can sustain the KEY outcomes of your ACTION PLANS?

   (3) Resource Allocation
   HOW do you ensure that financial and other resources are available and optimized to support the achievement of your ACTION PLANS while you meet current obligations? HOW do you allocate these resources to support the plans?

   (4) WORKFORCE Plans
   What are your KEY WORKFORCE plans to support your short- and longer-term STRATEGIC OBJECTIVES and ACTION PLANS? HOW do the plans address potential impacts on your WORKFORCE and any potential changes in WORKFORCE CAPABILITY and CAPACITY needs?

   (5) PERFORMANCE MEASURES
   What KEY PERFORMANCE MEASURES or INDICATORS do you use to track the achievement and EFFECTIVENESS of your ACTION PLANS? HOW does your overall ACTION PLAN measurement system reinforce organizational ALIGNMENT?

   (6) PERFORMANCE PROJECTIONS
   For these KEY PERFORMANCE MEASURES or INDICATORS, what are your PERFORMANCE PROJECTIONS for your short- and longer-term planning horizons? If there are gaps between your projected PERFORMANCE and that of comparable organizations, HOW do you address them in your ACTION PLANS?

b. **ACTION PLAN Modification**
   HOW do you recognize and respond when circumstances require a shift in ACTION PLANS and rapid execution of new plans?

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Notes

2.2. The development and deployment of your strategy and action plans are closely linked to other Criteria items. The following are examples of key linkages:

• Item 1.1: how your senior leaders set and communicate organizational direction.

• Category 3: how you gather customer and sector knowledge as input to your strategy and action plans and to use in deploying action plans.

• Category 4: how you measure and analyze data and manage knowledge to support key information needs, support strategy development, provide an effective basis for performance measurements, and track progress on achieving strategic objectives and action plans.

• Category 5: how you meet workforce capability and capacity needs, determine needs and design your workforce learning and development system, and implement workforce-related changes resulting from action plans.

• Category 6: how you address changes to your work processes resulting from action plans.

• Item 7.1: specific accomplishments relative to your organizational strategy and action plans.

• Item 7.5: results for overall strategy and action plan achievement.

2.2a(2). Action plan implementation and deployment may require modifications in organizational structures and operating models. Action plan success benefits from visible short- term wins as well as long-term actions.

2.2a(4). This may include reviewing your organization's key performance indicators and how you link to your employees' rewards and recognition practices.

2.2a(6). Projected performance may consider new partnerships/collaborations; new value creation; sectoral changes; new legislative mandates, legal requirements; and significant anticipated innovations in services and technology. Your process for projecting future performance should be reported in 4.1c(1).

2.2b. Circumstances that may require shifts in action plans and rapid execution of new plans include changes in your comparative environment and economic conditions, the emergence of disruptive technologies, and sudden changes in customer requirements and expectations.

3 Customers (85 pts.)

The **CUSTOMERS** category asks HOW your organization engages its CUSTOMERS for ongoing success, including HOW your organization listens to the VOICE OF THE CUSTOMER, serves and exceeds CUSTOMERS' expectations, and builds long-term CUSTOMER relationships.

3.1 Customer Expectations: How do you listen to your customers and determine service offerings to meet their needs? (40 pts.)

In your response, include answers to the following questions:

a. CUSTOMER Listening

(1) Current CUSTOMERS
HOW do you listen to, interact with, and observe CUSTOMERS to obtain actionable information? HOW do your listening methods vary for different CUSTOMERS, groups, or SEGMENTS? HOW do you use social media and web-based technologies to listen to CUSTOMERS, as appropriate? HOW do your listening methods vary across the CUSTOMER life cycle? HOW do you seek immediate and actionable feedback from CUSTOMERS on the quality of services, CUSTOMER support, and transactions?

(2) Potential CUSTOMERS
HOW do you listen to potential CUSTOMERS to obtain actionable information? HOW do you listen to former CUSTOMERS, potential CUSTOMERS, and comparators' CUSTOMERS to obtain actionable information on your services, CUSTOMER support, and transactions, as appropriate?

b. CUSTOMER Segmentation and Service Offerings

(1) CUSTOMER Segmentation
HOW do you determine your CUSTOMER SEGMENTS? HOW do you

- use information on CUSTOMERS, and product service offerings to identify current and anticipate future CUSTOMER groups and SEGMENTS; and
- determine which CUSTOMERS, groups, and SEGMENTS to emphasize and pursue for growth?

(2) Service Offerings
HOW do you determine service offerings? HOW do you

- determine CUSTOMER needs and requirements for service offerings;
- identify and adapt service offerings to meet the requirements and exceed the expectations of your CUSTOMER SEGMENTS; and
- identify and adapt service offerings to attract new CUSTOMERS, and to create opportunities to expand relationships with current CUSTOMERS, as appropriate?

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Notes

3.1. Your results on performance relative to key service features should be reported in item 7.1.

3.1a(1). Your customer listening methods may include monitoring comments on, among others, social media, online platforms, surveys, and other feedback mechanisms.

3.1a(1). The customer life cycle begins in the service concept, including consultation, or receipt of customer request/application and continues through all stages of your involvement with the customer from processing to delivery of service and feedback for continuous quality improvement.

3.1b. This was transferred to 3.2b.

3.1 b(2). In identifying service offerings, you should consider all the important characteristics of services and their performance throughout their life cycle.

The focus should be on features that affect and continuously improve your services to your customers. Those features may include fees, reliability, value, delivery, timeliness, service customization, technology, ease of use, environmental or social stewardship, customer or technical support, ease of transactions, a virtual customer experience, the privacy and security of customer data, and as appropriate, transparency and accountability.

3.2 Customer Engagement: How do you build relationships with customers and determine satisfaction and engagement? (45 pts.)

In your response, include answers to the following questions:

a. CUSTOMER Experience
(1) Relationship Management
HOW do you build and manage CUSTOMER relationships? HOW do you

- provide service to more CUSTOMERS and
- manage and enhance your public image;
- retain CUSTOMERS, meet their requirements, and exceed their expectations in each stage of the CUSTOMER life cycle?

(2) CUSTOMER Access and Support
HOW do you enable CUSTOMERS to seek information and support? HOW do you enable them to avail of your services? What are your KEY means of CUSTOMER support and communication? HOW do they vary for different CUSTOMER SEGMENTS?, HOW do you

- determine your CUSTOMERS' KEY support requirements, and
- DEPLOY these requirements to all persons and PROCESSES involved in CUSTOMER support?

(3) Complaint Management
HOW do you manage CUSTOMER complaints? HOW do you resolve complaints promptly and effectively? HOW does your management of complaints enable you to recover your CUSTOMERS' confidence, enhance their satisfaction and ENGAGEMENT, and avoid similar complaints in the future?

(4) Fair Treatment
HOW do your CUSTOMER experience PROCESSES ensure fair treatment for different CUSTOMER SEGMENTS?

b. Determination of CUSTOMER Satisfaction and ENGAGEMENT
(1) Satisfaction, Dissatisfaction, and ENGAGEMENT
HOW do you determine satisfaction, dissatisfaction and ENGAGEMENT? HOW do your determination methods differ among your CUSTOMER SEGMENTS? HOW do your measurements capture actionable information?

(2) Satisfaction Relative to Other Organizations
HOW do you obtain information on CUSTOMERS' satisfaction with your organization relative to other organizations? HOW do you obtain information on your CUSTOMERS' satisfaction

- relative to their satisfaction with your comparators; and
- relative to the satisfaction of CUSTOMERS of other organizations that provide similar products or to sector BENCHMARKS, as appropriate?

c. Use of VOICE-OF-THE-CUSTOMER Data
HOW do you use VOICE-OF-THE-CUSTOMER Data and Information? HOW do you use VOICE-OF-THE-CUSTOMER data and information to build a more CUSTOMER-focused culture and support operational decision making?

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Notes

3.2. Results for customer perceptions and actions (outcomes) should be reported in item 7.2.

Aside from looking at engagement metrics defined by the organization, there should be a review of the organization's online footprint (e.g. organization's website, Facebook, Twitter, Instagram, Tiktok, Linkedin, Youtube, Kumu, etc.) with emphasis on image and its responsiveness to its customers online.

3.2a(2). The goal of customer support is to make your organization easy to do engagement with and responsive to your customers' requirements.

3.2a(4). Ensure that your approaches for managing customer relationships, enabling customers to seek information and support, and managing complaints promote equity and inclusion, and that they do not inadvertently discriminate unfairly or inappropriately against specific customer segments.

3.2b(1). Determining customer dissatisfaction should be seen as more than reviewing low customer satisfaction scores. It should be independently determined to identify root causes and enable a systematic remedy to avoid future dissatisfaction.

3.2b(2). Information on relative satisfaction may include comparisons with comparators, comparisons with other organizations, regionally and globally that deliver similar services with comparisons also obtained through other organizations, such as trade associations, bilateral and multi-lateral institutions. Such information may also include information on why customers choose your comparators over you.

3.2c. The voice of the customer refers to your process for capturing related information processes that are intended to be proactive and continuously innovative so that they capture stated, unstated, anticipated requirements, expectations, and desires. The goal is customers' engagement and may gather and integrate various types of data, such as survey data, focus group findings, blog comments and data from other social media, marketing information, and complaint data that affect customers' engagement decisions.

3.2c. Customer data and information should be used to support the overall performance reviews addressed in 4.1b. Voice-of-the-customer data and information to use may include aggregated data on complaints and, as appropriate, data and information from social media and other web-based or digital sources.

4 Measurement, Analysis, and Knowledge Management (90 pts.)

The **Measurement, ANALYSIS, and Knowledge Management** category asks HOW your organization selects, gathers, analyzes, manages, and improves its data, information, and KNOWLEDGE ASSETS; HOW it uses review findings to improve its PERFORMANCE; and HOW it learns.

4.1 Measurement, Analysis, and Improvement of Organizational Performance: How do you measure, analyze, and then improve organizational performance? (45 pts.)

In your response, include answers to the following questions:

a. Performance Measurement

(1) PERFORMANCE MEASURES
HOW do you track data and information on daily operations and overall organizational PERFORMANCE? HOW do you
- select, collect, align, and integrate data and information to use in tracking daily operations and overall organizational PERFORMANCE; and
- track progress on achieving STRATEGIC OBJECTIVES and ACTION PLANS?

What are your KEY organizational PERFORMANCE MEASURES, including KEY short- and longer-term financial MEASURES? HOW frequently do you track these MEASURES?

(2) Comparative Data
HOW do you EFFECTIVELY select and use KEY comparative data and information to support fact-based decision making?

(3) Measurement Agility
HOW do you ensure that your PERFORMANCE measurement system can respond to rapid or unexpected organizational or external changes, and provide timely data?

b. PERFORMANCE ANALYSIS and Review
HOW do you review your organization's PERFORMANCE and capabilities? HOW do you use your KEY organizational PERFORMANCE MEASURES, as well as comparative and CUSTOMER data, in these reviews? What ANALYSES do you perform to support these reviews and ensure that conclusions are valid? HOW do your organization and its SENIOR LEADERS use these reviews to

- assess organizational success, competitive PERFORMANCE, financial health, and progress on achieving your STRATEGIC OBJECTIVES and ACTION PLANS; and
- respond rapidly to changing organizational needs and challenges in your operating environment?

HOW does your GOVERNANCE board review the organization's PERFORMANCE and its progress on STRATEGIC OBJECTIVES and ACTION PLANS, if appropriate?

c. PERFORMANCE Improvement

(1) Future PERFORMANCE
HOW do you project your organization's future PERFORMANCE?
HOW do you use findings from PERFORMANCE reviews and KEY comparative data in your PROJECTIONS?

(2) Continuous Improvement and INNOVATION
HOW do you use findings from PERFORMANCE reviews to develop priorities for continuous improvement and opportunities for INNOVATION? HOW do you DEPLOY these priorities and opportunities
- to work group and functional-level operations; and
- when appropriate, to your suppliers, PARTNERS, and COLLABORATORS to ensure organizational ALIGNMENT?

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Notes

4.1 The questions in this item are closely linked to each other and to other Criteria items. The following are examples of key linkages:

• Your organizational performance measurement (4.1a)—including the comparative data and information you select, and the performance measures you report in your Criteria item responses—should be included in your organizational performance reviews (4.1b).

• Organizational performance reviews (4.1b) should reflect your strategic objectives and action plans (category 2), and the results of organizational performance analysis and review should be included in your strategy development and implementation, priorities for improvement, and opportunities for innovation (4.1c).

•Your performance projections for your key action should be reported in 2.2a(6).

•Your organizational performance should be reported in items 7.1–7.5.

4.1a. Data and information from performance measurement should be used to support fact-based decisions that set and align organizational directions and resource use at the work unit, key process, department, and organization levels.

4.1a(1). In terms of performance measures, these may include: the PQA and/or CMCI Recognition Levels and the Balanced Scorecard.

4.1a(2). The comparative data and information you select should be used to support operational and strategic decision making. Comparative data and information are obtained by benchmarking and other initiatives, as appropriate. Benchmarking is identifying processes and results that represent best practices and performance for similar activities, inside or outside sector, both local and international.

This may include the conduct of local and foreign study missions by the applicants to benchmark on city beautification projects, peace and order, and solid waste management, among others. Comparisons relate your performance to that of other organizations providing similar services. Sources of data may include social media, web, industry and government publications, etc.

4.1a(3). Agility in your measurement system may be necessary in response to regulatory changes, other changes in the political or societal environment, disasters and emergencies, innovations in organizational processes, or productivity enhancements (e.g., transition from manual to digital). Responses to such changes may involve, for example, adopting different performance measures or adjusting the intervals between measurements.

4.1b. Performance analysis includes examining performance trends; organizational, industry, and technology projections; and comparisons, cause-effect relationships, and correlations. This analysis should support your performance reviews, help determine root causes, and help set priorities for resource use. Accordingly, such analysis draws on all types of data: service performance, customer-related, financial and sectoral, operational, and comparative.

The analysis should also draw on publicly mandated measures, when appropriate, and may also include internal or external PQA assessments. Analysis may involve digital data analytics and data science techniques that detect patterns in large volumes of data ("big data") and interpret their meaning.

4.1b. Rapid response to changing organizational needs and challenges may include responding to the need for change in your organizational structure and work systems.

4.2 Information and Knowledge Management: **How do you manage your information and your organizational knowledge assets?** **(45 pts.)**

In your response, include answers to the following questions:

a. Data Information

(1) QUALITY

HOW do you verify and ensure the quality of organizational data and information? HOW do you manage digital and other data and information to ensure their accuracy and validity, integrity and reliability, and currency?

(2) Availability

HOW do you ensure the availability of organizational data and information? HOW do you make needed data and information available in a user-friendly format and timely manner to your WORKFORCE, suppliers, PARTNERS, COLLABORATORS, and CUSTOMERS, as appropriate? HOW do you ensure that your information technology systems are reliable and user-friendly?

b. Organizational Knowledge

(1) Knowledge Management

HOW do you build and manage organizational knowledge? HOW do you

- collect and transfer WORKFORCE knowledge;
- blend and correlate data from different sources to build new knowledge;
- transfer relevant knowledge from and to other CUSTOMERS, suppliers, PARTNERS, and COLLABORATORS; and
- assemble and transfer relevant knowledge for use in your INNOVATION and strategic planning PROCESSES?

(2) Best Practices

HOW do you share best practices in your organization? HOW do you identify internal and external organizational units or operations that are HIGH PERFORMING? HOW do you identify best practices for sharing and implement them across your organization, as appropriate?

(3) Organizational LEARNING

HOW do you use your knowledge and resources to embed LEARNING in the way your organization operates?

Notes

4.2a(1). Ensuring quality of data may include audit, validation, periodic renewal of licenses, virus and malware protection, development of data dictionary and evaluation of the information systems strategic plan.

4.2a(2). Information technology systems include, for example, physical devices and systems; software platforms and applications; and externally based or shared information systems, such as those stored in the cloud or outside your organization's control.

4.2a(2). The security and cybersecurity of your information technology systems are addressed as part of your overall security and cybersecurity system in item 6.2. That system involves managing and reducing risks to operational systems as well as to data and information.

4.2b(1). Building and managing organizational knowledge from different sources may involve handling big data sets and disparate types of structured and unstructured data and information, such as data tables, video, audio, photos, and text.

Blending and correlating data may involve using artificial intelligence, digital data analytics, and data science techniques that detect patterns in large volumes of data and interpret their meaning. Using these techniques to make decisions with human consequences requires deploying technology and leveraging data in a way that protects information about organizations and individuals.

Furthermore, organizational knowledge constructed from these data may be speculative and may reveal sensitive information about organizations or individuals that must be protected.

Collection and transfer of workforce knowledge may include transfer of knowledge from departing or retiring workforce members.

4.2b(3). Embedding learning in the way your organization operates means that learning (1) is a part of everyday work; (2) results in systematically solving problems at their source; (3) is focused on building and sharing knowledge throughout your organization; and (4) is driven by opportunities to bring about significant, meaningful change and to innovate.

5 Workforce (85 pts.)

The **WORKFORCE** category asks HOW your organization assesses WORKFORCE CAPABILITY and CAPACITY needs and builds a WORKFORCE environment conducive to HIGH PERFORMANCE. The category also asks HOW your organization engages, manages, and develops your WORKFORCE to utilize its full potential in ALIGNMENT with your organization's overall needs.

5.1 Workforce Environment:
How do you build an effective and supportive workforce environment? (40 pts.)

In your response, include answers to the following questions:

a. **WORKFORCE CAPABILITY and CAPACITY**

   (1) **CAPABILITY and CAPACITY Needs**
   HOW do you assess your WORKFORCE CAPABILITY and CAPACITY needs? HOW do you assess the skills, competencies, eligibilities, certifications/licenses, and staffing levels you need in the short and long term?

   (2) **New WORKFORCE Members**
   HOW do you recruit, hire, and onboard new WORKFORCE members? HOW do you ensure that your WORKFORCE represents the DIVERSITY of ideas, cultures, and thinking in your hiring and CUSTOMER communities? HOW do you ensure the fit of new WORKFORCE members with your organizational culture?

   (3) **WORKFORCE Change**
   HOW do you prepare your WORKFORCE for changing CAPABILITY and CAPACITY needs? HOW do you

   - balance the needs of your WORKFORCE and your organization to ensure continuity, prevent workforce turnover, and minimize the impact of any turnover;
   - prepare for and manage any periods of WORKFORCE growth; and
   - prepare your WORKFORCE for changes in organizational structure, workplaces, WORK SYSTEMS, and technology when needed?

   (4) **Work Accomplishment**
   HOW do you organize and manage your WORKFORCE? HOW do you organize and manage your workforce to

   - capitalize on your organization's CORE COMPETENCIES;
   - reinforce organizational RESILIENCE, agility, and a CUSTOMER and organizational focus; and
   - exceed PERFORMANCE expectations?

b. **Workplace Climate**

   (1) **Workplace Environment**
   HOW do you ensure workplace health, security, and accessibility for the WORKFORCE? What are your PERFORMANCE MEASURES and improvement GOALS for your workplace environmental factors?

   (2) **WORKFORCE Benefits and Policies**
   HOW do you support your WORKFORCE via services, policies and services? HOW do you tailor these to the needs of a diverse WORKFORCE and different WORKFORCE SEGMENTS?

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Notes

5. Results related to workforce environment and engagement should be reported in item 7.3. People supervised by a contractor should be addressed in categories 2 and 6 as part of your larger work system strategy and your internal work processes. Workforce may include volunteers, as applicable. Workforce approaches should include these volunteers as appropriate to the functions they fulfill for the organization.

5.1a(1) Your assessment of workforce capability and capacity needs should consider not only current needs, but also future requirements based on the strategic objectives and action plans you identify in category 2 and the future performance you discuss in 4.1c(1).

5.1a(3) Preparing your workforce for change may include preparing for flexible work arrangements (or applicable CSC rules) for changes in customer requirements that lead to the use of new technology or redesigned work systems. Such preparation may include training, education, frequent communication, consideration of workforce employment and employability, career counseling, and other services.

5.1a(4). The way you organize and manage your workforce may be influenced by changes in your internal or external environment, culture, or strategic objectives.

5.1b(1) Workplace accessibility maximizes productivity by eliminating barriers and ensuring that everyone has access to facilities. An inclusive workplace is physically, technologically, and attitudinally accessible without bias.

If workplace environmental factors and their performance measures or targets differ significantly for your different workplace environments, you should include these differences in your response.

You should address workplace safety in item 6.2 as part of your overall safety system, which also ensures the safety of all other people who may be in your workplace. (Refer to Civil Service Commission-Department of Health-Department of Labor and Employment Joint Memorandum Circular No. 1, s. 2020 - Occupational Safety and Health Standards for the Public Sector, and/or other applicable laws, rules and regulations).

5.2 Workforce Engagement
HOW do you engage your workforce for retention and high performance? (45 pts.)

PROCESS

In your response, include answers to the following questions:

a. **Assessment of WORKFORCE ENGAGEMENT**
  (1) **Drivers of ENGAGEMENT**
  HOW do you determine the KEY DRIVERS of WORKFORCE ENGAGEMENT? HOW do you determine these drivers for different WORKFORCE SEGMENTS?

  (2) Assessment of ENGAGEMENT
  HOW do you assess WORKFORCE ENGAGEMENT? What formal and informal assessment methods and MEASURES do you use to determine WORKFORCE satisfaction and WORKFORCE ENGAGEMENT? HOW do these methods and MEASURES differ across WORKFORCE SEGMENTS? HOW do you also use other INDICATORS to assess and improve WORKFORCE ENGAGEMENT?

b. **Organizational Culture**
  HOW do you foster an organizational culture that is characterized by open communication, HIGH PERFORMANCE, and an engaged WORKFORCE? HOW do you reinforce your organizational culture? HOW do you ensure that your organizational culture supports your MANDATE, VISION and VALUES; promotes equity and inclusion; and benefits from the diversity of ideas, cultures, and thinking of your WORKFORCE? HOW do you EMPOWER your WORKFORCE?

(Continue on the next page)

c.   **PERFORMANCE Management and Development**

    (1)   PERFORMANCE Management

        HOW does your WORKFORCE PERFORMANCE management system support HIGH PERFORMANCE?
        HOW does it consider WORKFORCE compensation, reward, recognition, and incentive practices?
        HOW does it reinforce INTELLIGENT RISK taking, a customer and organizational focus, and
        achievement of your ACTION PLANS?

    (2)   PERFORMANCE Development

        **HOW does your LEARNING and development system support the personal development of
        WORKFORCE members and your organization's needs?** HOW does it consider the LEARNING and
        development desires of WORKFORCE members, support organizational PERFORMANCE improvement
        and INTELLIGENT RISK taking, and support ethics and ethical government practices?

    (3)   LEARNING and Development EFFECTIVENESS

        **HOW do you evaluate the EFFECTIVENESS and efficiency of your LEARNING and development
        system?** HOW do you

- correlate LEARNING and development outcomes with findings from your assessment of
  WORKFORCE ENGAGEMENT and with KEY organizational RESULTS reported in category 7, and
- use these correlations to identify opportunities for improvement in both WORKFORCE
  ENGAGEMENT and in LEARNING and development offerings?

    (4)   Career Development

        HOW do you manage career development for your WORKFORCE and your future leaders?
        HOW do you carry out succession planning for management, leadership and other KEY positions?

    (5)   Equity and Inclusion

        **HOW do you ensure that your PERFORMANCE management, PERFORMANCE development, and
        career development PROCESSES promote equity and inclusion for a diverse WORKFORCE and
        different WORKFORCE SEGMENTS?**

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Notes

5.2a(1). Drivers of workforce engagement (identified in P.1a[3]) refer to the drivers of workforce members' commitment, both emotional and intellectual, to accomplishing the organization's work, mission, and vision.

5.2a(2) Other indicators to use in assessing and improving workforce engagement may include workforce retention, absenteeism, grievances, safety, and productivity.

5.2c(1) Compensation, recognition, and related reward and incentive practices include promotions and bonuses that may be based on the performance, skills and competencies acquired, adaptation to new work systems and culture, and other factors.

Recognition can include monetary and non-monetary, formal and informal, and individual and group mechanisms. Compensation, benefits, rewards and recognition should be in accordance with agency mandate and pertinent laws, rules and regulations.

The compendium of issuances for compensation and incentives, as well as, rewards and recognition, may be accessed at the DBM and CSC websites, and other local sources, respectively.

5.2c(2) Your response should include how you address any considerations for workforce development, learning, and development that are unique to your organization.

These may include development opportunities that address your organization's core competencies, strategic challenges, and action plans; organizational change and innovation; improvements in delivering a positive customer experience; and the reinforcement of new knowledge and skills on the job. Your response should also consider the breadth of development opportunities you may offer, including education, training, coaching, mentoring, and work-related experiences.

5.2c(3). Your response should include how you address any unique considerations for workforce development, learning, and development that stem from your periodic assessment & evaluation of the organization's culture. Your response should also consider the breadth of development opportunities you may offer, including education, training, coaching, mentoring, and work-related experiences.

Correlation of learning and development may refer to the impact of the training on the individual and organization (e.g. Kirkpatrick Model: Four Levels of Learning Evaluation).

5.2c(4) Your response may show the position/competency profile; policy and criteria for promotion, skills or competency requirements and learning and development support, opportunities for job cross posting.

The position/competency profile may include skills or competencies required for each leadership role and identification of qualified workforce for leadership roles (ready now, ready 6 months later or ready after one or two years).

5.2c(5) Your response should consider statutory and regulatory requirements such as Human Rights, Magna Carta of Women, The Magna Carta of Disabled Persons, and Expanded Senior Citizen Act, Indigenous Peoples Right Act, etc.

5.2c(5) Equity and inclusion may refer to segments of the workforce such as women, differently abled, indigenous people, and LGBTQAI+.

6 Operations (85 pts.)

The **Operations** category asks HOW your organization designs, manages, improves, and innovates its services and WORK PROCESSES and improves operational EFFECTIVENESS to deliver CUSTOMER VALUE and achieve ongoing organizational success.

6.1 Work Processes: How do you design, manage, and improve your key services and work processes? (45 pts.)

In your response, include answers to the following questions:

a. Service and PROCESS Design

(1) Determination of Service and PROCESS Requirements
HOW do you determine KEY service and WORK PROCESS requirements?

(2) KEY WORK PROCESSES:
What are your organization's KEY WORK PROCESSES? What are the KEY requirements for these WORK PROCESSES?

(3) Design Concepts
HOW do you design your services and WORK PROCESSES to meet requirements? HOW do you incorporate new technology, organizational knowledge, service excellence, CUSTOMER VALUE, consideration of risk, and the potential need for agility into these services and PROCESSES?

b. PROCESS Management and Improvement

(1) PROCESS Implementation:
HOW does your day-to-day operation of WORK PROCESSES ensure that they meet KEY PROCESS requirements? What KEY performance measures or indicators and in-PROCESS MEASURES do you use to control and improve your WORK PROCESSES? HOW do these MEASURES relate to the quality of outcomes and MEASURES of the PERFORMANCE of your SERVICES?

(2) Support PROCESSES
HOW do you determine your KEY support PROCESSES? What are your KEY support PROCESSES? HOW does your day-to-day operation of these PROCESSES ensure that they meet KEY organizational requirements?

(3) Service and PROCESS Improvement:
HOW do you improve your WORK and support PROCESSES to reduce variability and improve services, and enhance CORE COMPETENCIES?

c. Supply-Network Management
HOW do you manage your supply network? HOW do you select suppliers that are qualified and positioned to meet your operational needs, enhance your performance, support your STRATEGIC OBJECTIVES, and enhance your CUSTOMERS' satisfaction? HOW do you

- promote ALIGNMENT and collaboration within your supply network;
- ensure supply network agility and RESILIENCE in responding to changes in CUSTOMER sector, and organizational requirements; and
- communicate PERFORMANCE expectations, measure and evaluate suppliers' PERFORMANCE, provide feedback to help them improve, and deal with poorly performing suppliers?

(Continue on the next page)

d. Management of Opportunities for INNOVATION

HOW do you pursue your identified opportunities for INNOVATION? HOW do you pursue the STRATEGIC OPPORTUNITIES that you have determined are INTELLIGENT RISKS? HOW do you make financial and other resources available to pursue these opportunities? HOW do you decide to discontinue pursuing them at the appropriate time?

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Notes

6.1. The results of improvements in service and process performance should be reported in item 7.1.

6.1a(3). Process design also includes the need to extensively redesign a process due to changes in requirements or technology, or the need to incorporate digital technology, such as enhanced automation, the Internet of Things, artificial intelligence, and cloud operations resulting in digital transformation. Agility may be needed when work processes need to change as a result of overall work system changes, such as bringing a supply-network or process in-house to avoid disruptions in supply due to unpredictable external events, or outsourcing a process formerly carried out in-house.

6.1b(1). In-process measures refer to measurements requiring identification of critical points in processes for measurement, observation. These points should occur as early as possible in processes to minimize problems and costs that may result from deviations from expected performance.

6.1b(2). Your key support processes should support your service value-creation processes. They may support leaders and other workforce engaged in service design and delivery, customer interactions, and operations and organizational management. Examples may include accounting and procurement.

6.1b(3). Your approaches to improve process performance and reduce variability should be part of the performance improvement system you describe in P.2c in the Organizational Profile.

6.1c. To ensure that suppliers are positioned to meet operational needs and enhance your performance and your customers' satisfaction, you may engage with suppliers in compliance with relevant laws. Communication of expectations and feedback to suppliers should be two-way, allowing suppliers to express what they need from you and other organizations within the supply network. For many organizations, these mechanisms may change as marketplace, customer, or stakeholder requirements change.

Organizations need to comply with R.A. 9184 Gov't Procurement Reform Act, PhilGEPS and other accreditation requirements.

6.1d. Your process for pursuing opportunities for innovation should capitalize on strategic opportunities identified as intelligent risks in 2.1a(2). It should also include other intelligent risks, such as those arising from your performance reviews (4.1c[2]), your knowledge management approaches (4.2b), and other sources of potential innovations.

6.2 Operational Effectiveness
How do you ensure effective management of your operations? (40 pts.)

In your response, include answers to the following questions:

a. **PROCESS Efficiency and EFFECTIVENESS:**
    HOW do you manage the cost, efficiency, and EFFECTIVENESS of your operations? HOW do you

- incorporate cycle time, productivity, and other efficiency and EFFECTIVENESS factors into your WORK PROCESSES;
- prevent non-conformities, service errors, and rework;
- minimize CUSTOMERS' PRODUCTIVITY losses, as appropriate;
- minimize the costs of inspections, tests, and PROCESS or PERFORMANCE audits, as appropriate; and
- balance the need for cost control and efficiency with the needs of your CUSTOMERS?

b. **Security and Cybersecurity:**
    HOW do you ensure the security and cybersecurity of sensitive or privileged data and information and of KEY assets? HOW do you manage physical and digital data, information, and KEY operational systems to ensure confidentiality and only appropriate physical and digital access? HOW do you

- maintain your awareness of emerging security and cybersecurity threats;
- ensure that your WORKFORCE, CUSTOMERS, PARTNERS, and suppliers understand and fulfill their security and cybersecurity roles and responsibilities;
- identify and prioritize KEY information technology and operational systems to secure; and
- protect these systems from potential cybersecurity events, detect cybersecurity events, and respond to and recover from cybersecurity incidents?

c. **Safety, Public Service Continuity, and RESILIENCE**
    (1) Safety
        HOW do you provide a safe operating environment for your WOKRFORCE and other people in your workplace? HOW does your safety system address accident prevention, inspection, root-cause ANALYSIS of failures, and recovery?

    (2) Public Service Continuity and RESILIENCE
        HOW do you ensure that your organization can anticipate, prepare for, absorb and recover from disasters, emergencies, and other disruptions? HOW do you consider risk, prevention, protection, continuity of operations, and recovery in the event of disruptions? HOW do you take into account CUSTOMER and organizational needs and your reliance on your WORKFORCE, supply network, PARTNERS, and information technology systems?

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Notes

6.2b. For examples of what your information technology systems may include, see the note to 4.2a(2).

6.2b. Managing cybersecurity includes protecting against the loss of sensitive information about employees, customers, and organizations; protecting assets, including intellectual property; and protecting against the financial, legal, and reputational aspects of breaches.

Many sources for general and industry-specific cybersecurity national and international standards and practices, such as https://dict.gov.ph/cybersecurity/ and https://www.nist.gov/cyberframework.

6.2c(1) For guidance, refer to Occupational Safety and Health Standards (Republic Act No. 11058) and CSC Memorandum Circular 1 Series of 2020 Occupational Safety and Health (OSH) Standards for the public sector.

6.2c(2). Disasters and emergencies may be short- or longer-term and may be related to weather, climate, utilities, security, or a local or national health or other emergency. The extent to which you prepare for such events will depend on your organization's environment and its sensitivity to short- or longer-term disruptions of operations.

Acceptable levels of risk will vary depending on the nature of your services, supply network, and stakeholder needs and expectations. Examples are public service continuity plan with template from the National Disaster Risk Reduction and Management Council (NDRRMC).

Adopting the CMCI definition, resilience involves the capacity to build systems that can absorb change and disturbance and be able to adapt such changes.

7 | Results (450 pts.)

The **RESULTS** category asks about your organization's PERFORMANCE and improvement in all KEY areas product, service and PROCESS RESULTS; CUSTOMER RESULTS; WORKFORCE RESULTS; leadership and GOVERNANCE RESULTS; and financial, sectoral, and strategy RESULTS.

7.1 Service and Process Results:
What are your service performance and process effectiveness results? (120 pts.)

Provide data and information to answer the following questions:

a. CUSTOMER-Focused Product and Service RESULTS
   What are your RESULTS for your services and your CUSTOMER service PROCESSES? What are your RESULTS for KEY MEASURES or INDICATORS of the PERFORMANCE of services that are important to and directly serve your CUSTOMERS? HOW do these RESULTS differ by service offerings, CUSTOMER SEGMENTS and sectoral groups, as appropriate?

b. WORK PROCESS EFFECTIVENESS RESULTS
   (1) PROCESS EFFECTIVENESS and Efficiency
       What are your PROCESS EFFECTIVENESS and efficiency RESULTS? What are your RESULTS for KEY MEASURES or INDICATORS of the operational PERFORMANCE of your KEY work and support PROCESSES, including PRODUCTIVITY, cycle time, and other appropriate MEASURES of PROCESS EFFECTIVENESS, efficiency, security and cybersecurity, and INNOVATION? How do these RESULTS differ by PROCESS types, as appropriate?

   (2) Safety and Emergency Preparedness
       What are your safety and emergency preparedness RESULTS? What are your RESULTS for KEY MEASURES or INDICATORS of the EFFECTIVENESS of your organization's safety system and its preparedness for disasters, emergencies, and other disruptions? How do these RESULTS differ by location or PROCESS type, as appropriate?

c. Supply-Network Management RESULTS
   What are your supply-network management RESULTS? What are your RESULTS for KEY MEASURES or INDICATORS of the PERFORMANCE of your supply network, including its contribution to enhancing your PERFORMANCE?

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Notes

7. There is not a one-to-one correspondence between results items and Criteria categories 1–6. Results should be considered systemically, with contributions to individual results items frequently stemming from processes in more than one Criteria category.

The PQA scoring system (pages 56 - 61) asks for current, trended, comparative, and segmented data, as appropriate, to provide key information for analyzing and reviewing your organizational performance (item 4.1), to demonstrate use of organizational knowledge (item 4.2), and to provide the operational basis for customer-focused results (item 7.2) and budgetary, financial, sectoral, and strategy results (item 7.5).

In a few areas, your results may be qualitative or not amenable to trending over time. Some examples are results for governance accountability, training hours for suppliers on new services or processes, and results for limited or one-time projects or processes.

Comparative data and information are obtained by bench-marking (inside and outside your industry, as appropriate) and by seeking competitive comparisons. In a few cases, such as results for projects or processes that are unique to your organization, comparative data may not be available or appropriate.

Notes

7.1a. Results for your services and customer service processes should relate to the key customer requirements and expectations you identify in P.1b(2), which are based on information gathered through processes you describe in category 3. The measures or indicators should address factors that affect customer preference, such as those listed in the notes to P.1b(2) and 3.1b.

7.1b. Results should address the key operational requirements you identify in the Organizational Profile and in Category 6.

7.1b. Appropriate measures and indicators of work process effectiveness may include defect rates; rates and results of service, and work system innovation; results for simplification of internal jobs and job classifications; waste reduction; work layout improvements; changes in supervisory ratios; R.A. 11058 - Occupational Safety and Health Standards (OSHS)-reportable incidents; measures or indicators of the success of emergency drills or simulations, such as cycle time, containment, and meeting of standards; JMC No. 1, S. 2020, Occupational Safety and Health (OSH) Standards for the Public Sector; and results for work relocation or contingency exercises.

7.1c. Appropriate measures and indicators of supply-network performance may include; just-in-time delivery and/or inventory management, as applicable; and acceptance results for externally provided services, and processes. Measures and indicators of contributions to enhancing your performance may include those for improvements and in supplier services to customers.

7.2 Customer Results: What are your customer-focused performance results? (80 pts.)

Provide data and information to answer the following questions:

a. CUSTOMER-Focused RESULTS

(1) CUSTOMER Satisfaction and Dissatisfaction
What are your CUSTOMER satisfaction and dissatisfaction RESULTS? What are your RESULTS for KEY MEASURES or INDICATORS of CUSTOMER satisfaction and dissatisfaction? HOW do these RESULTS differ by service offerings, CUSTOMER SEGMENTS and sectoral groups, as appropriate?

(2) CUSTOMER ENGAGEMENT
What are your CUSTOMER ENGAGEMENT RESULTS? What are your RESULTS for KEY MEASURES or INDICATORS of CUSTOMER ENGAGEMENT, including those for building CUSTOMER relationships? HOW do these RESULTS compare over the course of your CUSTOMER life cycle, as appropriate? HOW do these RESULTS differ by service offerings, CUSTOMER SEGMENTS and sectoral groups, as appropriate?

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Notes

7.2. Results for customer satisfaction, dissatisfaction, and engagement should relate to the customer groups and market segments and sectoral groups you identify in P.1b(2) and the listening and determination methods you report in Category 3.

7.2 a(1). For customers' satisfaction with your products services relative to satisfaction with those of competitors and comparable organizations, measures and indicators may include information and data from your customers, from competitors' comparators' customers, and from independent organizations.

7.3 Workforce Results:
What are your workforce-focused performance results? (80 pts.)

Provide data and information to answer the following questions:

a. **WORKFORCE-Focused RESULTS**

(1) **WORKFORCE CAPABILITY and CAPACITY**

What are your WORKFORCE CAPABILITY and CAPACITY RESULTS? What are your current levels and trends in KEY MEASURES of WORKFORCE CAPABILITY and CAPACITY, including appropriate skills and competencies and staffing levels? HOW do these RESULTS differ by the diversity of your WORKFORCE and by your WORKFORCE groups and SEGMENTS, as appropriate?

(2) **Workplace Climate**

What are your workplace climate results? What are your results for KEY measures or indicators of your workplace climate, including those for WORKFORCE health, security, accessibility, and services, as appropriate? HOW do these results differ by the diversity of your WORKFORCE and by your WORKFORCE segments, as appropriate?

(3) **WORKFORCE ENGAGEMENT**

What are your WORKFORCE ENGAGEMENT RESULTS? What are your RESULTS for KEY MEASURES or INDICATORS of WORKFORCE satisfaction and WORKFORCE ENGAGEMENT? HOW do these RESULTS differ by the DIVERSITY of your WORKFORCE and by your WORKFORCE groups and SEGMENTS, as appropriate?

(4) **WORKFORCE Development**

What are your WORKFORCE and leader development RESULTS? What are your RESULTS for KEY MEASURES or indicators of WORKFORCE and leader development? HOW do these RESULTS differ by the DIVERSITY of your WORKFORCE and by your WORKFORCE SEGMENTS, as appropriate?

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Notes

7.3. Results reported in this item should relate to the processes, measures, and indicators you report in category 5. Your results should also respond to the key work process needs you report in category 6 and to the action plans and workforce plans you report in item 2.2.

7.3 Organizations that engage volunteers and/or interns should report results for them, as appropriate.

7.3a(3). Responses should include results for the measures and indicators you identify in 5.2a(2).

7.4 Leadership and Governance Results:
What are your senior leadership and governance results? (80 pts.)

Provide data and information to answer the following questions:

a. Leadership, GOVERNANCE, and Societal Contribution RESULTS

(1) Leadership
What are your RESULTS for SENIOR LEADERS' communication and engagement with the WORKFORCE, PARTNERS, and CUSTOMERS? What are your RESULTS for KEY MEASURES or INDICATORS of SENIOR LEADERS' communication and engagement with the WORKFORCE, PARTNERS, and CUSTOMERS to DEPLOY your MANDATE, MISSION, VISION and VALUES, encourage two-way communication, cultivate INNOVATION and INTELLIGENT RISK taking, and create a focus on action? HOW do these RESULTS differ by organizational units and CUSTOMER groups, as appropriate?

(2) GOVERNANCE
What are your RESULTS for GOVERNANCE accountability? What are your RESULTS for KEY MEASURES or INDICATORS of GOVERNANCE and internal and external fiscal accountability, as appropriate?

(3) Law and Regulation
What are your legal and regulatory RESULTS? What are your RESULTS for KEY MEASURES or INDICATORS of meeting and surpassing regulatory and legal requirements? HOW do these RESULTS differ by organizational units, as appropriate?

(4) Ethics
What are your RESULTS for ETHICAL BEHAVIOR? What are your RESULTS for KEY MEASURES or INDICATORS of ETHICAL BEHAVIOR, breaches of ETHICAL BEHAVIOR, and STAKEHOLDER trust in your SENIOR LEADERS and GOVERNANCE? HOW do these RESULTS differ by organizational units, as appropriate?

(5) Society
What are your RESULTS for societal well-being and support of your KEY communities? What are your RESULTS for KEY MEASURES or INDICATORS of your societal contributions and support of your KEY communities?

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Notes

7.4. Responses should relate to the communication processes you identify in item 1.1 and the governance, legal and regulatory, ethics, and societal contribution processes and measures you report in item 1.2. Workforce-related occupational safety and health results (e.g., OSHS-reportable incidents) should be reported in 7.1b(2) and 7.3a(2).

7.4a(2). Responses may include financial statement issues and risks, important internal and external auditor recommendations, and management's responses to these matters.

7.4a(3). Senior Leaders should be cognizant of workforce-related occupational safety and health issues beyond mandatory government requirements (e.g., OSHS-reportable incidents) reported in 7.1b(2) and 7.3a(2).

7.4a(4). For examples of measures of ethical behavior and stakeholder trust, see the note to 1.2b(2). This should also include addressing findings by COA and or other relevant oversight agencies, including the legislature.

7.4a(5). Responses should relate to the societal contributions you address in 1.2c(1) and 1.2c(2).

Measures of contributions to societal well-being may include those for reduced energy consumption, the use of renewable energy resources and recycled water, reduction of your carbon footprint, waste reduction and utilization, alternative approaches to conserving resources (e.g., increased virtual/hybrid meetings), and the global use of enlightened labor practices.

7.5 Financial, Sectoral, and Strategy Results:
What are your results for financial and sectoral performance, and strategy implementation? (90 pts.)

Provide data and information to answer the following questions:

a. **Financial and Sectoral RESULTS**
   (1) **Financial PERFORMANCE**
   What are your financial PERFORMANCE RESULTS? What are your RESULTS for KEY MEASURES or INDICATORS of financial PERFORMANCE, including aggregate MEASURES of budgetary PERFORMANCE, as appropriate? How do these RESULTS differ by sector and CUSTOMER segments, as appropriate?

   (2) **Sectoral PERFORMANCE**
   What are your sectoral PERFORMANCE results? What are your results for KEY measures or indicators of sectoral PERFORMANCE, including sector and social impact, and other sectors covered, as appropriate? HOW do these results differ by sector and customer segments, as appropriate?

b. **Strategy Implementation Results**
   What are your RESULTS for achievement of your organizational strategy and ACTION PLANS? What are your RESULTS for KEY measures or INDICATORS of achievement of your organizational strategy and ACTION PLANS? What are your RESULTS for taking INTELLIGENT RISKS?

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Notes

7.5a. Results should relate to the financial measures you report in 4.1a(1) and the financial management approaches you report in item 2.2.

7.5a(1) Measures may include the budget utilization rate which refers to the absorptive capacity of agencies in terms of their obligations and disbursements, performance to budget, and revenues generated.

7.5a(2) Sectoral performance may include results of service expansion or growth; new sectoral segments covered, or the percentage of revenues derived from new services, loans charitable donations, and grants received.

7.5b Measures or indicators of strategy and action plan achievement should relate to the strategic objectives and goals you report in 2.1b(1), the elements of risk you report in 2.1a(3), and the action plan performance measures and projected performance you report in 2.2a(5) and 2.2a(6), respectively.

How to Respond to the Government Criteria

These guidelines explain how to respond most effectively to the requirements of the 17 process and results Government Criteria items. See also the Scoring System, including the scoring guidelines (pages 60-61), which describes how to assess responses and determine your organization's performance accomplishments.

First Steps

1. Learn about the PQA framework.

Become familiar with the following sections, which provide a full orientation to the PQA framework:

- Government Criteria for Performance Excellence (pages 10-38)
- Scoring System (pages 56-61)
- Glossary of Key Terms (pages 62-72)

2. Understand how to read and respond to a Criteria item.

Review the Government Criteria for Performance Excellence Structure (page 5), which shows the types of items, the different parts of the items, and the role of each part. Pay particular attention to the multiple requirements within the areas to address and the notes.

Item requirements are presented as questions. Some requirements in the areas to address include multiple questions. To fully respond to the requirements, address all the questions, as missing information will be interpreted as a gap in your performance management system. However, you do not need to answer each question separately. These multiple questions express the full meaning of the information being requested. You may group responses to multiple questions within a single area to address in a way that is appropriate to your organization.

3. Review the Scoring Guidelines.

Consider both the Criteria and the Scoring Guidelines (pages 60-61) as you prepare your responses. As a complement to the requirements of the process items (categories 1–6), the process scoring guidelines address the maturity of your approaches, the extent of their deployment, the extent of learning, and the extent of integration with other elements of your performance management system.

Similarly, as a complement to the requirements of the results items (category 7), the results scoring guidelines focus on the actual performance levels,

the significance of the results trends, relevant comparative data, integration with important elements of your performance management system, and the results of the improvement process.

4. Understand the meaning of key terms.

Many terms in the Criteria and Scoring Guidelines have meanings that may differ somewhat from common meanings. Terms printed in UPPERCASE are defined in the Glossary of Key Terms (pages 62-72). Understanding these terms can help you accurately self-assess your organization and communicate your processes and results to those reviewing your responses and planning your improvement efforts.

5. Start with the Organizational Profile

The Organizational Profile (pages 10—13) is the most appropriate starting point. Whether you are using the Criteria for self-assessment, writing an application, or reviewing either of these, the Organizational Profile helps you understand what is most relevant and important to your organization's business, mission, and performance.

Responding to Process Items

Although the Criteria focus on key organizational performance results, these results by themselves offer little diagnostic value. For example, if some results are poor or are improving at rates slower than your competitors' or comparable organizations' results, you need to understand why this is so and what you might do to accelerate improvement.

Your responses to process items (categories 1–6) permit you or those who are reviewing your responses to diagnose your organization's most important processes—the ones that contribute most to organizational performance improvement and result in key outcomes or performance results. This diagnosis and the quality of the feedback you receive depend heavily on the content and completeness of your responses. For this reason, respond to these items by providing information on your key processes. Guidelines for organizing and reviewing such information follow:

1. Understand the meaning of *how*.

In responding to questions in process items that begin with how, give information on your key processes with regard to Approach, Deployment, Learning, and Integration (ADLI) ; see the Scoring System, page 56). Responses lacking such information, or merely providing an example, are referred to in the scoring guidelines as *anecdotal information.*

Show that *approaches* are systematic. Systematic approaches are repeatable and use data and information to enable learning. In other words, approaches are systematic if they build in the opportunity for evaluation, improvement, innovation, and knowledge sharing, thereby enabling a gain in maturity.

Show *deployment.* In your responses, summarize how your approaches are implemented in different parts of your organization.

Show evidence of *learning.* Give evidence of evaluation and improvement cycles for processes, as well as the potential for innovation. Show that process improvements are shared with other appropriate units of your organization to enable organizational learning.

Show *integration.* Integration is alignment and harmonization among processes, plans, measures, actions, and results. This harmonization generates organizational effectiveness and efficiencies.

Showing alignment in the process items and tracking corresponding measures in the results items should improve organizational performance. In your responses, show alignment in four areas:

- In the Organizational Profile, make clear what is important to your organization.

- In Strategy (category 2), including the strategic objectives, action plans, and core competencies, highlight your organization's areas of greatest focus and describe how you deploy your strategic plan.

- In describing organizational-level analysis and review (item 4.1), show how you analyze and review performance information as a basis for setting priorities.

- In Strategy (category 2) and Operations (category 6), highlight the work systems and work processes that are key to your organization's overall performance.

2. Understand the meaning of what.

Two types of questions in process items begin with what. The first requests basic information on key processes and how they work. Although it is helpful to state who performs the work, diagnosis or feedback also requires a description of how the process works.

The second type of what question asks you to report key findings, plans, objectives, goals, or measures. These questions set the context for showing alignment and integration in your performance management system. For example, when you identify key strategic objectives, your action plans, some performance measures, and some results in category 7 are expected to relate to those strategic objectives.

Responding to Results Items

1. Focus on your organization's most critical performance results.

Report results that cover the most important requirements for your organization's success, as highlighted in the Organizational Profile and in the Leadership, Strategy, Customers, Human Resources, and Operations categories.

2. Report levels, trends, and comparisons, and show integration.

Report *performance levels* on a meaningful measurement scale.

Report *trends* to show the directions of results and rates of change in areas of importance. A minimum of three historical data points is generally needed to ascertain a trend. Trends should represent historic and current performance and not rely on projected (future) performance.

There is no minimum period for trend data; time intervals between data points should be meaningful for the measure(s) you report. Trends might span five or more years or less than one year, depending on what is meaningful. For important results, include data even if trends are not yet well established. Explain trends that show a significant beneficial or adverse change.

Report *comparisons* to show how your results compare with those of other, appropriately selected organizations.

Show *integration* by including all important results, and segment them appropriately (e.g., by important citizens, other customer, human resources, process, and program and service groups).

Responding Efficiently

1. Cross-reference when appropriate.

Ensure that each item response is as self-contained as possible and that responses to different items are mutually reinforcing. To accomplish this, refer to other responses rather than repeat information. In such cases, give key process information in the item requesting that information. For example, you would describe human resource development and learning systems in item 5.2. Discussions about human resource development and learning elsewhere in your application would then reference but not repeat details given in item 5.2.

2. Use a compact format.

To make the best use of space, use flowcharts, tables, and lists to present information concisely. Page limits are designed to force your organization to consider what is most important in managing your enterprise and reporting your results.

3. Use graphs and tables.

You can report many results compactly by using graphs and tables. When you report results over time or compare them with others, "normalize" them (i.e., present them in a way—for example, as ratios—that takes size factors into account). For example, if the number of employees has varied over the period or if you are comparing your results to those of organizations differing in size, safety trends will be more meaningful if you report them as lost workdays per 100 employees rather than as total lost workdays.

The graph below shows one part of a possible response to item 7.1, Service and Process Results. The organization has identified number of beneficiaries for the programs as a key success measure.

The graph illustrates a number of characteristics of clear and effective results reporting:

- Both axes and units of measure are clearly labeled.
- Levels and trends are reported for a key performance measure—number of beneficiaries per program.
- Results are presented for several years.
- An arrow indicates that an upward trend is good for this measure.
- Appropriate comparisons are shown clearly.
- In a single graph, the organization shows that it tracks the number of beneficiaries per program at the overall system level
- The organization projects the number of beneficiaries for all programs from 2016 to 2017, including discontinuous or breakthrough improvement relative to prior performance for program B. The text should explain this breakthrough change and might refer to critical learning from program A as the basis for the projected change.

Interpreting the graph with the scoring guidelines in mind would result in the following observations on the organization's performance and maturity level:

- The current overall organizational performance level is excellent. This conclusion is supported by the comparison with a comparable organization and an international benchmark level.
- The overall organization shows beneficial improvement trends sustained over time.
- Program A is the current performance leader—showing sustained high performance and a slightly beneficial trend in number of beneficiaries since 2011–2012. Program B shows rapid improvement. Its performance is close to that of the comparable organization but trails program A.
- Program C—identified in the text as a newly implemented program—is having early problems achieving gains but is projecting a turnaround. (The organization should briefly explain these problems and the basis for the turnaround.)

The organization has projected increasing number of beneficiaries for all programs. Program C continues to lag behind the others and is projected to show improvement in 2015–2016.

Figure 7.1-3 Number of beneficiaries per program
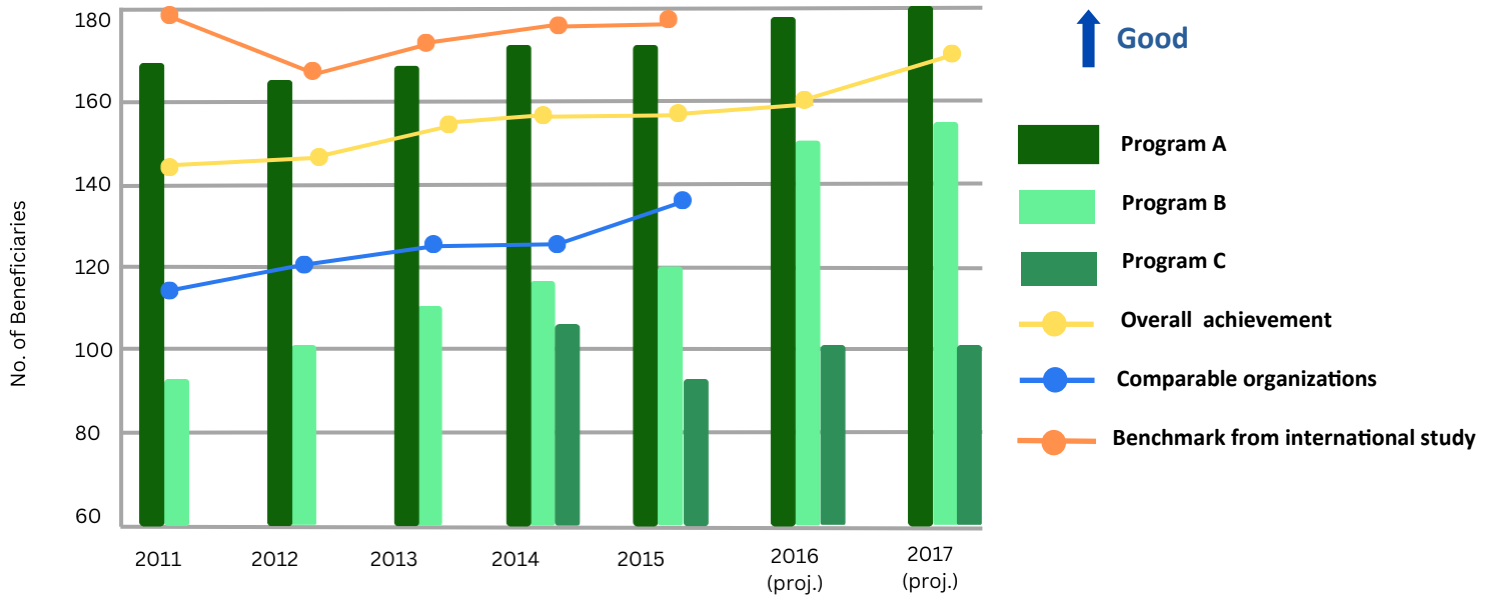
Core Values and Concepts

These beliefs and behaviors are embedded in high-performing organizations. They are the foundation for integrating key performance and operational requirements within a results-oriented framework that creates a basis for action, feedback, and ongoing success.

The PQA Government Criteria are built on the following set of interrelated core values and concepts:

- Systems perspective
- Visionary leadership
- Customer - focused excellence
- Valuing people
- Agility and Resilience
- Organizational learning
- Focus on success and innovation
- Management by fact
- Societal contributions
- Ethics and transparency
- Delivering value and results
- Love of Country

Systems Perspective

A systems perspective means managing all the components of your organization as a unified whole to achieve your mandate, mission, vision, ongoing success, and performance excellence. A systems perspective also means managing your organization within the context of an interconnected ecosystem of organizations (whole-of-government approach) that presents opportunities for new and possibly innovative relationships. Government organizations should work together to deliver an integrated set of services. Successfully managing overall organizational performance requires realization of your organization as a system with interdependent operations. Organization-specific synthesis, alignment, and integration make the internal system successful.

Synthesis means understanding your organization as a whole. It incorporates key organizational attributes, including your core competencies, strategic objectives, action plans, work systems, and workforce needs. Alignment means using key organizational linkages to ensure consistency of plans, processes, measures, and actions. Integration builds on alignment, so that the individual components of your performance management system operate in a fully interconnected, and unified manner to deliver targeted results.

In addition, your organization exists within an ecosystem—a network of organizations, including your partners, suppliers, collaborators, comparators, customers, communities, and other relevant organizations inside and outside your sector. Within this larger system, roles between organizations may be fluid as opportunities arise and needs change. For your ecosystem, synthesis means understanding your organization as part of a larger whole. It incorporates the key attributes that you contribute to and need from your partners, collaborators, customers, communities, and other relevant organizations.

These concepts are depicted in the Government Criteria overview. When your organization takes a systems perspective, your senior leaders focus on strategic directions and customers. Your senior leaders monitor, respond to, and manage performance based on your results. With a systems perspective, you use your measures, indicators, core competencies, and organizational knowledge to build your key strategies, link these strategies with your work systems and key processes, manage risk, and align your resources to improve your overall performance and your focus on customers and stakeholders. The core values and concepts, the seven Criteria categories, and the scoring guidelines are the system's building blocks and integrating mechanism.

Visionary Leadership

Your organization's senior leaders should set a vision for the organization, create a customer focus, demonstrate clear and visible organizational values and ethics, and set high expectations for the workforce. The vision, values, and expectations should balance the needs of all your stakeholders. Your leaders should also ensure the creation of strategies, systems, and methods for building knowledge and capabilities; empowering the workforce; capitalizing on diversity, equity, and inclusivity; stimulating innovation; managing risk; ensuring resilience; requiring accountability; achieving performance excellence; and thereby ensuring ongoing organizational success.

The values and strategies leaders define should help guide all of your organization's activities and decisions. Senior leaders should inspire and encourage your entire workforce to contribute, to develop and learn, to be innovative, and to embrace meaningful change. Senior leaders should be responsible to your organization's governance body for their actions and performance, and the governance body should be responsible ultimately to all your stakeholders for your organization's and its senior leaders' ethics, actions, and performance.

Senior leaders, as public servants should lead a culture of responsible stewardship for public resources, and should serve as role models through their deep sense of nationalism, service orientation, simple living (per R. A. 6713), ethical behavior and their personal involvement in planning, communicating, coaching and motivating the workforce, developing future leaders, reviewing organizational performance, recognizing workforce achievements, providing a supportive environment for innovation, and promoting diversity, equity, and inclusion. As role models, they can reinforce ethics, values, and expectations while building leadership, commitment, and initiative throughout the organization.

Customer-Focused Excellence

Your customers are the ultimate judges of your performance and the quality of your services. Thus, your organization must consider all service features and characteristics, all modes of customer access and support, and all organizational values and behaviors that contribute value to your customers. Such behavior leads to customer satisfaction, preference, trust, and loyalty; positive referrals; and, ultimately, the ongoing success of your organization. Customer-focused excellence has both current and future components: understanding today's customer needs and requirements, and anticipating future customer needs and requirements, and sectoral potential.

Many factors may influence value and satisfaction over the course of your customer's experience with your organization. These factors include your organization's customer relationship management, which helps build trust, confidence, and loyalty. Customer-focused excellence means much more than reducing service inefficiencies, merely meeting specifications, or reducing complaints.

Nevertheless, these factors contribute to your customers' view of your organization and thus are also important parts of customer-focused excellence. In addition, your success in addressing and recovering from service inefficiencies, and mistakes; fostering diversity, equity and inclusion; adapting to disruptions and innovations, and safeguarding customer information is crucial for customer satisfaction and engagement for the long term.

A customer-focused organization addresses not only the service characteristics that meet basic customer requirements but also those unique features and characteristics that differentiate the organization from other comparators. This differentiation may be based on accelerated service development, innovative or customized offerings or customer experience, combinations of service offerings, societal contributions, or partnerships. These may include participation in collaborative, multilateral networks (ecosystems) of organizations that drive efficiency, effectiveness, and innovation.

Customer-focused excellence is thus a strategic concept. It is directed toward providing access to the most appropriate services to customers, thereby enhancing satisfaction. It demands constant sensitivity to changing and emerging customer needs and requirements and to the factors that drive engagement. It demands close attention to the voice of the customer and anticipating changes in expectations. Therefore, such excellence demands a customer-focused culture and organizational agility.

Valuing People

An organization's success depends on an engaged workforce that benefits from meaningful work, clear organizational direction, the opportunity to learn, and accountability for performance. That engaged workforce must also have a safe, trusting, and cooperative environment. The successful organization has a culture of diversity, equity, and inclusion that capitalizes on the diverse backgrounds and characteristics, knowledge, skills, creativity, and motivation of its workforce, partners, and collaborators. Promoting diversity is recognizing personal differences among workforce members, e.g., religion, ethnicity, and gender. Promoting equity means ensuring that all customers and workforce members are treated fairly and that all workforce members can reach their full potential. Inclusion refers to empowering participation and promoting a sense of belonging. The successful organization values all people affected by the organization's actions, who have a stake in the organization, including customers, and community members.

Valuing the people in your workforce means committing to their engagement, development, and well-being. Major challenges in valuing your workforce members include (1) demonstrating your leaders' commitment to their success; (2) providing motivation and recognition that go beyond the regular compensation system; (3) supporting work-life balance through flexible work arrangements tailored to varying workplace and life needs; (4) creating an inclusive, equitable environment for a diverse workforce; (5) offering development and progression within your organization; (6) providing support during disruptions and transitions; (7) sharing your organization's knowledge so that your workforce can better serve your customers and contribute to achieving your strategic objectives; (8) creating an environment that encourages intelligent risk-taking to achieve innovation; and (9) developing a system of the workforce and organizational accountability for performance. With increased remote work arrangement, an additional challenge is ensuring that a geographically dispersed workforce benefits from meaningful work, clear organizational direction, the opportunity to learn, and accountability for performance.

The success of your workforce members—including your leaders—depends on their having opportunities to learn. This learning includes preparing people for future organizational core competencies. On-the-job training offers a cost-effective way to cross-train and to link training more closely to your organization's capacity needs and priorities. If your organization relies on volunteers their personal development and learning are also important to consider.

To accomplish their overall goals, successful organizations build and value ecosystems of collaborative internal and external partnerships. Internal partnerships may include collaboration between labor workforce employees and management. Forming internal partnerships may also involve creating network relationships among people across work units and locations, or between employees and volunteers to improve flexibility, responsiveness, learning, and knowledge sharing. As services become more and more multidisciplinary, organizations may need new business models and ecosystems, including nontraditional partnerships with comparators outside the sector.

Agility and Resilience

Success in today's ever-changing, locally and globally competitive environment, demands agility and organizational resilience.. Agility requires a capacity for rapid change and for flexibility in operations. Organizational resilience is the ability to anticipate, prepare for, and recover from disasters, emergencies, and other disruptions, and—when disruptions occur—to protect and enhance workforce and customer engagement, supply-network and financial performance, organizational productivity, and community well-being. Resilience includes the agility to modify plans, processes, and relationships whenever circumstances warrant.

Organizations face ever-shorter cycles for introducing new or improved services and programs, and for responding rapidly to new or emerging issues. Organizations must be capable of managing risk and making changes on an ever-shorter cycle time.

Major improvements in response times often require new work systems; rapid decision making; reduced bureaucracy; the simplification of work processes; agile, efficient supplier and partner networks; effective, efficient communication with the workforce, partners, suppliers and key institutions in the community; and the ability for rapid changeover from one process or location to another.

All aspects of time performance are now more critical, and cycle time is a key process measure. Other important benefits can be derived from this focus on time; time improvements often drive simultaneous improvements or changes in your work systems, organization, quality, cost, supply-network integration, productivity, and ongoing success in a challenging economy. A major success factor in meeting competitive challenges is design-to-introduction time (the time it takes to initiate a service feature) or innovation cycle time. To meet the demands of rapidly changing customer requirements and expectations, your organization needs to carry out stage-to-stage integration of activities from research or concept to implementation or commercialization, when applicable.

Disruptive events are occurring more frequently, triggered by economic upheaval or stress, major weather or health events, social or societal demands, or innovative technologies or service introductions. For an organization to be resilient, leaders must cultivate the agility to anticipate opportunities and threats, adapt strategy to changing circumstances, and have robust governance with a culture of trust. Organizations must embrace data-rich thought processes and equip their employees with ongoing learning of new skills. Agility and resilience can also be achieved through your ecosystem, in which collaborations, or strategic partnerships may offer complementary core competencies that allow rapid response to disruptions, provision of new services, or rethinking of customer offerings as applicable. Your ecosystem may also permit you to address common issues quickly by blending your organization's core competencies or leadership capabilities with other organizations' complementary strengths and capabilities, creating a new source of strategic advantage. The result may be broad, interdependent, agile ecosystems that include partners and collaborators, as well as customers, communities, and organizations outside your sector.

Organizational Learning

Achieving the highest levels of organizational performance requires a well-executed approach to organizational learning that includes sharing knowledge via systematic process. In today's demanding environment, a cross-trained and empowered workforce and effective management of up-to-date organizational knowledge are vital assets. Organizational learning includes continuous improvement of existing approaches; the adoption of best practices and innovations; and significant, discontinuous change or innovation, leading to new goals, approaches, and services.

Learning needs to be embedded in the way your organization operates. This means that learning (1) is a regular part of daily work; (2) results in solving problems at their source (root cause); (3) is focused on building and sharing knowledge throughout your organization; and (4) is driven by opportunities to effect significant, meaningful change and to innovate. Sources for learning include employees' and volunteers' (where applicable) ideas, research and development, customers' and stakeholders' input, best-practice sharing, comparable organizations' performance, and benchmarking. Your organizational ecosystem is another source of learning.

Organizational learning can result in (1) enhanced value to customers through new and improved services; (2) the development of new opportunities; (3) the development of new and improved processes or work systems; (4) reduced service inefficiencies such as errors, rework, wastes, and related costs; (5) increased productivity in the use of all your resources; (6) enhanced performance in making societal contributions; and (7) greater agility in managing change and disruption.

Focus on Success and Innovation

Ensuring your organization's success now and in the future requires an understanding of the short- and longer-term factors that affect your organization and its environment. It also requires the ability to drive organizational innovation. Sustained success requires managing uncertainty in the environment, as well as balancing some stakeholders' short-term demands with the need to invest in long-term success. The pursuit of sustained growth and performance leadership requires a strong future orientation and a willingness to make long-term commitments to key stakeholders—your customers, workforce, suppliers, partners; the public and the community. It also requires the agility to modify plans, processes, and relationships whenever circumstances warrant.

Your organization's planning and resource allocation should anticipate many factors, such as customers' short- and long-term expectations; new work systems and collaboration or partnering opportunities; potential crises, including events that disrupt economic and social conditions; technological developments; workforce capacity and capability needs; community and societal expectations and needs; your competitive environment; security and cybersecurity risks; and evolving regulatory requirements; and strategic moves by comparable organizations. Your strategic objectives and resource allocations need to accommodate these influences.

A focus on success includes ensuring resilience; developing your leaders , workforce, and suppliers; accomplishing effective succession planning; and anticipating areas for societal contributions and concerns. A focus on success also includes a focus on innovation—making meaningful change to improve services, programs, processes, operations, organizational models, or societal well-being, with the purpose of creating new value for stakeholders. Innovation should lead your organization to new dimensions of performance and success. Innovation may be present in organizations of all sizes, sectors, and maturity levels; in some cases, an organization's genesis is an innovation, with work systems and work processes developing as the organization matures.

Innovation is important for all aspects of your operations and all work systems and work processes. Innovation benefits from a supportive environment, a process for identifying strategic opportunities, and the pursuit of intelligent risks. Innovation and continuous incremental improvement are different, but complementary, concepts. Successful organizations use both approaches to improve performance. Your organization should be led and managed so that identifying strategic opportunities and taking intelligent risks become part of the learning culture. Innovation should be integrated into daily work and be supported by your performance improvement system. Systematic processes for identifying strategic opportunities should reach across your entire organization and should explore strategic partnerships with other organizations.

Innovation may arise from within the organization and adapting such from other public and private sector organizations. It builds on the accumulated knowledge of your organization and its people and the innovations of partners, collaborators, customers, and other relevant organizations, including those outside your sector. It may involve collaboration among people who do not normally work together and are in different parts of the organization. This can lead to the maximizing of learning through shared information and the willingness to use concepts from outside the organization as idea generators. Therefore, the ability to rapidly disseminate and capitalize on new and accumulated knowledge is critical to driving organizational innovation and success.

Management by Fact

Management by fact requires you to measure and analyze your organization's performance, both inside the organization and in your external environment. Measurements should derive from organizational needs and strategy, and they should provide critical data and information about key process, outputs, results, outcomes, and comparable organization and sectoral performance. Organizations need many types of data and information to effectively manage their performance. Data and information may come in many forms, such as numerical, graphical, or qualitative, and from many sources, including internal processes, surveys, and the Internet (including social media). Performance measurement should include measurement of customer-focused results, service and process performance; comparisons of operational performance; supplier, workforce, partner, cost, and financial performance; governance and compliance results; and accomplishment of strategic objectives.

A major consideration in performance improvement and change management is the selection and use of performance measures or indicators. The measures or indicators you select should best represent the factors that lead to improved customer, operational, financial, and societal performance. A comprehensive yet carefully culled set of measures or indicators tied to customer and organizational performance requirements provides a clear basis for aligning all processes with your organization's goals. Measures and indicators support you in making decisions, in a timely manner, in a rapidly changing environment. By analyzing data from your monitoring processes, you can evaluate the measures or indicators themselves and change them to better support your goals.

Analysis means extracting larger meaning from data and information, and using knowledge and wisdom to support evaluation, decision making, improvement, and innovation. It entails using data to determine trends, projections, and cause-and-effect relationships that may not otherwise be evident. Analysis supports a variety of purposes, such as planning, reviewing your overall performance, improving operations, comparing your performance with comparable organizations or with best-practice benchmarks, and managing change. To facilitate analysis, data may need to be aggregated from various sources. Data may also need to be segmented by customer and workforce to gain deeper understanding.

Societal Contributions

Your organization should meet all statutory, and regulatory requirements and should also treat these and related requirements as opportunities to excel beyond compliance. Leaders should be role models for your organization and its workforce in the protection of public health, safety, and the environment. Accordingly, your organization's leaders should stress responsibilities to the public and the consideration of societal well-being and benefit. This protection applies to any impact of your organization's policies, programs and services. Planning should anticipate adverse impacts of your services. Effective planning should reduce or prevent problems; provide for a forthright response if problems occur; and make available the information and support needed to maintain public awareness, safety, and confidence.

In relation to the protection of the environment, the circular economy may be adopted as it goes back to the beginning to prevent waste and pollution from being created in the first place. In the face of current environmental challenges, recycling won't be enough to overcome the sheer amount of waste produced. Thus, your organization should emphasize resource conservation, reuse, repurpose, and waste reduction at the source. Societal well-being and benefit refers to leadership and support of the environmental, social, and economic systems in the organization's sphere of influence, and extending beyond the organization's mandate, but in accordance with the regulatory requirements. Such leadership and support may include improving education, healthcare, and other services in your community, pursuing environmental excellence, being a role model for socially important issues, practicing resource conservation, performing community service and charity, improving industry and government practices, and sharing non-proprietary information.

For a role-model organization, leadership also entails influencing other organizations, private and public, to partner for these purposes. Managing societal responsibilities contributions requires your organization to use appropriate measures and your leaders to assume responsibility for those measures.

Ethics and Transparency

Your organization should stress ethical behavior in all stakeholder transactions and interactions. Your organization's governance body should require highly ethical conduct and monitor all conduct accordingly. Your senior leaders should be role models of ethical behavior and make their expectations of the workforce very clear. Your organization's ethical principles are the foundation for your culture and values. They distinguish right from wrong. Clearly articulated ethical principles, along with your organizational values, empower your people to make effective decisions and may serve as boundary conditions for determining organizational norms and prohibitions.

Transparency is characterized by consistently candid and open communication, accountability, and the sharing of clear and accurate information by leadership and management. The benefits of transparency are manifold. Transparency is a key factor in workforce engagement and allows people to see why actions are being taken and how they can contribute. Transparency and accountability are also important in interactions with customers and other stakeholders, giving them a sense of involvement, engagement, and confidence in your organization. Ethical behavior and transparency build trust in the organization and its leaders and engender a belief in the organization's fairness and integrity that is valued by all key stakeholders. Ethical conduct should be a requirement of and should be monitored by the organization's governance body, or by the concerned agencies (e.g. COA, CSC, DBM, DOF, DENR, and OMBUDSMAN). - from societal contributions.

Delivering Value and Results

By delivering and balancing value for key stakeholders, your organization builds trust and confidence contributes to growing the economy, and contributes to society. To resolve the conflicting needs, requirements and expectations of stakeholders (comment: better wording? similar to the previous criteria), your organizational strategy should explicitly include key stakeholder requirements. This will help ensure that plans and actions meet differing stakeholder needs and avoid adverse impacts on any stakeholders. A balanced composite of leading and lagging performance measures is an effective means to communicate short- and longer-term priorities, monitor actual performance, and provide a clear basis for improving results.

Your organization's performance measurements need to focus on key results. Results should be used to deliver and balance value for your key stakeholders—your customers, workforce, suppliers, partners and collaborators; and the community. Thus, results need to be a composite of measures that include not just financial results but also service and process results; customer and workforce satisfaction and engagement results; and leadership, strategy, and societal performance.

Love of Country

As embodied in the 1987 Philippine Constitution, organizations shall support the Government in building a just and humane society, promote the common good, conserve and develop patrimony, and secure posterity, blessings of independence, and democracy under the rule of law, truth, justice, freedom, love, equality, and peace.

A high-performing organization exemplifies love of country as it takes pride of in the country, people, language, cultural, and historical origin; as it adheres to the rule of law, society, and environment; and as it demonstrates responsible citizenship, and respect and reverence to national symbols representing the Philippines as embodied in the Flag and Heraldic Code of the Philippines otherwise known as Republic Act 8491.

Love of country can be demonstrated through good citizenship that your organization can exemplify by meeting and surpassing legal and regulatory requirements and by ensuring ethical behavior in all interactions. It means giving back to society by contributing to the well-being of its environmental, social, and economic systems. Your senior leaders, in concert with the workforce, must actively support and strengthen the organization's key communities.

Love of country can be manifested by the leaders in reinforcing the following through communication, policies, and programs, as applicable: value the dignity of every member of the workforce and guarantee full respect for human rights; be a productive citizen; be aware of the issues in the country; be proud of Filipino achievements; provide adequate social services, promote a rising standard of living and an improved quality of life for all; patronize and support locally produced inputs, products, and services; preserve the culture; value traditions; remember and commemorate our heroes' sacrifices for the country; love for family, neighbors, and compatriots; and uphold the principle of unity in diversity in a climate of free artistic and intellectual expression.

Love of country can be shown by ensuring cybersecurity against any international or local cyberattacks, organizations not only defend themselves but the country as well by protecting sensitive or privileged data and information and key assets, and ensuring operational continuity. The organization should identify and prioritize key informational technology and operational systems to secure and protect these systems, detect cybersecurity events, and respond to and recover from cybersecurity incidents.

Considering that the Philippines is located along the typhoon belt and the Pacific "ring of fire", the organization must ensure preparedness for natural calamities, disasters, and emergencies. It must be able to anticipate, prepare for, absorb, and recover from these disruptions for organizational continuity and resilience. By being prepared and able to continue its operations despite difficulties, the organization, together with its supply network and partners, can help its community recover as those most often affected are the poorest and most marginalized people.

Organizations must contribute to the global competitiveness of the Philippines by identifying best practices through external benchmarking, identifying gaps in performance, developing priorities for continuous improvement and innovation, and addressing these in the strategic and action plans. When applicable, organizations must consider the Philippine Development Plan in their strategic planning process. Ensuring Philippine competitiveness also requires the development of the senior leaders and the workforce through the organization's learning and development system and the provision of an excellent workforce environment, benefits, and rewards and recognition.

The Role of Core Values and Concepts
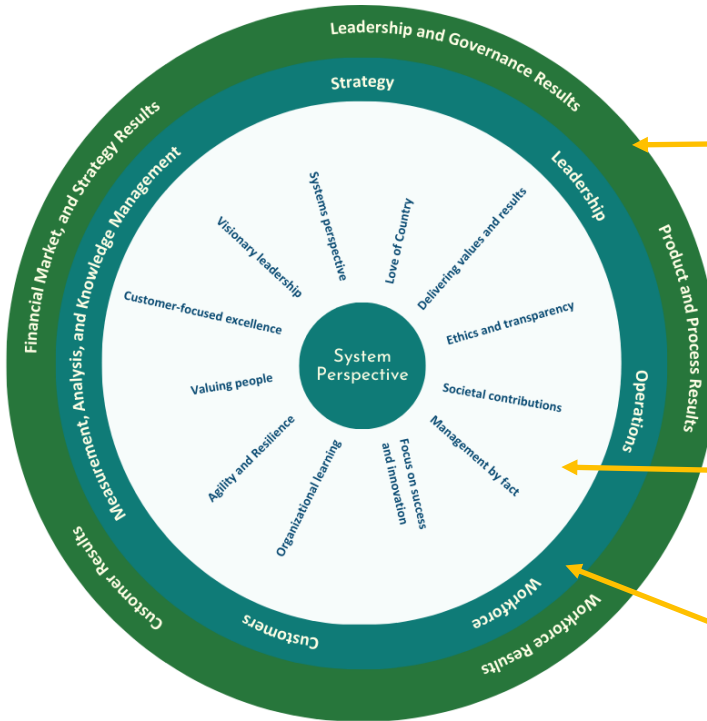
yielding
performance results
(Criteria category 7).

The PQA Criteria build on
core values and concepts...

which are embedded in
systematic processes...
(Criteria categories 1-6)

Scoring System

The scoring of responses to PQA Government Criteria for Performance Excellence items is based on two evaluation dimensions: process (categories 1–6) and results (category 7).

To score Criteria responses, consider the following information relative to the item requirements and the scoring guidelines (pages 60-61):

- The key business factors presented in the Organizational Profile
- The maturity and appropriateness of the approaches, the breadth of their deployment, and the strengths of the learning and improvement process and of the results presented

Scoring Dimensions

Process

Process refers to the methods your organization uses and improves, which address the requirements in categories 1–6. The four factors used to evaluate process are approach, deployment, learning, and integration (ADLI). PQA-based feedback reflects strengths and opportunities for improvement in these factors. A score for a process item is based on a holistic assessment of your overall performance, taking into account the four process factors.

Approach comprises

- the methods used to carry out the process,
- the appropriateness of these methods to the item requirements and your operating environment,
- the effectiveness of your use of the methods, and
- the degree to which the approach is repeatable and based on reliable data and information (i.e., systematic).

Deployment is the extent to which

- your approach addresses item requirements that are relevant and important to your organization,
- your approach is applied consistently, and
- your approach is used by all appropriate work units.

Learning comprises

- the refinement of your approach through cycles of evaluation and improvement,
- the encouragement of breakthrough change to your approach through innovation, and

- the sharing of refinements and innovations with other relevant work units and processes in your organization.

See "From Fighting Fires to Innovation" on page 58, which illustrates a progression through the maturity levels for this scoring dimension.

Integration is the extent to which

- your approach is aligned with the organizational needs identified in the Organizational Profile and other process items;
- your measures, information, and improvement systems are complementary across processes and work units; and
- your plans, processes, results, analyses, learning, and actions are harmonized across processes and work units to support organization-wide goals.

In scoring process items, keep in mind that approach, deployment, learning, and integration are linked. Descriptions of approach should always indicate the deployment—consistent with the specific requirements of the item and your organization. As processes mature, the description should also show cycles of learning (including innovation), as well as integration with other processes and work units (see "Steps toward Mature Processes," page 59).

Results

Results are the outputs and outcomes your organization achieves, which address the requirements in category 7. The four factors used to evaluate results are Levels, Trends, Comparisons, and Integration (LeTCI). A score for a results item is based on a holistic assessment of your overall performance, taking into account the four results factors.

Levels are

- your current performance on a meaningful measurement scale.

Trends comprise

- your rate of performance improvement or continuation of good performance in areas of importance (i.e., the slope of data points over time).

Comparisons comprise

- your performance relative to that of other, appropriate organizations, such as competitors or organizations similar to yours, and
- your performance relative to government sector leaders or benchmarks.

Integration is the extent to which

- your results measures (often through segmentation) address important performance requirements relating to students and other customers, educational programs and services, markets, processes, and action plans identified in your Organizational Profile and in process items;
- your results include valid indicators of future performance; and
- your results reflect harmonization across your processes and work units to support organization wide goals.

In the scoring of results items, look for data on performance levels, trends, and relevant comparisons for key measures and indicators of your organization's performance, as well as integration with your organization's key requirements. Results items should also show data on the breadth of the performance results reported. This is directly related to deployment and organizational learning; if improvement processes are widely shared and deployed, there should be corresponding results.

"Importance" as a Scoring Consideration

A critical consideration in PQA evaluation and feedback is the importance of your reported process and results to your key business factors. The areas of greatest importance should be identified in your Organizational Profile and in items such as 2.1, 2.2, 3.2, 5.1, 5.2, and 6.1. Your key customer requirements, competitive environment, workforce needs, key strategic objectives, and action plans are particularly important.

How to Score an Item Response

Follow these steps in assigning a score to an item response.

Look at the scoring guidelines (pages 60-61). Decide which scoring range (e.g., 50–65%) is most descriptive of the organization's achievement level as presented in the item response. Choose this range based on a holistic view of either the four process factors (ADLI) or the four results factors (LeTCI) in aggregate; do not tally or average independent assessments of each of the four factors. The "most descriptive" range is not necessarily a perfect fit and often reflects some gaps between the response and the description of one or more of the factors in the chosen scoring range.

Read the next higher and the next lower scoring ranges. Assign a score (e.g., 55%) within the chosen range by evaluating whether the item response is closer to the statements in the next higher or the next lower scoring range. As you assign scores, keep in mind these descriptions of the midpoint of the scoring continuum.

A process item score of 50% represents an approach that meets the overall requirements of the item (is responsive to the leading questions), is deployed consistently and to most work units, has been through some cycles of improvement and learning, and addresses key organizational needs. Higher scores reflect greater achievement, demonstrated by broader deployment, significant organizational learning, and increased integration.

A results item score of 50% represents a clear indication of good performance levels, beneficial trends, and appropriate comparative data for the results areas that are covered in the item and that are important to the organization's business or mission. Higher scores reflect better performance levels and trends, stronger comparative performance, and broader coverage and integration with the organization's requirements or mission.

From Fighting Fires to Innovation: An Analogy for Learning

Learning is an essential attribute of high-performing organizations. Effective, well-deployed organizational learning can help an organization improve from the early stages of reacting to problems to the highest levels of organization-wide improvement, refinement, and innovation.
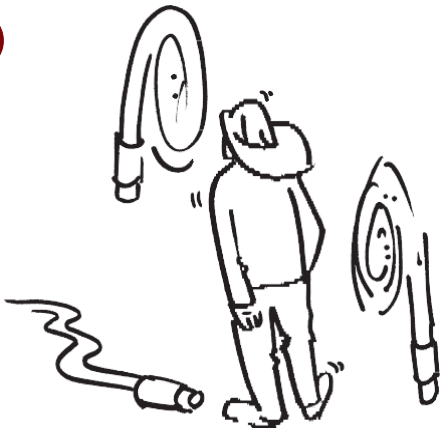
1
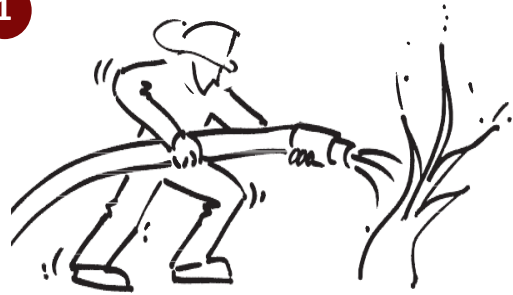
Reacting to the problem (0-5%)
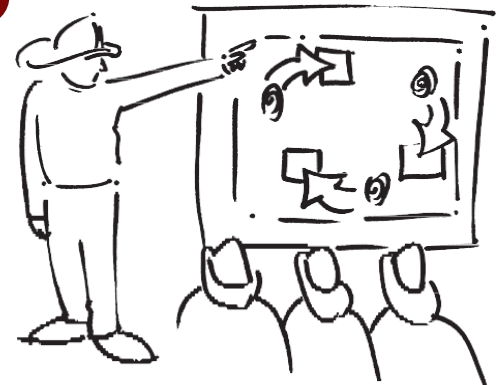Run with the hose and put out the fire

2

General improvement orientation (10-25%)
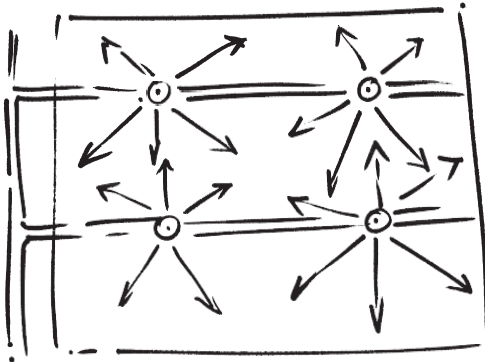Install more hoses to get to the fires quickly and reduce their impact.

3

Systematic evaluation and improvement (30-45%)
Evaluate which locations are most susceptible to fire. Install heat sensors and sprinklers in those locations.
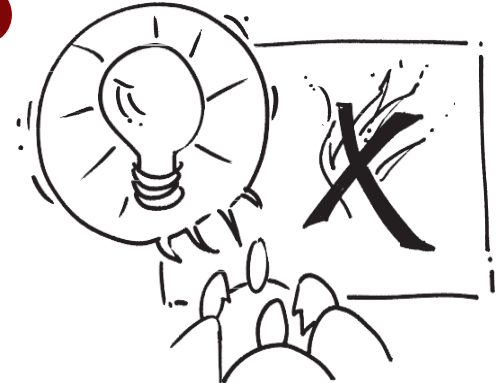
4

Learning and strategic improvement (50-65%)
Install systematic heat sensors and a sprinkler system that is activated by the heat preceding fires.

5

Organizational analysis and Innovation (70-100%)
Install systematic heat sensors and a sprinkler system that is activated by the heat preceding fires Use fire proof and fire-retardant materials. Replace combustible liquids with water-based liquids. Prevention is the primary approach for protection, with sensors and sprinklers as the secondary line of protection. This approach has been shared with all facilities and is practiced in all locations.

Steps toward Mature Processes
An Aid for Assessing and Scoring Process Items

Reacting to Problems (0–25%)
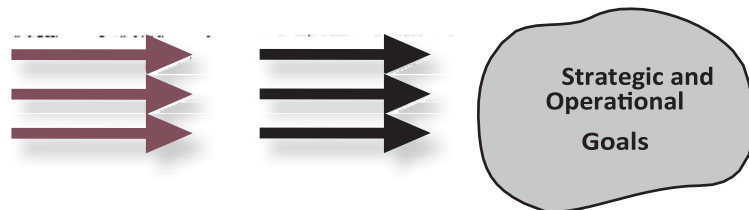
Strategic and Operational Goals
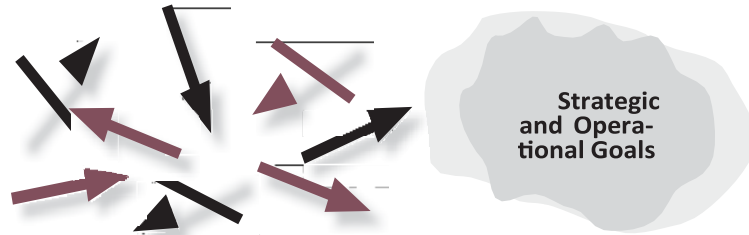
Operations are characterized by activities rather than by processes, and they are largely responsive to immediate needs or problems. Goals are poorly defined.

Early Systematic Approaches (30–45%)

Strategic and Operational Goals
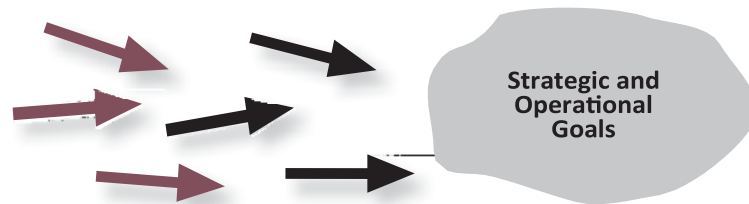
The organization is beginning to carry out operations with repeatable processes, evaluation, and improvement, and there is some early coordination among organizational units. Strategy and quantitative goals are being defined.

Aligned Approaches (50–65%)

Strategic and Operational Goals

Operations are characterized by repeatable processes that are regularly evaluated for improvement. Learnings are shared, and there is coordination among organizational units. Processes address key strategies and goals.

Integrated Approaches (70–100%)

Strategic and Operational Goals
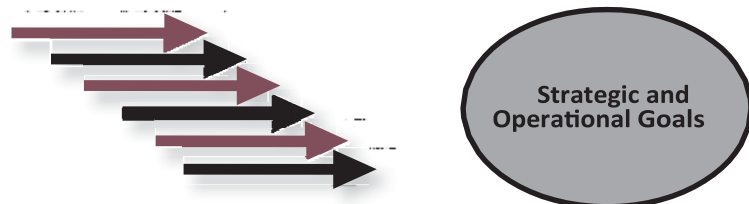
Operations are characterized by repeatable processes that are regularly evaluated for change and improvement in collaboration with other affected units. The organization seeks and achieves efficiencies across units through analysis, innovation, and the sharing of information and knowledge. Processes and measures track progress on key strategic and operational goals.

Process Scoring Guidelines (For Use with Categories 1-6)

SCORE	DESCRIPTION
90%, 95%, or 100%	• An EFFECTIVE, SYSTEMATIC APPROACH, fully responsive to the MULTIPLE REQUIREMENTS of the item, is evident. (A) • The APPROACH is fully DEPLOYED without significant weaknesses or gaps in any areas or work units. (D) • Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING through INNOVATION are KEY organization-wide tools; refinement and INNOVATION, backed by ANALYSIS and sharing, are evident throughout the organization. (L) • The APPROACH is well INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I)
70%, 75%, 80%, or 85%	• An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the MULTIPLE REQUIREMENTS of the item, is evident. (A) • The APPROACH is well DEPLOYED, with no significant gaps. (D) • Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING, including INNOVATION, are KEY management tools; there is clear evidence of refinement as a result of organizational-level ANALYSIS and sharing. (L) • The APPROACH is INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I)
50%, 55%, 60%, or 65%	• An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the OVERALL REQUIREMENTS of the item, is evident. (A) • The APPROACH is well DEPLOYED, although DEPLOYMENT may vary in some areas or work units. (D) • A fact-based, SYSTEMATIC evaluation and improvement PROCESS and some organizational LEARNING, including INNOVATION, are in place for improving the efficiency and EFFECTIVENESS of KEY PROCESSES. (L) • The APPROACH is ALIGNED with your overall organizational needs as identified in response to the Organizational Profile and other process items. (I)
30%, 35%, 40%, or 45%	• An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the BASIC REQUIREMENTS of the item, is evident. (A) • The APPROACH is DEPLOYED, although some areas or work units are in early stages of DEPLOYMENT. (D) • The beginning of a SYSTEMATIC APPROACH to evaluation and improvement of KEY PROCESSES is evident. (L) • The APPROACH is in the early stages of ALIGNMENT with the basic organizational needs identified in response to the Organizational Profile and other process items. (I)
10%, 15%, 20%, or 25%	• The beginning of a SYSTEMATIC APPROACH to the BASIC REQUIREMENTS of the item is evident. (A) • The APPROACH is in the early stages of DEPLOYMENT in most areas or work units, inhibiting progress in achieving the BASIC REQUIREMENTS of the item. (D) • Early stages of a transition from reacting to problems to a general improvement orientation are evident. (L) • The APPROACH is ALIGNED with other areas or work units largely through joint problem solving. (I)
0% or 5%	• No SYSTEMATIC APPROACH to item requirements is evident; information is ANECDOTAL. (A) • Little or no DEPLOYMENT of any SYSTEMATIC APPROACH is evident. (D) • An improvement orientation is not evident. Improvement is achieved by reacting to problems. (L) • No organizational ALIGNMENT is evident; individual areas or work units operate independently. (I)

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Results Scoring Guidelines (For Use with Category 7)

SCORE	DESCRIPTION
90%, 95%, or 100%	- Excellent organizational PERFORMANCE LEVELS are reported, fully responsive to the MULTIPLE REQUIREMENTS of the item. (Le) - Beneficial TRENDS have been sustained over time in practically all areas of importance to the accomplishment of your organization's MISSION. (T) - Practically all trends and current PERFORMANCE LEVELS have been evaluated against relevant comparisons and/or benchmarks and many comparisons show industry and benchmark. (C) - Organizational PERFORMANCE RESULTS and PROJECTIONS are reported for practically all KEY CUSTOMER, market, PROCESS, and ACTION PLAN requirements. (I)
70%, 75%, 80%, or 85%	- Good-to-excellent organizational PERFORMANCE LEVELS are reported, responsive to the MULTIPLE REQUIREMENTS of the item. (Le) - Beneficial TRENDS have been sustained over time in most areas of importance to the accomplishment of your organization's MISSION. (T) - Many to most TRENDS and current PERFORMANCE LEVELS have been evaluated against relevant comparisons and/or BENCHMARKS and show areas of leadership and very good relative PERFORMANCE. (C) - Organizational PERFORMANCE RESULTS are reported for most KEY CUSTOMER, market PROCESS, and ACTION PLAN requirements. (I)
50%, 55%, 60%, or 65%	- Good organizational PERFORMANCE LEVELS are reported, responsive to the OVERALL REQUIREMENTS of the item. (Le) - Beneficial TRENDS are evident in areas of importance to the accomplishment of your organization's MISSION. (T) - Some current PERFORMANCE LEVELS have been evaluated against relevant comparisons and/or BENCHMARKS and show areas of good relative PERFORMANCE. (C) - Organizational PERFORMANCE RESULTS are reported for most KEY CUSTOMER, market, and PROCESS requirements. (I)
30%, 35%, 40%, or 45%	- Good organizational PERFORMANCE LEVELS are reported, responsive to the BASIC REQUIREMENTS of the item. (Le) - Some TREND data are reported, and most of the TRENDS presented are beneficial. (T) - Early stages of obtaining comparative information are evident. (C) - RESULTS are reported for many areas of importance to the accomplishment of your organization's MISSION. (I)
10%, 15%, 20%, or 25%	- A few organizational PERFORMANCE RESULTS are reported, responsive to the BASIC REQUIREMENTS of the item, and early good PERFORMANCE LEVELS are evident. (Le) - Some TREND data are reported, with some adverse TRENDS evident. (T) - Little or no comparative information is reported. (C) - RESULTS are reported for a few areas of importance to the accomplishment of your organization's MISSION. (I)
0% or 5%	- There are no organizational PERFORMANCE RESULTS, or the RESULTS reported are poor. (Le) - TREND data either are not reported or show mainly adverse TRENDS. (T) - Comparative information is not reported. (C) - RESULTS are not reported for any areas of importance to the accomplishment of your organization's MISSION. (I)

Terms in UPPERCASE are designed in the Glossary of Key Terms (pages 62-72).

Glossary of Key Terms

The terms below are those in UPPERCASE in the PQA Government Criteria for Performance Excellence and Scoring Guidelines. Each term is followed by a definition in boldface. Subsequent sentences in the first paragraph elaborate on this definition. The paragraphs that follow provide examples, descriptive information, or key linkages to other information about the PQA framework.

ACTION PLANS. Specific actions that your organization takes to reach its strategic objectives. These plans specify the resources committed to and the time horizons for accomplishing the plans. Action plan development is the critical stage in planning when you make strategic objectives and goals specific so that you can effectively deploy them throughout the organization in an understandable way. In the Criteria, deploying action plans include creating aligned measures for all affected work units. Deployment may also require specialized recruitment and training for some workforce members.

Action plans could entail designing efficient processes that would facilitate ease of doing business and ease of government service related delivery, adhering to prescribed government accounting and budgeting system and aligning processes across the organization. To deploy the action plans, the organization may need to train work units and teams in setting priorities based on costs and benefits. Organizational-level analysis and review would likely emphasize productivity growth, cost control, and quality.

See also STRATEGIC OBJECTIVES.

ALIGNMENT. A state of consistency among plans, processes, information, resource decisions, workforce capability and capacity, actions, results, and analyses that support key organization-wide goals. Effective alignment requires a common understanding of mandate, mission, vision and goals. It also requires the use of complementary measures and information for planning, tracking, analysis, and improvement at three levels: the organizational level, the key process level, and the work unit level.

See also INTEGRATION.

ANALYSIS. The examination of facts and data to provide a basis for effective decisions. Analysis often involves determining cause-effect relationships. Overall organizational analysis guides you in managing work systems and work processes toward achieving key organizational results and attaining strategic objectives. Although individual facts and data are important, they do not usually provide an effective basis for acting or setting priorities. Effective actions depend on an understanding of relationships, which is derived from the analysis of facts and data.

ANECDOTAL. In a response to a Criteria item, information that lacks specific methods; measures; deployment mechanisms; and evaluation, improvement, and learning factors. Anecdotal information frequently consists of examples and describes individual activities rather than systematic processes. For example, in an anecdotal response to how senior leaders deploy performance expectations, you may describe a specific occasion when a senior leader visited all of your organization's facilities. On the other hand, in describing a systematic process, you may include the methods all senior leaders use to communicate performance expectations regularly to all locations and workforce members, the measures leaders use to assess the effectiveness of the methods, and the tools and techniques you use to evaluate and improve the methods.

See also SYSTEMATIC.

APPROACH. The methods your organization use to carry out its processes. Besides the methods themselves, approach refers to the appropriateness of the methods to the item questions and your organization's operating environment, as well as how effectively your organization uses those methods. Approach is one of the factors considered in evaluating process items. For further description, see the Scoring System.

BASIC QUESTION. The most central concept of a Criteria item, as presented in the item title question. For an illustration, see Criteria for Performance Excellence Structure.

BENCHMARKS. Processes and results that represent the best practices and best performance for similar activities, inside or outside your organization's industry. Organizations engage in benchmarking to understand the current dimensions of world-class performance and to achieve discontinuous (non-incremental) or "breakthrough" improvement. Benchmarks are one form of comparative data which may include best-in-class industry data collected by a third party and comparisons with similar organizations that are in the same geographic area or that provide similar services in other geographic areas (national and international).

CAPABILITY, WORKFORCE. WORKFORCE CAPABILITY.

CAPACITY, WORKFORCE. See WORKFORCE CAPACITY.

CHARTER. Written grant by the legislative and/or executive branch by which public organizations are founded and their powers and functions defined.

COLLABORATORS. Organizations or individuals who cooperate with your organization to support a particular activity or event or who cooperate intermittently when their short-term goals are aligned with or are the same as yours. Collaborations do not involve formal agreements or arrangements.

See also PARTNERS.

CORE COMPETENCIES. Your organization's areas of greatest expertise; those strategically important capabilities that are central to fulfilling your mandate and mission or that provide distinction in your service environment. The absence of a needed core competency may result in a significant strategic challenge or disadvantage in meeting customer requirements and in fulfilling your mandate. Core competencies may involve technological expertise or unique program and service offerings that respond to the needs of your customers and other stakeholders. Examples are those that should help in mitigating environmental and climate concerns including poverty alleviation in the community.

CUSTOMER. An actual or potential user of your organization's programs or services. Customers include citizens and private organizations who are end users or direct beneficiaries of your services as well as the general public who may indirectly benefit from your organization's activities and operations.

These may also include other government agencies that may use your services. The criteria address customers broadly, referencing current and future customers, as well as customers of other comparable organizations possibly in the private sector.

Customer-focused excellence is a PQA core value embedded in the beliefs and behaviors of high-performing organizations. Customer focus impacts and should be a factor in integrating your organization's strategic goals/objectives, work systems and work processes, and organizational outcomes, which facilitate ease of government service delivery that is responsive to the customers' needs in a timely manner, consistent with Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018.

See also STAKEHOLDERS for the relationship between customers and others who may be affected by your services.

CUSTOMER ENGAGEMENT. Your customers' trust, confidence and patronage of your organization and services. Characteristics of customer engagement include customers' trust in your organization, continuing use or availment or patronage of your services, willingness to make an effort to partner with and support your organization, and willingness to actively advocate for and recommend your services.

CULTURE. The shared values, attitudes, standards, beliefs and practices that characterize members of an organization. These are commonly shared ways of thinking, believing and doing things in the organization, whether it is formal or in non-formal context.

CYCLE TIME. The time required to fulfill commitments or complete tasks, such as service fulfillment time, processing time, delivery time, and customer response time, as required by relevant laws and customers. Time performance and speed are important to improving performance.

DEPLOYMENT. The extent to which your organization applies an approach in addressing the questions in a Criteria item. Evaluation of deployment considers how broadly and deeply the approach is applied in relevant work units throughout your organization. Deployment is one of the factors considered in evaluating process items. For further description, see the Scoring System.

DIVERSITY. Personal differences among workforce members that enrich the work environment and are representative of your hiring and customer communities. These differences address many variables, such as race, religion, color, gender, national origin, disability, sexual orientation, age and generation, education, geographic origin, and skill characteristics, as well as ideas, thinking, academic disciplines, and perspectives.

The Criteria refer to valuing and benefiting from the diversity of your workforce hiring and customer communities. Capitalizing on both in building your workforce increases your opportunities for high performance; customer, workforce, and community satisfaction; and customer and workforce engagement.

EFFICIENCY. Being able to do things right given the available resources/inputs and within a specified timeframe. Efficiency means optimum utilization of resources keeping in mind the objectives of the organization (Per RPGIAM - Revised Philippine Government Internal Audit Manual).

EFFECTIVE. How well a process or a measure addresses its intended purpose. Determining effectiveness requires (1) evaluating how well the process is aligned with the organization's needs and how well it is deployed or (2) evaluating the outcome of the measure as an indicator of process or service performance. It involves an assessment of the outcomes of the department/bureau/regional office programs and outputs of the program which accrue to the public, measured in terms of performance measures or targets.

EMPOWERMENT. Giving people the authority and responsibility to make decisions and take actions. When people are empowered, decisions are made closest to the front line, where work-related knowledge and understanding reside.

The purpose of empowering people is to enable them to satisfy customers on first contact, improve processes and increase productivity, and improve your organization's performance results, as well as to encourage collaboration. An empowered workforce requires information to make appropriate decisions; thus, your organization must provide that information in a timely and useful way.

ENGAGEMENT, CUSTOMER. See CUSTOMER ENGAGEMENT.

ENGAGEMENT, WORKFORCE. See WORKFORCE ENGAGEMENT.

ETHICAL BEHAVIOR. The actions your organization takes to ensure that all its decisions, actions, and stakeholder interactions conform to its moral and professional principles of conduct. These principles should support your organization's culture and values and conform to applicable laws and regulations.

Senior leaders should be role models for these principles of behavior. The principles apply to everyone involved in your organization, from non-plantilla workforce members to members of the board of directors/trustees/executive committees. These principles benefit from regular communication and reinforcement. Senior leaders have the responsibility for the alignment of your organization's mission and vision with its ethical principles. Ethical behavior encompasses interactions with all stakeholders, including your workforce, customers, partners, suppliers, and local community.

Well-designed and clearly articulated ethical principles empower people to make effective decisions with great confidence. In some organizations, ethical principles also serve as boundary conditions restricting behavior that otherwise could have adverse impacts on your organization and/or society.

See also the related core value, Ethics and Transparency.

EXCELLENCE. See PERFORMANCE EXCELLENCE.

GOALS. Future conditions or performance levels that your organization intends or desires to attain. Goals can be both short and longer term. They are ends that guide actions. Quantitative goals, frequently referred to as targets, include a numerical point or range. Targets may be desired performance based on comparative data. Stretch goals are goals for desired major, discontinuous (non-incremental) or "breakthrough" improvements, usually in areas most critical to your organization's future success.

Goals can serve many purposes, including
• clarifying strategic objectives and action plans to indicate how you will measure success,
• fostering teamwork by focusing on a common end,
• encouraging out-of-the-box thinking (innovation) to achieve a stretch goal, and
• providing a basis for measuring and accelerating progress.

See also PERFORMANCE PROJECTIONS.

GOVERNANCE. The system of management and controls exercised in the stewardship of your organization. Governance includes the responsibilities of your organization's board of directors/trustees, and senior leaders. Organizational charters, bylaws, and policies document the rights and responsibilities of each of the parties and describe how they will direct and control your organization to ensure (1) accountability to other stakeholders, (2) transparency of operations, and (3) fair treatment of all stakeholders. Governance processes may include the approval of strategic direction, the monitoring and evaluation, and reporting of the agency head's performance, succession planning, financial auditing, risk management, and disclosure of public information. Ensuring effective governance is important to stakeholders' and the larger society's trust and to organizational effectiveness.

HIGH PERFORMANCE. Ever-higher levels of overall organizational and individual performance, including quality, productivity, innovation rate, and cycle time. High performance results in improved service and value for customers and other stakeholders.

Approaches to high performance vary in their form, their function, and the incentive systems used. High performance stems from and enhances workforce engagement.

It involves cooperation between management and the workforce, which may involve workforce bargaining units; cooperation among work units, often involving teams; empowerment of your people, including personal accountability; and workforce input into planning. It may involve learning and building individual and organizational skills; learning from other organizations; creating flexible job design and work assignments; maintaining an organizational structure, where decision making is decentralized and decisions are made closest to the front line; and effectively using performance measures, including comparisons. Many organizations encourage high performance with monetary and non-monetary incentives based on factors such as organizational performance, team and individual contributions, and skill building. Also, approaches to high performance usually seek to align your organization's structure, core competencies, work, jobs, workforce development, and incentives.

HOW. The systems and processes that your organization uses to achieve its mission requirements. In responding to "how" questions in Criteria categories 1–6, you should include information on approach (methods and measures), deployment, learning, and integration.

INDICATORS. See MEASURES AND INDICATORS.

INNOVATION. Making meaningful change to improve processes, programs, services, the organization, or societal well-being and create new value for stakeholders. Innovation involves adopting an idea, process, technology, product, or business model that is either new or new to its proposed application. The outcome of innovation is a discontinuous or "breakthrough" improvement in results, services, processes, programs, or societal well-being. Innovation benefits from a supportive environment, a process for identifying strategic opportunities, and a willingness to pursue intelligent risks.

Successful organizational innovation also entails knowledge sharing, a decision to implement, implementation, evaluation, and learning. Although innovation is often associated with technological innovation, it is applicable to all key organizational processes that can benefit from change through innovation, whether breakthrough improvement or a change in approach or outputs. Innovation may be present in organizations of all sizes, sectors, and maturity levels; in some cases, an organization's genesis   is an innovative idea, process, programs, technology, product, or change in organizational structure or business model.

See also INTELLIGENT RISKS and STRATEGIC OPPORTUNITIES.

INTEGRATION. The harmonization of plans, processes, information, resource decisions, workforce capability and capacity, actions, results, and analyses to support key organization-wide goals. Effective integration goes beyond alignment and is achieved when the individual components of an organizational performance management system operate as a fully interconnected unit. Integration is one of the factors considered in evaluating both process and results items. For further description, see the Scoring System.

See also ALIGNMENT.

INTELLIGENT RISKS. Opportunities for which the potential gain outweighs the potential harm or loss to your organization's future success if you do not explore them. Taking intelligent risks requires a tolerance for failure and an expectation that innovation is not achieved by initiating only successful endeavors. At the outset, organizations must invest in potential successes while realizing that some will lead to failure.

The degree of risk that is intelligent to take will vary by the pace and level of threat and opportunity in the environment. In a rapidly changing sector(s) with constant introductions of new processes, or business models, there is an obvious need to invest more resources in intelligent risks than in a stable environment.

In the latter, organizations must monitor and explore growth potential and change but, most likely, with a less significant commitment of resources.

See also STRATEGIC OPPORTUNITIES.

KEY. Major or most important; critical to achieving your intended outcome. The Criteria, for example, refer to key challenges, plans, work processes, and measures—those that are most important to your organization's success. They are the essential elements for pursuing or monitoring a desired outcome. Key is generally defined as around the most significant five (e.g., around five key challenges).

KNOWLEDGE ASSETS. Your organization's accumulated intellectual resources; the knowledge possessed by your organization and its workforce in the form of information, ideas, learning, understanding, memory, insights, cognitive and technical skills, and capabilities. These knowledge assets reside in your workforce, software, patents, databases, documents, guides, policies and procedures, and technical drawings. Knowledge assets also reside within customers, suppliers, and partners. Knowledge assets are the know-how that your organization has available to use, invest, and grow. Building and managing knowledge assets are key components of creating value for your stakeholders and sustaining organizational success.

LEADERSHIP SYSTEM. The way leadership is exercised, formally and informally, throughout your organization; the basis for key decisions and the way they are made, communicated, and carried out. A leadership system includes structures and mechanisms for making decisions; ensuring two-way communication; selecting and developing leaders and managers; and reinforcing values, ethical behavior, directions, and performance expectations. An effective leadership system respects workforce members' and other stakeholders' capabilities and requirements, and it sets high expectations for performance and performance improvement. It builds loyalties and teamwork based on your organization's vision and values and the pursuit of shared goals. It encourages and supports initiative, innovation, and appropriate risk taking; subordinates organizational structure to purpose and function; and avoids chains of command that require long decision paths. An effective leadership system includes mechanisms for leaders to conduct self-examination, receive feedback, and improve.

LEARNING. New knowledge or skills acquired through evaluation, study, experience, and innovation. The PQA framework refers to two distinct kinds of learning: organizational learning and learning by the people in your workforce. Organizational learning is achieved through research and development, evaluation and improvement cycles, ideas and input from the workforce and stakeholders, the sharing of best practices, and benchmarking. Workforce learning is achieved through education, training, and developmental opportunities that further individual growth. To be effective, learning should be embedded in the way your organization operates. Learning contributes to a competitive advantage and ongoing success for your organization and workforce.

For further description of organizational and personal learning, see the related core values and concepts: Valuing People and Organizational Learning.

Learning is one of the factors considered in evaluating process items. For further description, see the Scoring System.

LEVELS. Numerical information that places or positions your organization's results and performance on a meaningful measurement scale. Performance levels permit evaluation relative to past performance, projections, goals, and appropriate comparisons.

MANDATE. The authority given to a public organization to carry out its powers and functions.

MEASURES AND INDICATORS. Numerical information that quantifies the input, output, and performance dimensions of processes, programs, projects, services, and the overall organization (outcomes). Measures and indicators may be simple (derived from one measurement) or composite.

The Criteria do not distinguish between measures and indicators. However, some users of these terms prefer "indicator" (1) when the measurement relates to performance but does not measure it directly (e.g., the number of complaints is an indicator but not a direct measure of dissatisfaction) and (2) when the measurement is a predictor ("leading indicator") of some more significant performance (e.g., increased service availment may be a leading indicator of customer satisfaction).

MISSION. Your organization's overall function aligned with its mandate. The mission answers the question, "What is your organization's reason for existence?" Customers, core competencies, or technologies used need to be defined as input to the mission statement.

MULTIPLE QUESTIONS. The details of a Criteria item, as expressed in the individual questions under each lettered area to address. The first question in a set of multiple questions expresses the most important one in that group. The questions that follow expand on or supplement that question. For an illustration, see Criteria for Performance Excellence Structure.

Even high-performing, high-scoring users of the PQA framework are not likely to be able to address all the multiple questions with equal capability or success.

OVERALL QUESTIONS. The most important features of a Criteria item, as elaborated in the first question (the leading question in boldface) in each paragraph under each lettered area to address. For an illustration, see Criteria for Performance Excellence Structure.

PARTNERS. Key organizations or individuals who are working in concert with your organization to achieve a common goal or improve performance. Typically, partnerships are formal arrangements for a specific aim or purpose, such as to achieve a strategic objective or deliver a specific service.

Formal partnerships usually last for an extended period and involve a clear understanding of the partners' individual and mutual roles and benefits.

See also COLLABORATORS.

PERFORMANCE. Outputs and their outcomes obtained from processes, services, and customers that permit you to evaluate and compare your organization's results to performance projections, standards, past results, goals, and other organizations' results. Performance can be expressed in nonfinancial and financial terms.

The Criteria address four types of performance: (1) service, (2) customer-focused, (3) operational, and (4) financial.

Service performance is performance relative to measures and indicators of service characteristics that are important to customers. Examples include service reliability, on-time delivery, customer experience, and service response time.

Customer-focused performance is performance relative to measures and indicators of customers' perceptions, experience, reactions, and behaviors. Examples include customer satisfaction and dissatisfaction, complaints, and survey results.

Operational performance is workforce, leadership, and organizational performance (including ethical and legal compliance) relative to measures and indicators of effectiveness, efficiency, and accountability. Examples include cycle time, productivity, waste reduction, workforce turnover, workforce cross-training rates, regulatory compliance, fiscal accountability, strategy accomplishment, and community involvement. Operational performance may be measured at the work-unit, key work process, and organizational levels.

Financial performance is the performance of a government agency in relation to its effective, efficient and economic utilization of its budget, the accomplishment of its revenue target for the year, the proper utilization of fund transfers, and/or such other funds that may come in its possession.

PERFORMANCE EXCELLENCE. An integrated approach to organizational performance management that results in (1) delivery of ever-improving value to customers and stakeholders, contributing to ongoing organizational success; (2) improvement of your organization's overall effectiveness and capabilities; and (3) learning for the organization and for people in the workforce

The PQA Organizational Profile, Criteria, core values and concepts, and scoring guidelines provide a framework and assessment tool for understanding your organization's strengths and opportunities for improvement and, thus, for guiding your planning toward achieving higher performance and striving for excellence.

PERFORMANCE PROJECTIONS. Estimates of your organization's future performance. Projections should be based on an understanding of past performance, rates of improvement, and assumptions about future internal changes and innovations, as well as assumptions about changes in the external environment that result in internal changes. Thus, performance projections can serve as a key tool in managing your operations and in developing and implementing your strategy.

Performance projections state your expected future performance. Goals state your desired future performance. Performance projections for your comparators or similar organizations may indicate challenges facing your organization and areas where breakthrough performance or innovation is needed. In areas where your organization intends to achieve breakthrough performance or innovation, your performance projections and your goals may overlap.

See also GOALS.

PROCESS. Linked activities with the purpose of delivering a service for a customer (user) within or outside your organization. Generally, processes involve combinations of people, equipment, infrastructure, technology, instruments, techniques, materials, and improvements in a defined series of steps or actions. Processes do not operate in isolation and must be considered in relation to other processes that impact them. In some situations, processes may require adherence to a specific sequence of steps, with documentation of procedures and requirements, including well-defined measurement and control steps.

In the delivery of services, particularly those that directly involve customers, process is used more generally to spell out what delivering that service entails, possibly including a preferred or expected sequence. If a sequence is critical, the process needs to include information that helps customers understand and follow the sequence.

Such service processes also require guidance for service providers on handling contingencies related to customers' possible actions or behaviors.

Process is one of the two dimensions evaluated in the PQA-based assessment, the other dimension being Results. The process evaluation is based on four factors: approach, deployment, learning, and integration. For further description, see the Scoring System.

PRODUCTIVITY.

A performance measure that compares the number of goods and services produced (output) with the amount of inputs used to produce those goods and services. Productivity equals effectiveness plus efficiency.

Although the term is often applied to single factors, such as the workforce (labor productivity), machines, materials, energy, and capital, the concept also applies to the total resources used in producing outputs, including the total supply network management. Using an aggregate measure of overall productivity allows you to determine whether the net effect of overall changes in a process— possibly involving resource trade-offs—is beneficial.

PROJECTIONS, PERFORMANCE. See PERFORMANCE PROJECTIONS.

RESILIENCE. An organization's ability to (1) anticipate, prepare for, and recover from disasters, emergencies, and other disruptions, and (2) protect and enhance workforce and customer engagement, supply-network and financial performance, organizational productivity, and community well-being when disruptions occur. Organizational resilience requires agility throughout the organization.

Beyond the ability to "bounce back" to a prior state when a disruption occurs, resilience means having a plan in place that allows your organization to continue operating as needed during disruptions. To achieve resilience, leaders must cultivate the agility to respond quickly to both opportunities and threats, adapt strategy to changing circumstances, and have robust governance with a culture of trust. Organizations must adopt an ecosystem mindset, embrace data-rich thought processes, and equip their employees with ongoing learning of new skills.

RESULTS. Outputs and outcomes achieved by your organization. Results are evaluated based on current performance; performance relative to appropriate comparisons; the rate, breadth, and importance of performance improvements; and the relationship of results measures to key organizational performance requirements.

Results are one of the two dimensions evaluated in a PQA-based assessment. This evaluation is based on four factors: levels, trends, comparisons, and integration. For further description, see the Scoring System.

SEGMENT. One part of your organization's customer, sectors, service offering, or workforce base. Segments typically have common characteristics that allow logical groupings. In Criteria results items, segmentation refers to disaggregating results data in a way that allows for meaningful analysis of your organization's performance. It is up to each organization to determine the factors that it uses to segment its customers, sectors, services, and workforce.

Understanding segments is critical to identifying the distinct needs and expectations of different customer, sector, and workforce groups and to tailoring service offerings to meet their needs and expectations. For example, you may segment your customers based on distribution channels, transaction volume, geography, or technologies employed. You may segment your workforce based on geography, skills, needs, work assignments, or job classifications.

SENIOR LEADERS. Your organization's senior management group or team. In many organizations, this consists of the head of the organization and the direct reports.

STAKEHOLDERS. All groups that are or may be affected by your organization's actions and success. Key stakeholders may include customers, the workforce, collaborators, governing boards, suppliers, taxpayers, regulatory bodies, policy makers, funders or institutional partners, and local and international professional communities.

See also CUSTOMER.

STRATEGIC ADVANTAGES. Those benefits that exert a decisive influence on your organization's likelihood of future success. These advantages are frequently sources of current and future comparative success relative to other providers of similar services. Strategic advantages generally arise from either or both of two sources: (1) core competencies, which focus on building and expanding on your organization's internal capabilities, and (2) strategically important external resources, which your organization shapes and leverages through key external relationships and partnerships.

When an organization realizes both sources of strategic advantage, it can amplify its unique internal capabilities by capitalizing on complementary capabilities in other organizations.

See STRATEGIC CHALLENGES and STRATEGIC OBJECTIVES for the relationship among strategic advantages, strategic challenges, and the strategic objectives your organization articulates to address its challenges and advantages.

STRATEGIC CHALLENGES. Those pressures that exert a decisive influence on your organization's achievements of current targets and likelihood of future success. These challenges are frequently driven by your organization's current and anticipated comparative position in the future relative to other providers of similar services. While not exclusively so, strategic challenges are generally externally driven. However, in responding to externally driven strategic challenges, your organization may face internal strategic challenges.

External strategic challenges may relate to customer or sectoral needs or expectations; services or technological changes; or financial, societal, and other risks or needs. Internal strategic challenges may relate to capabilities and other resources.

See STRATEGIC ADVANTAGES and STRATEGIC OBJECTIVES for the relationship among strategic challenges, strategic advantages, and the strategic objectives your organization articulates to address its challenges and advantages.

STRATEGIC OBJECTIVES. The aims or responses that your organization articulates to address major change or improvement, social issues, and comparative advantages. Strategic objectives are generally focused both externally and internally and primarily relate to significant customer, sector, service, or technological opportunities and challenges (strategic challenges). Broadly stated, they are what your organization must achieve to remain or become effective and efficient and ensure its long-term success. Strategic objectives set your organization's longer-term directions and guide resource allocation and redistribution.

See ACTION PLANS for the relationship between strategic objectives and action plans and for an example of each.

SYSTEMATIC. Well-ordered, repeatable, and exhibiting the use of data and information so that learning is possible. Approaches are systematic if they build in the opportunity for evaluation, improvement, and sharing, thereby permitting a gain in maturity. To see the term in use, refer to the process Scoring Guidelines.

TRENDS. Numerical information that shows the direction and rate of change of your organization's results or the consistency of its performance over time. Trends show your organization's performance in a time sequence.

Ascertaining a trend generally requires a minimum of three historical (not projected) data points. Defining a statistically valid trend requires more data points. The cycle time of the process being measured determines the time between the data points for establishing a trend. Shorter cycle times demand more frequent measurement, while longer cycle times may require longer periods for a meaningful trend.

Examples of trends called for by the Criteria and scoring guidelines include data on service delivery and performance, results for customer and workforce satisfaction and dissatisfaction, financial performance, sector performance, and operational performance, such as cycle time and productivity.

VALUE. The perceived worth of a service, process, resources, or function relative to its cost and possible alternatives.

Organizations frequently use value considerations to determine the benefits of various options relative to their costs, such as the value of various service combinations to customers. Your organization needs to understand what different stakeholder groups value and then deliver value to each group. This frequently requires balancing value among customers and other stakeholders, such as your workforce and the community.

VALUES. The guiding principles and behaviors that embody how your organization and its people are expected to operate. Values influence and reinforce your organization's desired culture. They support and guide the decisions made by every workforce member, helping your organization accomplish its mandate and mission and attain its vision appropriately. Examples of values include love of country, integrity, transparency on public information in accordance with laws and regulations and fairness in all interactions, exceeding customer expectations, valuing individuals and diversity, protecting the environment, and striving for performance excellence every day.

See also CORE VALUES and CONCEPTS.

VISION. Your organization's desired future state. The vision describes where your organization is headed, what it intends to be, or how it wishes to be perceived in the future in accordance with its mandate.

VOICE OF THE CUSTOMER. Your process for capturing customer-related information. Voice-of-the-customer processes are intended to be proactive and continuously innovative to capture stated, unstated, and anticipated customer requirements, expectations, and desires. The goal is to achieve customer engagement. Listening to the voice of the customer may include gathering and integrating various types of customer data, such as survey data, focus group findings, multimedia data and commentary, sectoral information, and complaint data, that affect customers' engagement decisions.

WORK PROCESSES. Your organization's most important internal value-creation processes. They may include core and support processes; service delivery; customer support; and supply-network management. They are the processes that involve the majority of your organization's workforce and produce customer and stakeholder value.

Your key work processes are always accomplished by your workforce. They frequently relate to your core competencies, the factors that determine your success relative to comparable organizations competitors, and the factors your senior leaders consider important for organizational business growth. In contrast, projects are unique work processes intended to produce an outcome and to be completed within the prescribed time.

WORK SYSTEMS. The coordinated combination of internal work processes and external resources that you need to develop and produce services, deliver them to your customers, and succeed in your sector. Within your work systems, internal work processes are those that involve your workforce. External resources may include processes performed by your key suppliers, partners, contractors, and collaborators, as well as other components of your supply network needed to produce and deliver your services and carry out your core and support processes. These internal work processes and external resources function together to accomplish your organization's work.

Decisions about work systems are strategic, as you must decide whether to use internal processes or external resources for maximum efficiency and sustainability in your sector. These decisions involve protecting intellectual property, capitalizing on core competencies, and mitigating risk. The decisions you make have implications for your organizational structure, people, work processes, and equipment/technology.

WORKFORCE. All people actively supervised by your organization and involved in accomplishing your organization's work, including paid employees (e.g., permanent, part-time, temporary, on-site, and remote employees, as well as contract employees supervised by your organization) and volunteers, as appropriate. Your workforce includes key officials, team leaders, supervisors, and managers at all levels.

WORKFORCE CAPABILITY. Your organization's ability to accomplish its work processes through its people's knowledge, skills, abilities, and competencies.

Capability may include the ability to build and sustain relationships with customers; to innovate and transition to new technologies; to develop new services and work processes; and to meet changing and emerging stakeholders and sectoral needs, and regulatory requirements.

WORKFORCE CAPACITY. Your organization's ability to ensure sufficient staffing levels to accomplish its work processes and deliver your services to customers, including the ability to meet seasonal or varying demand levels.

WORKFORCE ENGAGEMENT. The extent of workforce members' emotional and intellectual commitment to accomplishing your organization's mandate, mission, and vision. Organizations with high levels of workforce engagement are often characterized by high-performance work environments in which people are motivated to do their utmost for their customers' benefit and the fulfillment of their mandate.

In general, workforce members feel engaged when they find personal meaning and motivation in their work and receive interpersonal and workplace support. An engaged workforce benefits from trusting relationships, a safe and cooperative environment, good communication and information flow, empowerment, and accountability for performance. Key factors contributing to engagement include training and career development, effective recognition and reward systems, equal opportunity and fair treatment, and family-friendliness.

Summary of Eligibility Categories and Restrictions

Private corporations and public sector agencies/organizations are eligible to apply for the PQA. Private and public sector organizations applying for the Award must have a major operations located in the Philippines which can be assessed by a panel of quality professionals, must have been in existence for three years or more at the time of application. All subordinate elements of the applicant's organization must be included in the application.

a. For Private Sector applicants:

1. Small and Medium Enterprises (SMEs)

Enterprises defined under the Magna Carta for Small and Medium Scale Enterprises as businesses engaged in manufacturing, services, agriculture and other industries, with not more than 200 full-time employees and not more than P100 million capitalization.

2. Large Enterprises

2.1. Manufacturing Companies or their Subsidiaries

Companies or sub-units that produce and sell manufactured products or manufacturing processes, and producers of mining, or constructions products.

2.2. Service Companies

Companies or sub-units that sell services. Proper classification of companies that perform both manufacturing and service is determined by the larger percentage of sales.

2.3. Agriculture

Companies or sub-units that produce agricultural products.

2.4. Other Industries

b. For Public Sector applicants:

1. Departments, Bureaus and Attached Agencies

Any department, bureau, office, commission, court, tribunal, council, authority, administration, center, institute, state university, and any establishment and instrumentality of the National Government. (Source: Glossary of Terms for State Auditors, 1983).

2. Government-Owned and/or Controlled-Corporations and Government Financial Institutions

Those performing proprietary functions which are established solely for business or profit or gain and accordingly excluding those created, maintained, or acquired in pursuance of a policy of the state, enunciated in the Constitution or by law, and those whose officers and employees are covered by the Civil Service. (Source: Supplemental Rules Implementing RA 6971).

3. State Universities and Colleges

4. Local Government Units

Territorial and political subdivisions of state organized as public or municipal corporations performing governmental and corporate functions. (Source: Local Government Code).

5. Other Government Agencies

Eligibility Restrictions

The following are the eligibility rules and restrictions:

The applicant must have been in existence for at least three years at the time of application.

An application is eligible only if it is self-sufficient to be examined in all seven criteria categories and can be inspected in the Philippines.

The Department of Trade and Industry and its regional offices/attached agencies and current Award Administrators are not eligible to apply for the PQA.

If an applicant has some activities performed outside the applicant's immediate organization (e.g., by a parent organization or its other subsidiaries, or overseas components of the applicant), it must ensure that:

- In the event of site visit, the appropriate people and materials will be available for examination in the Philippines to document its operational practices in all major business functions, and

- In the event the applicant becomes a recipient of the PQA Recognition or Award, it must share its practices in a PQA Conference and the benchmarking network, as well as open its facilities for visits

Subsidiaries

In the manufacturing and service categories, subsidiaries of a company may be eligible for the Award subject to the following conditions:

- Must be self-sufficient;

- Must have a clear definition of its own organizations and be recognized by its customers as a distinct business entity; and

- Must not perform solely business support functions such as Sales, Marketing, Distribution, Customer Service, Finance and Accounting, Human Resources, Environmental Health-Safety of employees, Purchasing, Legal Services and Research and Development.

Multiple Application Restrictions

A subsidiary and its parent organization cannot both apply for the PQA in the same year.

Future Eligibility Restrictions

- If an organization or subsidiary that has more than fifty percent of the total employees of the parent company receives the Philippine Quality Award for Performance Excellence, the organization and all its subsidiaries are ineligible to apply for another award for a period of three years.

- If a subsidiary receives the Philippine Quality Award for Performance Excellence, that subsidiary and a subsidiary of all its subsidiaries are ineligible to apply for another award for a period of three years.

- Recipients of Recognition levels are eligible to reapply after two years.

Other Requirements for all Applicants

- Must comply with relevant statutory and regulatory requirements;

- Must have employee(s) trained in PQA Application Development Course.

Please contact the Administrators for the amount of application fees for:

- *Medium to large organizations, Provinces, Cities and Class 1-2 Municipalities, Line Agencies, Bureaus, GOCCs and GFIs.*

- *Small organization, Class 3-6 Municipalities and regional branches of Line Agencies.*

Reminders:

1. The Application fee covers all expenses associated with distribution and review of applications and development of feedback reports.

2. The fees shall be reviewed and adjusted annually.

Site Visit Review Fees

No site visit review fees will be charged by the PQA Administrators, however, all site visit related expenses such as transportation (air, land or sea), accommodation and meals of the assessors shall be borne by the applicant organization.

Schedule of Submission of Forms

Applicant companies may submit the Eligibility Information Form anytime during the year.
Award Administrators will give feedback on their eligibility. Eligible applicants may submit the Application Form on or before the end of May in the appropriate assessment cycle.

Accomplished Eligibility Information Form	Anytime of the year
Accomplished Eligibility Information Form for a particular assessment cycle or year	End of March of the assessment cycle or year
Submission of the Application Report with the accomplished Application Report and payment of the Application Fee	End of May of the assessment cycle or year

Summary of Application Requirements

Application Report

Eligible applicant organizations are required to submit an Application Report—responses to the requirements of the seven PQA Criteria categories with the following report appearance and contents:

I. Report Appearance

1.	Font Type	:	Times New Roman for the main body
			Arial for the table or figure labels
2.	Font Size	:	Point 12 for the main body
			Point 8 for the table or figure labels
3.	Paper	:	A4 Size
4.	Format	:	Two columns, left justified, back-to-back
5.	Spacing	:	Single
6.	Margins	:	At least 0.5 inch on all sides
7.	Figure Label	:	Table/Figure Item Number-n[th] in chronological order as discussed in the application report Table/Figure Title

(e.g., **Figure 7.2-2 Customer Satisfaction Ratings** to indicate the 2nd figure under Item 7.2 with the title Customer Satisfaction Rating)

8.	Page Numbers	:	Roman Numerals for the Glossary of Terms and Organizational Profile
			Hindu Arabic for the Responses to Categories 1-7
9.	Binding	:	Spiral or plastic ring binders
10.	No. of Copies	:	15 Copies

II. Report Contents

1. Cover Page with the 9-digit Application Number (e.g., 099-020-001) provided by the Award Implementing Agency and Control Copy Number (e.g., Copy 1 of 20)

2. Accomplished Eligibility Information Form (EIF)

   Note: This should be updated especially for those applicant organizations that have submitted their EIF prior to attend the PQA Application Development Course.

3. Accomplished Application Form

4. Glossary of Terms used in the Application Report (maximum of 5 pages)

5. Organizational Profile (maximum of 5 pages)

6. Responses to the Requirements of Categories 1-7 (maximum of 50 pages)

Eligibility Information Form
Public

1 **Applicant**

Name of Agency _____

Address _____ _____ _____
                (House/ Building No./Building Name)   (Street Name)   (Barangay)

_____ _____ _____ _____ _____
(City/Municipality)   (Province)   (District)   (Region)   (Zip Code)

2 **Highest-Ranking Official**

Name _____ _____ _____ _____ _____
    (Personal Title/Prefix)   (First)   (Middle)   (Last)   (Suffix)

Designation _____   Sex ☐ Male ☐ Female

Address _____ _____ _____
        (House/ Building No./Building Name)   (Street Name)   (Barangay)

_____ _____ _____ _____ _____
(City/Municipality)   (Province)   (District)   (Region)   (Zip Code)

Telephone No. _____   Mobile No. _____

Email Address _____

Social Classification ☐ Abled ☐ Differently-Abled ☐ Indigenous Person ☐ Others *(Please specify)*

                  ☐ Senior Citizen ☐ Youth ☐ Out-of-School Youth

3 **Size and Location of Applicant**

a. For the preceding fiscal year, the organization had a budget size of Php _____ . (Choose one.)

    ☐ ≤ 10M   ☐ > 10M but ≤ 20M   ☐ > 20M but ≤ 50M   ☐ > PhP50M

b. Number of sites in the Philippines _____   Overseas (if applicable) _____

c. Total number of employees _____

d. Percent of employees in the Philippines _____

e. Percent of physical assets in the Philippines _____

4 **Type of Sector** (Check one.)

☐ National Government Agency (NGA)   ☐ Local Government Unit (LGU)

☐ Regional or Provincial Office   ☐ State or Local Universities/Colleges

☐ Government-Owned and –Controlled Corporation   ☐ State or Local Hospitals

☐ Others *(Please specify)*

5 **Application History**

a. Has your organization previously submitted an Eligibility Information Form (EIF)

    ☐ Yes.   *If yes, indicate the year(s). Also indicate the organization's name at that time, if different.*

            Year(s) _____   Name(s) _____

    ☐ No.

b. Has your organization ever received the Philippine Quality Award or any Level of Recognition?

    ☐ Yes.   *If yes, indicate the year(s) and level of recognition.* _____

    ☐ No.

6 **Organizational Profile**

Provide a brief description of the following key organizational factors. Please be concise, but be as specific as possible. Provide full names of organizations.

a. Mandate/s and Charter

b. Main products and/or services and major clients

Eligibility Information Form
Public

c.   Key comparable organizations (with similar services)

d.   Key customers

e.   Key suppliers/partners

7   **Site Listings and Description**

Addresses of Sites (House/Building No./Building Name), (Street Name), (Barangay), (City/Municipality), (Province), (District), (Region), (Zip code)	Relative Size – Percent of Applicant's		Description of Programs or Products/Services
	Employees	Budget Size	

Note: Please use a separate sheet, if necessary.

8   **Eligibility Information**

a.   Has the applicant officially or legally existed and operational for at least three (3) years?

☐ Yes   ☐ No   *If no, briefly explain.*

_____

(Attach a line and box organizational chart(s) for the applying organization. In each box, include the name of the unit or division and its leaders.)

b.   Is your organization a government unit headquartered in the Philippines?

☐ Yes.   ☐ No.

c.   Is your organization complying with ALL relevant statutory and regulatory requirements?

☐ Yes.   *List down ALL relevant statutory and regulatory requirements issued by appropriate agencies*

☐ No.

d.   Does your organization **use licensed software only**?

☐ Yes.   ☐ No.

e.   Does the organization have employees trained in PQA Application Development Course organized by the PQA Administrator for Public Sector (DAP-Productivity and Development Center) or Administrator for Private Sector (Philippine Society for Quality, Inc.)?

☐ Yes.   *(Attach copies of the Certificates of Participation of the employees to the PQA Application Development Course.)*

☐ No.

f. Can your organization respond to all seven (7) PQA Criteria categories? Specifically, does your organization have processes and related results for its unique operations, products, and/or services? For example, does it have an independent leadership system to set and deploy its vision, values, strategy, and action plans? Does it have approaches for engaging customers and the workforce, as well as for tracking and using data on the effectiveness of these approaches?

☐ Yes.　　　　☐ No.

g. Should your organization receive the PQA or a level of recognition, are you willing to share your practices during the Philippine Quality Award Fora or at your organization's facilities or sites?

☐ Yes.　　　　☐ No.

9 | Official Contact Person

Name
　　　　　　(Personal Title/Prefix)　　　　(First)　　　　(Middle)　　　　(Last)　　　(Suffix)

Designation

Address
　　　　　　(House/ Building No./Building Name)　　　(Street Name)　　　(Barangay)

　　　　　　(City/Municipality)　　(Province)　　(District)　　(Region)　　(Zip Code)

Telephone No. _____ Mobile No. _____

Email Address _____

10 | Data Privacy Consent

I hereby agree and consent to the collection and processing of my organization and personal data for the purpose of our application to the Philippine Quality Award (PQA).

I understand that my organization and personal information will be shared by DTI-Competitiveness Bureau (DTI-CB) with PQA partner agencies and organizations; the use of which shall be governed by the Data Privacy Act of 2012.

I assure the notification of DTI-CB should there be any amendment in this information.

This consent shall be valid until five years, unless I otherwise revoke or withdraw the same in writing but subject to the existing laws, rules, and regulations of the bureau.

11 | Signature of the Highest Ranking Official

I state and attest the following:

(1) **I have reviewed the information provided in this Eligibility Information Form (EIF).**

(2) **I certify that the organization is complying with all relevant statutory and regulatory obligations enforced by different agencies in the country.**

(3) **I commit to nominate at least two (2) company representatives who may qualify as potential PQA Assessors.**

(4) **To the best of my knowledge,**
- **this package includes no untrue statement of a material fact, and**
- **no material fact has been omitted.**

(5) **I understand that if any information found untrue in this eligibility form at any time during the Award Process my organization will no longer be considered eligible for any recognition and will only receive a feedback report.**

_____　　　_____　　　_____
Signature of Highest-Ranking Official　　　Printed Name　　　Date

Application Form (AF)
Public

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1 | Applicant

Name of Agency _____

Address _____

(House/ Building No./Building Name)   (Street Name)   (Barangay)

_____

(City/Municipality)   (Province)   (District)   (Region)   (Zip Code)

---

2 | Highest-Ranking Official

Name _____

(Personal Title/Prefix)   (First)   (Middle)   (Last)   (Suffix)

Designation _____   Sex ☐ Male   ☐ Female

Address _____

(House/ Building No./Building Name)   (Street Name)   (Barangay)

_____

(City/Municipality)   (Province)   (District)   (Region)   (Zip Code)

---

3 | Official Contact Person

Name _____

(Personal Title/Prefix)   (First)   (Middle)   (Last)   (Suffix)

Designation _____

Address _____

(House/ Building No./Building Name)   (Street Name)   (Barangay)

_____

(City/Municipality)   (Province)   (District)   (Region)   (Zip Code)

Telephone No. _____   Mobile Number _____

Email Address _____

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4 | Application Fee

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5 | Data Privacy Consent

I hereby agree and consent to the collection and processing of my organization and personal data for the purpose of our application to the Philippine Quality Award (PQA).

I understand that my organization and personal information will be shared by DTI-Competitiveness Bureau (DTI-CB) with PQA partner agencies and organizations; the use of which shall be governed by the Data Privacy Act of 2012.

I assure the notification of DTI-CB should there be any amendment in these information.

This consent shall be valid until five years, unless I otherwise revoke or withdraw the same in writing but subject to the existing laws, rules, and regulations of the bureau.

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6 | Release Statement

We understand that this application will be reviewed by members of the Board of Judges and Team of Assessors.

Should our organization be selected for a site visit, we agree to host the site visit and to facilitate an open and unbiased examination. We understand that the organization must pay reasonable costs associated with a site visit.

If our organization is selected to receive an Award, we agree to share non-proprietary information on our successful performance and quality strategies with other Philippine organizations. And we shall abide with the rules for the use of the PQA Logo.

_____   _____   _____
Signature of Highest-Ranking Official   Printed Name   Date

The Technical Working Group

This Criteria Handbook
is prepared for the
Philippine Quality Award Program
by the
Department of Trade and Industry

Contact the PQA Award Implementing Agency / Administrators:

Award Implementing Agency

Department of Trade and Industry (DTI)
Competitiveness Bureau
National Quality and Competitiveness Division (NQCD)
2nd Floor, HPGV Building
395 Sen. Gil Puyat Avenue, Makati City
Tel. No.: 8890.5128
Email: pqa@dti.gov.ph | cb@dti.gov.ph | nqcd@dti.gov.ph
Website: https://www.pqa.dti.gov.ph

Award Administrator for Private Sector

Philippine Society for Quality, Inc. (PSQ)
Suite 3-2, Sunshine Condominium
9633 Kamagong St., Makati City
Tel. No.: (02) 7957.3420
Mobile No.: 09173207774
E-mail: psqualityinc@gmail.com
Website: https://www.psq.org.ph

Award Administrator for Public Sector

Development Academy of the
Philippines (DAP)
Productivity and Development Center
5th Floor, DAP Bldg., San Miguel Avenue
Ortigas Center, Pasig City
Tel. No.: (02) 8631.2156
Contact: Ms. Melani Mercader
Mobile No.: 09178612236
Email: mercaderm@dap.edu.ph
URL: https://www.dap.edu.ph