

# OSM

OFFICE FOR STRATEGY MANAGEMENT

## PROCESS MANUAL

2024





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# DEFINITION OF TERMS

**Chairman, PGS Core Team:** The head of the Performance Governance System (PGS) Core Team, responsible for leading and overseeing the team's activities and ensuring the execution of the strategy within the organization.

**Chief, Office for Strategy Management:** The head of the Office for Strategy Management (OSM), tasked with supervising strategy design, execution, and sustainability within the Command.

**Delinquency Report (DR):** A written instrument documenting a minor offense committed by Coast Guard (CG) personnel, including details such as the time and place of the offense, the offender's complete name, rank, PCG Serial Number, and Unit Assignment.

**Documenter:** Personnel designated to fill out the Operations Review Protocol or Strategy Review Report, ensuring accurate documentation of review processes.

**Key Result Areas (KRAs):** Specific areas identified by the Command where strategic shifts are intended to create significant impact and improvement.

**Measure and Target Profile:** Provides detailed descriptions of each Key Performance Indicator (KPI) in the Performance Scorecard.

**Office for Strategy Management (OSM):** A unit created to oversee strategy design, execution, and sustainability, ensuring the alignment of strategic goals with operational activities.

**Operations Review:** A monthly review of Strategic Performance Commitments within Staff Offices, Core Function Units, and Service Support Units, aimed at monitoring and driving strategic performance.

**Operations Review Protocol:** A tool used to document the conduct and outcomes of Operations Reviews, providing a structured format for recording the review process.

**Performance Governance System (PGS):** A holistic and collaborative framework for designing, monitoring, executing, and sustaining long-term strategy and reforms within the organization.

**Performance Scorecard:** Tool for monitoring the monthly strategic performance of a unit.

**Performance Scorecard Chart:** Matrix outlining KPIs, KRAs, Baseline Measures, and Performance Standards for a unit's strategic performance.

**Performance Standard:** Targets for each KPI based on policies, leadership guidance, or standards evaluated during Strategy Refresh.

**PGS Core Team:** A group of PGS champions representing strategic areas and operating units within the organization, responsible for executing the strategy, driving performance results, and supervising organizational progress.

**PGS Corner:** A communication tool that encapsulates the Strategic Performance Commitments, Performance Scorecards, updated Roadmaps, Scorecards, Strategic Positions, and Strategy Map of the CGHRMC, providing a comprehensive overview of strategic activities.

**Portfolio of Initiatives:** A tool that provides a breakdown of all the Strategic Performance Commitments of a unit into lower-level tasks.

**Process Coaching:** is a mentoring session conducted by OSM monthly to assist poorly performing units to improve their strategic performance thereby realigning these units with the overarching strategic direction. It is also conducted to units that are lagging behind the scheduled execution of their strategic deliverables to provide support enabling them to get back on track of their original schedule.

**Secretariat:** Personnel designated to create the minutes of meetings, ensuring accurate and detailed records of discussions and decisions made during reviews and other strategic sessions.

**Strategic Performance Assessment (SPA):** A composite process involving monitoring, reporting, validating, and evaluating aimed at fostering an effective strategy monitoring system within the Command.

**Strategic Performance Commitments:** actionable items of a Unit derived from the Command's Roadmap during the Strategy Refresh.

**Strategic Performance Commitment Chart:** visual tool for monitoring the monthly progress of all the Strategic Performance Commitments of the Unit

**Strategy Refresh:** An annual assessment of the Command's Scorecards and Roadmaps aimed at measuring progress on deliverables and targets, revising entries as necessary, extending targets and deliverables to the succeeding year, and driving the strategic performance of the Command.

**Strategy Review:** A quarterly review of deliverables under the Command's Roadmap, aimed at monitoring progress and making recommendations on whether to continue, start, or stop each deliverable to drive strategic performance.

**Strategy Review Report:** A tool used to document the conduct and outcomes of Strategy Reviews, providing a structured format for recording the review process and ensuring thorough documentation of strategic evaluations.

# **FOREWORD**

Effective governance and strategy management are essential for organizations striving to fulfill their mandates. At the Coast Guard Human Resource Management Command (CGHRMC), we place utmost importance on robust strategy monitoring as a cornerstone of our strategy and operations. The deployment of essential tools for various strategy management processes, executed with meticulous attention to detail facilitates our pursuit of excellence and continuous improvement.

According to research, organizations with effective strategy management systems are 45% more likely to achieve their strategic goals. In today's dynamic environment, organizations face increasing pressures to demonstrate accountability, transparency, and efficiency in operations. For CGHRMC, tasked with critical responsibilities in human resource management of the Philippine Coast Guard, effective strategy management writ large.

Beyond metrics, PGS tools shape CGHRMC's organizational culture by promoting accountability, transparency, and ownership among its diverse and dynamic units. Regular performance reviews and recognition for achievements reinforce our commitment to quality and motivate personnel to strive for continuous improvement. By adhering to stringent strategy management practices, CGHRMC exceeds stakeholder expectations, adapts swiftly to emerging threats, and upholds its mandate to serve those who serve.

CGHRMC's use of the PGS framework enhances strategic and operational excellence and drives continuous improvement. Its conduct of Strategic Performance Assessments enables precise monitoring, rigorous evaluation against standards, and a culture of accountability and transparency. Through these, CGHRMC sets a benchmark for excellence in public service, ensuring excellence in human resource management of the nation's premiere guardians of the sea with dedication and distinction.

**LENAR AUGUSTUS P LIMBAG  
CG LT  
CHIEF, OFFICE FOR STRATEGY MANAGEMENT**

# PREFACE

The waves are relentless, the wind howls, and visibility is almost zero. A strategy-less organization is like a vessel battered by the elements that navigates through the turbulent waters with no clear mission. Strategy is the shining light despite the chaos where every member of the crew knows their role, trusts in their training, and follows established procedures to ensure a successful mission. This mirrors the importance of having a structured, comprehensive approach to managing and evaluating performance within the Coast Guard Human Resource Management Command (CGHRMC). Just as the crew's preparedness and strategic execution are crucial to a successful mission, so too is the alignment of our strategies with our day-to-day operations and long-term goals. This Process Manual is designed to provide clarity, consistency, and a framework for all members involved in the Command's overarching strategy.

This document is a testament to the deep commitment of CGHRMC to continuous improvement and strategic advancement of the Command. By formalizing our strategy management procedures, we aim to foster a culture of accountability, transparency, and strategic alignment within the Command. The intention is to equip our personnel with the tools and guidance necessary to effectively monitor, assess, and refine our strategies, thereby ensuring the successful execution of our mission.

Its creation is rooted in our journey through the Performance Governance System (PGS). Having achieved Initiated status and been awarded the Silver Trailblazer, the CGHRMC is poised to advance to the next stage of our governance journey. This document draws on established best practices, as outlined in references such as the *Strategy Playbook: Unleashing the Potential of Public Institutions and Balanced Scorecard Step by Step*:

"Maximizing Performance and Maintaining Results," as well as internal directives like NHQ-PCG/CGHRMC Circular Number 07-21. These resources provide the foundational knowledge and techniques essential for the implementation of the strategy of the Command.

We extend our gratitude to all individuals and organizations who contributed to the development of this manual. Special thanks are due to the members of the PGS Core Team, the Office for Strategy Management, and the various units within the CGHRMC who provided critical feedback and support throughout this process. Your dedication and collaborative efforts have been instrumental in shaping this document.

We hope that this manual will not only serve as a practical guide but also inspire a deeper engagement with our strategic processes. By sharing the rationale behind our approach and providing clear, actionable steps, we aim to empower all members of the CGHRMC to take an active role in driving our strategic performance. Your commitment to these procedures is vital to our collective success, and we encourage you to embrace this opportunity to contribute to the ongoing growth and excellence of our Command.

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# **CHAPTER ONE**

# **OFFICE FOR STRATEGY MANAGEMENT**

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In today's rapidly evolving bureaucracy, organizations are continuously navigating a complex interplay of internal and external factors that shape their operational environment. Externally, demographic shifts, economic trends, political developments, and technological advancements create an often unpredictable landscape. These external forces necessitate that organizations remain agile and responsive to stay competitive and relevant in their industries.

Internally, organizations must also adapt to these external changes while managing their own structures, processes, and capabilities. This internal adaptation is crucial for organizations to effectively leverage their strengths, mitigate weaknesses, and capitalize on opportunities presented by the external environment. However, bridging the gap between identifying strategic opportunities and effectively executing them poses a significant challenge for many organizations.

This is where the concept of the Office for Strategy Management (OSM) emerges as a pivotal entity. The OSM is designed to serve as the nexus between strategy formulation and execution. It addresses the critical need for a structured approach to translating strategic intent into actionable initiatives that drive organizational performance and success.

Specialization in corporate functions has evolved significantly over time, reflecting the increasing complexity and specialization required to effectively manage modern organizations. Historically, organizations have adapted by creating specialized roles to address specific functions and challenges. Key examples include the roles of Chief Financial Officer (CFO) and Chief Information Officer (CIO), which have become indispensable in navigating financial complexities and leveraging technological advancements, respectively.

## HISTORICAL CONTEXT OF SPECIALIZED ROLES

Specialization in corporate functions has evolved significantly over time, reflecting the increasing complexity and specialization required to effectively manage modern organizations. Historically, organizations have adapted by creating specialized roles to address specific functions and challenges. Key examples include the roles of Chief Financial Officer (CFO) and Chief Information Officer (CIO), which have become indispensable in navigating financial complexities and leveraging technological advancements, respectively.

### **Chief Financial Officers (CFOs):**

The role of CFOs emerged as organizations grew in scale and complexity, requiring dedicated oversight of financial operations. CFOs are responsible for managing financial risks, ensuring compliance with regulatory requirements, and providing strategic financial guidance to senior management and the board. Their role has expanded beyond financial reporting to encompass strategic financial planning, capital management, and investor relations.

### **Chief Information Officers (CIOs):**

With the rapid advancement of technology, the role of CIOs became essential in overseeing an organization's IT infrastructure, systems, and digital transformation initiatives. CIOs play a critical role in aligning technology with business objectives, driving innovation, managing cybersecurity risks, and enhancing operational efficiency through technology solutions.

### **Emerging Specialized Roles**

In addition to traditional roles like CFOs and CIOs, modern organizations are increasingly adopting specialized roles to address emerging challenges and capitalize on new opportunities. These roles reflect a deeper understanding of specific domains crucial to organizational success:

#### **Chief Knowledge Officers (CKOs):**

CKOs focus on managing and leveraging intellectual capital within the organization. They are responsible for knowledge management strategies, fostering a culture of knowledge sharing, and integrating knowledge assets to drive innovation and decision-making.

#### **Chief Talent Officers (CTOs):**

CTOs oversee talent acquisition, development, and retention strategies. They play a crucial role in shaping organizational culture, building leadership pipelines, and ensuring the alignment of talent strategies with business objectives. In a competitive global market, CTOs are instrumental in attracting and retaining top talent.

#### **Chief Marketing Officers (CMOs):**

CMOs lead marketing strategies and initiatives to enhance brand visibility, customer engagement, and market competitiveness. They are responsible for market research, product positioning, brand management, digital marketing campaigns, and customer experience strategies. CMOs play a pivotal role in driving revenue growth and shaping the organization's market perception.

### **Implications for Modern Organizations**

The emergence of specialized roles such as CKOs, CTOs, and CMOs underscores the growing complexity and interdependence of functions within modern organizations. These roles bring specialized expertise, strategic insight, and innovative thinking to address specific challenges and leverage opportunities in a rapidly evolving business environment.

By embracing specialized roles, organizations can enhance agility, responsiveness, and competitiveness. These roles facilitate deeper functional expertise, collaboration across departments, and alignment with strategic objectives. As organizations continue to evolve, the evolution of specialized roles will likely continue, reflecting ongoing shifts in market dynamics, technological advancements, and organizational priorities.

# THE ROLE OF STRATEGIC PLANNING

## Strategic Planning in Nonprofit and Public Sectors

In nonprofit and public sectors, strategic planning plays a crucial role in navigating complex environments and guiding organizational responses to change. While definitions of strategic planning may vary, its fundamental purpose remains consistent: to formulate strategies that align organizational goals with external opportunities and challenges. Unlike in private sectors where execution might be more centralized, in nonprofit and public sectors, strategic planning often emphasizes strategy formation while leaving execution distributed across various departments and stakeholders.

## Functions of Strategic Planning

- 1. Environmental Scanning:** Strategic planning begins with environmental scanning, which involves systematically gathering and analyzing information about external factors that could impact the organization. This includes demographic trends, economic conditions, political developments, technological advancements, and social changes. By understanding the external environment, organizations can anticipate challenges, identify opportunities, and make informed decisions about resource allocation and programmatic focus.
- 2. Intelligence Gathering:** Strategic planning involves gathering intelligence through rigorous data collection, research, and stakeholder consultations. This process helps in identifying emerging trends, best practices, and innovative approaches within the sector. Intelligence gathering also includes benchmarking against peer organizations and evaluating internal capabilities to determine strategic strengths and weaknesses.
- 3. Guiding Organizational Responses to Change:** One of the primary roles of strategic planning is to guide organizational responses to dynamic and often unpredictable changes in the operating environment. This could involve adapting programs and services, reallocating resources, restructuring organizational priorities, or forging new partnerships. Strategic planning frameworks provide a structured approach to decision-making, ensuring that organizational responses are aligned with overarching mission and strategic goals.

## Challenges and Considerations

- **Complexity of Stakeholder Engagement:** Nonprofit and public sector organizations often involve diverse stakeholders, including government agencies, community groups, donors, and beneficiaries. Effective strategic planning requires meaningful engagement with these stakeholders to ensure diverse perspectives are considered and organizational strategies are inclusive and sustainable.
- **Resource Constraints:** Unlike their private sector counterparts, nonprofit and public sector organizations may face resource constraints, including limited funding, regulatory constraints, and dependency on external funding sources. Strategic planning must navigate these constraints while maximizing impact and efficiency.
- **Adaptability and Flexibility:** Strategic plans in nonprofit and public sectors must be adaptable and flexible to respond to changing political landscapes, funding fluctuations, and evolving community needs.

# **FUNCTIONS OF THE OSM**

## **Change Management**

Change is a constant in today's organizational environment, but it is also one of the most challenging aspects to navigate. The OSM takes on the crucial role of championing strategic change initiatives within organizations. This involves not only identifying the need for change but also outlining the rationale behind it in clear and compelling terms. The OSM defines the scope of change, devises implementation strategies, and communicates anticipated benefits to stakeholders. By providing a structured approach to change management, the OSM helps foster organizational acceptance and alignment towards shared strategic goals.

## **Strategy Formation and Planning**

While the OSM does not directly craft organizational strategy, it plays a pivotal role in facilitating the strategic planning process. This includes gathering relevant inputs such as environmental scans, conducting scenario planning exercises to anticipate future challenges and opportunities, and orchestrating strategic dialogues among senior executives and key stakeholders. By collaborating closely with senior leadership, the OSM ensures that strategic initiatives are informed by comprehensive analysis and strategic foresight. This collaborative approach enhances the organization's agility and responsiveness to dynamic market conditions and stakeholder expectations.

## **Scorecard Management**

Central to its mandate, the OSM oversees the development and implementation of the organization's Strategy Map and Balanced Scorecard framework. The Balanced Scorecard translates strategic objectives into a set of performance metrics that align various organizational functions with overarching strategic goals. The OSM ensures that the Strategy Map and Balanced Scorecard accurately reflect the organization's strategic priorities and that they are effectively communicated and understood across all levels of the organization. By facilitating stakeholder education and engagement on the Balanced Scorecard, the OSM promotes a unified understanding of how individual contributions contribute to organizational success.

## **Strategic Communication**

Effective communication is fundamental to successful strategy execution. The OSM coordinates strategic communication efforts across different organizational levels to ensure alignment with the organization's mission, vision, values, and strategic objectives. This involves developing clear and consistent messaging that articulates the rationale behind strategic initiatives, their anticipated impact, and the roles and responsibilities of various stakeholders in achieving strategic outcomes. By fostering transparent communication channels, the OSM enhances organizational cohesion, builds trust, and motivates employees to align their efforts with strategic priorities.

## **Alignment and Integration**

As the connective tissue within the organization, the OSM focuses on aligning and integrating diverse organizational processes to support effective strategy execution. This includes fostering alignment between strategic goals, performance management frameworks, and human capital development strategies. By ensuring coherence across these critical dimensions, the OSM enhances organizational efficiency, minimizes duplication of efforts, and maximizes the utilization of resources towards achieving strategic objectives. This integrated approach promotes a culture of collaboration and shared accountability, where every function and individual understands their role in driving organizational success.

## **Initiative Management**

Strategic initiatives often span multiple functions and departments, requiring coordinated efforts to achieve desired outcomes. The OSM facilitates cross-functional collaboration by managing strategic initiatives from inception to completion. This involves setting clear objectives, allocating resources effectively, monitoring progress, and ensuring that initiatives remain aligned with organizational objectives throughout their lifecycle. By serving as a central hub for initiative management, the OSM enhances organizational agility and responsiveness to changing market conditions, emerging opportunities, and competitive pressures.

## **Governance Coordination**

In collaboration with boards and external stakeholders, the OSM enhances governance practices to align with organizational strategy and enhance transparency and accountability. This includes providing strategic insights to inform decision-making processes, ensuring compliance with regulatory requirements, and fostering a culture of ethical conduct and risk management. By aligning governance practices with strategic objectives, the OSM reinforces organizational resilience and sustainability, while maintaining stakeholder trust and confidence.

## **Performance Review Administration**

Continuous evaluation and adjustment are essential to ensuring the effectiveness of organizational strategy. The OSM oversees performance review processes, which serve as critical milestones for assessing strategy implementation and identifying areas for improvement. This includes developing structured review mechanisms, defining evaluation criteria, facilitating performance discussions, and documenting follow-up actions. By promoting a culture of learning and continuous improvement, the OSM helps organizations adapt to evolving market dynamics, capitalize on emerging opportunities, and mitigate potential risks proactively. In summary, the Office of Strategy Management (OSM) plays a multifaceted role in enabling organizations to navigate complexity, drive innovation, and achieve sustainable growth. By integrating strategic planning, change management, performance measurement, and governance coordination, the OSM serves as a catalyst for organizational excellence and agility in a dynamic business environment.

# **THE COAST GUARD HUMAN RESOURCE MANAGEMENT COMMAND OFFICE FOR STRATEGY MANAGEMENT**

## **Mission**

A visionary Office for Strategy Management that oversees the implementation of CGHRMC's strategies and supervises all activities related to the strategy of the Command from formulation to sustainability.

## **Functions and Capabilities**

### **Assisting the Commander, CGHRMC in Strategy Implementation:**

The OSM collaborates closely with the leadership team, the PGS Core Team, and the Multi-Sectoral Governance Council (MSGC) to gather insights and inputs. It ensures alignment throughout the implementation process by designing comprehensive strategies that resonate with CGHRMC's charter as articulated in its roadmap.

### **Managing Scorecards and Performance Metrics:**

A core responsibility of the OSM is the management of scorecards to track and measure key performance indicators (KPIs). This oversight ensures that strategic goals are not only set but also monitored effectively across all levels of the organization.

### **Facilitating Organizational Alignment:**

The OSM oversees organizational alignment efforts by evaluating the scorecard framework. This evaluation traces metrics from lower levels of the organization to understand their impact on the breakthrough outcomes identified by top leadership.

### **Institutionalizing the Strategy:**

To maintain relevance and effectiveness over time, the OSM institutionalizes strategic plans. This process ensures that CGHRMC remains adaptable and capable of achieving long-term objectives while maintaining credibility with stakeholders.

## CGHRMC OSM Organizational Set-up

The OSM is structured into several divisions, each fulfilling specialized roles essential to strategy management and execution. This structure ensures comprehensive coverage across strategy formation, execution, stakeholder relations, administrative support, logistics, and supply management. (Figure 1)

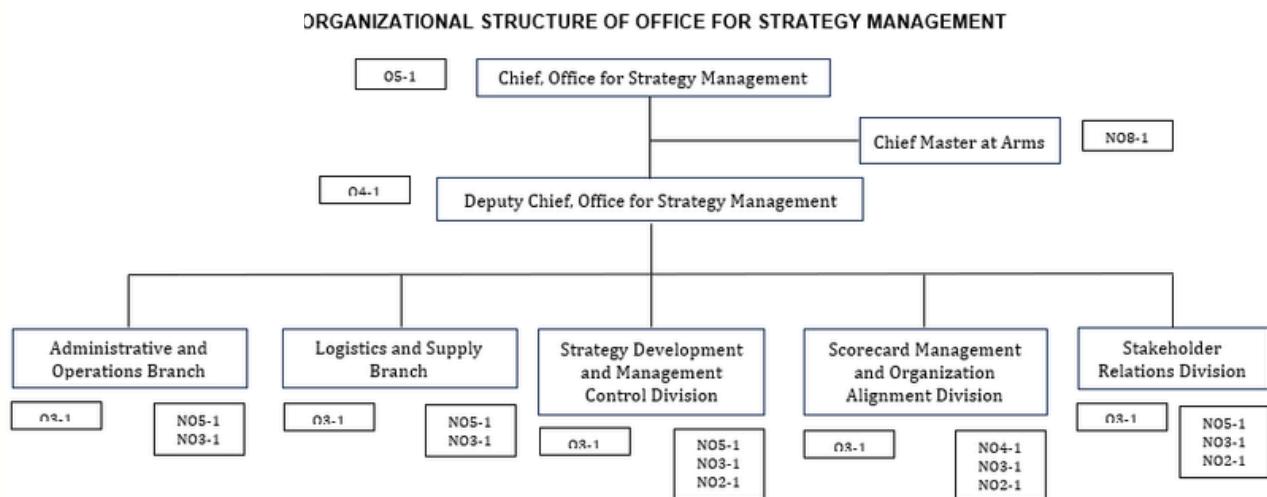


Figure 1. CGHRMC OSM Organizational Structure

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## **CHAPTER TWO**

# **STRATEGIC PERFORMANCE ASSESSMENT**

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With its basic governance documents in place and several small wins in its initial stage of the Performance Governance System (PGS) implementation, the Coast Guard Human Resource Management Command (CGHRCM) was conferred Initiated status last August 10, 2023, and awarded with a Silver Trailblazer. The CGHRCM is prepared to undergo the next stage to continue its governance journey by executing its formulated strategy.

In this regard, the CGHRCM is set to monitor and execute its strategies through the harmonization of the strategy with the day-to-day operations of the organization. To do this, PGS framework provides techniques such as Operations Review, Strategy Review, and Strategy Refresh, collectively known as Strategic Performance Assessment (SPA) tools, to drive the strategic performance of the Command and to ensure that the strategies outlined in the basic governance documents remain relevant.

## **Strategy Refresh**

Strategy Refresh is an annual assessment process integral to the CGHRCM. It focuses on evaluating the progress of Scorecards and Roadmaps, adjusting targets and deliverables as needed, and enhancing strategic performance. This systematic review ensures that the Command remains aligned with its long-term objectives and adapts to evolving priorities effectively.

The participation in Strategy Refresh involves key stakeholders such as the Command's Leadership Team, PGS Core Team, OSM, and heads of various units including Staff Offices, Core Function Units, Service Support Units, and Human Resource Management Units (HRMUs). Facilitated by the Chief of OSM, this collaborative effort ensures comprehensive evaluation and consensus building among decision-makers.

Central to the Strategy Refresh process are the consolidated Operations Review Protocols and Strategy Review Reports. These documents provide essential data and insights derived from operational and strategic reviews. They serve as the foundation for informed decision-making and strategic adjustments, guiding the Command in maintaining relevance and effectiveness in its operational strategies.

Upon completion of the Strategy Refresh, the Chief of OSM compiles the updated Scorecards and Roadmaps. These documents reflect refined strategic directions and operational objectives, which are then submitted to the Commander, CGHRCM. This ensures that all levels of the Command are informed and aligned with the updated strategic framework, driving continuous improvement and performance excellence across the organization.

### **Procedure for Strategy Refresh**

#### **1. Preparation and Orientation**

- The Chief, OSM leads the Strategy Refresh process with support from the PGS Core Team.
- Participants include the Leadership Team and heads of Staff Offices, Core Function Units, Service Support Units, and HRMUs.
- Before the refresh sessions begin, the Chief, OSM conducts a PGS Refresher session to reinforce fundamental knowledge among participants.

## **2. Progress Report Presentation**

- The Chief, OSM presents a comprehensive progress report on PGS implementation to update participants on the Command's overall progress.

## **3. Review of Impact and Position Scorecard**

- Facilitated by the Chief, OSM, the Impact and Position Scorecard is reviewed, with necessary revisions applied to reflect current strategic priorities.

## **4. Review and Revision of Roadmaps**

- The Chief, OSM facilitates the review of all Roadmaps, ensuring alignment with strategic goals and making revisions as necessary to enhance effectiveness

## **5. Extension of Roadmaps**

- Roadmaps are extended for the succeeding planning year, typically three years from the current year, unless it coincides with the vision year.

## **6. Review and Revision of Core and Support Scorecards**

- The Chief, OSM oversees the review of Core and Support Scorecards, making adjustments to align with updated strategic directions.

## **7. Extension of Core and Support Scorecards**

- Core and Support Scorecards are extended for the succeeding planning year, following the same timeline as the Roadmaps.

## **8. Creation of New Strategic Performance Commitments**

- Based on updated Roadmaps, new Strategic Performance Commitments for the current planning year are identified and formulated.

## **9. Review of Performance Scorecards**

- The Chief, OSM facilitates the review of Performance Scorecards for the current planning year, assessing progress against established metrics.

## **10. Ceremonial Signing of Strategic Performance Commitments**

- Heads of Staff Offices, Core Function Units, Service Support Units, and HRMUs participate in a ceremonial signing session to commit to the newly formulated Strategic Performance Commitments.

## **Strategy Review**

The Strategy Review process at CGHRMC involves a quarterly assessment aimed at evaluating the progress of deliverables outlined in the Command's Roadmap. This review is essential for monitoring achievements, identifying challenges, and making informed decisions regarding the continuation, initiation, or cessation of specific deliverables to enhance the strategic performance of the Command.

Participants in the Strategy Review include the Leadership Team, PGS Core Team, Office for Strategy Management, and the heads of Staff Offices, Core Function Units, and Service Support Units. The Chief of the OSM oversees the session and ensures that the discussions are focused on reviewing the Strategy Review Report.

During the Strategy Review session, facilitated by the Chief, OSM, comprehensive evaluations are conducted based on the Strategy Review Report. This report, prepared by the Office for Strategy Management, provides a detailed analysis of deliverable status, accomplishments, challenges encountered, and recommendations for optimizing strategic outcomes.

Following the Strategy Review session, the Office for Strategy Management finalizes the Strategy Review Report and submits it to the Commander, Coast Guard Human Resource Management Command through the Chief, OSM. This submission ensures that strategic decisions are well-documented, transparent, and aligned with the Command's overarching goals and objectives.

### **Procedure for Strategy Review**

#### **1. Facilitation by Chief, Office for Strategy Management (OSM)**

- The Chief, OSM facilitates the Strategy Review session.
- A designated Documenter, appointed by the Unit head, concurrently fills out the Strategy Review Report using the provided template in Appendix B.

#### **2. Selection of Strategic Objective**

- Initially, the Chief, OSM selects and documents one Strategic Objective from the Roadmaps.

#### **3. Identification of Contributing Units**

- The Chief, OSM lists the units directly contributing to the selected Strategic Objective.

#### **4. Setting Key Performance Indicators (KPIs)**

- The Chief, OSM identifies the Key Performance Indicators (KPIs) corresponding to the selected Strategic Objective, located in the upper-right corner of the Roadmap.
- Initial target values for each KPI are recorded in the Target Column, with current status documented in the Actual to Date column.

## **5. Status Reporting with Color Coding**

- The Chief, OSM uses a prescribed color-coding scheme to indicate the status of each KPI: green for accomplished, yellow for ongoing, and red for not yet started.

## **6. Listing Key Result Areas (KRAs)**

- All Key Result Areas (KRAs) associated with the selected Strategic Objective are documented from the left-hand side of the Roadmap.

## **7. Recording Annual Deliverables**

- The Chief, OSM records all annual deliverables scheduled for the current year under the Deliverables Column for each KRA.

## **8. Reporting Deliverable Status**

- Status updates for each annual deliverable are documented in the Actual to Date column.

## **9. Color-Coded Status for Deliverables**

- Similar to KPIs, the Chief, OSM uses the green, yellow, and red color scheme to denote the status of each annual deliverable.

## **10. Decision Making on Deliverables**

- Based on the Strategy Review discussion, the Chief, OSM identifies whether to Continue, Start, or Stop each annual deliverable.

# **Operations Review**

Operations Review involves the monthly assessment of Strategic Performance Commitments within Staff Offices, Core Function Units, and Service Support Units at CGHRCMC. This process aims to monitor progress and enhance strategic performance across the Command by reviewing the implementation of key commitments and initiatives.

Participants in the Operations Review include the head, deputy, and members of each unit. The unit head designates a secretariat responsible for documenting meeting minutes, ensuring comprehensive record-keeping of discussions and decisions.

During Operations Review sessions, units complete the Operations Review Protocol as outlined in Appendix of the process manual. This protocol serves as a detailed report capturing the status of Strategic Performance Commitments and other pertinent updates.

It is submitted to the Office for Strategy Management to provide transparency and accountability in performance monitoring.

To enforce compliance with operational standards, units must submit the Operations Review Protocol to the Office for Strategy Management by the 10th of the following month. Failure to meet this deadline results in a Derogatory Report (DR), emphasizing the importance of timely reporting and adherence to established protocols.

The Deputy Chief of Human Resource Staff for Operations, HR-3, issues a memorandum listing units that submitted the Operations Review Protocol on time and those that did not. This publication ensures transparency and motivates units to uphold their responsibilities in contributing to CGHRMC's strategic objectives.

Unit Heads are also responsible for establishing a PGS Corner within their respective units. This corner serves as a centralized repository for key documents including updated Scoreboards, Strategic Performance Commitments with their progress statuses (Not Yet Started, Ongoing, Completed), Performance Scorecards, updated Roadmaps, Strategic Positions, and the Strategy Map of CGHRMC. This initiative fosters alignment with organizational goals and facilitates ongoing performance monitoring and improvement efforts.

## **Procedure for Operations Review**

### **1. Facilitation and Documentation Setup:**

- The Unit Head oversees the Operations Review process. A designated Documenter, appointed by the Unit Head, is responsible for filling out the Operations Review Protocol using the template from Appendix A.
- Initially, the Documenter enters the name of the concerned unit in the space provided at the top-left part of the form, below the Command Name "Coast Guard Human Resource Management Command."

### **2. Participant Details:**

- The Documenter provides their full name, along with the names of the Unit Head and Deputy, in the designated space at the top-right corner of the form.
- Additionally, the Unit appoints a Secretariat responsible for generating meeting minutes using online word processing software.

### **3. Listing Strategic Performance Commitments:**

- The Documenter lists all Strategic Performance Commitments of the Unit under the Strategic Contributions column on the Operations Review Protocol.

#### **4. Setting Targets:**

- For each Strategic Performance Commitment, the Documenter indicates the target month for accomplishment under the "By When" column.

#### **5. Status Update:**

- The Documenter uses a color-coding scheme to indicate the status of each Strategic Performance Commitment:
  - Green for accomplished,
  - Yellow for ongoing,
  - Red for not yet started.

#### **6. Meeting Details:**

- The Documenter records essential meeting details including the venue, file number of the meeting minutes, and the frequency of scheduled meetings.

#### **7. PGS Corner Details:**

- The Documenter indicates the location of the PGS Corner within the unit's premises.
- They also note the name of the PGS Focal Person responsible for maintaining the PGS Corner, identifying action points, and specifying the frequency of updating the PGS Corner.

#### **8. Recognition and Celebration:**

- The Documenter records the Unit's methods for celebrating small victories and acknowledges the top-performing member as chosen by the Unit Head.

### **Responsibilities**

#### **A. Chief, Office for Strategy Management:**

- Oversee the conduct of all Strategic Performance Assessments (SPA) in the Command.
- Lead the annual Strategy Refresh and quarterly Strategy Review, creating reports for documentation.
- Consolidate Operations Review Protocols from all CGHRMC Units with Strategic Performance Commitments before the 10th of each month.
- Provide recommendations to enhance the effectiveness of Scorecards, Roadmaps, Strategic Performance Commitments, and Performance Scorecards as Strategy Management tools to the Commander, CGHRMC.

**B. PGS Core Team Members:**

- Support the implementation of SPA under the leadership of the PGS Core Team Chairman.
- Participate in the annual Strategy Refresh and quarterly Strategy Review.
- Provide insights to the Chief, Office for Strategy Management on the effectiveness of Scorecards, Roadmaps, Strategic Performance Commitments, and Performance Scorecards.

**C. Core Function Unit Heads:**

- Participate in the annual Strategy Refresh and quarterly Strategy Review.
- Lead monthly Operations Review in their Unit (if applicable) and submit the Operations Review protocol by the 10th of each month.
- Develop Annual Strategic Performance Commitments based on updated Roadmaps for their respective units.
- Provide insights on the effectiveness of Scorecards, Roadmaps, Strategic Performance Commitments, and Performance Scorecards as Strategy Management tools to the Chief, Office for Strategy Management.

**D. Service Support Unit Heads:**

- Participate in the annual Strategy Refresh and quarterly Strategy Review.
- Lead monthly Operations Review in their Unit (if applicable) and submit the Operations Review protocol by the 10th of each month.
- Develop Annual Strategic Performance Commitments based on updated Roadmaps for their respective units.
- Provide insights on the effectiveness of Scorecards, Roadmaps, Strategic Performance Commitments, and Performance Scorecards as Strategy Management tools to the Chief, Office for Strategy Management.

**E. Heads of Staff Offices:**

- Participate in the annual Strategy Refresh and quarterly Strategy Review.
- Lead monthly Operations Review in their Unit (if applicable) and submit the Operations Review protocol by the 10th of each month.
- Develop Annual Strategic Performance Commitments based on updated Roadmaps for their respective offices.
- Provide insights on the effectiveness of Scorecards, Roadmaps, Strategic Performance Commitments, and Performance Scorecards as Strategy Management tools to the Chief, Office for Strategy Management.
- The Deputy Chief of Human Resource Staff for Operations, HR-3, shall publish compliance reports on monthly submissions through Command's online platforms.

**F. Human Resource Management Unit Commanders:**

- Provide insights to Core Function Unit Heads regarding the Annual Strategic Performance Commitments based on updated Roadmaps.
- Provide insights on the effectiveness of Scorecards, Roadmaps, Strategic Performance Commitments, and Performance Scorecards as Strategy Management tools to Core Function Unit Heads.

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**CHAPTER THREE**

# **PERFORMANCE MONITORING**

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Effective strategy monitoring is crucial for the successful execution of any organizational strategic plan. It ensures that each unit progresses towards its strategic objectives by closely overseeing performance. The Performance Governance System (PGS) framework mandates the use of specific performance monitoring tools such as the Measure and Target Profile, Performance Scorecard, and Performance Scorecard Chart. These tools enable continuous assessment of unit performance against predefined metrics.

To actively drive strategic performance across all units, PGS recommends implementing incentive systems. These systems help motivate teams to achieve their targets effectively. Moreover, PGS includes mechanisms for identifying underperforming units. Through coaching sessions conducted by the Office of Strategy Management (OSM), the leadership team can promptly intervene to provide necessary support and guidance. This intervention helps realign underperforming units with the organization's overall strategic direction, ensuring alignment and progress towards strategic goals.

## **Performance Scorecard**

The Performance Scorecard serves as a critical tool for monitoring the monthly strategic performance of units within the CGHRMC. It specifically outlines Key Performance Indicators (KPIs) used to assess the performance of Core Function Units, Service Support Units, and Human Resource Management Units (HRMUs) against predefined Performance Standards. The template for the Performance Scorecard can be found in Appendix F, providing a structured format for recording and tracking performance metrics.

Key Performance Indicators (KPIs) included in the Performance Scorecard are derived directly from the roles and responsibilities outlined in the Command's Table of Organization and Equipment (TOE). These indicators are pivotal in measuring the operational effectiveness and efficiency of each unit, reflecting their contributions to overall strategic goals.

Performance Standards, which define the targets for each KPI, are established based on policies, leadership directives, and standards that undergo rigorous evaluation and vetting during the Strategy Refresh process. This ensures that the targets set are realistic and aligned with current organizational priorities and capabilities.

During the Strategy Refresh, led by the Chief, OSM, the Performance Scorecard undergoes thorough review. This process allows for adjustments to be made to reflect any changes in unit processes, ensuring that the Scorecard remains relevant and effective in driving continuous improvement and alignment with strategic objectives.

## **Performance Scorecard Procedures**

### **1. Facilitation by Chief of OSM:**

- Chief, OSM initiates the development of the Unit's Performance Scorecard in collaboration with the Unit Head.

**2. Identification of Key Result Areas (KRAs):**

- KRAs are identified based on the primary functions and responsibilities of the Unit. These are listed in the designated KRA column of the Scorecard template.

**3. Establishment of Key Performance Indicators (KPIs):**

- The Unit Head, in consultation with relevant stakeholders, determines the specific measurable tasks or activities that best reflect the Unit's operational effectiveness. These KPIs are outlined under the KPI column of the Scorecard.

**4. Setting Performance Standards:**

- For each KPI identified, the Unit Head establishes Performance Standards. These standards are based on relevant policies, leadership guidance, or existing benchmarks that are thoroughly evaluated and vetted during the Strategy Refresh process.

**5. Review and Approval:**

- The proposed Performance Scorecard is presented by the Unit Head to the Command's leadership for review, comments, and subsequent approval.

**6. Submission to OSM:**

- Once approved, the finalized Performance Scorecard is submitted by the Unit Head to the Office of Strategic Management (OSM) for consolidation and ongoing monitoring purposes.

## **Measure and Target Profile**

The Measure and Target Profile serves as a detailed tool within CGHRMC, providing a comprehensive overview of each Key Performance Indicator (KPI) listed in the Performance Scorecard. It encompasses critical details such as the Performance Standard, rationale, data gathering frequency, unit of measurement, calculation inputs, formula, data gathering method, data availability, responsible unit, and the basis for setting targets. The structured template in Appendix G guides the development of these profiles, ensuring clarity and alignment with organizational goals.

During the Strategy Refresh process, a distinct Measure and Target Profile is crafted for each KPI identified in the Performance Scorecard. This step ensures that every KPI is meticulously defined and supports the overall strategic objectives of the Command.

Monthly, the Measure and Target Profile is utilized to rate each KPI, with ratings indicated in the Target Column. This facilitates ongoing monitoring of strategic performance across CGHRMC's Core Function Units, Service Support Units, and HRMUs by the OSM.

Targets for each KPI are evaluated using specific metrics defined by the Chief, OSM. These metrics include completeness, timeliness, and satisfaction. Completeness assesses the extent to which all associated deliverables or tasks are completed; timeliness measures adherence to deadlines; and satisfaction gauges stakeholder or customer satisfaction levels. Each metric is color-coded for clarity: green indicates achievement, yellow denotes ongoing progress, and red signifies areas needing attention.

These rating parameters and color codes ensure a systematic approach to monitoring and evaluating performance within CGHRMC. They support continuous improvement initiatives and help maintain alignment with strategic goals across all organizational units.

Table 1. Completeness Criteria

<b>COMPLETENESS</b>		
<b>Rating</b>	<b>Criteria</b>	<b>Color</b>
Excellent	100% complied	Green
Satisfactory	At least 80% of the target was complied	Yellow
Poor	Less than 80% of the target was complied	Red

Table 2. Timeliness Criteria

<b>TIMELINESS</b> <b>(N/A if the target requires less than 5 days processing time)</b>		
<b>Rating</b>	<b>Criteria</b>	<b>Color</b>
Excellent	Complied before the deadline	Green
Satisfactory	Complied within 2 days after the deadline	Yellow
Poor	Failed to comply within 2 days after the deadline	Red

Table 3. Satisfaction Criteria

<b>SATISFACTION</b>		
<b>Rating</b>	<b>Criteria</b>	<b>Color</b>
Excellent	Very Satisfactory	Green
Satisfactory	Average	Yellow
Poor	Unsatisfactory and below	Red

PGS Focal Persons of units within CGHRMC who fail to submit a duly accomplished Measure and Target Profile to the Office for Strategy Management by the 10th of the succeeding month will face consequences. Specifically, they will receive a Derogatory Report (DR), citing their failure to comply with this specific instruction. This measure is intended to uphold accountability and ensure timely submission of critical performance monitoring documents.

The Deputy Chief of Human Resource Staff for Operations, HR-3, plays a key role in overseeing compliance with submission deadlines for the Measure and Target Profiles. HR-3 is responsible for publishing a memorandum listing the units that have successfully submitted their duly accomplished Measure and Target Profiles on time, as well as identifying those units that have not. This process ensures transparency and accountability across CGHRMC, reinforcing the importance of adhering to operational protocols and timelines.

## **Procedures for Accomplishing the Measure and Target Profile**

### **1. Facilitation by Chief, OSM:**

- After the Performance Scorecard is approved, the Chief of the Office for Strategy Management (OSM) facilitates the development of the Measure and Target Profile in collaboration with the Unit Head.

### **2. Selection of KPI:**

- The Unit Head selects a Key Performance Indicator (KPI) from the approved Scorecard. They include the corresponding Performance Standard and provide a rationale for choosing that specific KPI.

### **3. Measurement Details:**

- Specify the frequency at which the KPI will be measured (e.g., monthly, quarterly) and define the appropriate unit of measurement (e.g., percentage, number of incidents).

### **4. Calculation Details:**

- Document the formula used to calculate the KPI, list the required inputs, describe the data gathering method, and specify the data source(s) utilized for collecting the necessary data.

### **5. Existing or New Measure:**

- Indicate whether the measure already exists within current practices, requires additional data collection efforts, or is entirely new and needs to be developed.

### **6. Data Availability:**

- Determine the timeline for when the data will be available for use in calculating the KPI.

### **7. Target Setting Responsibility:**

- Identify the person responsible for setting the KPI target, provide the rationale or basis for setting the target, and specify the numerical target value itself.

**8. Target Metrics:**

- Define the appropriate metrics for evaluating progress towards achieving the target. This includes setting a rating for the target for the current month.

**9. Target Components:**

- Specify the components that contribute to achieving the overall target. This may include specific actions, milestones, or deliverables that are crucial for reaching the desired outcome.

**10. Monthly Submission:**

- The Unit Head submits the completed Measure and Target Profile to the Chief of OSM. Steps 8 and 9 are repeated monthly to update progress and reassess targets as necessary.

### **Performance Scorecard Chart**

The Performance Scorecard Chart outlines all the Unit's Key Performance Indicators (KPIs) along with its Key Result Areas (KRAs), Baseline Measures, and Performance Standards. The template for the Performance Scorecard Chart is provided in Appendix H. This chart follows the same rating and color-coding scheme as the Target Column in the Measure and Target Profile, ensuring consistency in performance evaluation and monitoring across all units.

Each Unit is required to submit a Performance Scorecard Chart to the Chief, Office for Strategy Management (OSM) on a monthly basis. This submission is crucial for the continuous monitoring and assessment of the Unit's strategic performance. The chart should be duly accomplished and submitted before the 10th of the succeeding month.

PGS Focal Persons of Units who fail to submit a duly accomplished Performance Scorecard Chart to the Office for Strategy Management by the specified deadline will be issued a Derogatory Report (DR) for the offense of failing to comply with a specific instruction. This measure is implemented to ensure accountability and adherence to the established performance monitoring protocols.

The Deputy Chief of Human Resource Staff for Operations, HR-3, will publish a list of Units that have submitted their duly accomplished Performance Scorecard Chart on time, as well as those that have not, through a Memorandum. This publication serves to acknowledge compliance and address non-compliance, thereby fostering a culture of accountability and continuous improvement within the organization.

### **Procedure for Updating Performance Scorecard Chart**

**1. Transfer KPIs and KRAs:**

- After completing all the Measure and Target Profiles, the Unit Head transfers all Key Performance Indicators (KPIs) and Key Result Areas (KRAs) from the Measure and Target Profile to the Performance Scorecard Chart. This ensures that the chart contains all relevant performance metrics.

**2. Indicate Baseline Measures:**

- The Unit Head indicates the baseline measure for each KPI. This provides a reference point for evaluating progress and performance.

**3. Transcribe Ratings:**

- The ratings from the Measure and Target Profiles are transcribed into the Performance Scorecard Chart. This step ensures that the performance data is consistent across all documentation.

**4. Specify Target Values:**

- The Unit Head specifies the target value or goal for each KPI, clearly defining the desired level of performance. These targets should align with the unit's strategic goals.

**5. Provide Additional Remarks:**

- If necessary, the Unit Head provides additional remarks or explanatory notes to contextualize the KPIs, targets, or ratings. These notes can offer valuable insights into the factors influencing performance and the rationale behind the targets set.

**6. Submit to Chief, OSM:**

- Upon completing the Performance Scorecard Chart, the Unit Head submits the duly accomplished document to the Chief, Office for Strategy Management (OSM) for review and consolidation. This step ensures that all units' performance data are accurately recorded and can be effectively monitored and analyzed by the OSM.

### **Process Coaching**

Process Coaching is a mentoring session conducted by the OSM on a monthly basis to assist poorly performing units in improving their strategic performance. This initiative aims to provide targeted support and guidance to ensure that all units can meet their strategic objectives effectively. Units identified as poorly performing are required to attend a process coaching session. These sessions can be conducted either face-to-face or virtually, depending on the necessity determined by the Chief, OSM. By offering personalized coaching, the OSM helps underperforming units realign with the Command's strategic goals and enhances their overall performance.

### **Responsibilities**

**A. Chief, Office for Strategy Management (OSM):**

- Facilitate the development of Performance Scorecards and Measure and Target Profiles, providing the necessary templates.
- Consolidate duly accomplished and approved Performance Scorecards and Measure and Target Profiles.

- Consolidate rated Measure and Target Profiles and Performance Scorecard Charts before every 10th of the month.
- Implement a reward system to provide incentives to excellently performing units.
- Conduct process coaching for poorly performing units to assist them in carrying out their key processes, as outlined in the Performance Scorecard.

**B. Core Function Unit Heads:**

- Develop the Performance Scorecards and Measure and Target Profiles of their Unit with guidance from the Chief, OSM.
- Submit complete and duly accomplished Measure and Target Profiles and Performance Scorecard Charts to the Chief, OSM before every 10th day of the succeeding month.
- Ensure that all unit members understand the significance, anatomy, and usage of Performance Scorecards, Measure and Target Profiles, and Performance Scorecard Charts.
- Fairly evaluate the accomplishment of their targets, as reflected in the Measure and Target Profiles and Performance Scorecard Charts.
- Post the Performance Scorecards in their respective PGS Corners.

**C. Service Support Unit Heads:**

- Develop the Performance Scorecards and Measure and Target Profiles of their Unit with guidance from the Chief, OSM.
- Submit complete and duly accomplished Measure and Target Profiles and Performance Scorecard Charts to the Chief, OSM before every 10th day of the succeeding month.
- Ensure that all unit members understand the significance, anatomy, and usage of Performance Scorecards, Measure and Target Profiles, and Performance Scorecard Charts.
- Fairly evaluate the accomplishment of their targets, as reflected in the Measure and Target Profiles and Performance Scorecard Charts.
- Post the Performance Scorecards in their respective PGS Corners.

**D. Heads of Staff Offices:**

- Develop the Performance Scorecards and Measure and Target Profiles of their Unit with guidance from the Chief, OSM.
- Submit complete and duly accomplished Measure and Target Profiles and Performance Scorecard Charts to the Chief, OSM before every 10th day of the succeeding month.
- Ensure that all unit members understand the significance, anatomy, and usage of Performance Scorecards, Measure and Target Profiles, and Performance Scorecard Charts.
- Fairly evaluate the accomplishment of their targets, as reflected in the Measure and Target Profiles and Performance Scorecard Charts.
- Post the Performance Scorecards in their respective PGS Corners.
- The Deputy Chief of Human Resource Staff for Operations, HR-3, shall publish which units complied and failed to comply with the required monthly submissions, as stipulated in this SOP, through the online dissemination platforms of the Command.

**E. Human Resource Management Unit Commanders:**

- Develop the Performance Scorecards and Measure and Target Profiles of their Unit with guidance from the Chief, OSM.
- Submit complete and duly accomplished Measure and Target Profiles and Performance Scorecard Charts to the Chief, OSM before every 10th day of the succeeding month.
- Ensure that all unit members understand the significance, anatomy, and usage of Performance Scorecards, Measure and Target Profiles, and Performance Scorecard Charts.
- Fairly evaluate the accomplishment of their targets, as reflected in the Measure and Target Profiles and Performance Scorecard Charts.
- Post the Performance Scorecards in their respective PGS Corners.

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**CHAPTER FOUR**

**PROGRESS TRACKING**

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The achievement of breakthrough goals at CGHRCM relies heavily on the effective execution of its strategies. This execution process involves employing appropriate tools and techniques to ensure alignment across the organization's units. It goes beyond mere enforcement directives; it entails successfully translating the Command's overarching strategic objectives into actionable tasks, effectively communicating these tasks at all levels, and overseeing their execution to ensure effectiveness. In this context, PGS Framework utilizes Strategic Performance Commitment Charts and Portfolios of Initiatives to thoroughly track and propel the strategic progress of each organizational unit to drive the overall strategic progress of the Command.

## **Strategic Performance Commitments**

The Strategic Performance Commitments are actionable items derived from the Command's Roadmap during the Strategy Refresh. These commitments are captured in a structured format provided in the Strategic Performance Commitment Template, detailed in Appendix L. By translating the broader goals of the Command into specific tasks, these commitments ensure that each Unit understands its role in achieving the Command's strategic objectives.

Reflecting the Key Result Areas (KRAs), the Strategic Performance Commitments highlight the critical areas where the Command aims to create significant strategic shifts. Each Unit contributes to these KRAs through its unique set of commitments, ensuring alignment with the Command's overarching strategy.

A Unit's alignment to its Strategic Performance Commitment can be either direct or indirect. Direct alignment occurs when a Unit takes the lead in achieving a specific commitment. Conversely, indirect alignment happens when a Unit supports or enables the attainment of a commitment without being the primary driver. This distinction helps clarify each Unit's role and responsibilities within the broader strategic framework.

The Unit Head is responsible for establishing a target completion date for each Strategic Performance Commitment, ensuring it aligns with the deadlines outlined in the Command's Roadmap. This scheduling ensures that all Units work cohesively towards the Command's strategic milestones.

The table outlining the Strategic Performance Commitments is designed to be flexible, with additional columns added as necessary under the guidance of the Chief, OSM, or the Unit Head. This adaptability allows for a comprehensive and detailed tracking of each commitment, facilitating better management and monitoring of progress towards strategic goals.

## **Strategic Performance Commitment Procedure**

### **1. Facilitation and Collaboration:**

- Responsible Parties: Chief, OSM; Unit Head
- Action: The Chief, OSM initiates and facilitates the development of the Unit's Strategic Performance Commitments. This process involves close collaboration with the Unit Head to ensure alignment with the Command's strategic objectives.

## 2. Derivation of Deliverables and KRAs:

- Responsible Parties: Unit Head; Chief, OSM
- Action: Identify the deliverables for the year and their corresponding Key Result Areas (KRAs). These are derived from the Command's Roadmap and are critical to the Unit's Strategic Performance Commitments.

## 3. Determination of Alignment:

- Responsible Parties: Unit Head; Chief, OSM
- Action: In the Alignment Column, the Unit Head, with guidance from the Chief, OSM, determines whether the Unit's contribution to each deliverable is direct or indirect. This ensures clarity on the Unit's role in achieving the commitments.

## 4. Specification of Target Completion Dates:

- Responsible Parties: Unit Head
- Action: The Unit Head specifies the target completion date for each deliverable in the Due Column. This date should align with the deadlines set forth in the Command's Roadmap.

## 5. Presentation and Review:

- Responsible Parties: Unit Head; Command's Leadership
- Action: The Unit Head presents the proposed Strategic Performance Commitments to the Command's leadership. This presentation is for review, feedback, and approval to ensure the commitments are in line with the Command's strategic goals.

## 6. Finalization and Submission:

- Responsible Parties: Unit Head; Chief, OSM
- Action: Upon receiving approval from the Command's leadership, the Unit Head finalizes the Strategic Performance Commitments. The finalized commitments are then submitted to the OSM for consolidation and ongoing monitoring.

## **Strategic Performance Commitment Chart**

The Strategic Performance Commitment Chart is a visual tool designed to monitor the monthly progress of a Unit's Strategic Performance Commitments. The template for this chart is provided in Appendix M . This chart includes critical information such as the target completion date, monthly progress, and remarks for each commitment, allowing for clear and organized tracking of each Unit's performance.

To enhance clarity and quick status assessment, the Strategic Performance Commitment Chart utilizes a color-coding scheme: green indicates Completed, yellow signifies Ongoing, and red denotes Not Yet Started. This visual differentiation helps in easily identifying the status of various commitments at a glance.

Each Unit is required to submit its duly accomplished Strategic Performance Commitment Chart to the Chief of the Office for Strategy Management (OSM) on a monthly basis. This submission ensures that progress is continually monitored and any issues are promptly addressed.

PGS Focal Persons from Units who fail to submit the chart before the 10th of the succeeding month will be issued a Derogatory Report (DR) for failing to comply with specific instructions. This measure underscores the importance of timely and accurate reporting in maintaining the effectiveness of the strategic performance management process.

To reinforce accountability and transparency, the Deputy Chief of Human Resource Staff for Operations, HR-3, will publish a memorandum listing the Units that submitted their Strategic Performance Commitment Charts on time and those that did not. This publication serves as a record of compliance and encourages adherence to reporting deadlines.

## **Strategic Performance Commitment Chart Procedure**

### **1. Transposing Deliverables and KRAs:**

- Responsible Parties: Unit Head
- Action: The Unit Head transposes all the deliverables along with their corresponding Key Result Areas (KRAs) from the Strategic Performance Commitments into the Strategic Performance Commitment Chart.

### **2. Transposing Target Dates:**

- Responsible Parties: Unit Head
- Action: The Unit Head transposes the target completion dates for each deliverable into the chart, ensuring alignment with the deadlines specified in the Strategic Performance Commitments.

### **3. Indicating Status Using Color-Coding:**

- Responsible Parties: Unit Head
- Action: The Unit Head indicates the actual status of each deliverable using the following color-coding scheme:  
Green: Completed  
Yellow: Ongoing  
Red: Not Yet Started

### **4. Providing Remarks:**

- Responsible Parties: Unit Head
- Action: The Unit Head provides any necessary remarks or comments regarding each deliverable, offering context or explanations for the current status

## 5. Submitting the Chart:

- Responsible Parties: Unit Head
- Action: The Unit Head submits the duly accomplished Strategic Performance Commitment Chart to the Chief of the Office for Strategy Management (OSM).

## 6. Monthly Repetition:

- Responsible Parties: Unit Head
- Action: Steps 3-5 are repeated on a monthly basis to ensure continuous monitoring and updating of the Strategic Performance Commitment Chart.

## **Portfolio of Initiatives**

The Portfolio of Initiatives provides a detailed breakdown of each Strategic Performance Commitment into lower-level tasks, ensuring a comprehensive approach to achieving the Command's strategic goals. The Portfolio of Initiatives Template, available in Appendix N, guides this process. This document outlines the specific tasks required to accomplish each Strategic Performance Commitment, detailing performance indicators, projected start and end dates, current progress, and relevant remarks. A color-coding scheme is utilized to indicate the status of each task: green for Completed, yellow for Ongoing, and red for Not Yet Started. This visual aid facilitates quick and effective monitoring of progress.

Each Unit is required to submit its duly accomplished Portfolio of Initiatives to the Chief of the Office for Strategy Management (OSM) on a monthly basis. PGS Focal Persons of Units who fail to meet this requirement before the 10th of the succeeding month will receive a Derogatory Report (DR) for failing to comply with a specific instruction. To maintain transparency and accountability, the Deputy Chief of Human Resource Staff for Operations, HR-3, will publish a memorandum listing the Units that submitted their Portfolio of Initiatives on time and those that did not. This systematic approach ensures that all Units are aligned and progressing towards the Command's strategic objectives in a coordinated and timely manner.

## **Portfolio of Initiatives Procedure**

### 1. Provide Basic Information:

- Responsible Parties: Unit Head
- Action: The Unit Head begins by entering the name of the Unit, the commitment number, and a detailed description of the commitment into the Portfolio of Initiatives Template.

### 2. Break Down Commitments:

- Responsible Parties: Unit Head
- Action: The Unit Head breaks down the commitment into lower-level action plans, adding additional sub-levels as necessary to ensure comprehensive task coverage and clear steps towards accomplishing the commitment.

**3. Identify Support Staff and Units:**

- Responsible Parties: Unit Head
- Action: Under the Support Staff and Support Unit column, the Unit Head identifies any Staff Offices or Units that are aligned with the commitment. This identification ensures all relevant parties are acknowledged and coordinated.

**4. Describe Performance Indicators:**

- Responsible Parties: Unit Head
- Action: For each lower-level task, the Unit Head describes how the task will be considered accomplished in the Performance Indicator Column. These indicators should be clear, measurable, and directly related to the successful completion of the task.

**5. Indicate Projected Timeline:**

- Responsible Parties: Unit Head
- Action: The Unit Head specifies the projected start and end dates for each lower-level task in the Start-End Column. This timeline helps manage time effectively and track progress against planned milestones.

**6. Rate Completion Status:**

- Responsible Parties: Unit Head
- Action: Using the same color-coding scheme as the Strategic Performance Commitments, the Unit Head rates the completion status of each lower-level task:  
Green: Completed  
Yellow: Ongoing  
Red: Not Yet Started

**7. Provide Remarks:**

- Responsible Parties: Unit Head
- Action: The Unit Head includes any necessary remarks regarding each lower-level task. These remarks can offer additional context, explanations for delays, or updates on progress.

**8. Submit the Portfolio:**

- Responsible Parties: Unit Head
- Action: The Unit Head submits the duly accomplished Portfolio of Initiatives to the Chief of the Office for Strategy Management (OSM).

## 9. Monthly Update:

- Responsible Parties: Unit Head
- Action: Steps 6 and 7 are repeated on a monthly basis to ensure the Portfolio of Initiatives is kept current. Regular updates allow for continuous monitoring and timely adjustments as needed.

## Operations Review

The Operations Review is a critical monthly evaluation process that focuses on the Strategic Performance Commitments within Staff Offices, Core Function Units, and Service Support Units. Its primary purpose is to monitor and drive strategic performance, ensuring that all units are aligned with the Command's strategic objectives and are making consistent progress. The detailed steps and requirements of this review process are thoroughly documented in the Operations Review Protocol, which serves as a guideline for all participating units.

To maintain accountability and ensure timely submission, each unit's PGS Focal Person is required to submit a duly accomplished Operations Review Protocol to the Chief of the Office for Strategy Management (OSM) by the 10th of the succeeding month. Failure to comply with this deadline will result in the issuance of a Derogatory Report (DR) to the responsible PGS Focal Persons, citing the offense of failure to comply with a specific instruction. This strict measure underscores the importance of adherence to the review process and fosters a culture of discipline and punctuality within the organization.

## Process Coaching

Process Coaching is a monthly mentoring session conducted by the Office for Strategy Management (OSM) aimed at assisting poorly performing units in enhancing their strategic performance. These sessions are particularly beneficial for units that are lagging behind in executing their strategic deliverables. The coaching provides targeted support to help these units realign with their original schedule and meet their strategic objectives. By offering guidance and practical solutions, Process Coaching ensures that all units can effectively contribute to the Command's overall strategic goals.

The Chief of the OSM identifies the units that require Process Coaching based on the results of the monthly Operations Review. This review highlights units that are not meeting their performance targets or are falling behind schedule. Through this proactive approach, the OSM can address issues promptly and provide the necessary assistance to improve performance, ensuring that all units are on track and aligned with the Command's strategic roadmap.

## **Responsibility**

### **A. Chief, Office for Strategy Management:**

- Facilitate the development of Strategic Performance Commitments and provide templates for the Strategic Performance Commitment Charts and Portfolio of Initiatives;
- Consolidate the duly accomplished and approved Strategic Performance Commitments; and
- Consolidate rated Strategic Performance Commitment Chart and Portfolio of Initiatives before every 10th of the month.

### **B. Core Function Unit Heads:**

- Develop the Strategic Performance Commitments, Strategic Performance Commitment Chart, and Portfolio of Initiatives of their Unit with the Guidance of the Chief, OSM.
- Submit complete and duly accomplished Strategic Performance Commitment Chart and Portfolio of Initiatives to Chief, OSM before every 10th day of the succeeding month;
- Ensure that all members of their units understand the significance, anatomy, and the Strategic Performance Commitments, Strategic Performance Commitment Chart, and Portfolio of Initiatives;
- Fairly evaluate the accomplishment of their targets, as reflected in the Strategic Performance Commitment Chart and Portfolio of Initiatives; and
- Post the Strategic Performance Commitments in their respective PGS Corners.

### **C. Service Support Unit Heads:**

- Develop the Strategic Performance Commitments, Strategic Performance Commitment Chart, and Portfolio of Initiatives of their Unit with the Guidance of the Chief, OSM.
- Submit complete and duly accomplished Strategic Performance Commitment Chart and Portfolio of Initiatives to Chief, OSM before every 10th day of the succeeding month;
- Ensure that all members of their units understand the significance, anatomy, and the Strategic Performance Commitments, Strategic Performance Commitment Chart, and Portfolio of Initiatives;
- Fairly evaluate the accomplishment of their targets, as reflected in the Strategic Performance Commitment Chart and Portfolio of Initiatives; and
- Post the Strategic Performance Commitments in their respective PGS Corners.

### **D. Heads of Staff Offices:**

- Develop the Strategic Performance Commitments, Strategic Performance Commitment Chart, and Portfolio of Initiatives of their Unit with the Guidance of the Chief, OSM.
- Submit complete and duly accomplished Strategic Performance Commitment Chart and Portfolio of Initiatives to Chief, OSM before every 10th day of the succeeding month;
- Ensure that all members of their units understand the significance, anatomy, and the Strategic Performance Commitments, Strategic Performance Commitment Chart, and Portfolio of Initiatives;
- Fairly evaluate the accomplishment of their targets, as reflected in the Strategic Performance Commitment Chart and Portfolio of Initiatives; and

- Post the Strategic Performance Commitments in their respective PGS Corners.
- DC of HRS for Operations, HR-3, shall publish which units complied and failed to comply to the required monthly submissions, as stipulated in this SOP, through the online dissemination platforms of the Command.

E. Human Resource Management Unit Commanders:

- Develop the Strategic Performance Commitments, Strategic Performance Commitment Chart, and Portfolio of Initiatives of their Unit with the Guidance of the Chief, OSM;
- Submit complete and duly accomplished Strategic Performance Commitment Chart and Portfolio of Initiatives to Chief, OSM before every 10th day of the succeeding month;
- Ensure that all members of their units understand the significance, anatomy, and the Strategic Performance Commitments, Strategic Performance Commitment Chart, and Portfolio of Initiatives;
- Fairly evaluate the accomplishment of their targets, as reflected in the Strategic Performance Commitment Chart and Portfolio of Initiatives; and
- Post the Strategic Performance Commitments in their respective PGS Corners.

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## **CHAPTER FIVE**

# **STRATEGIC COMMITMENT DASHBOARD**

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Monitoring strategic initiatives is crucial for any organization aiming to achieve its long-term goals and objectives. A strategic initiative represents a major effort that aligns with the organization's vision and mission, requiring careful planning, execution, and tracking. To effectively monitor these initiatives, the CGHRMC uses the Strategic Commitment Dashboard providing a real-time overview of the progress of the objectives of its Core and Support functions.

## **CGHRMC Strategic Commitment Dashboard**

The CGHRMC Strategic Commitment Dashboard (Appendix R) serves as a comprehensive tool for meticulously outlining and managing the organization's strategic initiatives and commitments. It systematically details major and sub-action plans across core and support functions, providing a clear roadmap for advancing CGHRMC's mission objectives. Each initiative is highlighted, allowing stakeholders to easily identify and prioritize key activities crucial to organizational success.

Direct and indirect contributing units are prominently displayed in gray rows at the beginning of each major action plan, clarifying roles and responsibilities within the initiative framework. This visual representation enhances transparency and fosters collaboration among teams, ensuring alignment with overall strategic goals.

Key stakeholders responsible for overseeing each initiative, known as Scorecard Owners or Unit Primarily Responsible (UPR), are clearly identified, facilitating accountability and effective leadership throughout the implementation process. The dashboard dynamically updates critical information such as current dates and deadlines, ensuring stakeholders are continuously informed about timelines and progress.

Automatic calculations for actual days and months until each initiative's deadline promote timely action and enable proactive management of resources. Progress metrics are derived from the contributions of major and sub-action plans, providing a comprehensive view of initiative performance. This data-driven approach allows CGHRMC to assess achievements against set targets and make informed decisions to optimize strategic outcomes.

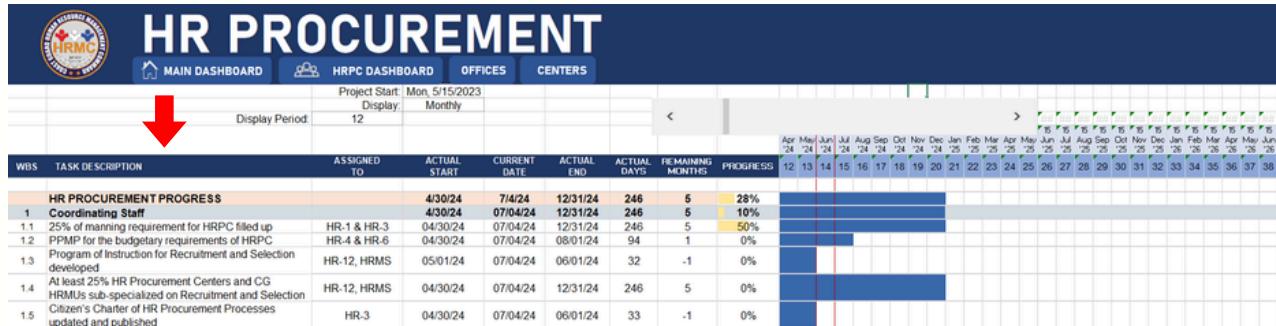
Furthermore, the dashboard integrates monthly portfolio submissions from CGHRMC units, ensuring that strategic initiatives remain relevant and responsive to evolving organizational needs. Progress of each commitment is rigorously monitored through the ratio of actual completed tasks to required targets, enabling continuous improvement and adjustment of strategies as needed.

## **CGHRMC Strategic Commitment Dashboard Step-by-Step Guide**

Maintaining the CGHRMC Strategic Commitment Dashboard is crucial for effectively tracking and managing strategic initiatives within the organization. An expanded step-by-step guide that outlines the key actions involved in ensuring its ongoing effectiveness is laid down below:

## 1. Outline Major and Sub-Action Plans

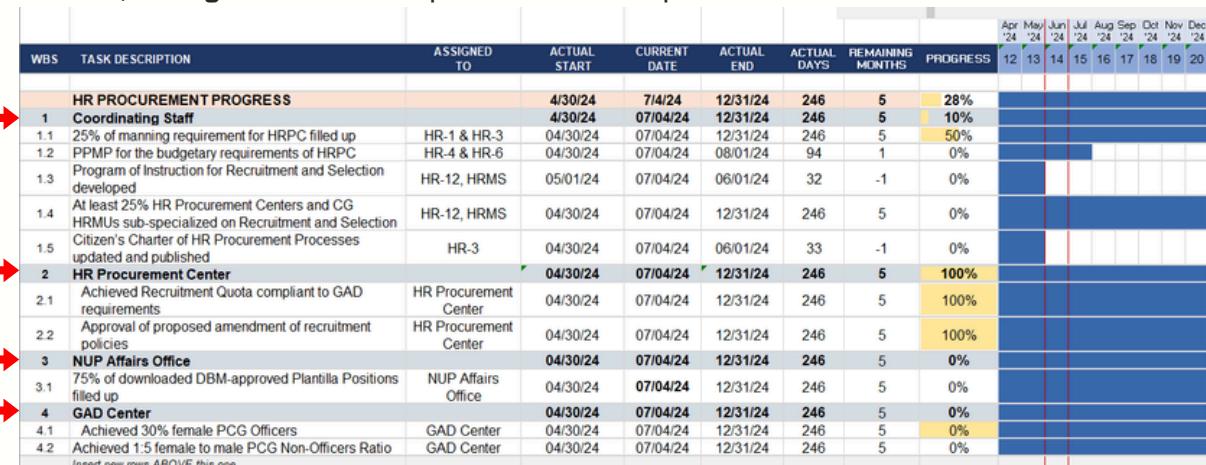
- Start by outlining each core and support function's major and sub-action plans under cell B7.
- Clearly define the specific tasks and objectives that contribute to CGHRCM's strategic goals found in the Strategic Performance Commitments of each contributory units.



WBS	TASK DESCRIPTION	ASSIGNED TO	ACTUAL START	CURRENT DATE	ACTUAL END	ACTUAL DAYS	REMAINING MONTHS	PROGRESS	Timeline Grid																									
									Apr '24	May '24	Jun '24	Jul '24	Aug '24	Sep '24	Oct '24	Nov '24	Dec '24	Jan '25	Feb '25	Mar '25	Apr '25	May '25	Jun '25	Jul '25	Aug '25	Sep '25	Oct '25	Nov '25	Dec '25	Jan '26	Feb '26	Mar '26	Apr '26	May '26
<b>HR PROCUREMENT PROGRESS</b>																																		
1	<b>Coordinating Staff</b>		4/30/24	7/4/24	12/31/24	246	5	28%																										
1.1	25% of Manning requirement for HRPC filled up	HR-1 & HR-3	4/30/24	7/4/24	12/31/24	246	5	10%																										
1.2	PPMP for the budgetary requirements of HRPC	HR-4 & HR-6	04/30/24	07/04/24	12/31/24	246	5	50%																										
1.3	Program of Instruction for Recruitment and Selection developed	HR-12, HRMS	05/01/24	07/04/24	06/01/24	32	-1	0%																										
1.4	At least 25% HR Procurement Centers and CG HRMUS sub-specialized on Recruitment and Selection	HR-12, HRMS	04/30/24	07/04/24	12/31/24	246	5	0%																										
1.5	Citizen's Charter of HR Procurement Processes updated and published	HR-3	04/30/24	07/04/24	06/01/24	33	-1	0%																										

## 2. Identify Direct and Indirect Contributing Units

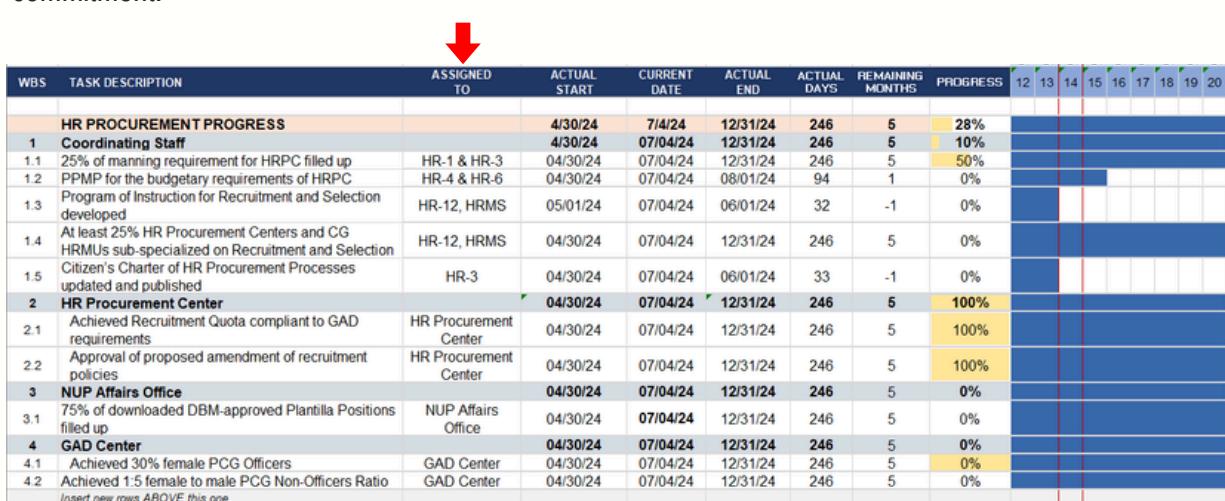
- Highlight direct and indirect contributing units for each major action plan. Use gray rows to differentiate these units, making it clear who is responsible for what aspects of the initiatives.



WBS	TASK DESCRIPTION	ASSIGNED TO	ACTUAL START	CURRENT DATE	ACTUAL END	ACTUAL DAYS	REMAINING MONTHS	PROGRESS	Timeline Grid																									
									Apr '24	May '24	Jun '24	Jul '24	Aug '24	Sep '24	Oct '24	Nov '24	Dec '24	Jan '25	Feb '25	Mar '25	Apr '25	May '25	Jun '25	Jul '25	Aug '25	Sep '25	Oct '25	Nov '25	Dec '25	Jan '26	Feb '26	Mar '26	Apr '26	May '26
<b>HR PROCUREMENT PROGRESS</b>																																		
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1.1	25% of Manning requirement for HRPC filled up	HR-1 & HR-3	4/30/24	7/4/24	12/31/24	246	5	10%																										
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1.3	Program of Instruction for Recruitment and Selection developed	HR-12, HRMS	05/01/24	07/04/24	06/01/24	32	-1	0%																										
1.4	At least 25% HR Procurement Centers and CG HRMUS sub-specialized on Recruitment and Selection	HR-12, HRMS	04/30/24	07/04/24	12/31/24	246	5	0%																										
1.5	Citizen's Charter of HR Procurement Processes updated and published	HR-3	04/30/24	07/04/24	06/01/24	33	-1	0%																										
2	<b>HR Procurement Center</b>		4/30/24	07/04/24	12/31/24	246	5	100%																										
2.1	Achieved Recruitment Quota compliant to GAD requirements	HR Procurement Center	04/30/24	07/04/24	12/31/24	246	5	100%																										
2.2	Approval of proposed amendment of recruitment policies	HR Procurement Center	04/30/24	07/04/24	12/31/24	246	5	100%																										
3	<b>NUP Affairs Office</b>		4/30/24	07/04/24	12/31/24	246	5	0%																										
3.1	75% of downloaded DBM-approved Plantilla Positions filled up	NUP Affairs Office	04/30/24	07/04/24	12/31/24	246	5	0%																										
4	<b>GAD Center</b>		4/30/24	07/04/24	12/31/24	246	5	0%																										
4.1	Achieved 30% female PCG Officers	GAD Center	04/30/24	07/04/24	12/31/24	246	5	0%																										
4.2	Achieved 1.5 female to male PCG Non-Officers Ratio	GAD Center	04/30/24	07/04/24	12/31/24	246	5	0%																										

## 3. Assign Scorecard Owners

- Determine the Staff Primarily Responsible (SPR) or Unit Primarily Responsible (UPR) for each initiative.
- Outline these responsibilities under Cell C7 to establish accountability and ownership for each strategic commitment.



WBS	TASK DESCRIPTION	ASSIGNED TO	ACTUAL START	CURRENT DATE	ACTUAL END	ACTUAL DAYS	REMAINING MONTHS	PROGRESS	Timeline Grid																							
									12	13	14	15	16	17	18	19	20															
<b>HR PROCUREMENT PROGRESS</b>																																
1	<b>Coordinating Staff</b>		4/30/24	7/4/24	12/31/24	246	5	28%																								
1.1	25% of Manning requirement for HRPC filled up	HR-1 & HR-3	04/30/24	07/04/24	12/31/24	246	5	50%																								
1.2	PPMP for the budgetary requirements of HRPC	HR-4 & HR-6	04/30/24	07/04/24	08/01/24	94	1	0%																								
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4.2	Achieved 1.5 female to male PCG Non-Officers Ratio	GAD Center	04/30/24	07/04/24	12/31/24	246	5	0%																								

## 4. Highlight Commitments

- Use white-colored Cells under B10 to highlight each commitment or initiative prominently.
- This helps stakeholders quickly identify and focus on key strategic priorities.

WBS	TASK DESCRIPTION	ASSIGNED TO	ACTUAL START	CURRENT DATE	ACTUAL END	ACTUAL DAYS	REMAINING MONTHS	PROGRESS	12	13	14	15	16	17	18	19	20
	<b>HR PROCUREMENT PROGRESS</b>		4/30/24	7/4/24	12/31/24	246	5	28%									
<b>1</b>	<b>Coordinating Staff</b>		4/30/24	07/04/24	12/31/24	246	5	10%									
1.1	25% of manning requirement for HRPC filled up	HR-1 & HR-3	04/30/24	07/04/24	12/31/24	246	5	50%									
1.2	PPMP for the budgetary requirements of HRPC	HR-4 & HR-6	04/30/24	07/04/24	08/01/24	94	1	0%									
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1.4	At least 25% HR Procurement Centers and CG HRMUs sub-specialized on Recruitment and Selection	HR-12, HRMS	04/30/24	07/04/24	12/31/24	246	5	0%									
1.5	Citizen's Charter of HR Procurement Processes updated and published	HR-3	04/30/24	07/04/24	06/01/24	33	-1	0%									
<b>2</b>	<b>HR Procurement Center</b>		04/30/24	07/04/24	12/31/24	246	5	100%									
2.1	Achieved Recruitment Quota compliant to GAD requirements	HR Procurement Center	04/30/24	07/04/24	12/31/24	246	5	100%									
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<b>3</b>	<b>NUP Affairs Office</b>		04/30/24	07/04/24	12/31/24	246	5	0%									
3.1	75% of downloaded DBM-approved Plantilla Positions filled up	NUP Affairs Office	04/30/24	07/04/24	12/31/24	246	5	0%									
<b>4</b>	<b>GAD Center</b>		04/30/24	07/04/24	12/31/24	246	5	0%									
4.1	Achieved 30% female PCG Officers	GAD Center	04/30/24	07/04/24	12/31/24	246	5	0%									
4.2	Achieved 1:5 female to male PCG Non-Officers Ratio	GAD Center	04/30/24	07/04/24	12/31/24	246	5	0%									
Insert new rows ABOVE this one																	

## 5. Automate Current Date

- Ensure the current dates are automatically updated under Cell E7 using the formula "=TODAY()".
- This keeps the dashboard current and aligned with real-time progress.



WBS	TASK DESCRIPTION	ASSIGNED TO	ACTUAL START	CURRENT DATE	ACTUAL END	ACTUAL DAYS	REMAINING MONTHS	PROGRESS	12	13	14	15	16	17	18	19	20
	<b>HR PROCUREMENT PROGRESS</b>		4/30/24	TODAY()	12/31/24	246	5	28%									
<b>1</b>	<b>Coordinating Staff</b>		4/30/24	07/04/24	12/31/24	246	5	10%									
1.1	25% of manning requirement for HRPC filled up	HR-1 & HR-3	04/30/24	07/04/24	12/31/24	246	5	50%									
1.2	PPMP for the budgetary requirements of HRPC	HR-4 & HR-6	04/30/24	07/04/24	08/01/24	94	1	0%									
1.3	Program of Instruction for Recruitment and Selection developed	HR-12, HRMS	05/01/24	07/04/24	06/01/24	32	-1	0%									
1.4	At least 25% HR Procurement Centers and CG HRMUs sub-specialized on Recruitment and Selection	HR-12, HRMS	04/30/24	07/04/24	12/31/24	246	5	0%									
1.5	Citizen's Charter of HR Procurement Processes updated and published	HR-3	04/30/24	07/04/24	06/01/24	33	-1	0%									
<b>2</b>	<b>HR Procurement Center</b>		04/30/24	07/04/24	12/31/24	246	5	100%									
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<b>3</b>	<b>NUP Affairs Office</b>		04/30/24	07/04/24	12/31/24	246	5	0%									
3.1	75% of downloaded DBM-approved Plantilla Positions filled up	NUP Affairs Office	04/30/24	07/04/24	12/31/24	246	5	0%									
<b>4</b>	<b>GAD Center</b>		04/30/24	07/04/24	12/31/24	246	5	0%									
4.1	Achieved 30% female PCG Officers	GAD Center	04/30/24	07/04/24	12/31/24	246	5	0%									
4.2	Achieved 1:5 female to male PCG Non-Officers Ratio	GAD Center	04/30/24	07/04/24	12/31/24	246	5	0%									
Insert new rows ABOVE this one																	

## 6. Set Deadlines

- Define the deadlines for each initiative or commitment under Cell F7.
- This establishes clear timelines for completion and serves as a reference point for tracking progress.



WBS	TASK DESCRIPTION	ASSIGNED TO	ACTUAL START	CURRENT DATE	ACTUAL END	ACTUAL DAYS	REMAINING MONTHS	PROGRESS	12	13	14	15	16	17	18	19	20
	<b>HR PROCUREMENT PROGRESS</b>		4/30/24	7/4/24	12/31/24	246	5	28%									
<b>1</b>	<b>Coordinating Staff</b>		4/30/24	07/04/24	12/31/24	246	5	10%									
1.1	25% of manning requirement for HRPC filled up	HR-1 & HR-3	04/30/24	07/04/24	12/31/24	246	5	50%									
1.2	PPMP for the budgetary requirements of HRPC	HR-4 & HR-6	04/30/24	07/04/24	08/01/24	94	1	0%									
1.3	Program of Instruction for Recruitment and Selection developed	HR-12, HRMS	05/01/24	07/04/24	06/01/24	32	-1	0%									
1.4	At least 25% HR Procurement Centers and CG HRMUs sub-specialized on Recruitment and Selection	HR-12, HRMS	04/30/24	07/04/24	12/31/24	246	5	0%									
1.5	Citizen's Charter of HR Procurement Processes updated and published	HR-3	04/30/24	07/04/24	06/01/24	33	-1	0%									
<b>2</b>	<b>HR Procurement Center</b>		04/30/24	07/04/24	12/31/24	246	5	100%									
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2.2	Approval of proposed amendment of recruitment policies	HR Procurement Center	04/30/24	07/04/24	12/31/24	246	5	100%									
<b>3</b>	<b>NUP Affairs Office</b>		04/30/24	07/04/24	12/31/24	246	5	0%									
3.1	75% of downloaded DBM-approved Plantilla Positions filled up	NUP Affairs Office	04/30/24	07/04/24	12/31/24	246	5	0%									
<b>4</b>	<b>GAD Center</b>		04/30/24	07/04/24	12/31/24	246	5	0%									
4.1	Achieved 30% female PCG Officers	GAD Center	04/30/24	07/04/24	12/31/24	246	5	0%									
4.2	Achieved 1:5 female to male PCG Non-Officers Ratio	GAD Center	04/30/24	07/04/24	12/31/24	246	5	0%									
Insert new rows ABOVE this one																	

## 7. Automate Days and Months Calculation

- Use formulas in Cells G7 and H7 to automatically calculate the actual days and months remaining until each deadline.
- For example, "=IF(OR(ISBLANK(D10), ISBLANK(F10)), "", F10-D10+1)" can be used to calculate the days remaining.

WBS	Task Description	Assigned To	Actual Start	Current Date	Actual End	Actual Days	Remaining Months	Progress	12	13	14	15	16	17	18	19	20
	<b>HR PROCUREMENT PROGRESS</b>		4/30/24	7/4/24	12/31/24	246	5	28%									
<b>1</b>	<b>Coordinating Staff</b>		4/30/24	=IF(OR(ISBLANK(D10),ISBLANK(F10)), "", F10-D10+1)													
1.1	25% of Manning requirement for HRPC filled up	HR-1 & HR-3	04/30/24	07/04/24	08/01/24	94	1	0%									
1.2	PPMP for the budgetary requirements of HRPC	HR-4 & HR-6	04/30/24	07/04/24	06/01/24	32	-1	0%									
1.3	Program of Instruction for Recruitment and Selection developed	HR-12, HRMS	05/01/24	07/04/24	06/01/24	32	-1	0%									
1.4	At least 25% HR Procurement Centers and CG HRMUs sub-specialized on Recruitment and Selection	HR-12, HRMS	04/30/24	07/04/24	12/31/24	246	5	0%									
1.5	Citizen's Charter of HR Procurement Processes updated and published	HR-3	04/30/24	07/04/24	06/01/24	33	-1	0%									
<b>2</b>	<b>HR Procurement Center</b>		4/30/24	07/04/24	12/31/24	246	5	100%									
2.1	Achieved Recruitment Quota compliant to GAD requirements	HR Procurement Center	04/30/24	07/04/24	12/31/24	246	5	100%									
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<b>3</b>	<b>NUP Affairs Office</b>		4/30/24	07/04/24	12/31/24	246	5	0%									
3.1	75% of downloaded DBM-approved Plantilla Positions filled up	NUP Affairs Office	04/30/24	07/04/24	12/31/24	246	5	0%									
<b>4</b>	<b>GAD Center</b>		4/30/24	07/04/24	12/31/24	246	5	0%									
4.1	Achieved 30% female PCG Officers	GAD Center	04/30/24	07/04/24	12/31/24	246	5	0%									
4.2	Achieved 1:5 female to male PCG Non-Officers Ratio	GAD Center	04/30/24	07/04/24	12/31/24	246	5	0%									

## 8. Calculate Progress

- Develop a formula to calculate the progress of each initiative or commitment based on the average of contributory units' major and sub-action plans.
- This formula should reflect the overall progress of core and support functions.

WBS	Task Description	Assigned To	Actual Start	Current Date	Actual End	Actual Days	Remaining Months	Progress	12	13	14	15	16	17	18	19	20
	<b>HR PROCUREMENT PROGRESS</b>		4/30/24	7/4/24	12/31/24	246	5	28%									
<b>1</b>	<b>Coordinating Staff</b>		4/30/24	07/04/24	12/31/24	246	5	10%									
1.1	25% of Manning requirement for HRPC filled up	HR-1 & HR-3	04/30/24	07/04/24	12/31/24	246	5	50%									
1.2	PPMP for the budgetary requirements of HRPC	HR-4 & HR-6	04/30/24	07/04/24	08/01/24	94	1	0%									
1.3	Program of Instruction for Recruitment and Selection developed	HR-12, HRMS	05/01/24	07/04/24	06/01/24	32	-1	0%									
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<b>3</b>	<b>NUP Affairs Office</b>		4/30/24	07/04/24	12/31/24	246	5	0%									
3.1	75% of downloaded DBM-approved Plantilla Positions filled up	NUP Affairs Office	04/30/24	07/04/24	12/31/24	246	5	0%									
<b>4</b>	<b>GAD Center</b>		4/30/24	07/04/24	12/31/24	246	5	0%									
4.1	Achieved 30% female PCG Officers	GAD Center	04/30/24	07/04/24	12/31/24	246	5	0%									
4.2	Achieved 1:5 female to male PCG Non-Officers Ratio	GAD Center	04/30/24	07/04/24	12/31/24	246	5	0%									

## 9. Incorporate Monthly Portfolio of Strategic Initiatives Submissions

- Integrate major and sub-action plans derived from monthly portfolio strategic initiative submissions by CGHRCM units.
- This ensures that the dashboard remains updated with current strategic objectives.

COAST GUARD HUMAN RESOURCE MANAGEMENT COMMAND STRATEGIC PERFORMANCE COMMITMENTS 2028									
Vision: "By 2028, a reliable Command responsive to Human Resource Management needs of the Philippine Coast Guard"									
HR Procurement Center CY 2024 PORTFOLIO OF STRATEGIC COMMITMENTS									
COMMITMENT #1: 4,000 personnel recruited compliant to GAD requirements									
#	Support Staff	Support Unit	Performance Indicator	Start	End	May 2024 - June 2025			Status Remarks
1	Conducted Commissioning Recruitment Nationwide			March 2024 - Dec 2024		M	J	J	
	Sub-Action Plans								
	Online recruitment			15 May 2024 - 30 May 2024					
	Initial Screening			15 May 2024 - 07 June 2024					
2	Conducted Enrollment Recruitment Nationwide								
	Sub-Action Plans								
	Online recruitment			15 May 2024 - 30 May 2024					
	Initial Screening			15 May 2024 - 07 June 2024					
3	Lateral PCGRRR								
	Sub-Action Plans								
	Entertain Lateral Applicants			15 May 2024 - 07 June 2024					
	Entertain PCGRRR Applicants			15 May 2024 - 07 June 2024					

## 10. Supply Progress Data

- Calculate the progress of each commitment by comparing actual completed tasks against the required targets in the Portfolio of Strategic Initiatives.
- This ratio provides a quantitative measure of success and helps in assessing performance against goals.
- The progress of each Core and/or Support function reflects the average progress of each contributing units and enablers.



HR PROCUREMENT PROGRESS			4/30/24	7/4/24	12/31/24	246	5	28%	10%
<b>1</b>	<b>Coordinating Staff</b>		4/30/24	07/04/24	12/31/24	246	5	28%	10%
1.1	25% of manning requirement for HRPC filled up	HR-1 & HR-3	04/30/24	07/04/24	12/31/24	246	5	50%	0%
1.2	PPMP for the budgetary requirements of HRPC	HR-4 & HR-6	04/30/24	07/04/24	08/01/24	94	1	0%	
1.3	Program of Instruction for Recruitment and Selection developed	HR-12, HRMS	05/01/24	07/04/24	06/01/24	32	-1	0%	
1.4	At least 25% HR Procurement Centers and CG HRMUs sub-specialized on Recruitment and Selection	HR-12, HRMS	04/30/24	07/04/24	12/31/24	246	5	0%	
1.5	Citizen's Charter of HR Procurement Processes updated and published	HR-3	04/30/24	07/04/24	06/01/24	33	-1	0%	
<b>2</b>	<b>HR Procurement Center</b>		04/30/24	07/04/24	12/31/24	246	5	100%	
2.1	Achieved Recruitment Quota compliant to GAD requirements	HR Procurement Center	04/30/24	07/04/24	12/31/24	246	5	100%	
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<b>3</b>	<b>NUP Affairs Office</b>		04/30/24	07/04/24	12/31/24	246	5	0%	
3.1	75% of downloaded DBM-approved Plantilla Positions filled up	NUP Affairs Office	04/30/24	07/04/24	12/31/24	246	5	0%	
<b>4</b>	<b>GAD Center</b>		04/30/24	07/04/24	12/31/24	246	5	0%	
4.1	Achieved 30% female PCG Officers	GAD Center	04/30/24	07/04/24	12/31/24	246	5	0%	
4.2	Achieved 1.5 female to male PCG Non-Officers Ratio	GAD Center	04/30/24	07/04/24	12/31/24	246	5	0%	
<i>Insert new rows ABOVE this one</i>									

## CGHRMC Strategic Commitment Dashboard Interface

Each core and support function within the CGHRMC Strategic Commitment Dashboard is meticulously tracked using a color-coded dashboard system that enhances visibility and understanding of progress. This innovative approach highlights the status of each core function alongside its contributing staff and units through intuitive progress bars.

By delineating progress at both the core function and contributory levels, the dashboard promotes accountability and transparency across the organization. Each staff member and unit responsible for contributing to these initiatives can easily track their individual contributions and see how they align with overall goals. This fosters a sense of ownership and encourages proactive engagement in achieving shared objectives.

Moreover, the use of progress bars offers a quantitative measure of advancement, complementing qualitative assessments. These bars dynamically adjust based on real-time updates, reflecting changes in timelines, milestones, and completion percentages. This feature not only aids in decision-making by identifying potential bottlenecks or areas needing additional resources but also celebrates successes and milestones achieved. (Appendices R and S)

In tandem with this robust dashboard, CGHRMC has a structured Change Management Plan discussed in the next chapter to effectively navigate organizational transitions and ensure alignment with strategic goals. This plan focuses on enhancing agility, fostering stakeholder engagement, and promoting continuous improvement. By integrating these initiatives, CGHRMC is poised to achieve operational excellence and sustain its commitment to advancing the mission and goals of the organization.

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CHAPTER SIX

# CHANGE MANAGEMENT

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# **Change Management Plan for Coast Guard Human Resource Management Command**

## **Introduction**

The CGHRCM Change Management Plan (CMP) is a strategic initiative designed to prepare, equip, and support its personnel through the necessary transitions to achieve organizational success and desired outcomes. Recognizing that change can be challenging, said plan emphasizes addressing the human aspects of change to ensure seamless and effective implementation.

One of the core components of the CMP is engaging leadership at all levels. Effective change management begins with strong leadership that understands the vision, communicates it clearly, and inspires others to follow. Leaders within the CGHRCM shall be equipped with the tools and knowledge needed to guide their units through the transition, fostering an environment where change is embraced rather than resisted.

Effective communication is another critical element of the CMP. Transparent, consistent, and clear communication helps to alleviate uncertainty and build trust among personnel. The plan includes strategies for regular updates, feedback mechanisms, and open forums where concerns and suggestions can be addressed. This approach ensures that all personnel are well-informed and feel involved in the change process.

Competency development is also a key focus of the CMP. As the organization transitions, it is essential that personnel possess the necessary skills and competencies to thrive in the new environment. The plan includes training programs, workshops, and other development opportunities to build these competencies. By investing in the professional growth of its personnel, CGHRCM ensures that its workforce is capable, confident, and ready to meet new challenges.

Ultimately, the goal of the CGHRCM Change Management Plan is to foster a culture of adaptability and resilience. It is imperative for the the Command to be able to adapt to change for long-term success. The CMP aims to cultivate these qualities within the organization, ensuring that personnel are not only able to cope with change but also thrive in it. Through comprehensive preparation, support, and development, the CGHRCM will build a robust and agile workforce capable of achieving its strategic objectives.

## **Change Management Overview**

### **What is Change Management?**

Change management is the discipline that guides how we prepare, equip, and support individuals to successfully adopt change, ultimately driving organizational success and outcomes. It provides a structured approach for managing the human aspects of change, ensuring that transitions from current states to future states are smooth and effective. Change management focuses on understanding the needs of individuals and groups within an organization and implementing strategies that facilitate their journey through the change process. This discipline is essential for minimizing resistance, maximizing engagement, and ensuring that the desired changes are sustained over time.

## Three Levels of Change Management

### 1. Individual Change Management:

Individual change management focuses on understanding how individuals experience change and what they need to transition successfully. This level emphasizes personalized support to help each person navigate the change process. Frameworks like the ADKAR® Model, which stands for Awareness, Desire, Knowledge, Ability, and Reinforcement, are commonly used to guide individual transitions. By addressing these five elements, organizations can ensure that individuals are aware of the need for change, have the desire to participate in and support the change, possess the knowledge and ability to implement new skills and behaviors, and receive reinforcement to sustain the change. This tailored approach helps individuals move through the change process more effectively and with greater confidence.



Figure 2. ADKAR® Model

### 2. Organizational/Initiative Change Management:

At the organizational or initiative level, change management involves identifying the specific groups and individuals who need to change and determining how they need to change. This level focuses on creating customized plans to support these changes, which may include awareness campaigns, leadership involvement, coaching, and training programs. The goal is to ensure that all stakeholders are informed, engaged, and equipped to adopt the change successfully. Organizational change management plans address the broader impact of change across the organization and include strategies for managing resistance, fostering collaboration, and maintaining momentum throughout the change initiative. By addressing the needs of the organization as a whole, this level ensures that changes are integrated smoothly and effectively into the daily operations.

### 3. Enterprise Change Management Capability:

Enterprise change management capability refers to embedding change management practices into the organization's roles, structures, processes, and leadership competencies. This level involves developing a strategic approach to enhance the organization's overall ability to respond to market changes and adopt new initiatives effectively. It focuses on building a culture of adaptability and resilience by ensuring that change management is an integral part of the organization's DNA. This includes training leaders and managers to be effective change agents, establishing standardized change management processes, and creating a supportive infrastructure for ongoing change efforts. By embedding change management capabilities at the enterprise level, organizations can respond more swiftly and effectively to external and internal changes, ensuring long-term sustainability and success.

## 10 Principles of Change Management

### 1. Address the “Human Side” Systematically

Change management must begin with a structured, formal approach that addresses the human aspects of change. This includes starting with the leadership team to ensure their commitment and then engaging key stakeholders and leaders throughout the organization.

### 2. Start at the Top

Leaders play a critical role in change management. They must be the first to embrace new approaches, model desired behaviors, and support their teams through the transition. When leaders demonstrate their commitment to change, they set a powerful example that encourages others to follow. Effective leadership at the top is essential for setting the tone and direction of the change initiative.

### 3. Involve Every Layer

Successful change requires involvement at all levels of the organization. Identifying leaders at each organizational level to drive change ensures that the vision and mission are communicated clearly and consistently. These leaders help to align their teams with the company's goals and facilitate the change process within their respective areas. Involving every layer creates a sense of shared responsibility and commitment to the change.

### 4. Make the Formal Case

To gain buy-in and support, it is crucial to articulate a convincing need for change. This involves demonstrating confidence in the company's future and providing a clear roadmap for behavior and decision-making. By making a formal case, organizations can communicate the urgency and importance of the change, helping employees understand the reasons behind it and the benefits it will bring.

## 5. Create Ownership

Creating a sense of ownership among employees is vital for successful change implementation. This can be achieved by involving personnel in identifying problems and crafting solutions. Reinforcing ownership through incentives and rewards further encourages engagement and accountability. When employees feel a sense of ownership, they are more likely to invest in the success of the change initiative.

## 6. Communicate the Message

Regular, timely communication is essential to reinforce core messages and solicit input and feedback from employees. Effective communication ensures that everyone is informed about the change process, understands their role in it, and feels heard. Consistent messaging helps to build trust and transparency, reducing uncertainty and resistance.

## 7. Assess the Cultural Landscape

Conducting thorough cultural diagnostics is necessary to assess organizational readiness for change. This involves identifying potential conflicts, resistance factors, and key leadership dynamics. Understanding the cultural landscape helps organizations tailor their change strategies to address specific challenges and leverage strengths within the organization.

## 8. Address Culture Explicitly

Developing plans to transition the culture is critical for aligning employees with new values and behaviors. Involving employees early in the process creates enthusiasm and a sense of ownership over the cultural shift. Addressing culture explicitly ensures that the organization's values, norms, and practices support the desired changes and contribute to long-term success.

## 9. Prepare for the Unexpected

Change initiatives often encounter unforeseen challenges. Continuously reassessing the impact of change and making necessary adjustments is essential for maintaining momentum and driving results. Being flexible and adaptive allows organizations to navigate obstacles and stay on course toward their goals.

## 10. Speak to the Individual

Ensuring that individuals understand how their work will change, what is expected of them, and how they will be measured is crucial for personal accountability and engagement. Personalized communication helps employees see the relevance of the change to their roles and motivates them to contribute to the success of the initiative. By addressing individual concerns and providing clear expectations, organizations can foster a supportive environment for change.

# Change Management Framework and Processes

## Guiding Framework

The following framework, localized for CGHRMC units, outlines recommended areas for crafting respective programs and action plans:

Table 4. Sample CGHRMC Change Management Framework

Perspective	Objectives	Action Plans	Timeline	Remarks
<b>Leadership</b>	- Sustain proactive attitude towards change - Effective leadership through innovative practices - Build and sustain ownership among program managers	- Develop and implement leadership training programs - Encourage innovative practices - Foster ownership culture	Ongoing	
<b>Communications</b>	- Mitigate resistance to change - Foster effective communication of messages and themes - Increase motivation and participation	- Develop a comprehensive communication strategy - Use multiple channels for message dissemination	Ongoing	
<b>Competency</b>	- Ensure necessary skills and knowledge for new personnel - Evaluate performance	- Conduct feedback sessions - Implement training programs - Conduct regular performance evaluations	Ongoing	
<b>Records Management</b>	- Maintain documents and ensure proper turnover	- Develop SOP for document management - Ensure proper turnover processes	Ongoing	

## Implementation Strategy

### Leadership Engagement

Effective leadership engagement is crucial for the success of any change management plan. To align executives and staff with the change management plan, conducting leadership workshops is essential. These workshops will provide a platform to communicate the vision, objectives, and strategies of the change initiative. They will also help leaders understand their roles and responsibilities in driving the change. Promoting a proactive attitude towards the CGHRMC Change Roadmap 2028 and strategy implementation is key. Leaders must model the desired behaviors and attitudes, demonstrating their commitment to the change. This proactive approach will inspire confidence and motivate personnel to embrace the changes.

### Effective Communication

A detailed communication strategy is vital to address resistance and increase participation in the change process. This strategy should outline how key messages will be communicated, the timing and frequency of communications, and the various channels that will be used. Utilizing multiple communication channels, such as emails, newsletters, town hall meetings, and social media, ensures that messages reach all personnel, regardless of their role or location. Clear, consistent, and transparent communication helps to build trust, reduce uncertainty, and encourage engagement. It is also important to provide opportunities for feedback, allowing personnel to voice their concerns and suggestions.

## **Competency Development**

Continuous training and development programs are necessary to equip personnel with the skills needed to succeed in the new environment. These programs should be tailored to address the specific competencies required for the change initiative. Regular evaluations of performance and skill levels help to ensure alignment with change objectives. By identifying skill gaps and providing targeted training, organizations can enhance the capabilities of their workforce. Additionally, creating a culture of continuous learning and development fosters adaptability and resilience, enabling personnel to navigate changes more effectively.

## **Cultural Assessment and Transition**

Conducting cultural diagnostics is essential to understand the current organizational culture and identify potential barriers to change. This assessment involves gathering insights into the values, beliefs, and behaviors that define the organization's culture. Based on the findings, a transition plan can be developed to align the culture with new organizational goals. This plan should include initiatives to reinforce desired cultural traits, address areas of misalignment, and promote the adoption of new values and behaviors. Involving employees early in the cultural transition process helps to create enthusiasm and buy-in, ensuring a smoother transition.

## **Monitoring and Adjustments**

Continuous monitoring of the progress of change initiatives is critical to ensure they remain on track and achieve their objectives. This involves regularly reviewing KPIs and soliciting feedback from personnel. Monitoring allows organizations to identify any issues or obstacles early and make necessary adjustments to the plan. Flexibility and responsiveness are important in adapting to changing circumstances and maintaining momentum. By being proactive in addressing challenges and incorporating feedback, organizations can enhance the effectiveness of their change management efforts and drive successful outcomes.

## **Change Management Plan for OSM Personnel**

In line with the CGHRMC's objective to develop highly competent professionals, the OSM endeavors to continuously enhance the capacity of its personnel in helping the office effectively achieve its functions. OSM personnel, especially those who perform significant responsibilities in managing the CGHRMC's roadmap, need to constantly acquire new skills and enhance their occupational expertise. This also serves as an incentive for said personnel to remain of service to the organization, as there are opportunities for professional growth.

With this, below is the proposed Training Program for OSM personnel, subdivided into three levels of training development: Basic Course, Advanced Course, and Specialized Course.

## Basic Courses

Objective: OSM personnel to build the foundation of their knowledge and understanding of strategy management.

Outcome: Gain significant insights for their personal development.

## Advanced Courses

Objective: Provide OSM personnel with a deeper perspective and application of their skill sets and personal strengths.

Outcome: Enhance functional expertise and prepare for higher-level responsibilities.

## Specialized Courses

Objective: Offer high-level discussions and analysis in specific areas of strategy management.

Prerequisite: Completion of Basic and Advanced Courses to ensure familiarity with the essential concepts, theories, and terminologies.



Figure . Proposed Training Program for OSM Personnel

**Note:** The Basic and Advanced Courses are prerequisites before taking Specialized Courses as familiarity with basic concepts, theories, and terminologies is important before progressing to high-level discussions and analysis.

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# **ANNEXES**

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**ANNEX A: SOP ON THE CONDUCT OF STRATEGIC PERFORMANCE ASSESSMENT FOR COAST GUARD  
HUMAN RESOURCE MANAGEMENT COMMAND**



**Philippine Coast Guard  
HEADQUARTERS COAST GUARD HUMAN RESOURCE MANAGEMENT COMMAND**  
56 M.L. Quezon St., Purok 1, New Lower Bicutan,  
Taguig City, 1632

**HCGHRMC/HR-15**

**03 May 2024**

**STANDING OPERATING PROCEDURE  
Number 05-24**

**Conduct of Strategic Performance Assessment for  
Coast Guard Human Resource Management Command**

**I. REFERENCES**

- A. Strategy Playbook: Unleashing the Potential of Public Institutions
- B. Balanced Scorecard Step-by-step: Maximizing Performance and Maintaining Results
- C. NHQ-PCG/CGHRMC Circular Number 07-21 dated 20 April 2021

**II. BACKGROUND**

With its basic governance documents in place and several small wins in its initial stage of the Performance Governance System (PGS) implementation, the Coast Guard Human Resource Management Command (CGHRMC) was conferred Initiated status last August 10, 2023, and awarded with a Silver Trailblazer, and is prepared to undergo the next stage to continue its governance journey by executing its formulated strategy. In this regard, the CGHRMC is set to monitor and execute its strategies through the harmonization of the strategy with the day-to-day operations of the organization. To do this, PGS framework provides techniques such as Operations Review, Strategy Review, and Strategy Refresh, collectively known as Strategic Performance Assessment (SPA) tools, to drive the strategic performance of the Command and to ensure that the strategies outlined in the basic governance documents remains relevant.

**III. DEFINITION OF TERMS**

- A. Chairman, PGS Core Team – head of PGS Core Team
- B. Chief, Office for Strategy Management – head of Office for Strategy Management.

- C. Delinquency Report (DR) – refers to a written instrument that embodies the minor offense committed, the time and place of its commission including the details of the erring CG Personnel, namely: complete name, rank, PCG Serial Number, and Unit Assignment.
- D. Documenter – personnel designated to fill-up the Operations Review Protocol or Strategy Review Report.
- E. Key Result Areas (KRAs) – are the specific areas in which the Command intend to create a strategic shift.
- F. Office for Strategy Management (OSM) - a unit created purposely for overseeing strategy design, strategy execution, and strategy sustainability.
- G. Operations Review - monthly review of Strategic Performance Commitments in a Staff Office, Core Function Unit, and Service Support Unit for the purpose of monitoring and driving strategic performance.
- H. Operations Review Protocol – tool to document the conduct of Operations Review.
- I. Performance Governance System (PGS) - a holistic and collaborative framework for designing, monitoring, execution, and sustaining of strategy for long-term reform.
- J. PGS Core Team - a group of PGS champions representing strategic areas and operating units of the organization who will spur the execution of the strategy, rally for performance results, and actively supervise the progress of the organization.
- K. PGS Corner – a communication tool which encapsulates the Strategic Performance Commitments of a unit, Performance Scorecards, updated Roadmaps, Scorecards, Strategic Positions, and Strategy Map of CGHRMC.
- L. Secretariat – personnel designated to create the minutes of the meeting.
- M. Strategic Performance Assessment (SPA) - a composite of monitoring, reporting, validating, and evaluating processes aimed at fostering an effective strategy monitoring system.
- N. Strategy Refresh - annual assessment of the Command's Scorecards and Roadmaps aimed at measuring progress of deliverables and targets, revising entries as necessary,

extending the targets and deliverables to the succeeding year, and driving strategic performance of the Command.

- O. Strategy Review - quarterly review of the deliverables under the Command's Roadmap for the purpose of review and monitoring leading to recommendations on whether to continue, start, or stop each deliverable and driving strategic performance of the Command.
- P. Strategy Review Report - tool to document the conduct of Strategy Review.

#### **IV. PURPOSE**

This Standing Operating Procedure (SOP) outlines the guidelines and procedures for the conduct of Strategic Performance Assessment (SPA) for CGHRMC.

#### **V. SCOPE**

This SOP applies to CGHRMC Staff Offices, Core Function Units, Service Support Units, and Human Resource Management Units (HRMUs).

#### **VI. GUIDELINES**

##### **A. Operations Review**

1. Operations Review pertains to the monthly review of Strategic Performance Commitments in a Staff Office, Core Function Unit, and Service Support Unit for the purpose of monitoring and driving strategic performance.
2. The head, deputy, and members of a unit must participate in the conduct of Operations Review. The head must also designate a secretariat who will create the minutes of the meeting.
3. During the conduct of the Operations Review, units must accomplish the Operations Review Protocol, see Annex A, which shall be submitted to the Office for Strategy Management.
4. PGS Focal Persons of Units who fail to submit a duly accomplished Operations Review Protocol to the Office for Strategy Management before the 10th of the succeeding month shall be issued a Derogatory Report (DR) with the offense of failure to comply with a specific

instruction.

5. The Deputy Chief of Human Resource Staff for Operations, HR-3, shall publish the list of Units who submit the duly accomplished Operations Review Protocol on time and those that do not, through a Memorandum.
6. Unit Heads shall create a PGS Corner which enshrines the Unit's updated Scoreboard, Strategic Performance Commitments and the completion status of each commitment classified as Not Yet Started, Ongoing, or Completed. PGS Corners also encapsulates the Performance Scorecards, updated Roadmaps, Scorecards, Strategic Positions, and Strategy Map of CGHRCMC.

**B. Strategy Review**

1. Strategy Review pertains to the quarterly review of the deliverables under the Command's Roadmap for the purpose of review and monitoring leading to recommendations on whether to continue, start, or stop each deliverable and driving strategic performance of the Command.
2. The Command's Leadership Team, PGS Core Team, Office for Strategy Management, and the heads of Staff Offices, Core Function Units, and Service Support Units shall participate in the conduct of the Strategy Review. The Chief, Office for Strategy Management (OSM) shall facilitate the conduct of Strategy Review and create the Minutes of the Meeting.
3. During the conduct of the Strategy Review, the Office for Strategy Management must accomplish the Strategy Review Report which shall be submitted to the Commander, Coast Guard Human Resource Management Command through the Chief, OSM.

**C. Strategy Refresh**

1. Strategy Refresh pertains to the annual assessment of the Command's Scorecards and Roadmaps aimed at measuring progress of deliverables and targets, revising entries as necessary, extending the targets and deliverables to the succeeding year, and driving strategic performance of the Command.

2. The Command's Leadership Team, PGS Core Team, Office for Strategy Management, and the heads of Staff Offices, Core Function Units, Service Support Units, and Human Resource Management Units (HRMUs) shall participate in the conduct of the Strategy Refresh. The Chief, OSM shall facilitate the conduct of Strategy Review and create the Minutes of the Meeting.
3. The consolidated Operations Review Protocols and Strategy Review Reports shall serve as reference for the conduct of Strategy Refresh.
4. After the conduct of Strategy Refresh, the Chief, OSM shall submit the updated Scorecards and Roadmaps to the Commander, Coast Guard Human Resource Management Command.

## VII. PROCEDURES

### A. Operations Review

1. The Unit Head facilitates the Operations Review, while a designated Documenter, appointed by the Unit Head, simultaneously fills out the Operations Review Protocol using the template provided in Annex A. Initially, the Documenter enters the name of the concerned unit in the provided space at the top-left part of the form, directly below the Command Name Coast Guard Human Resource Management Command.
2. The Documenter provides his/her full name along with the names of the Unit Head and Deputy in the designated space at the top-right corner of the form. Additionally, the Unit appoints a Secretariat responsible for generating meeting minutes using online word processing software.
3. The Documenter lists all the Strategic Performance Commitments of the Unit under the Strategic Contributions column.
4. The Documenter indicates the target month for accomplishing each Strategic Performance Commitment under the By When Column.
5. The Documenter indicates the status of each Strategic Performance Commitment using the prescribed color-coding scheme: green for accomplished, yellow for ongoing, and red for not yet started.

6. The Documenter writes the venue of the meeting, the file number of the meeting minutes, and the frequency of the scheduled meetings.
7. The Documenter indicates the location of the PGS Corner, the name of the PGS Focal Person, the identified action points, and the frequency of updating the PGS Corner.
8. The Documenter records the Unit's methods for celebrating small victories and acknowledging the top-performing member, chosen by the Unit Head.

## B. **Strategy Review**

1. The Chief, OSM facilitates the Strategy Review, while a designated Documenter, appointed by the Unit head, simultaneously fills out the Strategy Review Report using the template provided in *Annex B*. Initially, the Chief, OSM selects and writes down one Strategic Objective from the Roadmaps.
2. The Chief, OSM lists the directly contributing units for that Roadmap.
3. The Chief, OSM writes the Key Performance Indicators (KPIs) for the corresponding Strategic Objective, which can be found in the upper-right corner of the Roadmap corresponding to the selected Strategic Objective.
4. The Chief, OSM writes the initial target values for the KPI measure(s) in the Target Column and specifies their current status in the Actual to Date column.
5. The Chief, OSM indicates the appropriate Status for each measure using the prescribed color-coding scheme: green for accomplished, yellow for ongoing, and red for not yet started.
6. The Chief, OSM writes down all the Key Result Areas (KRAs) that are listed on the left-hand side of the Roadmap corresponding to the selected Strategic Objective.
7. The Chief, OSM writes down all the annual deliverables for the current year for each KRA under the Deliverables Column.

8. The Chief, OSM indicates the status of each annual deliverable under the Actual to Date column.
9. The Chief, OSM indicates the appropriate status for each annual deliverable using the same color scheme used for the status of KPI measures in the Strategy Review.
10. The Chief, OSM identifies whether to Continue, Start, or Stop each annual deliverable based on the discussion.

#### C. **Strategy Refresh**

1. The Chief, OSM leads the conduct of the Strategy Refresh with the assistance of the PGS Core Team. The Leadership Team and heads of Staff Offices, Core Function Units, Service Support Units, and Human Resource Management Units (HRMUs) shall participate in the Strategy Refresh. Initially, to reinforce the basic knowledge on PGS, the Chief, OSM shall present a PGS Refresher for the participants.
2. The Chief, OSM shall present a progress report regarding PGS implementation to update the participants on the organization's progress.
3. The Chief, OSM shall facilitate the review of the Impact and Position Scorecard, applying revisions as necessary.
4. The Chief, OSM shall facilitate the review of all the Roadmaps and apply revisions as necessary.
5. The Chief, OSM shall facilitate the extension of the Roadmaps for the succeeding planning year, 3 years from the current year, unless it coincides with the vision year.
6. The Chief, OSM shall facilitate the review of the Core and Support Scorecards and apply revisions as necessary.
7. The Chief, OSM shall facilitate the extension of the Core and Support Scorecards for the succeeding planning year, 3 years from the current year, unless it coincides with the vision year.
8. The Chief, OSM shall facilitate the creation of New Strategic Performance Commitments for the current planning year. These shall be extracted from the updated

Roadmaps.

9. The Chief, OSM shall facilitate the review of Performance Scorecards for the current planning year.
10. The Chief, OSM shall facilitate the ceremonial signing of Strategic Performance Commitments by heads of Staff Offices, Core Function Units, Service Support Units, and Human Resource Management Units (HRMUs).

## **VIII. RESPONSIBILITIES**

### **A. Chief, Office for Strategy Management:**

1. Oversee the conduct of all Strategic Performance Assessments (SPA) in the Command;
2. Lead the conduct of annual Strategy Refresh and quarterly Strategy Review in the Command, and create reports for documentation;
3. Consolidate Operations Review Protocols from all CGHRMC Units with Strategic Performance Commitments before every 10<sup>th</sup> of the month; and
4. Provide recommendations to ensure the effectiveness of the Scorecards, Roadmaps Strategic Performance Commitments, and Performance Scorecards as Strategy Management tools of CGHRMC and its Sub-Units to Commander, CGHRMC.

### **B. PGS Core Team Members:**

1. Support the SPA implementation in the Command under the PGS Core Team Chairman's Leadership;
2. Participate in the annual Strategy Refresh and quarterly Strategy Review; and
3. Provide insights to the Chief, OSM on the effectiveness of Scorecards, Roadmaps, Strategic Performance Commitments, and Performance Scorecards.

### **C. Core Function Unit Heads:**

1. Participate in the annual Strategy Refresh and quarterly Strategy Review;

2. Lead monthly Operations Review, if applicable, in their Unit and submit the Operations Review protocol before every 10<sup>th</sup> of the month;
3. Develop Annual Strategic Performance Commitments of their respective units based on updated Roadmaps; and
4. Provide insights regarding the effectiveness of the Scorecards, Roadmaps Strategic Performance Commitments, and Performance Scorecards, whichever is applicable, as Strategy Management tools in their respective Units to Chief, Office for Strategy Management.

**D. Service Support Unit Heads:**

1. Participate in the annual Strategy Refresh and quarterly Strategy Review;
2. Lead monthly Operations Review, if applicable, in their Unit and submit the Operations Review protocol before every 10<sup>th</sup> of the month;
3. Develop Annual Strategic Performance Commitments of their respective units based on updated Roadmaps; and
4. Provide insights regarding the effectiveness of the Scorecards, Roadmaps Strategic Performance Commitments, and Performance Scorecards, whichever is applicable, as Strategy Management tools in their respective Units to Chief, Office for Strategy Management.

**E. Heads of Staff Offices:**

1. Participate in the annual Strategy Refresh and quarterly Strategy Review;
2. Lead monthly Operations Review, if applicable, in their Unit and submit the Operations Review protocol before every 10<sup>th</sup> of the month;
3. Develop Annual Strategic Performance Commitments of their respective units based on updated Roadmaps; and
4. Provide insights regarding the effectiveness of the

Scorecards, Roadmaps Strategic Performance Commitments, and Performance Scorecards, whichever is applicable, as Strategy Management tools in their respective Offices to Chief, Office for Strategy Management.

5. DC of HRS for Operations, HR-3, shall publish which units complied and failed to comply to the required monthly submissions, as stipulated in this SOP, through the online dissemination platforms of the Command.

**F. Human Resource Management Unit Commanders:**

1. Provide insights to Core Function Unit Heads regarding the Annual Strategic Performance Commitments of their respective units based on the updated Roadmaps; and
2. Provide insights regarding the effectiveness of the Scorecards, Roadmaps Strategic Performance Commitments, and Performance Scorecards, whichever is applicable, as Strategy Management tools in their respective Offices to Core Function Unit Heads.

**IX. EFFECTIVITY**

This SOP shall be effective upon publication thereof.

**BY COMMAND OF COAST GUARD COMMODORE SUPANGAN:**

OFFICIAL:

**ARBIE T CASPILLO**  
**CG CAPT**  
Chief of Staff,  
CGHRMC

**ZEDRIC P RECTO**  
**CG ENS**  
Command Adjutant, CGHRMC

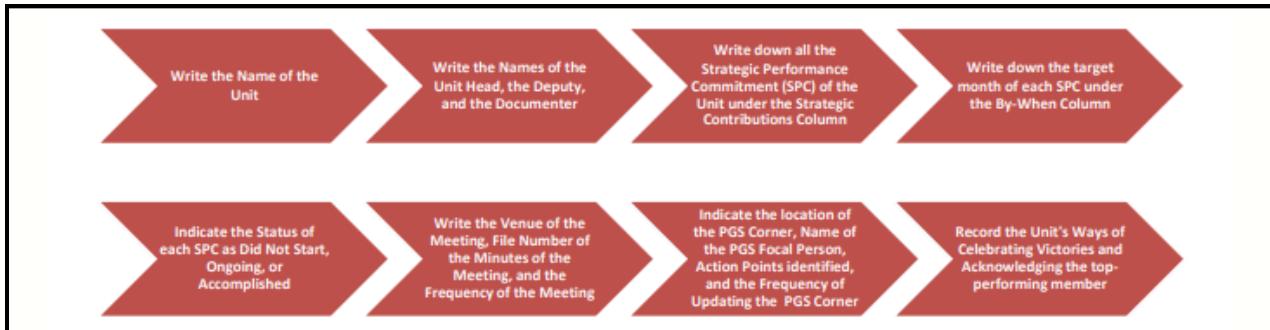
## APPENDIX A: OPERATIONS REVIEW PROTOCOL

OPERATIONS REVIEW PROTOCOL			
COAST GUARD HUMAN RESOURCE MANAGEMENT COMMAND		Head:	
Division:		Deputy:	
Documenter:			
STRATEGIC CONTRIBUTIONS		BY WHEN	STATUS
CONVERSATION	Venue: Link to the meeting minutes:		Frequency and Schedule:
FEEDBACK	Scoreboard Location: PGS Focal Person: Action points:		Frequency of update:
RECOGNITION	Format: How do we celebrate wins as a unit?  How do we recognize and reward the best performing member/s of the unit?		Frequency:

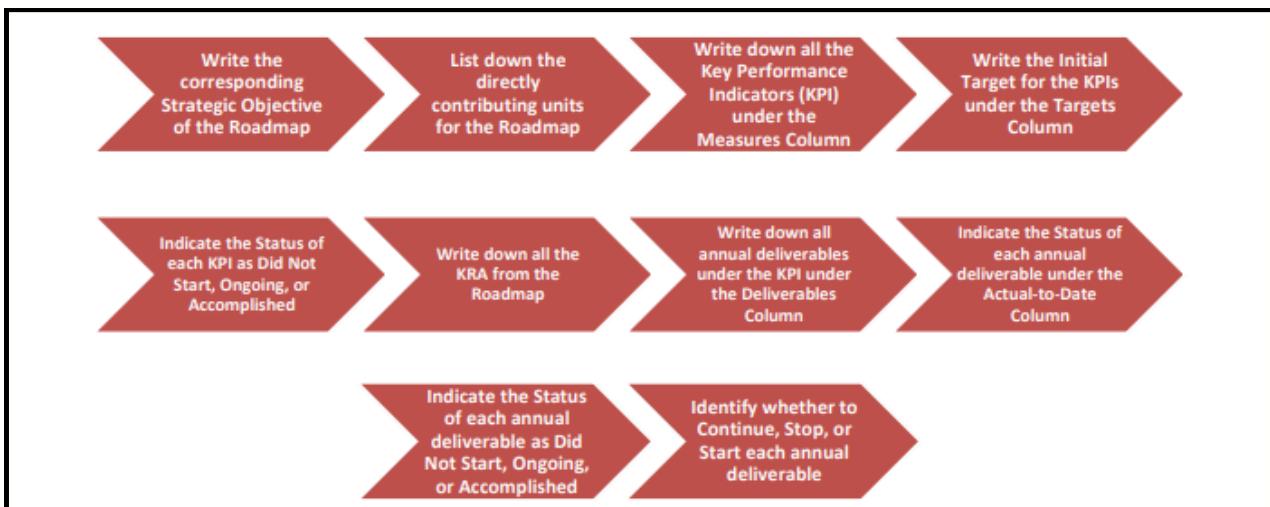
## APPENDIX B: STRATEGY REVIEW REPORT TEMPLATE

STRATEGY REVIEW REPORT <small>(X Quarter of 2010)</small>	Objective		Directly Contributing Units	
Measure	Target	Actual To Date		Status
Key Result Area	Deliverable	Actual To Date		Status
Continue	Stop	Start		

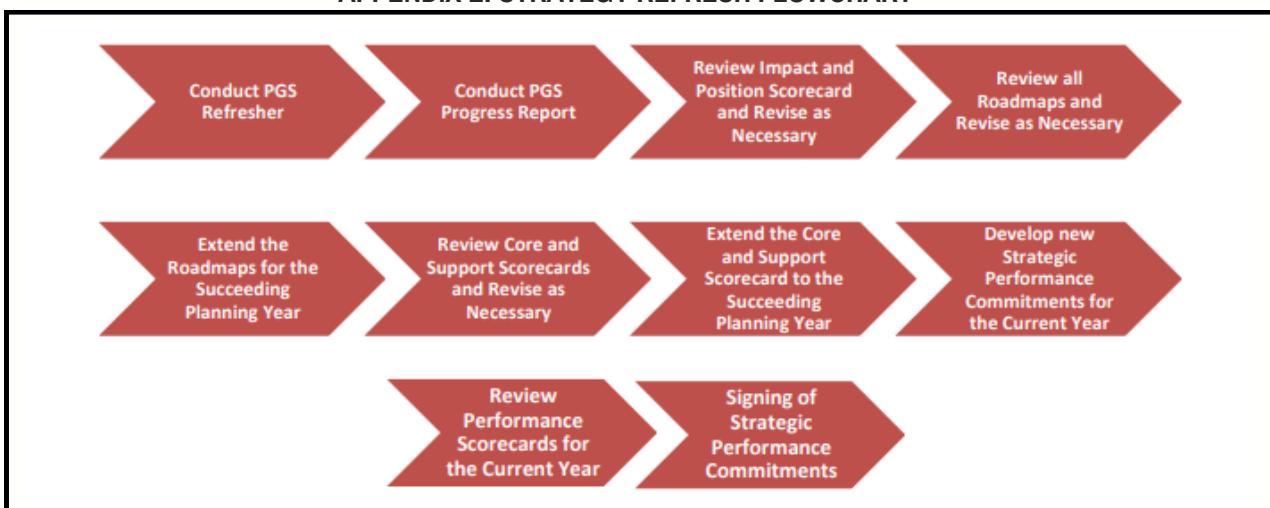
## APPENDIX C: OPERATIONS REVIEW FLOWCHART



## APPENDIX D: STRATEGY REVIEW FLOWCHART



## APPENDIX E: STRATEGY REFRESH FLOWCHART





Philippine Coast Guard

HEADQUARTERS COAST GUARD HUMAN RESOURCE MANAGEMENT COMMAND  
56 M.L. Quezon St., Purok 1, New Lower Bicutan,  
Taguig City, 1632

HCGHRMC/HR-15

29 May 2024

**STANDING OPERATING PROCEDURE**

**Number 02-24**

**Guidelines and Procedures on  
Utilization of PGS Performance Monitoring Tools**

**I. REFERENCES**

- A. Strategy Playbook: Unleashing the Potential of Public Institutions
- B. Balanced Scorecard Step-by-step: Maximizing Performance and Maintaining Results
- C. DCS-HRM Circular Number 04-12 dated 10 April 2012
- D. NHQ-PCG/CGHRMC Circular Number 07-21 dated 20 April 2021
- E. DCS-HRM SOP Number 02-12 dated 10 April 2012

**II. BACKGROUND**

Effective strategy monitoring is essential for the successful execution of any strategic plan. It enables organizations to closely oversee the performance of individual units, ensuring that each progresses toward its strategic objectives. The Performance Governance System (PGS) framework necessitates the deployment of specific performance monitoring tools, including the Measure and Target Profile, Performance Scorecard, and Performance Scorecard Chart. These tools facilitate the continual assessment of unit performance against predetermined metrics.

To actively drive the strategic performance of all units, PGS suggests the implementation of incentive systems. Additionally, PGS encompasses mechanisms for identifying underperforming units. Through the process coaching held by Office of Strategy Management (OSM), the leadership team can promptly intervene to provide necessary support and guidance, thereby realigning these units with the overarching strategic direction.

### **III. DEFINITION OF TERMS**

- A. Chief, Office for Strategy Management – head of Office for Strategy Management.
- B. Delinquency Report – refers to a written instrument that embodies the minor offense committed, the time and place of its commission including the details of the erring CG Personnel, namely: complete name, rank, PCG Serial Number, and Unit Assignment.
- C. Measure and Target Profile – a tool that provides a detailed description of each Key Performance Indicator (KPI) listed in the Performance Scorecard.
- D. Office for Strategy Management (OSM) - a unit created purposely for overseeing strategy design, strategy execution, and strategy sustainability.
- ▲ E. Key Performance Indicators – activities carried out by a Unit, based on its inherent functions, that are compared against an established set of targets to measure the Unit's operational effectiveness.
- F. Performance Governance System (PGS) - a holistic and collaborative framework for designing, monitoring, execution, and sustaining of strategy for long-term reform.
- G. Performance Scorecard - a tool to monitor the monthly strategic performance of a Unit.
- H. Performance Scorecard Chart – a matrix that outlines all the Unit's Key Performance Indicators along with its KRAs, Baseline Measures, and Performance Standards to provide an overarching view of the unit's strategic performance.
- I. Performance Standard – set of targets established for each KPI of a Unit which is based on policies, leadership guidance, or standards that are thoroughly evaluated and vetted during the Strategy Refresh process.
- J. PGS Corner – a communication tool which encapsulates the Strategic Performance Commitments of a unit, Performance Scorecards, updated Roadmaps, Scorecards, Strategic Positions, and Strategy Map of CGHRMC.
- K. Process Coaching – is a mentoring session conducted by OSM monthly to assist poorly performing units to improve their strategic performance thereby realigning these units

with the overarching strategic direction. It is also conducted to units that are lagging behind the scheduled execution of their strategic deliverables to provide support enabling them to get back on track of their original schedule.

- L. Strategy Refresh - annual assessment of the Command's Scorecards and Roadmaps aimed at measuring progress of deliverables and targets, revising entries as necessary, extending the targets and deliverables to the succeeding year, and driving strategic performance of the Command.

#### **IV. PURPOSE**

This Standing Operating Procedure (SOP) outlines the guidelines and procedures for the utilization of PGS Monitoring Tools, rewarding excellently performing units, and assisting poorly performing units.

#### **V. SCOPE**

This SOP applies to CGHRMC Staff Offices, Core Function Units, Service Support Units, and Human Resource Management Units (HRMUs) that are required by the OSM to use Performance Scorecards after the recent Strategy Refresh.

#### **VI. GUIDELINES**

##### **A. Performance Scorecard**

1. The Performance Scorecard is a tool to monitor the monthly strategic performance of a Unit. It outlines the Key Performance Indicators (KPIs) used to gauge the performance of CGHRMC Core Function Units, Service Support Units, and Human Resource Management Units (HRMUs) against an established set of targets, known as Performance Standards. The template for Performance Scorecard is shown in Annex A.
2. The Key Performance Indicators (KPIs) in the Performance Scorecard are derived from the roles and responsibilities of a Unit, as outlined in the Command's Table of Organization and Equipment (TOE). KPIs are used to gauge the operational effectiveness of the Unit.
3. The targets for the KPIs, known as Performance Standards, are based on policies, leadership

guidance, or standards that are thoroughly evaluated and vetted during the Strategy Refresh process.

4. The Performance Scorecard undergoes review during the Strategy Refresh, facilitated by the Chief, OSM, to reflect any potential changes in the processes carried out by a Unit.

## B. Measure and Target Profile

1. The Measure and Target Profile is a tool that provides a detailed description of each Key Performance Indicator (KPI) listed in the Performance Scorecard. It encompasses the Performance Standard, rationale, data gathering frequency, unit of measurement, calculation inputs, calculation formula, data gathering method, data availability, primarily responsible unit, and the basis for setting targets of each KPI. The template for Measure and Target Profile is shown in Annex B.
2. For each Key Performance Indicator (KPI), a separate Measure and Target Profile is developed during the conduct of Strategy Refresh, following the development of Performance Scorecard.
3. The Measure and Target Profile is rated monthly by indicating the appropriate rating in the Target Column. This tool enables the Office for Strategy Management (OSM) to monitor the strategic performance of CGHRMC Core Function Units, Service Support Units, and Human Resource Management Units (HRMUs).
4. The targets of each Key Performance Indicator (KPI) shall be assessed based on one of the following metrics, as determined necessary by the Chief, OSM:
  - a) Completeness - Evaluating the comprehensiveness and fulfillment of all required deliverables or tasks associated with the KPI;
  - b) Timeliness: Measuring the adherence to predetermined deadlines or schedules for the completion of the KPI; and
  - c) Satisfaction: Assessing the level of stakeholder or customer satisfaction with the quality, outcome, or service delivery related to the KPI.

5. The specific rating parameters and color coding for each metric shall be as follows:

COMPLETENESS		
Rating	Criteria	Color
Excellent	100% complied	Green
Satisfactory	At least 80% of the target was complied	Yellow
Poor	Less than 80% of the target was complied	Red

TIMELINESS (N/A if the target requires less than 5 days processing time)		
Rating	Criteria	Color
Excellent	Complied before the deadline	Green
Satisfactory	Complied within 2 days after the deadline	Yellow
Poor	Failed to comply within 2 days after the deadline	Red

SATISFACTION		
Rating	Criteria	Color
Excellent	Very Satisfactory	Green
Satisfactory	Average	Yellow
Poor	Unsatisfactory and below	Red

6. PGS Focal Persons of Units who fail to submit a duly accomplished Measure and Target Profile to the Office for Strategy Management before the 10th of the succeeding month shall be issued a Derogatory Report (DR) with the offense of failure to comply with a specific instruction.
7. The Deputy Chief of Human Resource Staff for Operations, HR-3, shall publish the list of Units who submit the duly accomplished Measure and Target Profile on time and those that do not, through a Memorandum.

**C. Performance Scorecard Chart**

1. Performance Scorecard Chart outlines all the Unit's Key Performance Indicators along with its KRAs, Baseline Measures, and Performance Standards. The template for Performance Scorecard Chart is shown in Annex C.
2. Performance Scorecard Chart follows the same rating and color-coding scheme as the Target Column in the Measure and Target Profile.
3. Each Unit is required to submit a Performance Scorecard Chart to the Chief, OSM monthly.
4. PGS Focal Persons of Units who fail to submit a duly accomplished Performance Scorecard Chart to the Office for Strategy Management before the 10th of the succeeding month shall be issued a Derogatory Report (DR) with the offense of failure to comply with a specific instruction.
5. The Deputy Chief of Human Resource Staff for Operations, HR-3, shall publish the list of Units who submit the duly accomplished Performance Scorecard Chart on time and those that do not, through a Memorandum.

**D. Categorization of CGHRMC Staff Offices, Core Function Units, Service Support Units, and Human Resource Management Units (HRMUs) based on Performance Rating.**

1. Based on the Performance Scorecard Chart, CGHRMC Staff Offices, Core Function Units, Service Support Units, and are categorized based on the metrics below:

Category	Criteria
At least 80% of the KPIs are Green	Excellently Performing
At least 60% but less than 80% of the KPIs are Green	Satisfactorily Performing
Less than 60% of the KPIs are Green	Poorly Performing

2. Units categorized as Excellently Performing are entitled to avail privileges such as Rest and Recreation, Informal Leave, or Passes, in accordance with policies on Leave and Rest and Recreation.

#### **E. Process Coaching**

1. Process Coaching is a mentoring session conducted by OSM monthly to assist poorly performing units to improve their strategic performance.
2. Units categorized as poorly performing are required to attend a process coaching session, either through face-to-face or virtual modality, as deemed necessary by the Chief, OSM.

### **VII. PROCEDURES**

#### **A. Performance Scorecard**

1. The Chief of the Office of Strategic Management (OSM) facilitates the development of the Unit's Performance Scorecard in collaboration with the Unit Head.
2. Key Result Areas (KRAs), in this context, are identified based on the primary functions of the Unit and listed in the KRA column.
3. The Unit Head determines the appropriate measurable tasks or activities that reflect the Unit's operational effectiveness. The KPIs are outlined under the KPI column.
4. For each KPI, the Unit Head establishes Performance Standards based on relevant policies, leadership guidance, or existing benchmarks. These standards are thoroughly evaluated and vetted during the Strategy Refresh process.
5. The Unit Head presents the proposed Performance Scorecard to the Command's leadership for review, comments, and subsequent approval.
6. Upon approval, the Unit Head submits the finalized Performance Scorecard to the OSM for consolidation and monitoring purposes.

#### **B. Measure and Target Profile**

1. The Chief, OSM facilitates the development of Measure and Target Profile following the approval of the Performance Scorecard in collaboration with the Unit Head.

2. The Unit Head copies a Key Performance Indicator (KPI) from the approved Scorecard, along with the corresponding Performance Standard, and provides the rationale for selecting that KPI.
3. The frequency of measuring the KPI and the appropriate unit of measurement are specified.
4. The formula for computing the KPI, required inputs, data gathering method, and data source are documented.
5. The Unit Head indicates whether the measure already exists, requires additional data, or is a new measure to be formulated.
6. The Unit Head indicates the timeline for the availability of the data.
7. The person responsible for target setting, the basis for the target, and the KPI target itself are determined.
8. The appropriate target metric is identified, and the target for the month is rated.
9. The components that make up the target are specified.
10. The Unit Head submits the Measure and Target Profile to the Chief of OSM and repeats steps 8 and 9 on a monthly basis.

**C. Performance Scorecard Chart Updating**

1. After accomplishing all the Measure and Target Profiles, the Unit Head transfers all the KPI and KRA from the Measure and Target Profile.
2. The Unit Head indicates the baseline measure for each KPI.
3. The ratings from the Measure and Target Profiles are transcribed into the Performance Scorecard Chart.
4. The Unit Head specifies the target value or goal for each KPI, clearly defining the desired level of performance.
5. If necessary, the Unit Head provides additional remarks or explanatory notes to contextualize the KPIs, targets, or ratings.

6. Upon completing the Performance Scorecard Chart, the Unit Head submits the duly accomplished document to the Chief, OSM for review and consolidation.

## VIII. RESPONSIBILITIES

### A. Chief, Office for Strategy Management:

1. Serve as facilitator and provide templates for the development of Performance Scorecards and Measure and Target Profiles;
2. Consolidate the duly accomplished and approved Performance Scorecards and Measure and Target Profiles;
3. Consolidate rated Measure and Target Profiles and Performance Scorecard Charts before every 10<sup>th</sup> of the month;
4. Implement reward system to provide incentives to excellently performing units; and
5. Conduct process coaching for poorly performing units to assist them in carrying out their key processes, as outlined in the Performance Scorecard.

### B. Core Function Unit Heads:

1. Develop the Performance Scorecards and Measure and Target Profiles of their Unit with the Guidance of the Chief, OSM.
2. Submit complete and duly accomplished Measure and Target Profiles and Performance Scorecard Charts to Chief, OSM before every 10<sup>th</sup> day of the succeeding month;
3. Ensure that all members of their units understand the significance, anatomy, and usage of Performance Scorecards, Measure and Target Profiles, and Performance Scorecard Charts;
4. Fairly evaluate the accomplishment of their targets, as reflected in the Measure and Target Profiles and Performance Scorecard Charts; and
5. Post the Performance Scorecards in their respective PGS Corners.

**C. Service Support Unit Heads:**

1. Develop the Performance Scorecards and Measure and Target Profiles of their Unit with the Guidance of the Chief, OSM.
2. Submit complete and duly accomplished Measure and Target Profiles and Performance Scorecard Charts to Chief, OSM before every 10<sup>th</sup> day of the succeeding month;
3. Ensure that all members of their units understand the significance, anatomy, and usage of Performance Scorecards, Measure and Target Profiles, and Performance Scorecard Charts;
4. Fairly evaluate the accomplishment of their targets, as reflected in the Measure and Target Profiles and Performance Scorecard Charts; and
5. Post the Performance Scorecards in their respective PGS Corners.

**D. Heads of Staff Offices:**

1. Develop the Performance Scorecards and Measure and Target Profiles of their Unit with the Guidance of the Chief, OSM.
2. Submit complete and duly accomplished Measure and Target Profiles and Performance Scorecard Charts to Chief, OSM before every 10<sup>th</sup> day of the succeeding month;
3. Ensure that all members of their units understand the significance, anatomy, and usage of Performance Scorecards, Measure and Target Profiles, and Performance Scorecard Charts;
4. Fairly evaluate the accomplishment of their targets, as reflected in the Measure and Target Profiles and Performance Scorecard Charts; and
5. Post the Performance Scorecards in their respective PGS Corners.
6. DC of HRS for Operations, HR-3, shall publish which units complied and failed to comply to the required monthly submissions, as stipulated in this SOP,

through the online dissemination platforms of the Command.

**E. Human Resource Management Unit Commanders:**

1. Develop the Performance Scorecards and Measure and Target Profiles of their Unit with the Guidance of the Chief, OSM.
2. Submit complete and duly accomplished Measure and Target Profiles and Performance Scorecard Charts to Chief, OSM before every 10<sup>th</sup> day of the succeeding month;
3. Ensure that all members of their units understand the significance, anatomy, and usage of Performance Scorecards, Measure and Target Profiles, and Performance Scorecard Charts;
4. Fairly evaluate the accomplishment of their targets, as reflected in the Measure and Target Profiles and Performance Scorecard Charts; and
5. Post the Performance Scorecards in their respective PGS Corners.

**IX. EFFECTIVITY**

This SOP shall be effective upon publication thereof.

**BY COMMAND OF COAST GUARD COMMODORE SUPANGAN:**

OFFICIAL:

ZEDRIC P RECTO  
CG ENS  
Command Adjutant, CGHRMC

ARBIE T CASPILLO  
CG CAPT  
Chief of Staff,  
CGHRMC

## APPENDIX F: PERFORMANCE SCORECARD TEMPLATE

Unit Name		PERFORMANCE SCORECARD		
Key Result Area		#	Key Performance Indicator	Performance Standard
A		1		
B		2		
C		3		
D		4		

## APPENDIX G: MEASURE AND TARGET PROFILE TEMPLATE

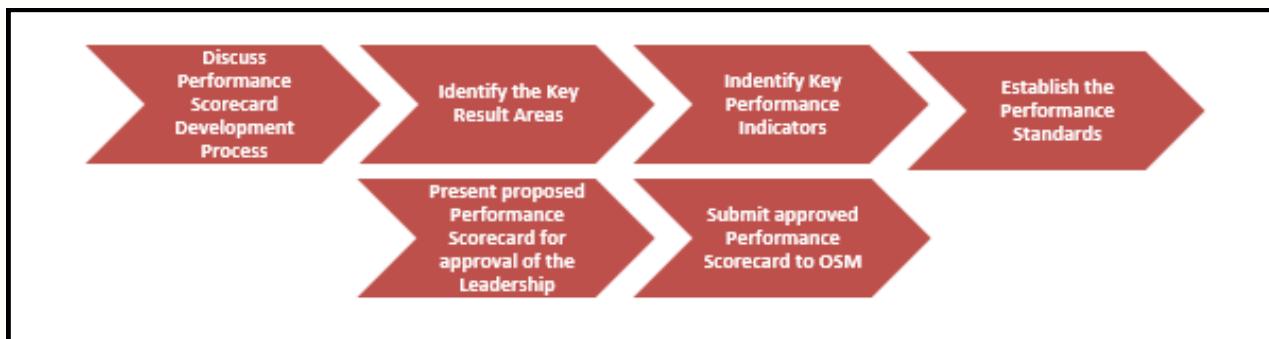
 <b>MEASURE AND TARGET PROFILE</b>																									
Key Performance Indicator Performance Standard What is the reason behind choosing this measure?	How often is the measure updated/calculated? What is the unit of measure used?																								
How is the measure calculated? Clarify the terms in the formula.																									
What data are required in calculating the measure? Where/how is it acquired?																									
Is information about the measure available? <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="flex: 1; border: 1px solid #ccc; padding: 2px; margin-right: 10px;">           Currently available         </div> <div style="flex: 1; border: 1px solid #ccc; padding: 2px; margin-right: 10px;">           Available with minor changes         </div> <div style="flex: 1; border: 1px solid #ccc; padding: 2px; margin-right: 10px;">           Still to be formulated         </div> <div style="flex: 1; border: 1px solid #ccc; padding: 2px; margin-right: 10px;">           When will this information be available?         </div> </div>																									
What metric shall be used for setting targets? <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="flex: 1; border: 1px solid #ccc; padding: 2px; margin-right: 10px;">           Target (Mmm YYYY – Mmm YYYY)         </div> <table border="1" style="border-collapse: collapse; width: 100px;"> <tr> <td style="width: 10px; text-align: center;">Jun</td> <td style="width: 10px; text-align: center;">Jul</td> <td style="width: 10px; text-align: center;">Aug</td> <td style="width: 10px; text-align: center;">Sep</td> <td style="width: 10px; text-align: center;">Oct</td> <td style="width: 10px; text-align: center;">Nov</td> <td style="width: 10px; text-align: center;">Dec</td> <td style="width: 10px; text-align: center;">Jan</td> <td style="width: 10px; text-align: center;">Feb</td> <td style="width: 10px; text-align: center;">Mar</td> <td style="width: 10px; text-align: center;">Apr</td> <td style="width: 10px; text-align: center;">May</td> </tr> <tr> <td> </td> </tr> </table> </div>		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May												
Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May														
Who is responsible for setting targets? What is the basis for setting the targets? (e.g. Historical data, HQ guidance, etc.) Who is accountable for the measure?																									
Target Breakdown for Month																									

To-be accomplished for every measure that appears in the Strategic Performance Commitments and Scorecard

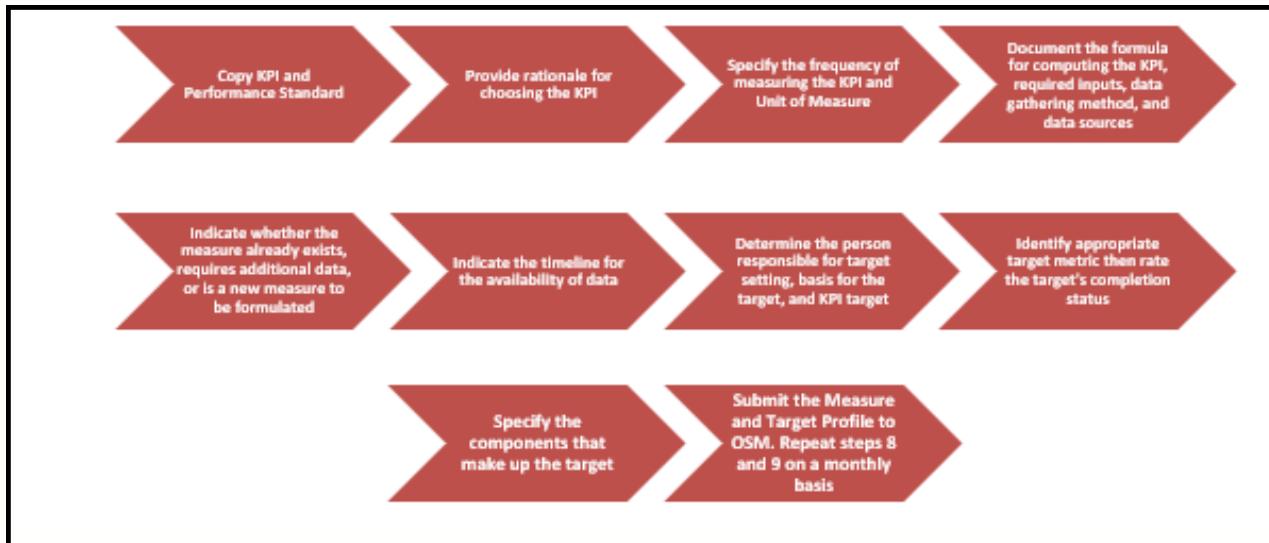
## APPENDIX H: PERFORMANCE SCORECARD CHART

Key Result Area	Key Performance Indicator	Baseline	Performance Scorecard Chart												Targets	Remarks
			Actual (Enter Dates Covered: Month/YY to Month/YY)													

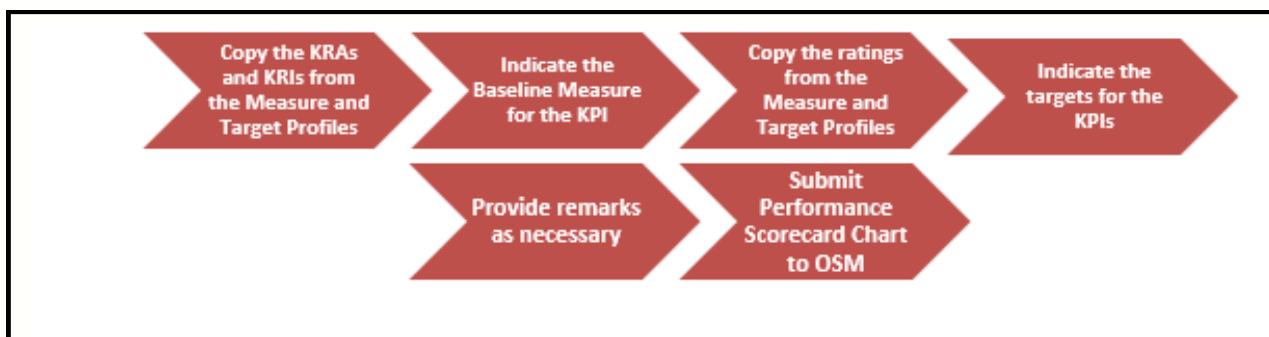
## APPENDIX I: PERFORMANCE SCORECARD DEVELOPMENT PROCESS FLOWCHART



## APPENDIX J: MEASURE AND TARGET PROFILE DEVELOPMENT PROCESS FLOWCHART



## APPENDIX K: UPDATING OF PERFORMANCE SCORECARD CHART PROCESS FLOWCHART





Philippine Coast Guard

HEADQUARTERS COAST GUARD HUMAN RESOURCE MANAGEMENT COMMAND

56 M.L. Quezon St., Purok 1, New Lower Bicutan,  
Taguig City, 1632

HCGHRMC/HR-15

29 May 2024

**STANDING OPERATING PROCEDURE**

**Number 03-24**

**Guidelines and Procedures on  
Utilization of PGS Progress Tracking Tools**

**I. REFERENCES**

- A. Strategy Playbook: Unleashing the Potential of Public Institutions
- B. Balanced Scorecard Step-by-step: Maximizing Performance and Maintaining Results
- C. NHQ-PCG/CGHRC Circular Number 07-21 dated 20 April 2021

**II. BACKGROUND**

The achievement of breakthrough goals at CGHRC relies heavily on the effective execution of its strategies. This execution process involves employing appropriate tools and techniques to ensure alignment across the organization's units. It goes beyond mere enforcement directives; it entails successfully translating the Command's overarching strategic objectives into actionable tasks, effectively communicating these tasks at all levels, and overseeing their execution to ensure effectiveness. In this context, the Performance Governance System (PGS) Framework utilizes Strategic Performance Commitment Charts and Portfolios of Initiatives to thoroughly track and propel the strategic progress of each organizational unit to drive the overall strategic progress of the Command.

**III. DEFINITION OF TERMS**

- A. Chief, Office for Strategy Management – head of Office for Strategy Management.
- B. Delinquency Report – refers to a written instrument that embodies the minor offense committed, the time and place of its commission including the details of the erring CG

Personnel, namely: complete name, rank, PCG Serial Number, and Unit Assignment.

- C. Key Result Areas – are the specific areas in which the Command intends to create a strategic shift.
- D. Office for Strategy Management (OSM) - a unit created purposely for overseeing strategy design, strategy execution, and strategy sustainability.
- E. Operations Review - monthly review of Strategic Performance Commitments in a Staff Office, Core Function Unit, and Service Support Unit for the purpose of monitoring and driving strategic performance.
- ▲ F. Operations Review Protocol – tool to document the conduct of Operations Review.
- G. Performance Governance System (PGS) - a holistic and collaborative framework for designing, monitoring, execution, and sustaining of strategy for long-term reform.
- G. PGS Corner – a communication tool which encapsulates the Strategic Performance Commitments of a unit, Performance Scorecards, updated Roadmaps, Scorecards, Strategic Positions, and Strategy Map of CGHRMC.
- H. Portfolio of Initiatives - is a tool that provides a breakdown of all the Strategic Performance Commitments of a unit into lower-level tasks.
- I. Process Coaching – is a mentoring session conducted by OSM monthly to assist poorly performing units to improve their strategic performance thereby realigning these units with the overarching strategic direction. It is also conducted to units that are lagging behind the scheduled execution of their strategic deliverables to provide support enabling them to get back on track of their original schedule.
- J. Strategic Performance Commitments - are the actionable items of a Unit derived from the Command's Roadmap during the Strategy Refresh.
- K. Strategic Performance Commitment Chart - is a visual tool for monitoring the monthly progress of all the Strategic Performance Commitments of the Unit
- L. Strategy Refresh - annual assessment of the Command's

- M. Scorecards and Roadmaps aimed at measuring progress of deliverables and targets, revising entries as necessary, extending the targets and deliverables to the succeeding year, and driving strategic performance of the Command.

#### **IV. PURPOSE**

This Standing Operating Procedure (SOP) sets forth the governing guidelines and procedures for the utilization of PGS Progress Tracking Tools, monitoring the accomplishment of each unit's deliverables, and providing support to units that fail to adhere to the scheduled timeline for completion of their respective strategic deliverables.

#### **V. SCOPE**

This Standard Operating Procedure (SOP) shall apply to all CGHRMC Staff Offices, Core Function Units, Service Support Units, and Human Resource Management Units (HRMUs) that are mandated by the Office for Strategy Management (OSM) to utilize Strategic Performance Commitments in accordance with the most recent Strategy Refresh cycle.

#### **VI. GUIDELINES**

##### **A. Strategic Performance Commitments**

1. The Strategic Performance Commitments are the actionable items of a Unit derived from the Command's Roadmap during the Strategy Refresh. The Strategic Performance Commitment Template is provided in Annex A.
2. The Strategic Performance Commitments reflect the Key Result Areas (KRAs) to which the Unit contributes. KRAs are specific areas where the Command intends to create a strategic shift.
3. A Unit may be directly or indirectly aligned to its Strategic Performance Commitment. It is directly aligned if the Unit spearheads its attainment. However, if the Unit supports or enables the Commitment's attainment, it is indirectly aligned.
4. The Unit Head establishes a target completion date for each Strategic Performance Commitment, based on the deadline in the Command's Roadmap.

5. The table outlining the Strategic Performance Commitments may have additional columns, as advised by the Chief, OSM or the Unit Head.

**B. Strategic Performance Commitment Chart**

1. The Strategic Performance Commitment Chart is a visual tool for monitoring the monthly progress of a Unit's Strategic Performance Commitments. The Strategic Performance Commitment Chart Template is provided in Annex B.
2. This chart presents the target completion date, monthly progress, and remarks for each Strategic Performance Commitment.
3. The Strategic Performance Commitment Chart follows a color-coding scheme: green for Completed, yellow for Ongoing, and red for Not Yet Started.
4. Each Unit must submit its duly accomplished Strategic Performance Commitment Chart to the Chief of the Office for Strategy Management (OSM) monthly.
5. PGS Focal Persons of Units who fail to submit a duly accomplished Strategic Performance Commitment Chart to the Office for Strategy Management before the 10th of the succeeding month shall be issued a Derogatory Report (DR) with the offense of failure to comply with a specific instruction.
6. The Deputy Chief of Human Resource Staff for Operations, HR-3, shall publish the list of Units who submit the duly accomplished Strategic Performance Commitment Chart on time and those that do not, through a Memorandum.

**C. Portfolio of Initiatives**

1. The Portfolio of Initiatives presents a breakdown of each Strategic Performance Commitments into lower-level tasks. The Portfolio of Initiatives Template is provided in Annex C.
2. It outlines the tasks required to accomplish each Strategic Performance Commitment, along with performance indicators, projected start and end dates, current progress, and remarks.

3. A color-coding scheme is used: green for Completed, yellow for Ongoing, and red for Not Yet Started.
4. Each Unit must submit its duly accomplished Portfolio of Initiatives to the Chief, OSM monthly.
5. PGS Focal Persons of Units who fail to submit a duly accomplished Portfolio of Initiatives to the Office for Strategy Management before the 10th of the succeeding month shall be issued a Derogatory Report (DR) with the offense of failure to comply with a specific instruction.
6. The Deputy Chief of Human Resource Staff for Operations, HR-3, shall publish the list of Units who submit the duly accomplished Portfolio of Initiatives on time and those that do not, through a Memorandum.

**D. Operations Review**

1. The Operations Review is a monthly review of Strategic Performance Commitments in Staff Offices, Core Function Units, and Service Support Units. Its purpose is to monitor and drive strategic performance. The review process is documented in the Operations Review Protocol.
2. PGS Focal Persons of Units who fail to submit a duly accomplished Operations Review Protocol to Chief, OSM before the 10th of the succeeding month shall be issued a Derogatory Report (DR) with the offense of failure to comply with a specific instruction.

**E. Process Coaching**

1. Process Coaching is a monthly mentoring session conducted by the OSM to assist poorly performing units in improving their strategic performance. It is also conducted for units lagging behind in executing their strategic deliverables, providing support to help them get back on track with their original schedule.
2. The Chief, OSM determines the Units that lags behind their schedule based on the monthly Operations Review.

## VII. PROCEDURES

### A. Strategic Performance Commitments

1. The Chief, OSM facilitates the development of the Unit's Strategic Performance Commitments in collaboration with the Unit Head.
2. The Deliverables for the year and their corresponding Key Result Areas (KRAs) are derived from the Command's Roadmap to the Strategic Performance Commitments.
3. Under the Alignment Column, the Unit Head determines the alignment of the unit to each deliverable whether direct or indirect, with the guidance of the Chief, OSM.
4. The Unit Head specifies the target completion date under the Due Column.
5. The Unit Head presents the proposed Strategic Performance Commitments to the Command's leadership for review, comments, and subsequent approval.
6. Upon approval, the Unit Head submits the finalized Strategic Performance Commitments to the OSM for consolidation and monitoring purposes.

### B. Strategic Performance Commitment Chart

1. The Unit Head transposes all the deliverables with the corresponding KRAs from Strategic Performance Commitments.
2. The Unit Head subsequently transposes the corresponding target dates for each deliverable.
3. The Unit Head indicates the actual status of the deliverables using the color following color-coding scheme: green for Completed, yellow for Ongoing, and red for Not Yet Started.
4. The Unit Head provides remarks regarding each deliverable as necessary.
5. The Unit Head submits the duly accomplished Strategic Performance Commitment Chart to the

Chief, OSM. The Unit Head repeats 3-5 on a monthly basis.

**C. Portfolio of Initiatives**

1. The Unit Head provides the name of the Unit, commitment number, and commitment description.
2. The Unit Head breaks down the commitment into lower-level action plans and provides additional sub-levels as required to accomplish the commitment.
3. The Unit Head identifies the Staff Office or Units that are also aligned to the commitment, if applicable, under the Support Staff and Support Unit column.
4. The Unit Head describes how each lower-level task is considered accomplished under the Performance Indicator Column.
5. The Unit Head indicates the projected timeline for each lower-level task under the Start-End Column.
6. The Unit Head rates the completion status of each lower-level task using the same color-coding scheme used for Strategic Performance Commitments.
7. The Unit Head provides remarks regarding each lower-level task as necessary.
8. The Unit Head submits the duly accomplished Portfolio of Initiatives to the Chief, OSM. The Unit Head repeats 6-7 on a monthly basis.

**VIII. RESPONSIBILITIES**

**A. Chief, Office for Strategy Management:**

1. Facilitate the development of Strategic Performance Commitments and provide templates for the Strategic Performance Commitment Charts and Portfolio of Initiatives;
2. Consolidate the duly accomplished and approved Strategic Performance Commitments; and
3. Consolidate rated Strategic Performance Commitment Chart and Portfolio of Initiatives before every 10<sup>th</sup> of the month.

**B. Core Function Unit Heads:**

1. Develop the Strategic Performance Commitments, Strategic Performance Commitment Chart, and Portfolio of Initiatives of their Unit with the Guidance of the Chief, OSM.
2. Submit complete and duly accomplished Strategic Performance Commitment Chart and Portfolio of Initiatives to Chief, OSM before every 10<sup>th</sup> day of the succeeding month;
3. Ensure that all members of their units understand the significance, anatomy, and the Strategic Performance Commitments, Strategic Performance Commitment Chart, and Portfolio of Initiatives;
4. Fairly evaluate the accomplishment of their targets, as reflected in the Strategic Performance Commitment Chart and Portfolio of Initiatives; and
5. Post the Strategic Performance Commitments in their respective PGS Corners.

**C. Service Support Unit Heads:**

1. Develop the Strategic Performance Commitments, Strategic Performance Commitment Chart, and Portfolio of Initiatives of their Unit with the Guidance of the Chief, OSM.
2. Submit complete and duly accomplished Strategic Performance Commitment Chart and Portfolio of Initiatives to Chief, OSM before every 10<sup>th</sup> day of the succeeding month;
3. Ensure that all members of their units understand the significance, anatomy, and the Strategic Performance Commitments, Strategic Performance Commitment Chart, and Portfolio of Initiatives;
4. Fairly evaluate the accomplishment of their targets, as reflected in the Strategic Performance Commitment Chart and Portfolio of Initiatives; and
5. Post the Strategic Performance Commitments in their respective PGS Corners.

**D. Heads of Staff Offices:**

1. Develop the Strategic Performance Commitments, Strategic Performance Commitment Chart, and Portfolio of Initiatives of their Unit with the Guidance of the Chief, OSM.
2. Submit complete and duly accomplished Strategic Performance Commitment Chart and Portfolio of Initiatives to Chief, OSM before every 10<sup>th</sup> day of the succeeding month;
3. Ensure that all members of their units understand the significance, anatomy, and the Strategic Performance Commitments, Strategic Performance Commitment Chart, and Portfolio of Initiatives;
4. Fairly evaluate the accomplishment of their targets, as reflected in the Strategic Performance Commitment Chart and Portfolio of Initiatives; and
5. Post the Strategic Performance Commitments in their respective PGS Corners.
6. DC of HRS for Operations, HR-3, shall publish which units complied and failed to comply to the required monthly submissions, as stipulated in this SOP, through the online dissemination platforms of the Command.

**E. Human Resource Management Unit Commanders:**

1. Develop the Strategic Performance Commitments, Strategic Performance Commitment Chart, and Portfolio of Initiatives of their Unit with the Guidance of the Chief, OSM;
2. Submit complete and duly accomplished Strategic Performance Commitment Chart and Portfolio of Initiatives to Chief, OSM before every 10<sup>th</sup> day of the succeeding month;
3. Ensure that all members of their units understand the significance, anatomy, and the Strategic Performance Commitments, Strategic Performance Commitment Chart, and Portfolio of Initiatives;
4. Fairly evaluate the accomplishment of their targets, as reflected in the Strategic Performance

- Commitment Chart and Portfolio of Initiatives; and
5. Post the Strategic Performance Commitments in their respective PGS Corners.

#### **IX. EFFECTIVITY**

This SOP shall be effective upon publication thereof.

**BY COMMAND OF COAST GUARD COMMODORE SUPANGAN:**

**OFFICIAL:**

**ARBIE T CASPILLO**  
**CG CAPT**  
**Chief of Staff,**  
**CGHRMC**

**ZEDRIC P RECTO**  
**CG ENS**  
Command Adjutant, CGHRMC'

## APPENDIX L: STRATEGIC PERFORMANCE COMMITMENTS TEMPLATE

Unit Name		Strategic Performance Commitments										
Key Result Area	Alignment		Deliverables									Due
	Direct	Indirect										

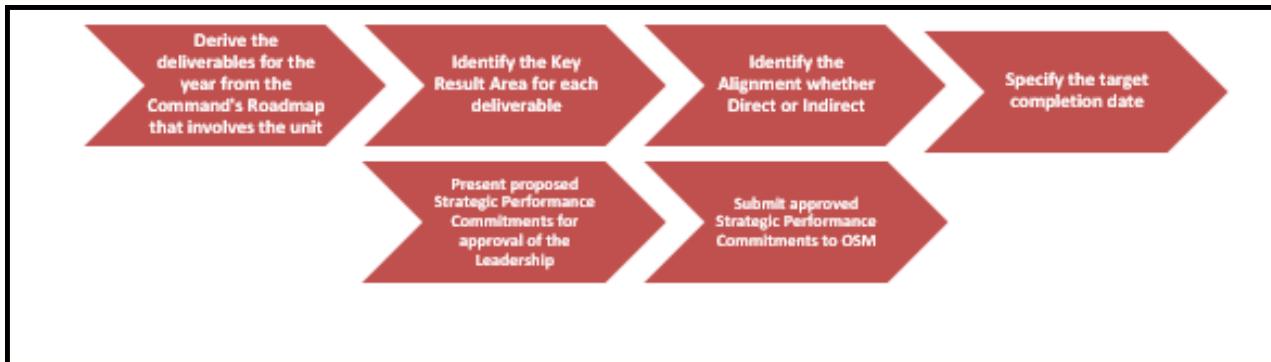
## APPENDIX M: STRATEGIC PERFORMANCE COMMITMENT CHART TEMPLATE

Key Result Area	Deliverables	STRATEGIC PERFORMANCE COMMITMENT CHART Annual (Year Started: Month YYYY – Month YYYY)												Targets	Remarks
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		

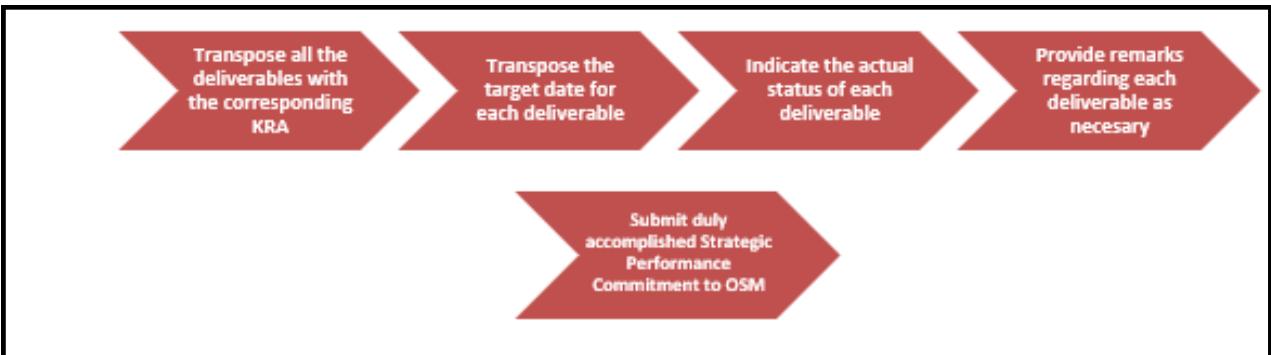
## APPENDIX N: PORTFOLIO OF STRATEGIC INITIATIVES TEMPLATE

COAST GUARD HUMAN RESOURCE MANAGEMENT COMMAND STRATEGIC PERFORMANCE COMMITMENTS 2028										
Vision: "By 2028, a reliable Command responsive to Human Resource Management needs of the Philippine Coast Guard"										
(UNIT)			CY 2024 PORTFOLIO OF INITIATIVES							
COMMITMENT #1: COMMITMENTS DESCRIPTION										
#		SUPPORT STAFF	SUPPORT UNIT	PERFORMANCE INDICATOR	START (Mmm YYYY)	END (Mmm YYYY)	MMM YYYY - MMM YYYY			
1	Major Action Plans						J	J	A	S
	Sub Action Plan 1						O	N	D	J
	Sub Action Plan 2						F	M	J	F
							A	M	A	M
2	Major Action Plans									
	Sub Action Plan 1									
	Sub Action Plan 2									

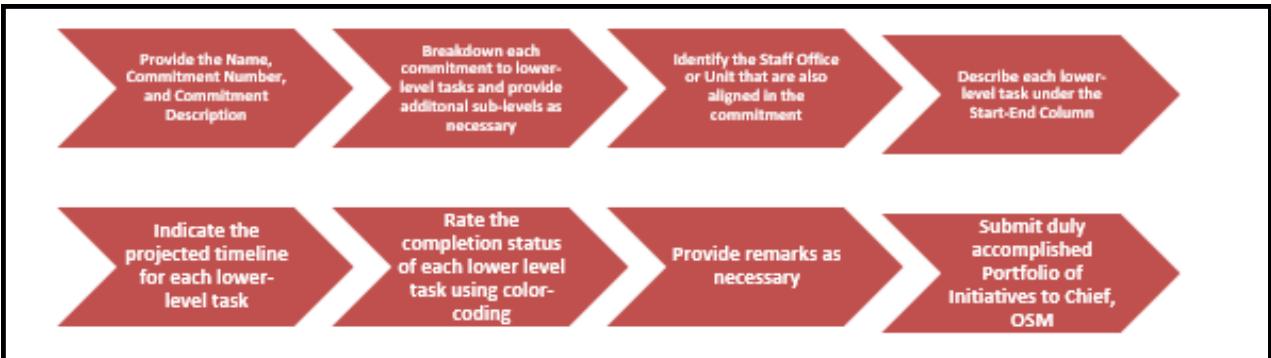
## APPENDIX O: STRATEGIC PERFORMANCE COMMITMENTS DEVELOPMENT PROCESS FLOWCHART



## APPENDIX P: UPDATING OF STRATEGIC PERFORMANCE COMMITMENT CHART PROCESS FLOWCHART



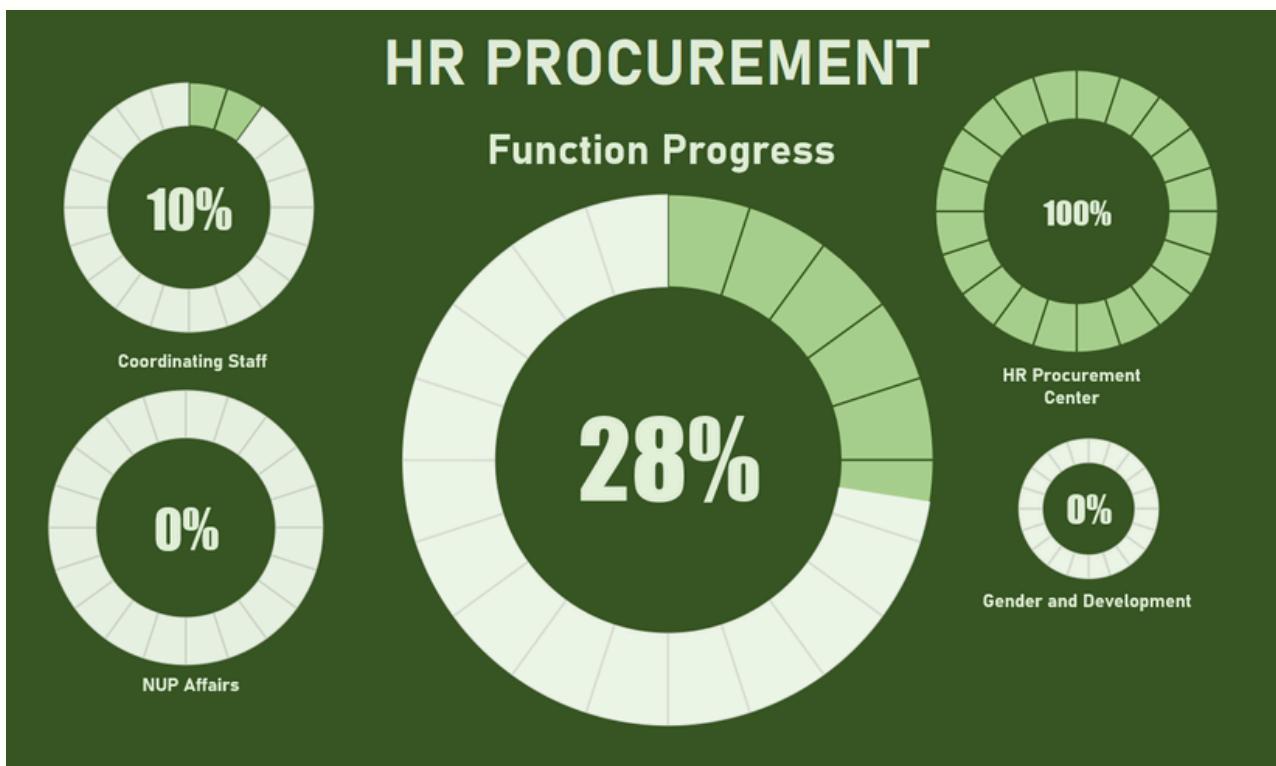
## APPENDIX Q: UPDATING OF PORTFOLIO OF INITIATIVES PROCESS FLOWCHART



## APPENDIX R: UPDATING OF PORTFOLIO OF INITIATIVES PROCESS FLOWCHART



## APPENDIX S: UPDATING OF PORTFOLIO OF INITIATIVES PROCESS FLOWCHART





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