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PART I – A

TABLE OF REFERENCE FOR DELIVERY UNITS

Effective March 1, 2019

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I. INTRODUCTION

This Table of Reference was updated in accordance to the 8-Year Strategic Plan 2019 – 2026 of the University. This is part of the Strategic Performance Management System (SPMS) of the University.

As a general rule, this Table of Reference shall be the basis of the performance indicators to be used in the performance target setting for the OPCR and IPCR of units and employees, respectively.

II. DEFINITION OF TERMS

1. **Strategic Priority Functions (SPF)** are functions identified as strategic priorities of the University as identified in its major goals in Instruction, Research Development, Extension and Training, Resource Generation, and Administration and Governance. A core and support function may be considered strategic priority function if they are directly affecting the strategic goals of the University.
2. **Core Functions (CF)** are functions performed by the Office which are inherent in its mandate. For individual employees, core functions are those that are assigned by virtue of their positions as identified as their duties and responsibilities provided for in their position description forms. Core functions are always in support of the University's goals, mission and vision.
3. **Support Functions (SF)** are functions performed by the Office/employee in support of the achievement of the goals of the University or other offices/employees but are not directly identified as its/his core functions. These may be added functions which when not performed may affect the performance of the other office/employee.

Note: The weight allocation for the categories of functions shall be the same, meaning the sum of the scores in each category shall be divided by the number of items (functions) in all the category of functions.

III. ACRONYMS

1. AACCUP – Accrediting Agency for Chartered Colleges and Universities in the Philippines
2. ACADCO – Academic Council
3. ADCO – Administrative Council
4. AEP – Advanced Education Program

5. APP – Annual Procurement Plan
6. BAC – Bids and Awards Committee
7. BOR – Board of Regent
8. CA – Campus Administrators
9. CAE – College of Advanced Education
10. CHED-COPC – Commission on Higher Education – Certificate of Program Compliance
11. CODETE – College of Open Distance Education and Transnational Education
12. COE/COD - Center of Excellence/Center of Development
13. DAA – Department of Alumni Affairs
14. DAS – Department of Administrative Services
15. DCD – Department of Capacity Development
16. DCPIA – Department of Communication, Public and International Affairs
17. DEPC – Department of Environmental Protection and Conservation
18. DET – Department of Extension and Training
19. DFS – Department of Finance Services
20. DGS – Department of General Services
21. DHRD – Department of Human Resources and Development
22. DHRD – Department of Human Resources and Development
23. DISD – Department of Infrastructure and Site Development
24. DISD – Department of Infrastructure and Site Development
25. DLS – Department of Library Services
26. DPIM – Department of Planning and Information Management
27. DQuA – Department of Quality Assurance
28. DRAS – Department of Registrar and Admission Services
29. DRD – Department of Research and Development
30. DRRM – Department of Risk Reduction and Management
31. DSCA – Department of Socio-cultural Affairs
32. DSD – Department of Sports Development
33. DSSD – Department of Student Services and Development
34. DU – Delivery Unit
35. EP – Extension Program
36. GADRRC – Gender and Development, Research Resource Center
37. GASS – General Administration and Support Services
38. GFPS – GAD Focal Point System
39. HDU – Head of Delivery Unit

- 40. HEP – Higher Education Program
- 41. HSU – Head of Service Unit
- 42. IAS – Internal Audit Services
- 43. IATF – Inter-Agency Task Force
- 44. ICT – Information and Communication Technology
- 45. IRT-GIAHS – Ifugao Rice Terraces - Globally Important Agricultural Heritage System
- 46. KRA – Key Results Area
- 47. NBC – National Budget Circular
- 48. OCA – Office of the Campus Administrator
- 49. OP – Office President
- 50. OP-EA – Office of the President – Executive Assistant
- 51. OUBS – Office of the University and Board Secretary
- 52. OVPA – Office of the Vice President for Administration
- 53. OVPAA – Office of the Vice President for Academic Affairs
- 54. OVPPFRG – Office of the Vice President for Planning, Finance and Resource Generation
- 55. OVPRDET – Office of the Vice President for Research and Development, Extension and Training
- 56. PPP – Program Performance Profile
- 57. RP – Research Program
- 58. STO – Support to Operations
- 59. SU – Service Unit

A. GOAL 1 – ACADEMIC EXCELLENCE

Organizational Outcome:

Relevant and quality tertiary education ensured to achieve inclusive growth and access of deserving but poor students to quality tertiary education increased

Note: CSC Memorandum Circular No. 6, s. 2012, p. 7 (Guidelines on the Establishment of Agency SPMS) provides that, "Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees". Thus, performance standards for core or support functions performed by employees that are not found in this Table of Reference shall be agreed upon by the supervisor and the employee.

KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
1. Quality Programs	To assure quality of Programs	Higher Education Advanced Education Program	<ul style="list-style-type: none"> ▪ Enhancement of Internal quality assurance mechanism geared towards improvement of instruction delivery and student learning 	No. of proposed policies or revisions submitted to assure quality of programs	OVPAA	Transmittal Letter duly received
			<ul style="list-style-type: none"> ▪ Accreditation/Audit of programs considering y assurance systems in the global perspective 	Percentage of undergraduate programs granted with accreditation by AACCUP	OVPAA, OCA	AEP Form 6- Accredited Undergraduate Programs
			<ul style="list-style-type: none"> ▪ Institutionalization of holistic quality assurance systems to integrate instruction, research and extension functions 	Percentage of programs granted with accreditation by AACCUP	OVPAA, OCA	AEP Form 13 - Partner Agencies
				Percentage of undergraduate programs granted with COPC by CHED	OVPAA, OCA	AEP Form 13 - Partner Agencies

Note: CSC Memorandum Circular No. 6, s. 2012, p. 7 (Guidelines on the Establishment of Agency SPMS) provides that, "Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees". Thus, performance standards for core or support functions performed by employees that are not found in this Table of Reference shall be agreed upon by the supervisor and the employee.

KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
				Percentage of graduate programs granted with COPC by CHED	OVPAA, OCA	AEP Form 13 - Partner Agencies
				No. of program(s) with COE/COD	OVPAA, OCA	HEP Form 15- COE/COD evaluation coordinated/conducted
2.Quality Graduates	To ensure effective student lifecycle management and career development	Higher Education Program	<ul style="list-style-type: none"> ▪ Establishment of mentoring systems to understand and learn about the realities of workplace and the intended profession ▪ Strengthening of extra-curricular involvement and student immersion activities by combining experiential learning, course work and community-based service learning ▪ Establishment of program activities that support development of graduate attributes ▪ Establishment of feedback mechanism systems and employability audit to evaluate the effectiveness of the curriculum, course contents and teaching-learning strategies 	No. of proposed policies or revisions submitted to ensure quality of graduates leading to increase in employment rate	OVPAA	Transmittal Letter duly received
		Advanced Education Program		Percentage of graduates (2 years prior) that are employed	OVPAA, OCA	HEP Form 2 - Graduates that are Employed (2 Years Prior)

Note: CSC Memorandum Circular No. 6, s. 2012, p. 7 (Guidelines on the Establishment of Agency SPMS) provides that, "Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees". Thus, performance standards for core or support functions performed by employees that are not found in this Table of Reference shall be agreed upon by the supervisor and the employee.

KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
			<ul style="list-style-type: none"> ▪ Strengthen academe-industry partnership ▪ Establishment of ideation activities 			
3. Quality Faculty and Students	To provide unique and lifelong learning experience in the entire student life cycle	Higher Education Program	<ul style="list-style-type: none"> ▪ Institutionalization of internal quality assurance systems in instruction ▪ Retooling: Intensive capacity building of faculty members to continuously update knowledge and information 	No. of proposed policies or revisions submitted to improve the quality of faculty and students	OVPAA	Duly received transmittal letter
		Advanced Education Program	<ul style="list-style-type: none"> ▪ Adoption of alternative teaching-learning strategies /modalities that will improve classroom delivery ▪ Institutionalization of feedback mechanism towards teaching-learning strategies and course contents 	Percentage of first-time licensure examination takers that pass the licensure exam	OVPAA, OCA	HEP Form 1 – Percentage of First time licensure examination takers that pass the licensure exam
			<ul style="list-style-type: none"> ▪ Institutionalization of Continuous Quality Improvement (CQI) system 	Average % of scholars enrolled in the undergraduate and graduate level	OVPAA, OCA	Summary Report certified true and correct by the HDU
			<ul style="list-style-type: none"> ▪ Capacity building activities for the development of competencies and teaching-learning methods needed for quality teaching delivery 	Percentage of undergraduate student population enrolled in CHED-identified and RDC-identified priority courses/ programs	OVPAA, OCA	HEP Form 4- Undergraduate Students Enrolled in Priority Programs with Accreditation

Note: CSC Memorandum Circular No. 6, s. 2012, p. 7 (Guidelines on the Establishment of Agency SPMS) provides that, "Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees". Thus, performance standards for core or support functions performed by employees that are not found in this Table of Reference shall be agreed upon by the supervisor and the employee.

KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
4. Globally-competitive Students	To integrate internationalization perspective towards global connectedness	Higher Education Program Advanced Education Program	<ul style="list-style-type: none"> ▪ Development of joint/dual academic programs and other twinning programs with international universities ▪ Networking with educational institutions across countries ▪ Alignment of programs and curricula to international or ASEAN education standards ▪ Aggressive expansion and modernization of the open distance and transnational education programs 	<p>No. of proposed policies or revisions submitted to integrate internationalization perspective towards global connectedness</p> <p>% of students involved in inter-country mobility</p>	<p>OVPAA</p> <p>OVPAA, OCA</p>	<p>Transmittal letter duly received</p> <p>Summary Report certified true and correct by the HDU</p>
5. Quality Facilities and Services	To strengthen student welfare services for a successful academic formation of students	Support to Operations	<ul style="list-style-type: none"> ▪ Establishment/Improvement of student support/welfare services ▪ Institutionalization of students reward system and values formation program ▪ Modernization of student facilities ▪ Provision of ICT-enhanced learning environments ▪ Establishment of Student Information System 	<p>No. of proposals submitted to improve student facilities and services</p> <p>Percentage of students who rated students services as good or higher</p>	<p>OVPAA</p> <p>OVPAA, OCA</p>	<p>Transmittal letter duly received</p> <p>Summary Report certified true and correct by the HDU</p>

Note: CSC Memorandum Circular No. 6, s. 2012, p. 7 (Guidelines on the Establishment of Agency SPMS) provides that, "Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees". Thus, performance standards for core or support functions performed by employees that are not found in this Table of Reference shall be agreed upon by the supervisor and the employee.

KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
6. Culturally – sensitive Graduates	To integrate Indigenous Knowledge, Systems, and Practices (IKSP) in the academic programs to intensify conservation of the rich cultural heritage	Higher Education Program Advanced Education Program Support to Operations	<ul style="list-style-type: none"> ▪ Integration of IKSP topics in related courses ▪ Strengthening of ethno-linguistic organizations ▪ Image branding through Performing Arts ▪ Establishment of IKSP Center and strengthening of the IFSU Rice Techno Complex Museum 	<p>No. of proposals submitted to integrate IKSP in the academic programs</p> <p>No. of institutional subjects geared towards cultural heritage included in the course syllabi per program</p>	OVPAA OVPAA, OCA	<p>Transmittal letter duly received</p> <p>Summary Report certified true and correct by the HDU</p>

B. GOAL 2 - STRONG RESEARCH LEADERSHIP AND CULTURE

Organizational Outcome:

Higher education research improved to promote economic productivity and innovation.

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KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
1. Strong Research Brand and Image	To establish a strong brand and strengthen image building of IFSU as a research leader	Research Program	<ul style="list-style-type: none"> ▪ Revision of policies and priorities ▪ Improvement of facilities and laboratories ▪ Hiring of faculty researchers and laboratory technicians ▪ Branding of high impact researches ▪ Optimization of digital media to promote IFSU research outputs ▪ Establishment of research centers ▪ Establishment of technology business incubation center ▪ Establishment of the IFSU Eye Center as a research and extension facility ▪ Procurement and improvement of research laboratory equipment for instruction and research (for students) 	No. of proposed policies to establish a strong brand and image	OVPRDET	Transmittal letter duly received
		Higher Education Program		No. of proposals to augment funding for research		
		Advanced Education Program		Number of RD outputs in the last 3 years utilized by the industry or by other beneficiaries	OVPRDET, OCA	AEP Form 8 - Research Published and Completed in the Last 3 Years
				Number of research outputs completed within the year	OVPRDET, OCA	RD Form
			Percentage of research outputs published (such as Elsevier Scopus, Thomson Reuters Journals, and CHED accredited Journals)	OVPRDET, OCA	RD Form	

Note: CSC Memorandum Circular No. 6, s. 2012, p. 7 (Guidelines on the Establishment of Agency SPMS) provides that, "Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees". Thus, performance standards for core or support functions performed by employees that are not found in this Table of Reference shall be agreed upon by the supervisor and the employee.

KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
			<ul style="list-style-type: none"> ▪ Fostering of human resource management and development ▪ Increasing of research collaboration and networking activities ▪ Provision of capacity building activities and trainings for students and researchers 	No. of research centers established	OVRDET, OCA	RD Form
				No. of externally-funded researches	OVRDET, OCA	RD Form
				No. of inventions patented/copyrighted	OVRDET, OCA	RD Form
				No. of citations	OVRDET, OCA	RD Form
				No. of technology-based research outputs	OVRDET, OCA	RD Form
2. Strong Pool of Faculty Researchers	To intensify conduct of research and dissemination of RD outputs	Higher Education Program	<ul style="list-style-type: none"> ▪ Packaging and submission of research proposals to external agencies ▪ Completion and implementation of researches ▪ Support to technology-based researches ▪ Increase of incentive for research publication ▪ Dissemination of RD outputs ▪ Presentation of research outputs in various for a/symposia/conferences 	No. of proposed policies to establish a strong pool of faculty researchers and students	OVPAA, OVRDET	Transmittal letter duly received
		Advanced Education Program		Percentage of graduate school faculty engaged in research work applied in any of the following: (a) Pursuing advanced research degree programs (Ph.D.)	OVPAA, OCA	AEP Form 1 - Graduate School Engaged in Research Work

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KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
			<ul style="list-style-type: none"> ▪ Publication in reputable and refereed journals, books, etc. ▪ Research citations ▪ Institutionalization/Provision of journal matching service ▪ Patents, utility models ▪ Monitoring and evaluation of RDE programs, projects, and activities 	<p><i>(b) Actively publishing within the last (3) years (investigative research, basic and applied scientific research, policy research, social science research) or</i></p>	OVPAA, OCA	AEP Form 2 - Graduate School Faculty Actively Pursuing Research in the Last 3 Years
				<p><i>(c) Producing technologies for commercialization or livelihood improvement</i></p> <p><i>Note: Faculty members producing technologies only.</i></p>	OVPAA, OCA	AEP Form 3- Graduate School Faculty Producing Technologies for Commercialization of Livelihood Improvement
				<p><i>(d) Whose research work resulted in an extension program</i></p>	OVPAA, OCA	AEP Form 4- Graduate school faculty whose research work resulted in an Extension Program

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KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
				Percentage increase in the percentage of graduate student population enrolled in research degree programs	OVPA, OCA	AEP Form 5 - Graduate School Students Enrolled in Research Degree Program
3. Conservation of the Cultural Heritage through Research	To intensify conservation of the rich cultural heritage	Research Program	<ul style="list-style-type: none"> ▪ Submission of proposals for external funding towards the conservation and management of the Ifugao Rice Terraces (IRT) ▪ Roll out of researches related to conservation and development at the community level ▪ Documentation, identification and assessment of culture and indigenous agricultural systems and technologies ▪ Linkaging ▪ Promotion of indigenous knowledge and other related field of studies, research and other activities for the development and preservation of the Filipino language and other ethnic or local languages in the province 	<p>No. of proposals submitted to intensify conservation of the cultural heritage through research</p> <p>No. of IK research centers established</p>	<p>OVRDET</p> <p>OVRDET, OCA</p>	<p>Transmittal letter duly received</p> <p>Summary Report certified true and correct by the HDU</p>

C. GOAL 3 – SUSTAINABLE EXTENSION AND COMMUNITY ENGAGEMENT

Organizational Outcome:

Community engagement increased

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KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
1. Relevant to Extension Activities	To package and transfer knowledge and technologies relevant to the needs of clientele	Extension Program	<ul style="list-style-type: none"> ▪ Packaging and transfer of relevant knowledge and technologies ▪ Development of extension and community engagement programs ▪ Establishment of innovation centers ▪ Promotion of IFSU products/services using multi-media tools and exhibits ▪ Establishment of Training Center ▪ Improvement of Research-Extension-Instruction interface ▪ Commercialization of research and development outputs 	No. of proposed policies submitted to ensure relevance of extension activities to the needs of the communities and other clientele and to intensify improvement of transfer of knowledge and technologies	OVPRDET	Transmittal letter duly received
				No. of technology-business incubation center	OVPRDET, OCA	DET FORM
				No. of adopters	OVPRDET, OCA	DET FORM
				No. of viable demonstration projects (with IRR) to be established (new)	OVPRDET, OCA	DET FORM
				No. of research outputs commercialized (new)	OVPRDET, OCA	DET FORM

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KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
				No. of technology packaged (new)	OVPRDET, OCA	DET FORM
2. Volunteer Faculty and Students	To create a widely shared organizational culture that encourages, promotes, and rewards extension and community engagements	Extension Program	<ul style="list-style-type: none"> ▪ Capability building program for faculty, staff, and students on extension and community engagement ▪ Provision of mechanisms to encourage, promote, and reward extension and community engagement 	No. of policies proposed to create a widely shared organizational culture that encourages, promotes, and rewards extension and community engagements	OVPRDET	Transmittal letter duly received
				Number of trainees weighted by the length of training	OVPRDET, OCA	MFO4_Form A-Data on Trainings/Extension
				Number of extension programs organized and supported consistent with the SUC's mandated and priority programs	OVPRDET, OCA	Summary report certified true and correct by the HDU

Note: CSC Memorandum Circular No. 6, s. 2012, p. 7 (Guidelines on the Establishment of Agency SPMS) provides that, "Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees". Thus, performance standards for core or support functions performed by employees that are not found in this Table of Reference shall be agreed upon by the supervisor and the employee.

KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
				Percentage of beneficiaries who rate the training course/s and advisory services as satisfactory or higher in terms of quality and relevance	OVPRDET, OCA	DET Form
3. Active Linkages	To establish/strengthen/sustain linkages with LGUs, industries, and other organizations/stakeholders for resource sharing, extension program, and service complementation	Extension Program	<ul style="list-style-type: none"> ▪ Networking with LGUs, industries and other stakeholders 	Number of active partnerships with LGUs, industries, NGOs, NGAs, SMEs, and other stakeholders as a result of extension activities	OVPRDET, OCA	DET Form

D. GOAL 4. EXCELLENT PUBLIC SERVICE AND GOOD GOVERNANCE

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KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
1. Good Governance	To forge strong network system and resource-sharing through collaborative activities conducted regularly	General Administration and Support Services Support to Operations	<ul style="list-style-type: none"> ▪ Strengthening of Monitoring and Evaluation mechanism of PPAs and policies ▪ Implementation of an effective participatory systems of fiscal planning and management ▪ Institutionalization of Quality Management Systems ▪ Implementation of the Citizens' Charter ▪ Development and publication of Manual of Operations of all service departments ▪ Improvement of procurement planning and budgeting system, and internal audit system ▪ Continuous improvement of the performance management system ▪ Review and updating of the University Code 	No. of policies/amendments proposed to intensify good governance systems and practices in the University	OVPA, OVPPFRG	Transmittal letter duly received
				Good Governance Conditions per IATF Memo Circular deadlines: a. <i>Maintain/Updating of the Transparency Seal</i>	OVPPFRG	Summary report certified true and correct by the HDU
				b. <i>Post/Update the PhilGEPS posting of all invitations to Bids and awarded contracts</i>	OVPA	Transmittal letter duly received
				c. <i>Maintain/Update the Citizen's or Service Charter</i>	OVPA	Transmittal letter duly received
				Budget Utilization rate for obligation	OVPPFRG, ALL OVP, ALL CA	Document tracking sheet/logsheets/summary report duly signed/certified

Note: CSC Memorandum Circular No. 6, s. 2012, p. 7 (Guidelines on the Establishment of Agency SPMS) provides that, "Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees". Thus, performance standards for core or support functions performed by employees that are not found in this Table of Reference shall be agreed upon by the supervisor and the employee.

KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
			<ul style="list-style-type: none"> ▪ Review of evaluation instruments and standards (i.e. SUC Leveling, Normative Financing Scheme, PBB, etc.) and integration in the University planning, monitoring, and evaluation systems 	<p>100% of all units in the area of responsibility has implemented/performed the assigned responsibility/task involved in the procurement procedure by the Procurement Planning and Management System (PPMS) office.</p> <p>Note: Procurement Procedure attached hereto.</p>		
				<p><i>Budget Utilization rate for disbursement</i></p> <p>100% of all units in the area of responsibility has implemented/performed the assigned responsibility/task involved in the procurement procedure by the Procurement Planning and Management System (PPMS) office.</p>	OVPPFRG, OVPA	Summary Report duly signed/certified

Note: CSC Memorandum Circular No. 6, s. 2012, p. 7 (Guidelines on the Establishment of Agency SPMS) provides that, "Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees". Thus, performance standards for core or support functions performed by employees that are not found in this Table of Reference shall be agreed upon by the supervisor and the employee.

KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
				Note: Procurement Procedure attached hereto.		
				Sustained compliance with audit findings by fully implementing % of the prior year's audit recommendations as shown in the Report on Status of Implementation of Prior Year's Recommendation (Note: Required minimum – 30%)	OVPPFRG	Transmittal letter duly received
				Submission of BFARs (Quarterly Accomplishment – physical and financial) online using the DBM's Unified Reporting System on deadline	OVPPFRG	Transmittal letter duly received
				Submission of Annual Procurement Plan by posting in the agency Transparency Seal: a. Current Year's APP-non CSE	OVPA, CA	Transmittal letter duly received
				b. Indicative APP-non CSE per NEP	OVPA	Transmittal letter duly received

Note: CSC Memorandum Circular No. 6, s. 2012, p. 7 (Guidelines on the Establishment of Agency SPMS) provides that, "Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees". Thus, performance standards for core or support functions performed by employees that are not found in this Table of Reference shall be agreed upon by the supervisor and the employee.

KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
				c. Submission of APP – CSE (for the following year)	OVPA, OCA	Transmittal letter duly received
				% of the value of goods and services (based on NEP) subjected to early procurement through updating of PhilGEPS posting	OVPA, OVA	Transmittal letter duly received
				Submission of results of current year's Agency Procurement Compliance and Performance Indicators (APCPI) System with the complete forms	OVPA, CA	Transmittal letter duly received
				Posting of the Review and Compliance Procedure of SALN in the transparency seal	OVPA, OCA	Transmittal letter duly received
				Submission of FOI reports	OVPA, OP	Transmittal letter duly received
2. Strong Network System and Resource - Sharing	To ensure effective student lifecycle management and career development	General Administration and Support Services Support to Operations	<ul style="list-style-type: none"> ▪ Partnership for possible collaborations, resource-generation or outsourcing from local and international organizations ▪ Strengthening of network with alumni 	Resources/Funds outsourced in support to instruction, research, extension, resource generation, and administration as a result of networking/linkaging with local and	OVPPFRG, VPA, VPRDET, OCA	Summary report duly signed/certified

Note: CSC Memorandum Circular No. 6, s. 2012, p. 7 (Guidelines on the Establishment of Agency SPMS) provides that, "Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees". Thus, performance standards for core or support functions performed by employees that are not found in this Table of Reference shall be agreed upon by the supervisor and the employee.

KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
			<ul style="list-style-type: none"> Development of database of alumni of international organizations 			
3. Improved visibility in the local and international environment	To strengthen the university's local and international visibility	General Administration and Support Services	<ul style="list-style-type: none"> Formulation of a comprehensive internationalization strategic plan Articulation of internationalization through the university website, publications, and communications Branding of IFSU products and services Promotion of IFSU's best practices and innovations through various communication platforms Production and publication of articles and other communication materials on successful alumni 	No. of proposals submitted to improve local and international visibility	OVPA, OVPPFRG	Transmittal letter duly received
				No. of mandated procedures with ISO certification	OP	Transmittal letter duly received
				No. of institutional awards given by reputable organizations	OP	Transmittal letter duly received
				SUC Rank (IFSU vs. other SUCs) Higher by 2 notches from year 2018	OP	Summary report duly signed/certified
				SUC Leveling (by CHED)	OP	Summary report duly signed/certified
4. Increased Income from IGP	To enhance efficiency in resource generation and mobilization	General Administration and Support Services	<ul style="list-style-type: none"> Expansion of income generating capability of existing IGPs 	No. of proposals submitted to enhance the efficiency in resource generation	OVPPFRG	Transmittal letter duly received

Note: CSC Memorandum Circular No. 6, s. 2012, p. 7 (Guidelines on the Establishment of Agency SPMS) provides that, "Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees". Thus, performance standards for core or support functions performed by employees that are not found in this Table of Reference shall be agreed upon by the supervisor and the employee.

KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
		Support to Operation	<ul style="list-style-type: none"> ▪ Review of land and other assets to maximize profit ▪ Formulation of investment plan ▪ Establishment of highly profitable enterprises through joint ventures, build-operate-transfer schemes, and other financial arrangements ▪ Intensive promotion and marketing of IFSU products ▪ Creation of employment opportunities to IFSU graduates and community people 	Increase of total net income from IGP by 10% annually	OVPPFRG	Summary report duly signed/certified
				% of internally generated income to total subsidy (income from IGP/GAA)	OVPPFRG	Summary report duly signed/certified
5. Quality Human Resources	To upgrade the competencies and capabilities of human resources	General Administration Support Services	<ul style="list-style-type: none"> ▪ Formulation of Comprehensive Faculty and Staff Development Plan ▪ Formulation/Development of Succession Plan ▪ Implementation of health and wellness program of employees ▪ Enhancement of the PRAISE policy ▪ Improvement of systems and mechanisms in the 	No. of proposals submitted to upgrade the competencies and capabilities of human resources	OVPA	Transmittal letter duly received
				No. of Area passed for Level II Status in PRIME-HRM (Areas: RSP, PM, L&D, R&R)	OVPA	Summary report duly signed/certified
				% of plantilla faculty members with Ph.D. in the field of specialization earned from the national	OVPA, OCA	Summary report duly signed/certified

Note: CSC Memorandum Circular No. 6, s. 2012, p. 7 (Guidelines on the Establishment of Agency SPMS) provides that, "Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees". Thus, performance standards for core or support functions performed by employees that are not found in this Table of Reference shall be agreed upon by the supervisor and the employee.

KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
			four core areas of Human Resource Management: Recruitment, Selection, and Promotion (RSP); Learning and Development (L&D); Performance Management (P&M); and Rewards and Recognition (R&R) <ul style="list-style-type: none"> ▪ Continuing professional growth and development program for teaching and non-teaching staff 	university, the top 1,000 universities based on world ranking, or in programs with at least level III accreditation or COE/COD status, in the last three years		
				Relevant training hours attended by the faculty and staff members including attendance to conferences/trainings <ul style="list-style-type: none"> a. International 	OVPA, OCA	Summary report duly signed/certified
				<ul style="list-style-type: none"> b. Regional/National 	OVPA, OCA	
6. Tech4Dev	To technologize front line services and other services of the University	General Administration Support Services	<ul style="list-style-type: none"> ▪ Establishment of an Enterprise Information Systems of administrative processes/services and upgrading of infrastructure projects and IGPs ▪ Licensing, copyrighting, and patenting of software developed ▪ Enhancement of the IFSU website 	No. of proposals submitted to technologize the University	OVPPFRG	Summary report duly signed/certified
				% of end-users using the priority information systems developed per year	OVPPFRG	Summary report duly signed/certified
				% of software licensed/copyrighted <ul style="list-style-type: none"> a. Operating Systems (OS) 	OVPPRG	Summary report duly signed/certified

Note: CSC Memorandum Circular No. 6, s. 2012, p. 7 (Guidelines on the Establishment of Agency SPMS) provides that, "Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees". Thus, performance standards for core or support functions performed by employees that are not found in this Table of Reference shall be agreed upon by the supervisor and the employee.

KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
			<ul style="list-style-type: none"> ▪ Upgrading of ICT facilities, local area network (LAN), communication systems and internet services ▪ Establishment of an ICT office and infrastructure, and a dedicated server for IFSU ▪ Compliance with ICT standards ▪ Improvement of communication systems/database security (SIAS, ifsu website), e-learning system, LAN monitoring system opportunities to IFSU graduates and community people 	b. Microsoft Office	OVPPRG	Summary report duly signed/certified
				No. of new laboratories/facilities	OVPA, OCAs	Summary report duly signed/certified
				% of existing facilities refurbished/ upgraded	OVPA, OCAs	Summary report duly signed/certified

Note: CSC Memorandum Circular No. 6, s. 2012, p. 7 (Guidelines on the Establishment of Agency SPMS) provides that, "Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees". Thus, performance standards for core or support functions performed by employees that are not found in this Table of Reference shall be agreed upon by the supervisor and the employee.

KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)		
7. Clean, Green, Safe, and GAD-responsive University environment	To ensure a clean, green, safe, and GAD-responsive University environment	General Administration Support Services	<ul style="list-style-type: none"> ▪ Formulation of Comprehensive Land Use Plan for IFSU ▪ Implementation of Clean and Green Program, Solid Waste Management Program, and other government advocacies ▪ Infrastructure and environment-related projects compliance to national and international laws 	<p><i>Implementation of laws, ordinances and policies on environment, disaster and risk reduction, and Gender and Development:</i></p> <p>No. of proposed policies to ensure clean, green, safe, and GAD-responsive University environment</p>	OVPPFRG	Summary report duly signed/certified		
			<ul style="list-style-type: none"> ▪ Mainstreaming of GAD in University PPAs and policies 	<p>% of infrastructure/facilities granted certification from evaluating bodies (e.g. building permit, sanitary permit, etc.)</p>			OVPA, OVPPFRG, OVPRDET, OCA	Summary report duly signed/certified
			<ul style="list-style-type: none"> ▪ Formulation of Communication Plan/ Strategy for Risk Reduction and Disaster Management 	<p>% of GAD-attributed PPAs in Higher Education Program, Advanced Education Program, Research Program, Extension Program, and General Administration and Support Services (GASS) implemented</p>			OVPPFRG, OCA	Summary report duly signed/certified

Note: CSC Memorandum Circular No. 6, s. 2012, p. 7 (Guidelines on the Establishment of Agency SPMS) provides that, "Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees". Thus, performance standards for core or support functions performed by employees that are not found in this Table of Reference shall be agreed upon by the supervisor and the employee.

KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
				No. of DRRM*-related activities in Higher Education Program, Advanced Education Program, Research Program, Extension Program, and General Administration and Support Services (GASS) <i>*Disaster Risk Reduction and Management</i>	OVPPFRG	Summary report duly signed/certified
				No. of EPC**-related activities in Higher Education Program, Advanced Education Program, Research Program, Extension Program, and General Administration and Support Services (GASS) <i>**Environmental Protection and Conservation</i>	OVPPFRG	Summary report duly signed/certified
8. Conservation of the	To intensify conservation of the rich cultural heritage integrating	General Administration	<ul style="list-style-type: none"> ▪ Intensive promotion of indigenous knowledge in policies and practices 	No. of proposals to intensify conservation of	OVPA, OVPPFRG	Transmittal letter duly received

Note: CSC Memorandum Circular No. 6, s. 2012, p. 7 (Guidelines on the Establishment of Agency SPMS) provides that, "Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees". Thus, performance standards for core or support functions performed by employees that are not found in this Table of Reference shall be agreed upon by the supervisor and the employee.

KRA	Objectives	Program	Projects/Activities	Performance Indicator	Responsible Delivery Unit	Means of Verification (Supporting Document)
Cultural Heritage	culture in the administrative and support services	Support Services		the rich cultural heritage in administrative services		
				No. of administrative functions/PPA that promote the conservation of the Ifugao culture per administrative department	OP, OVPA, OVPPFRG	