



JUN 25 2021

DENR ADMINISTRATIVE ORDER
No. 2021 – 18

SUBJECT : AMENDING CERTAIN PROVISIONS OF DEPARTMENT ADMINISTRATIVE ORDER NO. 2019 - 04 ENTITLED “GUIDELINES ON THE IMPLEMENTATION OF ENVIRONMENTAL AWARDS FOR GOVERNANCE AND LEADERSHIP EXCELLENCE (EAGLE)”

In the interest of service and for purposes of providing clarity on the scope, criteria, and procedures of EAGLE under DAO No. 2019-04 issued on 08 March 2019, Sections 3, 4, 5, 6, and 7 of said DAO is hereby amended as follows:

Section 3. Scope and Coverage

This order shall apply to all DENR Regional Executive Directors (REDs), EMB Regional Directors, MGB Regional Directors, Provincial Environment and Natural Resources Officers (PENROs), Implementing PENROs and Community Environment and Natural Resources Officers (CENROs) occupying their positions with a number of months as stated thru an issuance of EAGLE Advisory. The Key Officials will be assessed covering their performance in the specified year. Standards for qualification may be subjected to changes relative to management prerogative and priorities.

Section 4. Criteria

4.1 Efficiency/Effectiveness in the delivery of services/product results will comprise 60% of the total Performance Evaluation Rating. This will involve the measurement of accomplishments on the PBB Indicators as prescribed by AO 25 and DENR Internal Guidelines.

Site validation may also be conducted if required by the PBB Assessment Team (PAsT). A guideline/procedure will be provided thru an EAGLE advisory.

4.2 Leadership abilities will comprise the remaining 40% and will be gauged depending on the approved process of the Evaluator.

Management may opt to conduct the in-house evaluation of leadership abilities or thru a Third-party evaluator

Section 5. General Procedures

5.1 Implementation Phase

The Performance Evaluation for the EAGLE Award will be divided into two Phases and will be assessed by the PBB Assessment Teams (PAsT) for Phase 1 and Leadership Assessment Team (LAsT) for Phase 2;

5.1.1. Phase 1 - Determination of Efficiency/Effectiveness in the Delivery of Services/Product Outputs/Results. In this Phase, the DENR Regions, PENROs, Implementing PENROs and CENROs will be assessed on the various indicators identified by the Policy and Planning Service in coordination with the Bureaus including Good Governance indicators using the PBB system. In addition, field/site validation shall be conducted for the Top 3 or Top 5 key officials if the need arises.

5.1.2 Phase 2 - Determination of Leadership Abilities of the Top 3 or Top 5 REDs, RDs for Mines & Environment, PENROs, CENROs and Implementing PENRO. The main activities under this Phase are the administration of survey questionnaires, conduct of verification of survey answers and face-to-face interview.

This activity may be conducted thru online platforms to accommodate unavoidable circumstances e.g. Covid – 19 Pandemic.

5.2 Assessment Teams

5.2.1 PBB Assessment Teams (PAsT)

In the conduct of the Phase 1 of the Performance Evaluation, the PBB Assessment Teams (PAsT) shall be created at the DENR Central Office, Regional Offices including MGB and EMB Regional Offices to evaluate Efficiency/ Effectiveness in the Delivery of Service/ Product Outputs/ Results of the field officials nationwide. The Team shall have a Permanent Chair, Vice-Chair and Members which will be composed of the following. However, additional members but not limited to specified members, may be added if necessary

5.2.1.1.1 PAsT for Regional Executive Directors (REDs)

Chair	:	Undersecretary for Policy, Planning and International Affairs
Vice - Chair	:	Assistant Secretary for Policy and Planning
Members	:	Policy and Planning Service Representatives K4 Representative

Roles and responsibilities:

- a. Assess the performance of Regional Executive Directors using the PBB indicators;
- b. Rate and rank the REDs, PENROs, Implementing PENROs and CENROs who shall qualify for Field/ Site Validation and Phase 2;
- c. Conduct field/ site validation;
- d. Present to the Technical Working Group the result of rating and ranking; and
- e. Decide if a top 3 or Top 5 Key Officials will be assessed for the EAGLE phase 2 depending on the results of the EAGLE Phase 1.

5.2.1.2 PAsT for PENROs, Implementing PENROs and CENROs

Evaluation for REDs, PENROs, Implementing PENROs and CENROs shall be conducted by DENR Central office PAsT and the team will use the same methodology as the REDs assessment. Results of the evaluation shall be submitted to the Over-All Coordinator for EAGLE.

The inclusion of the Regional PMT and designation of the team leader will be stated thru an issuance of EAGLE advisory.

5.2.1.3 PAsT for Regional Directors for EMB and MGB

A unified methodology shall be adopted by a separate team from EMB and MGB for the assessment of RDs EMB and RDs MGB, respectively. Results of the evaluation shall also be submitted to the Technical Working Group which acts as the Over-All Coordinator for EAGLE

5.2.2 Leadership Assessment Team (LAsT)

For Phase 2, LAsT shall conduct the Leadership Performance Evaluation of the Top 3 or 5 REDs, PENROs, CENROs, RDs for MGB and RDs for EMB and Implementing PENROs. The conduct of this activity will either be DENR Central office composite team or a third-party evaluator or a combination of both evaluators. A separate Advisory will be issue for said team composition.

5.3 Procedures

5.3.1 Document Review

A systematic gathering of data or information from existing documents shall be conducted to establish the existence or non-existence of facts like the attainment or non-attainment of targets. Validation of reported

accomplishments shall rely on documents - (Means of Verification) submitted by the concerned offices.

The following are the steps on documents review using Means of Verification (MOVs):

- a. The list of indicators as basis for assessment shall be provided to PAsT and all the submitted MOVs will be gathered and evaluated by the team.
- b. Year under review is the preceding year , unless otherwise stated in the specific guidelines/ advisory, all documents/MOVs must be from the specified year.
- c. Indicate rating per indicator in the calibrated performance rating sheet provided.

5.3.2 Evaluation (PAsT Teams)

The reported accomplishments shall be evaluated based on the submitted Means of Verification (MOVs). Reported accomplishments without MOVs, incomplete documents and submitted beyond the set deadline shall be deducted correspondingly using the point system applied.

Targets and reported accomplishments shall be recorded in the Calibrated Performance Evaluation Rating (PER) Sheet.

The activity shall be conducted in a maximum period specified by an official EAGLE advisory.

The Central Office PAsT together with other team member from bureaus or regions or both shall evaluate the performance of the PENROs, Implementing PENROs, and CENROs. For Team composition a separate EAGLE advisory and Special Order will be issued. The REDs however will be assessed by the Central Office PAsT only. Results of the evaluation shall be submitted to the Technical Working Group for approval.

The unified methodology for the assessment of performance of the Regional Directors for Mines and Geosciences Bureau (MGB) and Environmental Management Bureau (EMB) shall be set by the Field Operations Group for PBB.

5.3.3. Ranking (Top 3 or Top 5 Performing REDs, RDs, PENROs, CENRO and Implementing PENROs)

PAsT shall present the result of rating and ranking to the Technical Working Group (TWG).

The Top 3 or Top 5 Officials for REDs, RDs of MGB and EMB, PENROs, CENROs and Implementing PENROs with the highest weighted score will be recommended to qualify for Phase 2 of the EAGLE Award.

In the event of a tie in the selection of Top 3 or Top 5 Key Officials, the Field Operations Group for PBB shall decide based on selected menu of indicators, approved by the TWG.

After presentation and having no further questions/clarifications from the TWG, the result of the performance evaluation thru documents review, shall be deemed final. The Top 3 or Top 5 for each category: REDs, PENROs, CENROs, RDs for MGB and RDs for EMB and Implementing PENROs shall qualify and advance for the Field/ Site Validation and Phase 2 of the EAGLE.

5.3.4 Conduct of Field/ Site Validation

The conduct of Field/ Site Validation will depend on the approved methodology issued thru an EAGLE advisory.

5.3.5 Conduct of Leadership Performance Evaluation for Top Key Officials (Phase 2)

The Leadership Performance Evaluation shall be conducted by Representatives from DENR Central Office or a Third Party. Methodology shall be based on the approved guidelines from the evaluators

Section 6. Measurement of Performance

6.2.1 Phase 1 – Effectiveness/Efficiency comprises 60% of the total performance rating of the EAGLE. will be heavily based on MOVs.

The performance indicators for rating the REDs, RDs of Mines and Environment, PENROs, Implementing PENRO and CENROs will be cascaded thru an EAGLE advisory.

Targets and validated accomplishments shall be recorded in the Calibrated Performance Evaluation thru an EAGLE advisory.

The reported accomplishments shall be evaluated based on the submitted Means on Verification (MOV). The score shall be computed and rated based on the adopted Performance – Based Bonus (PBB) System.

Reported accomplishments without MOVs, incomplete documents and submitted beyond the specified deadline stated in the Memorandum for this purpose shall be deducted correspondingly using the point system applied.

The methodology for Field/ Site validation shall be provided thru an EAGLE advisory

The REDs, PENROs, Implementing PENROs and CENROs nationwide will be ranked objectively based on the PBB Evaluation System and field/ site validation. The performance of the regional offices for Mines and Geosciences Bureau (MGB) and Environmental Management Bureau (EMB) shall follow the approved unified methodology.

- 6.2.2 Phase 2 - Leadership Performance Evaluation is equivalent to 40% each of the total score of the top 3 or top 5 REDs, PENROs, CENROs, RDs for MGB and EMB and Implementing PENROs based on the Leadership Evaluation Criteria set for this assessment.

Section 7. Point Scoring

The results for phase 1 and phase 2 shall be consolidated and tabulated. The total score for the EAGLE shall be computed as follows:

$$\text{Ave. \% Physical Accomplishment} \times .60 + \text{Ave. \% Leadership} \times .40$$

In case of a tie in the total score for Phase 1 and Phase 2, tie breaker shall be the Performance Evaluation Rating (PER) score in Phase 1.

The PAsT shall provide a report and recommend Eagle Awardees per category and the Steering Committee shall approve and endorse the said awardees to the PRAISE committee for conferment.

Section 11. Repealing Clause

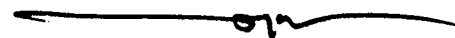
Any previous DENR orders, memorandum circulars and other official issuances not consistent herewith are hereby amended, modified, or repealed accordingly. All other provisions of DAO 2019-04 shall remain valid, and with full force and effect.

Section 12. Effectivity

This Order shall take effect immediately after its publication in one (1) newspaper of general circulation and upon acknowledgement of receipt of a copy thereof by the Office of the National Administrative Register (ONAR), UP Law Center, Quezon City.

Publication: The Manila Times
October 01, 2021

Acknowledgement: U.P. Law Center
October 04, 2021



ROY A. CIMATU
Secretary

