

## FY2022 Performance Review - Standard

Review Period 10/1/2021 - 9/30/2022



### REVIEWER

Eduardo Yunzal (Manager), Hannah Macapeges (Indirect Manager)

### Melani Calceta

Human Resources Officer  
Position

Eduardo Yunzal  
Manager

Country Human Resources  
Division

## Overview

### Task Instructions

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#### Staff - provide the following:

- A self-review on the results achieved towards each of your performance goals.
- A self-review of the behaviors demonstrated that support the Agency REDI Competencies.

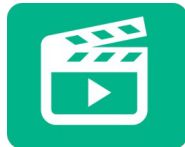
#### Supervisor - provide the following:

- Feedback on the results achieved towards each of the performance goals.
- Feedback on the behaviors demonstrated that support the Agency REDI Competencies.

#### Supervisor and/or Next Level Supervisor - note the following:

- **If additional feedback is needed** from past supervisors or co-managers, supervisors can add them as a co-planner. See the [instructions](#) to add additional reviewers.
- If you need to send back the review to staff for edits, click on the **Reopen button** *Note that this will open a text box where you can explain the changes that are needed.*
- Next level Supervisors are invited (but not required) to provide additional feedback on any goal or behavior.

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## Goals Review

### Directions

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Performance goals clarify expected results at the end of the year. When achieved, they support agency strategy and mission.

#### Staff

- For each performance goal, enter your self-review on the results achieved towards the goal.

#### Supervisor

- For each performance goal, enter your feedback or comments on the results achieved towards the goal.

#### Next Level Supervisor (Optional)

- Enter feedback or comments on results achieved towards the goals.

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### On Employee and Labor Relations: Improve staff awareness of CRS policies through the quarterly release of Policy in Focus issuances.

**Start Date**  
4/4/2022

**Target Date**  
9/30/2022

**Status**  
On Track

**Progress**

**Weight**  
0 %

**Perspective**

4. Build a More Agile, Innovative and Impactful Organization

#### Comments

**Melani Calceta ( Self ) :**

With the assistance of the Communications team, we have prepared and released three (3) issuances of the Policy in Focus as follows:

- 1<sup>st</sup> Issue on National Staff Severance - April 22, 2022
- 2<sup>nd</sup> Issue on Internal Mobility – July 5, 2022
- 3<sup>rd</sup> Issue on Retirement Plan – September 16, 2022

The preparation thereof includes a lot of back and forth in making an abstract of the featured policy, coordinating with the featured staff and his/her supervisor, drafting the CRS in a Minute script, and finalizing its layout.

I have identified two (2) effectiveness indicators, as follows:

- Number of CRS in a Minute Viewers: The number of “CRS in a minute” viewers have been increasing exponentially since the first issue, having 48 views only. By the 2<sup>nd</sup> issue, the number of views was raised to 82. By the 3<sup>rd</sup> issue, we reached a whooping number of 118 views.
- Inquiries: A few staff also raised inquiries with respect to the featured policies above-written. In less than a day from

receipt of such inquiry, I have provided timely and well-informed answers thereto.

These indicators are not conclusive proof of this initiative's effectiveness, but a prima facie affirmation that the number of staff who read through the issuances is increasing.

**Eduardo Yunzal ( Manager ) :**

On her Goal No. 1, I confirm the self-review provided by Mel. She has delivered the activity under this goal as scheduled and with high quality and accuracy, proof that she ensures to read the policy highlighted in every issue of our Policy in Focus, and complement this by her knowledge on the local labor law especially on the issue featuring Staff Severance and Retirement Plan. Her knowledge on the subject matter, especially in answering clarifications or questions raised by staff on every issue, gives this platform integrity as our colleagues are assured they are receiving feedback from someone who is expert on Philippine labor law.

Moreover, Mel's coordination skills also helped her achieve this goal successfully. Her coordination with the Communications Team, including those who participated in the CRS in a Minute videos, is truly commendable.

While I agree with her comment that the number of views (based on YouTube stats) may not necessarily translate and ensure that those numbers read the issue in its entirety and understand the policy highlighted, I believe this increasing number still indicates that staff are becoming interested, or at least curious to know the policy, the video (or the person on the video) or both.

### On Employee and Labor Relations: When the need arises and when requested by the HR Manager, develop an accurate and well-thought-of investigation report on alleged Safeguarding Policy or any other CRS policy infractions.

<b>Start Date</b> 4/4/2022	<b>Target Date</b> 9/30/2022	<b>Status</b> On Track
<b>Progress</b> <div><div></div></div>	<b>Weight</b> 0 %	<b>Perspective</b> 4. Build a More Agile, Innovative and Impactful Organization

#### Comments

**Melani Calceta ( Self ) :**

An alleged infraction of the Safeguarding Policy was reported, but due to its highly sensitive nature, the investigation was personally and directly carried out by the HR Manager, Operations Manager, and Head of Programming.

Nonetheless, I have wittingly provided legal opinions in connection thereto, when sought by the HR Manager.

**Eduardo Yunzal ( Manager ) :**

While Mel and I agreed to include her Goal No. 2 during the performance goal planning for FY'22, I am glad to note that our country program did not receive any incident report pertaining to policy infraction by staff specific to Progressive Discipline (Workplace Conduct and Ethics). And while we receive a single incident report which pertains

to potential violation of our Safeguarding policy, this follows a different route and will not require Mel to handle the case. Still, Mel was consulted from time to time by me during the whole investigation process, including arriving at a sound recommendation on the case, for her legal opinion. All these were conducted with utmost confidence to ensure compliance with the Safeguarding policy.

**On Recruitment: During the Fiscal Year, improve the recruitment processes or procedures through the below-mentioned activities.**

<b>Start Date</b> 4/4/2022	<b>Target Date</b> 9/30/2022	<b>Status</b> On Track
<b>Progress</b> <div></div>	<b>Weight</b> 0 %	<b>Perspective</b> 4. Build a More Agile, Innovative and Impactful Organization

Activities	Start Date	Due Date	Progress
Reduce the average turn-around time for processing personnel requisitions by expediting recruitment steps or processes without compromising any recruitment policy and the quality of hire.	4/4/2022	9/30/2022	0%
Develop a system to improve the manner by which virtual competency-based examinations are facilitated/conducted while preserving the integrity of our recruitment processes. Use learnings from other country programs and/or other organizations in developing the same.	4/4/2022	9/30/2022	0%

**Comments**

**Melani Calceta ( Self ) :**  
 With a lot of consultations from IT, I have developed an online examination tool (Google Forms) through which applicants may remotely take CRS examinations/assessments. The advantages of using these Google Forms are as follows:

- Applicants cannot and will not retain a copy of CRS exam templates, thereby preserving their integrity and confidentiality.
- By including in the exam template an “academic pledge” and incorporating therein a “timer” (although manually operated) through which applicants may access the form, we are assured that the possibility of cheating, plagiarism, etc., is minimized.

We have started using this tool since July 2022, after a careful review of its features and upon approval by the HR Manager. So far, it is still working without a hitch.

Also, I take pride in swiftly processing job vacancies, without compromising the quality of hire, and any recruitment policy. I have quoted one hiring manager’s recognition which was directly sent to me in July, after completing all the recruitment steps required for the hiring of a Project Assistant, to wit: “WAHOOOOOOOOOOO! You did this in record speed I’m so happy to be working with you again!”

As of this writing, I have processed 20 vacancies, in close coordination with the HR Supervisor and the Hiring Managers.

**Eduardo Yunzal ( Manager ) :**

On her Goal No. 3, Mel achieved all activities she initially identified during the performance goal setting. She was able to develop, implement, and administer the online examination for all candidates applying in our country program. This is a major improvement from the previous way we would administer the exam and very timely as well, especially that most, if not all written exam are taken remotely. I agree that this minimized cheating, and sharing of exam template with others. The system is working well as of this writing.

But the highlight of her achievement lies in the number of new hires Mel processed for the country program. The 20 vacancies which she was able to close within a 6-month period (average of 3 in a month!) is indeed an achievement worth noting.

**On Special Projects: Accomplish all special projects assigned to me by my direct supervisor, particularly the below-mentioned activities.**

<b>Start Date</b> 4/4/2022	<b>Target Date</b> 9/30/2022	<b>Status</b> On Track
<b>Progress</b> <div></div>	<b>Weight</b> 0 %	<b>Perspective</b> 4. Build a More Agile, Innovative and Impactful Organization

Activities	Start Date	Due Date	Progress
Attend and actively participate in all Oracle Recruitment Cloud Testing and Training sessions facilitated by HQ.	4/4/2022	9/30/2022	0%
Revise the CRS Philippines Personnel Manual in conformity with the revised template provided by HQ.	4/4/2022	9/30/2022	0%
Ensure that all employees have updated their emergency contact information on their Insight profile.	4/4/2022	9/30/2022	0%
Review existing CRS' Provident Policy, and provide favorable recommendations for revision, when warranted.	4/4/2022	9/30/2022	0%
Develop CRS' Data Privacy Manual in coordination with the National Privacy Commission, and in accordance with the Data Privacy Act of 2012.	4/4/2022	9/30/2022	0%

#### Comments

**Melani Calceta ( Self ) :**

- I was not able to participate in the Oracle Recruitment Cloud Testing since the testing environment can only accommodate two testers from PH. However, I attended and actively participated in all training sessions facilitated by HQ on July 20, 21, and 27, 2022. I also took part in cascading the Oracle Recruiting Processes to Hiring Managers in CRS/Philippines.
- The Personnel Manual review and revision is still ongoing and will be finalized within the week. This task was extra-challenging, as I had to read through the universal policies from HQ and cross-reference them with CRS PH policies,

to determine if there are any local amendments. As such, it took me some time to complete this output, considering all other recruitment activities, and other tasks in between.

- Save all new staff who were recently hired, all employees have already updated their emergency contact information in Insight. I have already sent an email to those new staff and will follow up on their completion within the week.
- I have reviewed the Provident Policy of CRS/Philippines and prepared its proposed amendments and restatements. The same was presented to the Provident Plan Committee on October 5, 2022, and which received a favorable response.
- The creation of the Data Privacy Manual is still in progress. Due to time limitation, this task was not yet completed.

**Eduardo Yunzal ( Manager ) :**

Her Goal No. 4 is a combination of different special projects which Mel was able to complete.

Mel was actively involved in the End Users Testing for ORC and also participated in conducting a training session on ORC for all hiring managers and approvers. On this particular goal, Mel was quick to learn the new ORC system and has since been using the system confidently when posting for job vacancies.

Mel also started the Personnel Manual review, ensuring that the country program follows the template provided by HQ. Her usual attention to details and her knowledge of the local labor law make me and the Operations Manager confident that this will yield to another quality output from Mel.

Mel assisted in ensuring that Emergency Contact Information of every staff are encoded in the system. She would do constant follow-up with her colleagues to ensure their compliance.

On the Provident Benefit Plan (existing contract with BDO), Mel successfully completed the review of the existing plan and recommended the items that will be revised on the plan. She presented her findings to the Provident Plan Committee and will soon presenting the same findings to all regular employees who are default members of the Provident Plan.

The Data Privacy Manual for CRS is a work in progress and will require a significant level of effort from Mel. We will include this in her performance goals for the next FY.

## [Optional] Other accomplishments and/or comments

### Comments

**Melani Calceta ( Self ) :**

There are other tasks that I worked on, beyond what was expected from me. I have provided legal opinions or advice on the following:

- Transfer of USAID vehicle to CRC, and then to partner (including preparation of agreement, and other supporting documents)
- Hiring of Contractors

- Preparation of Contracts/ Agreements
- Grant of Honorarium to Government Agencies
- Other legal-related inquiries

**Eduardo Yunzal** ( Manager ) :

Aside from the above goals, Mel has identified other tasks assigned to her which were all outside of HR. I confirm all of these tasks were referred to her by colleagues from Operations and Programs for her legal opinion and expert advice. All were completely delivered by Mel.

## Staff Self-Review of Agency REDI Competencies

### Directions

Agency competencies clarify expected behaviors for all staff. When demonstrated, they create an engaging workplace that reflects the values and priorities that we uphold.

**Staff:** After review of the Agency REDI Competencies, please give examples **in the comment box** below of how you demonstrate the competencies along with the descriptor of how frequently you demonstrate the competency.

The descriptors are:

- Always = Always demonstrates this competency
- Fairly Often = Regularly demonstrates this competency
- Sometimes = Occasionally demonstrates this competency

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## Agency REDI Competencies (for All Staff)

### Personal Accountability

**Definition:** Consistently takes responsibility for one's own actions

**Behaviors:**

- Speaks up and holds others accountable when they act in a way contrary to our values and guiding principles
- Proactively seeks feedback from team members and colleagues without being defensive

- Can be consistently relied on to follow through on their commitments and promises
- Takes personal responsibility for quality and timely results
- Takes personal responsibility for decisions, actions and failures
- Sets a positive example of reasonable balance between time at and outside of work
- Is consistent in words and actions
- Clearly communicates objectives, expectations deadlines, decisions and desired results

### **Acts with Integrity**

**Definition:** Consistently models values aligned with CRS Guiding Principles and mission. Is considered honest.

**Behaviors:**

- Challenges existing attitudes or practices that are unethical or misguided
- Honors commitments and keeps confidences
- Honest in their words and actions, regardless of the context, audience, or consequences
- Prioritizes the value and worth of others, treating them with consideration, care and concern
- Seeks first to understand others' needs, concerns and ideas before making recommendations or suggestions
- Ensures appropriate application of agency standards, processes and policies
- Makes sound decisions using our Guiding Principles and appropriate consultation

### **Builds and Maintains Trust**

**Definition:** Shows consistency between words and actions.

**Behaviors:**

- Willing to admit when mistakes are made
- Strives to be transparent and timely in all their communications
- Through their words and actions, displays confidence in their colleagues' abilities and expertise
- Actively listens to better understand others' feelings and viewpoints
- With empathy, seeks to understand those around them
- Cultivates relationships with a commitment to honesty
- Builds trust by respecting the rights of others in all interactions
- Empowers and trusts others to make decisions, execute a plan/project and assert expertise – subsidiarity

### **Collaborates with Others**

**Definition:** Works effectively in intercultural and diverse teams.

**Behaviors:**

- Seeks to understand their personal biases through honest and direct feedback
- Puts processes in place to bring awareness of how personal biases influence decisions
- Pays attention to and has regard for the feelings wishes, rights, or traditions of others
- Listens attentively when another person is voicing a point of view
- Engages in respectful and curious questioning to understand diverse viewpoints
- Creates a feeling of belonging and team morale for all members
- Intentionally includes all team members in discussions

- Models the acceptance and encourages accommodation of one another's differences
- Handles conflict in a constructive and professional manner

### **Open to Learn**

**Definition:** Seeks out experiences that may change perspective or provide an opportunity to learn new things.

**Behaviors:**

- Actively seeks and values feedback from others with different perspectives
- Demonstrates an open mindset and deep curiosity about others
- Listens without judgement
- Shows personal commitment and takes action to continuously improve and grow
- Proactively shares skills, expertise and lessons learned with fellow staff and partners
- Analyzes and improves own knowledge and skills as required in role to achieve goals
- Creates time and space for learning during work
- Flexible and open to new ways of doing things
- Learns on-the-job from new experiences and from others within and outside the agency

### **Agency REDI Leadership Competencies\***

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\*Leader is defined as; any supervisor/manager who has one or more direct reports and/or those that lead a specific technical function or sector.

### **Lead Change**

**Definition:** Continually looks for ways to improve the agency through a culture of agility, openness, and innovation.

**Behaviors:**

- Seeks to assemble teams that are multicultural and diverse in thinking
- Knows how to get things done both through formal channels and informal networks
- Allows others to make mistakes without the fear of negative consequences
- Adapts quickly and appropriately in changing and ambiguous situations
- Coaches others to take calculated risks and make evidence-based decisions
- Supports others in generating new ideas, approaches, and solutions
- Identifies and promotes forward-thinking solutions
- Experiments to find new solutions
- Reflects on completed activities with colleagues, identifying what worked well, what did not and opportunities for improvement

### **Develops and Recognizes Others**

**Definition:** Builds the capacity of staff to reach their full potential, and enhance team and agency performance.

**Behaviors:**

- Encourages staff to take responsibility for managing their own learning

- Guides staff in developing for current and future roles
- Uses recognition to highlight and celebrate desired behaviors, progress, and achievements
- Develops others through regular feedback and coaching
- Demonstrates care for staff and their well-being
- Praises individuals for a job well done. Shares stories to encourage and recognize staff and the team

## **Strategic Mindset**

**Definition:** Understands role in translating, communicating, and implementing agency strategy and team priorities.

### **Behaviors:**

- Sets team priorities aligned with CRS strategic priorities and results
- Ensures staff understand and connect to the agency, its mission, purpose, and guiding principles
- Articulates a compelling image of what the agency is today, as well as what the future could be
- Translates broader vision into realistic strategies for the team
- Champions the agency or team strategy through clear, timely and consistent communications
- Understands external and internal environment to identify and assess emerging trends that influence strategic priorities
- Develops metrics for strategic priorities and results to inform decision-making

## **Comments**

**Melani Calceta ( Self ) :**

### **Personal Accountability – Fairly Often**

- I fully understand my responsibilities, and I know that I am accountable for them. As such, as much as possible, I see to it that all my actions and words are grounded in the existing policies of CRS.
- I am also honest and transparent. When I need help, I do not shy away from seeking assistance and/or clarifications from my supervisor and other colleagues.
- Whenever I feel that I have committed or may have committed a mistake in my day-to-day tasks, and I feel responsible for it, I always apologize. I also take notes of what went wrong and what should have been done for future reference.
- I also do not procrastinate. I use my working time wisely. As much as possible, I neither work beyond office hours nor during rest days.
- My only concern is that I tend to overcommit. I feel that sometimes, I am not too realistic about what I can fit into my workload.
- I have a strong work ethic, and strive to produce quality outputs consistently

### **Acts with Integrity – Always**

- I respect and treat people equally, regardless of position or any other factors.
- I can be trusted to keep the confidentiality of matters shared with me by reason of my position.

### **Builds and Maintains Trust – Always**

- I am transparent in all my day-to-day decision-making, and other tasks. Whenever I feel that I could not beat a deadline, I would inform the concerned staff of my challenges, and proposed courses of action.

### **Collaborates with Others – Always**

- I always offer my assistance to any of my colleagues, whenever I can.

### **Open to Learn – Always**

- I am a creative person. I love designing systems that will make my work more effective and efficient. I also imitate the good practices which I observe from my supervisors and other colleagues.

## **Supervisor Review of Agency REDI Competencies**

### **Directions**

Agency competencies clarify expected behaviors for all staff. When demonstrated, they create an engaging workplace that reflects the values and priorities that we uphold.

### **Supervisor**

- Please enter feedback and comments on behaviors demonstrated. If anything other than Always is selected, supervisors **must** add a comment.
- For each of the 5 Agency REDI Competencies (All Staff), choose a descriptor from the three provided.
- For each of the 3 Agency Leadership Competencies, choose a descriptor from the three provided. Choose N/A if the staff does not fall under the definition of leader.
- The descriptors are:
  - Always = Always demonstrates this competency
  - Fairly Often = Regularly demonstrates this competency
  - Sometimes = Occasionally demonstrates this competency

### **Next Level Supervisor (Optional)**

- Enter feedback or comments on any of the Agency REDI Competencies observed.

Click the icons below to view



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## Rating Scale

Rating	Description
Always	Always demonstrates this competency
Fairly Often	Regularly demonstrates this competency
Sometimes	Occasionally demonstrates this competency
N/A	

## All Staff REDI Competency: Acts with Integrity

Definition: Consistently models values aligned with CRS Guiding Principles and mission. Is considered honest.

### Behaviors:

- Challenges existing attitudes or practices that are unethical or misguided
- Honors commitments and keeps confidences
- Honest in their words and actions, regardless of the context, audience, or consequences
- Prioritizes the value and worth of others, treating them with consideration, care and concern
- Seeks first to understand others' needs, concerns and ideas before making recommendations or suggestions
- Ensures appropriate application of agency standards, processes and policies
- Makes sound decisions using our Guiding Principles and appropriate consultation

Reviewer	Rating
Eduardo Yunzal ( Manager )	Always

### Comments

**Eduardo Yunzal ( Manager ) :**

Although an Always rating will not require an explanation, I would like to use this opportunity to highlight this Agency Behavioral Competency which for me, Mel has consistently demonstrated. Specifically, Mel is someone who honors her commitments and has always been trusted by me and by her colleagues in CRS, both national and international staff.

## All Staff REDI Competency: Builds and Maintains Trust

Definition: Shows consistency between words and actions.

### Behaviors:

- Willing to admit when mistakes are made
- Strives to be transparent and timely in all their communications
- Through their words and actions, displays confidence in their colleagues' abilities and expertise

- Actively listens to better understand others' feelings and viewpoints
- With empathy, seeks to understand those around them
- Cultivates relationships with a commitment to honesty
- Builds trust by respecting the rights of others in all interactions
- Empowers and trusts others to make decisions, execute a plan/project and assert expertise – subsidiarity

Reviewer	Rating
Eduardo Yunzal ( Manager )	Always
Comments	

**Eduardo Yunzal ( Manager ) :**

This is another Agency Behavioral Competency that Mel consistently demonstrates. Her actions, which translate to how she deals with her colleagues and the quality of work she delivers, are behaviors which make others admire and trust her.

## All Staff REDI Competency: Collaborates with Others

Definition: Works effectively in intercultural and diverse teams.

Behaviors:

- Seeks to understand their personal biases through honest and direct feedback
- Puts processes in place to ensure personal biases do not influence decisions
- Pays attention to and has regard for the feelings wishes, rights, or traditions of others
- Listens attentively when another person is voicing a point of view
- Engages in respectful and curious questioning to understand diverse viewpoints
- Creates a feeling of belonging and team morale for all members
- Intentionally includes all team members in discussions
- Models the acceptance and encourages accommodation of one another's differences
- Handles conflict in a constructive and professional manner

Reviewer	Rating
Eduardo Yunzal ( Manager )	Always
Comments	

**Eduardo Yunzal ( Manager ) :**

Mel's excellent collaboration with others, unbiased thinking, and respectful manner make her a good example of someone who demonstrates this competency in CRS.

## All Staff REDI Competency: Open to Learn

Definition: Seeks out experiences that may change perspective or provide an opportunity to learn new things.

Behaviors:

- Actively seeks and values feedback from others with different perspectives

- Demonstrates an open mindset and deep curiosity about others
- Listens without judgement
- Shows personal commitment and takes action to continuously improve and grow
- Proactively shares skills, expertise and lessons learned with fellow staff and partners
- Analyzes and improves own knowledge and skills as required in role to achieve goals
- Creates time and space for learning during work
- Flexible and open to new ways of doing things
- Learns on-the-job from new experiences and from others within and outside the agency

Reviewer	Rating
Eduardo Yunzal ( Manager )	Always
Comments	

**Eduardo Yunzal ( Manager ) :**

While Mel has achieved a lot despite her relatively young age, she never fails to demonstrate humility. She is open to learning and at the same time, generous with other when sharing her skills and expertise.

## All Staff REDI Competency: Personal Accountability

Definition: Consistently takes responsibility for one's own actions

Behaviors:

- Speaks up and holds others accountable when they act in a way contrary to our values and guiding principles
- Proactively seeks feedback from team members and colleagues without being defensive
- Can be consistently relied on to follows through on their commitments and promises
- Takes personal responsibility for quality and timely results
- Takes personal responsibility for decisions, actions and failures
- Sets a positive example of reasonable balance between time at and outside of work
- Is consistent in words and actions
- Clearly communicates objectives, expectations deadlines, decisions and desired results

Reviewer	Rating
Eduardo Yunzal ( Manager )	Always
Comments	

**Eduardo Yunzal ( Manager ) :**

It is a privileged to have Mel in the HR team. Like what I have already mentioned above, she is someone you can rely to especially if you are expecting quality work. Her commitment to work and to CRS cannot be discounted.

## Leadership REDI Competency: Develops and Recognizes Others

Definition: Builds the capacity of staff to reach their full potential, and enhance team and agency performance.

#### Behaviors:

- Encourages staff to take responsibility for managing their own learning
- Guides staff in developing for current and future roles
- Uses recognition to highlight and celebrate desired behaviors, progress, and achievements
- Develops others through regular feedback and coaching
- Demonstrates care for staff and their well-being
- Praises individuals for a job well done. Shares stories to encourage and recognize staff and the team

Reviewer	Rating
Eduardo Yunzal ( Manager )	N/A

### Leadership REDI Competency: Lead Change

---

Definition: Continually looks for ways to improve the agency through a culture of agility, openness, and innovation.

#### Behaviors:

- Seeks to assemble teams that are multicultural and diverse in thinking
- Knows how to get things done both through formal channels and informal networks
- Allows others to make mistakes without the fear of negative consequences
- Adapts quickly and appropriately in changing and ambiguous situations
- Coaches others to take calculated risks and make evidence-based decisions
- Supports others in generating new ideas, approaches, and solutions
- Identifies and promotes forward-thinking solutions
- Experiments to find new solutions
- Reflects on completed activities with colleagues, identifying what worked well, what did not and opportunities for improvement

Reviewer	Rating
Eduardo Yunzal ( Manager )	N/A

### Leadership REDI Competency: Strategic Mindset

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Definition: Understands role in translating, communicating, and implementing agency strategy and team priorities.

#### Behaviors:

- Sets team priorities aligned with CRS strategic priorities and results
- Ensures staff understand and connect to the agency, its mission, purpose, and guiding principles
- Articulates a compelling image of what the agency is today, as well as what the future could be
- Translates broader vision into realistic strategies for the team
- Champions the agency or team strategy through clear, timely and consistent communications

- Understands external and internal environment to identify and assess emerging trends that influence strategic priorities
- Develops metrics for strategic priorities and results to inform decision-making

Reviewer	Rating
Eduardo Yunzal ( Manager )	N/A

## Performance Rating

### Directions

- Ratings are used to help staff understand how they are performing in line with expectations against annual goals and against expected behaviors.
- The rating provided should be based on the goals completed and the behaviors exhibited over the past year.
- Ratings are NOT intended to be a rating of the person and may change from year to year, based on expectations and outcomes which can be influenced by opportunities and challenges.

Click on the "?" icon next to the ratings list to see the descriptions.

### Supervisor

- Reflect on the staff member's results achieved towards goals AND their demonstrated behaviors in support of the Agency REDI Competencies.
- If a staff transitioned roles or supervisors during the year, the current supervisor should consult with the other/previous supervisor as a Co-Planner/ Co-Reviewer.
- Using the definitions provided, enter a rating for the staff member's overall performance for the past year.
- Ratings should align with comments provided.
- Next level supervisors must approve the overall numeric rating.
- If performance is substantially above or below expectations (for results or behaviors), ratings should be discussed with next level supervisor in advance.

### Next Level Supervisor

- Review the supervisor's ratings and comments.
- If adjustments or changes are needed, notify the supervisor AND go to the Overview page and use the 'Reopen Step' button. This will send it back to the supervisor to make the necessary changes.

### Rating Scale

Rating	Description
1.0 - Unsatisfactory	Consistently does not meet expectations for results or job-related behaviors in the

position. Overall performance indicates the employee has failed to accomplish assigned position duties and/or using job-related skills in a satisfactory manner. Deficiencies should be documented in the performance appraisal including specific examples. Human Resources is to be consulted to discuss either placing the employee on probation. If employee's performance does not improve significantly during probation, termination will ensue.

#### 2.0 - Below Expectations

Frequently does not meet expectations for results and/ or job-related behaviors in the position. Overall performance indicates the employee is accomplishing some assigned position duties, but not all, and may be demonstrating some job related skills, but not all. Requires a greater level of direct supervision than is standard, and is not consistently demonstrating agency competencies. This rating requires detailed justification including specific instances of not meeting expectations for results and/or job-related behavior. A performance improvement plan may be developed to address the shortcomings.

#### 3.0 - Meets Expectations

Meets expectations for results and job-related behaviors in the position. Overall performance indicates the employee is accomplishing assigned position duties, uses job related skills in a sufficient manner, requires the standard level of direct supervision, and regularly acts in accordance with agency competencies. Employee's performance has been solid and has fulfilled the position expectations. This rating requires justification including specific instances of achievement.

#### 3.5 - Occasionally Exceeds Expectations

Occasionally exceeds expectations for results and job-related behaviors in the position. Overall performance indicates the employee is accomplishing assigned position duties, and uses job related skills in a sufficient manner which is above position expectations on occasion. Generally requires the standard level of direct supervision, although sometimes requires less, and regularly acts in accordance with agency competencies. Employee's performance has been solid and has fulfilled the position expectations, and occasionally exceeds the expectations. This rating requires justification including specific instances of achievement.

#### 4.0 - Exceeds Expectations

Frequently exceeds expectations for results and job-related behaviors in the position. Overall performance is characterized by high quality and quantity of work in the accomplishment of position duties; uses job-related skills often above the position expectations. Requires a degree of supervision that is frequently less than typical for the position, and effectively demonstrates agency competencies. Employee's performance has been recognized within his/her department. This rating requires detailed justification including specific instances of achievement.

#### 4.5 - Consistently Exceeds Expectations

Consistently exceeds expectations for results and job-related behaviors in the position. Overall performance is characterized by very high quality and quantity of work in the accomplishment of position duties; uses job-related skills consistently above the position expectations. Requires supervision that is consistently less than typical for the position, models agency competencies in a consistently strong manner. Employee's performance has been recognized within his/her country program/department. This rating requires detailed justification including specific instances of achievement.

#### 5.0 - Far Exceeds Expectations

Far exceeds expectations for results and job-related behaviors in the position. Overall performance is characterized by exceptional quality and quantity of work in the accomplishment of position duties; assumes responsibilities which are beyond the position expectations; and uses job-related skills in an outstanding manner. Requires substantially less supervision than typical for the position, models agency competencies in an exceptional manner. Employee's performance has been recognized outside of his/her country program/department and has made a significant impact to the agency. This rating requires detailed justification including specific instances of achievement.

## Enter the rating for the staff's overall performance.

Reviewer	Rating
Eduardo Yunzal ( Manager )	4.5 - Consistently Exceeds Expectations

## Signatures Page

### Directions

In this section, staff, current supervisor and next-level supervisor electronically sign the performance review. Final comments can be added below.

#### Staff

- Enter your electronic signature.
- Signing this document acknowledges that you have read your performance review.

#### Supervisor

- Enter your electronic signature.
- Signing this document acknowledges that you have reviewed and completed the staff's performance review.

#### Next Level Supervisor

- Enter your electronic signature.
- Signing this document acknowledges that the staff and supervisor have completed the performance review process.

#### Comment Box

- The comment box can be used by staff, supervisor or next level supervisor to provide any additional comments not already captured. (e.g., *thanks for your feedback, glad you are part of the team, etc.*).
- If a staff member has a major concern on any of the feedback provided or the rating received, they are encouraged to have a discussion directly with their supervisor.

X Melani Calceta  
Self

12/28/2022  
Date

X Eduardo J. Yunzal, Jr.  
Supervisor

10/29/2022  
Date

X Hannah Macapeges  
Next Level Supervisor

12/26/2022  
Date

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#### Comments

**Melani Calceta ( Self ) :**

Thank you for your kind words, Sir Ed and Ms. Hannah. Your h

**Hannah Macapeges ( Indirect Manager ) :**

We have already high expectations of Melani based on her past performance as HR for Haiyan project in Tacloban and Samar. Melani never failed to meet what were expected of her and she even exceeded those expectations. Melani, now a lawyer, is the best addition not only to GPR team but to the whole Operations team. She extends her legal expertise to SCM especially on providing legal comments on procurement contracts that mitigates threats to CRS. Melani will also provide support to the program teams especially on legal matters.