



SURVEY RESULTS

1.0 RESPONDENT PROFILE

A total of 335 respondents were interviewed from the National Irrigation Authority (NIA) coming from 4 sites: Central Office (CO), Region 3, Region 7 & 8 and Region 11.

1.1 Education

About sixty-six percent (65.67%) of the respondents across all 4 sites have at least a college degree, with 0.60% of the employees with post-graduate degrees (MA/MS or PhD). One fourth of the respondents (26.27%) are only high school or elementary graduates.

Education Profile

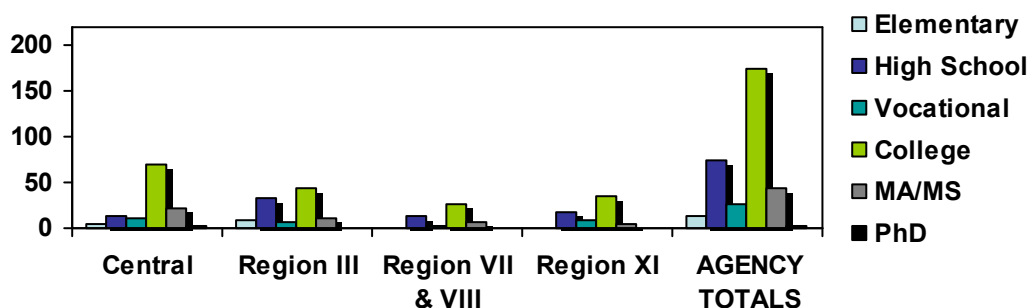
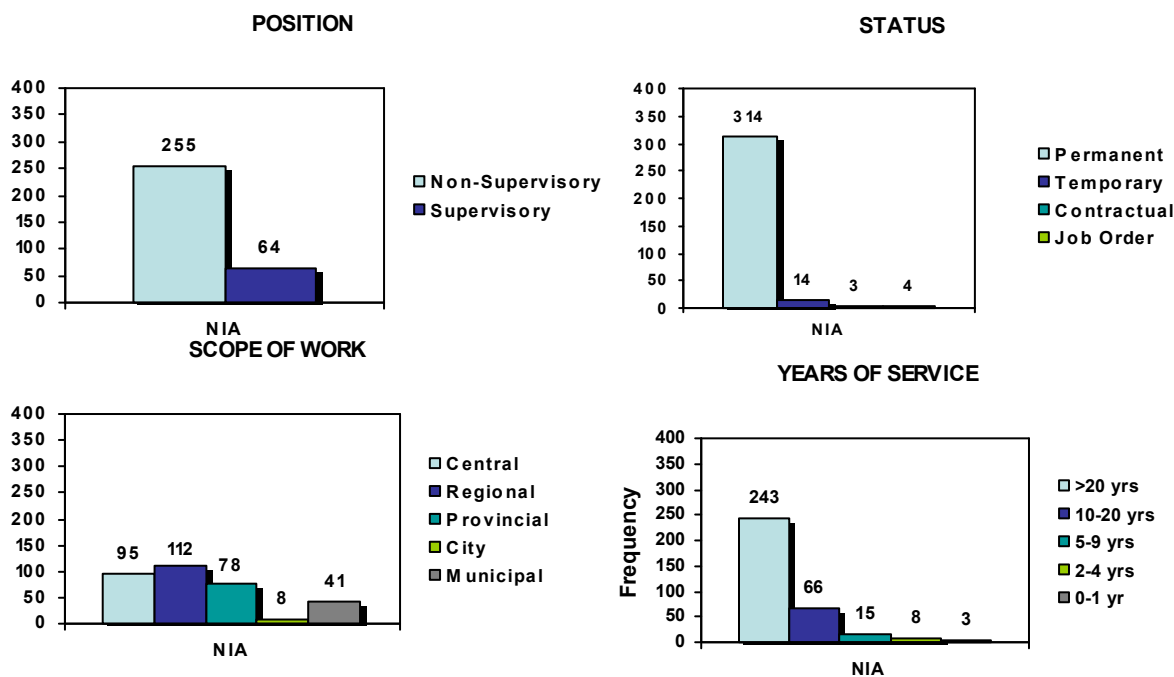


Table 1.1 Educational Attainment Distribution by Site in Frequency and Percentage

| Educational Attainment | CO | Region III | Region VII & VIII | Region XI | AGENCY TOTALS |
|------------------------|--------------|--------------|-------------------|--------------|---------------|
| Elementary | 4 3.33% | 8 8.00% | 1 2.00% | 0 0.00% | 13 3.88% |
| High School | 13 10.83% | 32 32.00% | 13 26.00% | 17 26.15% | 75 22.39% |
| Vocational | 10 8.33% | 6 6.00% | 2 4.00% | 9 13.85% | 27 8.06% |
| College | 69 57.50% | 43 43.00% | 27 54.00% | 35 53.85% | 174 51.94% |
| MA/MS | 22 18.33% | 11 11.00% | 7 14.00% | 4 6.15% | 44 13.13% |
| Ph.D. | 2 1.67% | 0 0.00% | 0 0.00% | 0 0.00% | 2 0.60% |

1.2 Work Profile

Most of the respondents occupy non-supervisory positions (79.94% of total) with nearly one-hundred percent (93.73%) at permanent status.



In terms of scope of work, 79.17% of respondents from NIA-Central Office cover national scope. Respondents from Region 3, 7, 8 and 11 are mainly involved with regional (40% – 50%) and provincial activities (30% - 40%).

Most of the respondents (92.24%) have been in active service at the NIA for at least 10 years.

Table 1.2 Work Profile Distribution by Description and by Site

| Description of Work | | Number of Respondents | | | | Agency Total (%) |
|--------------------------|-----------------|-----------------------|------------|--------------|-----------|------------------|
| | | Central | Region 3 | Region 7 & 8 | Region 11 | |
| POSITION | Supervisory | 34 | 15 | 10 | 5 | 19.10% |
| | Non-Supervisory | 70 | 85 | 40 | 60 | 76.12% |
| STATUS | Permanent | 106 | 95 | 48 | 65 | 93.73% |
| | Temporary | 7 | 5 | 2 | 0 | 4.18% |
| | Contractual | 3 | 0 | 0 | 0 | 0.90% |
| | Job Order | 4 | 0 | 0 | 0 | 1.19% |
| SCOPE | Central | 95 | 0 | 0 | 0 | 28.36% |
| | Regional | 12 | 48 | 20 | 32 | 33.43% |
| | Provincial | 1 | 38 | 20 | 19 | 23.28% |
| | City | 7 | 0 | 1 | 0 | 2.39% |
| | Municipal | 4 | 14 | 9 | 14 | 12.24% |
| YEARS | 0-1 yr | 1 | 2 | 0 | 0 | 0.90% |
| | 2-4 yrs | 3 | 2 | 1 | 2 | 2.39% |
| | 5-9 yrs | 8 | 2 | 1 | 4 | 4.48% |
| | 10-20 yrs | 21 | 27 | 1 | 17 | 19.70% |
| | >20 yrs | 87 | 67 | 47 | 42 | 72.54% |
| TOTAL RESPONDENTS | | 120 | 100 | 50 | 65 | 335 |



2.0 SURVEY RESULTS

The survey instrument focuses on thirteen (13) areas of inquire, namely:

1. Interface with the External Environment
2. Organizational Culture
3. Code of Conduct
4. Gifts and Benefits
5. Leadership
6. Human Resources Development
7. Performance Management
8. Financial Management
9. Procurement Management
10. Whistleblowing, Internal Reporting and Investigation
11. Corruption Risk Management
12. Types of Corruption
13. Attitudes Regarding Corruption Reporting

A 6-point Likert scale was utilized in order to assess the level of agreement or disagreement of the respondents to specific terms relevant to corruption prevention. Levels of agreement range from Strongly Disagree (SD) to Strongly Agree (SA) and include Don't Know and Refuse to Answer.

Using a 4-pt weighted scale system, net ratings were computed for statements in each of the 12 areas of inquiry. Zero weight is given to "Don't Know" and "Refuse to Answer" responses. The weighted rating is computed using the following formula:

| <u>Response Scale</u> | <u>Weight</u> | <u>Frequency</u> | <u>Scale x Frequency</u> |
|-----------------------|---------------|------------------|--------------------------|
| Strongly Agree | 1 | A | 1 x A |
| Agree | 2 | B | 2 x B |
| Disagree | 3 | C | 3 x C |
| Strongly Disagree | 4 | D | 4 x D |

$$\text{NET RATING} = [(1 \times A) + (2 \times B) + (3 \times C) + (4 \times D)] / \text{Total no. of respondents}$$

To interpret net ratings, the following guideline can be used:

- 1.00 - 1.79 = Highly positive net agreement
- 1.80 - 2.21 = Moderately positive net agreement
- 2.20 - 2.49 = Slightly positive net agreement and % undecided is substantial
- 2.50 = Split opinion
- 2.51 – 2.80 = Slightly negative net agreement and % undecided is substantial
- 2.81 – 3.20 = Moderately negative net agreement
- 3.21 – 4.00 = Highly negative net agreement.

A split opinion is obtained with a net weighted rating of 2.5. A positive net agreement occurs if the net rating is less than 2.5 and a negative net agreement is reached if the net rating is greater than 2.5. The lower the net rating, the positive net agreement to the statement increases. Conversely, the higher the net rating, the negative net agreement to the statement increases.

Comparison of means were also conducted using a One-way ANOVA statistic comparing each statement against five (5) work descriptions of Education, Position, Status, Scope of Work and Years of Service. This was performed separately for each of the four sites. Significant differences in responses were noted for significance values of 0.05 or less. The One-way ANOVA Tables are provided in the Appendix for reference. Results with significant differences are highlighted in bold numbers in these ANOVA tables.



A. INTERFACE WITH THE EXTERNAL ENVIRONMENT

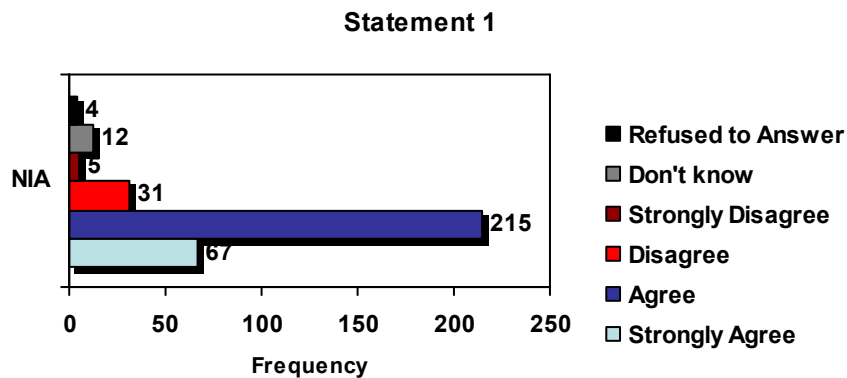
Moderate net agreement ratings are reported among the Regional sites in terms of factors affecting interface with the external environment. Central Office however reported moderately positive agreement to Statement No. 1 and only slight agreement to Statements 2 & 3. Also, slightly negative agreement was recorded among Central Office respondents for the agency’s ability to act upon complaints and feedback of clients.

No significant differences in responses were obtained across all sites regarding handling of complaints (Statements 3 & 4). Significant differences in responses were however observed among Regional respondents in terms of the other two factors as follows:

- Respondents from Region III who disagreed that operations are clear and easily understood were those with non-supervisory positions.
- Respondents from Region 7&8 as well as from Region 11 who were likely to disagree with Statement 1 & 2 were among those who do not have a college degree.

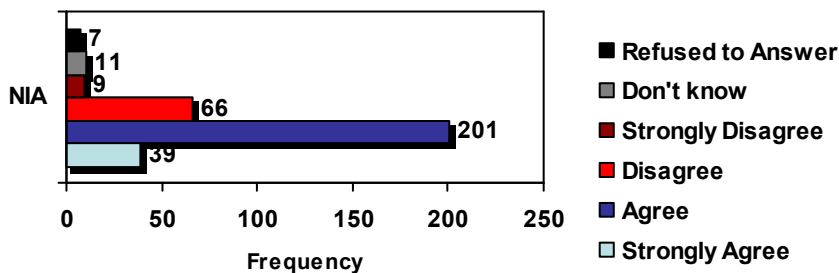
Table 2.1 Net Ratings for Interface with the External Environment

| STATEMENTS | CO | Region III | Region VII & VIII | Region XI | Agency Rating |
|--|------|------------|-------------------|-----------|---------------|
| 1. Overall, operations in our agency are clear and easily understood. <i>(Sa pangkalahatan, madaling maunawaan at malinaw ang pagpapatakbo dito sa aming ahensya.)</i> | 2.09 | 1.80 | 1.87 | 1.83 | 1.92 |
| 2. Actual practices in our agency are consistent with written procedures and policies. <i>(Naaayon sa mga nakatalang proseso at patakaran ang mga gawain sa ahensiya namin.)</i> | 2.32 | 2.08 | 1.96 | 2.06 | 2.14 |
| 3. Complaints and feedback of clients are acted upon in our agency. <i>(Ang mga daing, puna at komentaryo ng mga kliyente ay tinutugunan ng aming ahensiya.)</i> | 2.30 | 2.09 | 1.94 | 2.02 | 2.12 |
| 4. Complaints and feedback of employees are acted upon here in our agency. <i>(Ang mga reklamo at komentaryo ng mga empleyado ay ina-aksyonan ng aming ahensiya.)</i> | 2.55 | 2.15 | 2.02 | 2.05 | 2.25 |

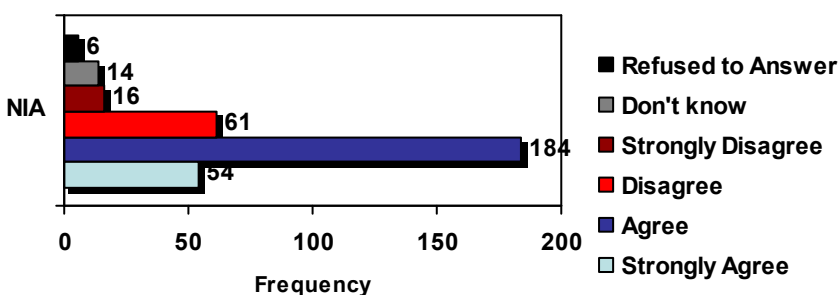




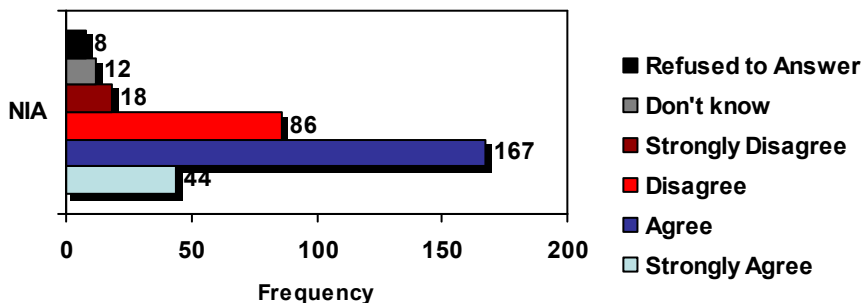
Statement 2



Statement 3



Statement 4



Question 5: What are the common complaints of your agency's clients?

The predominant complaints of respondents across all sites (33.81%) were problems regarding water supply and distribution. Defective irrigation system and facilities (21.20%) and delayed release of salary, incentives and funds (15.47%) were also cited.



Table 2.2 Common Complaints of Clients

| COMMON COMPLAINTS | Frequency | Percent of Responses (%) |
|---|-----------|--------------------------|
| Inadequate/Poor water supply, illegal water tapping, water distribution | 119 | 33.81% |
| Defective irrigation system, damaged facilities | 75 | 21.20% |
| Delayed salary, benefits and incentives, lack of funds, non-payment of amortization | 55 | 15.47% |
| No comment, no idea, no answer, none | 42 | 11.75% |
| Red tape, corruption, bribery, dishonesty, collection of irrigation fees | 30 | 8.60% |
| Poor service, poor governance, no action on suggestions, poor record keeping, unfinished projects | 10 | 2.87% |
| Favoritism | 8 | 2.29% |
| Satisfied with current system | 5 | 1.43% |
| Squatters | 2 | 0.57% |
| Employees not able to visit farmers | 2 | 0.57% |
| Discipline | 2 | 0.57% |
| BAC's involvement in paying contractors | 1 | 0.29% |
| NIA's closing of turnout policy | 1 | 0.29% |
| Leniency on guilty employees | 1 | 0.29% |

Question 6: What can you suggest to improve the services of your agency?

Suggestions to improve the services of the agency were:

| Suggestions | Frequency | Percent of Response (%) |
|---|-----------|-------------------------|
| Improve facilities | 74 | 21.64% |
| Additional funds, financial support, support from management, funding for maintenance | 55 | 16.08% |
| Good and more efficient public service, dedication and hardwork | 55 | 16.08% |
| Cooperation and unity, proper communication, consultation with the farmers, information dissemination, establish a reporting system | 66 | 11.99% |
| Better salary/benefits/incentives, release on time | 31 | 4.97% |
| Strict and close monitoring, strict implementation of guidelines, regular inspection | 17 | 4.39% |
| Good leadership, leadership by example | 14 | 4.09% |
| Seminars and trainings on ethics, values education, farmer empowerment | 14 | 3.22% |
| No favoritism/politics | 11 | 2.34% |



| Suggestions | Frequency | Percent of Response (%) |
|---|-----------|-------------------------|
| Proper promotion and recruitment system (esp retirement), reshuffle | 6 | 1.75% |
| Extend payment of ISF, improve ISF collection | 4 | 1.17% |
| LGU's involvement on CIS | 3 | 0.88% |
| Lifestyle check, transparency | 2 | 0.58% |
| Satisfied with the system | 2 | 0.58% |
| Do not accept bribes | 1 | 0.29% |
| Additional field personnel | 1 | 0.29% |
| Put IDO | 1 | 0.29% |
| Review policies | 1 | 0.29% |

B. ORGANIZATIONAL CULTURE

Slight to Moderately positive agreement is recorded for Statement 7 which pertains to employees being consulted on policies that concern them. Significant differences in responses were observed in CO wherein respondents that tended to disagree were more likely to come from personnel with permanent status.

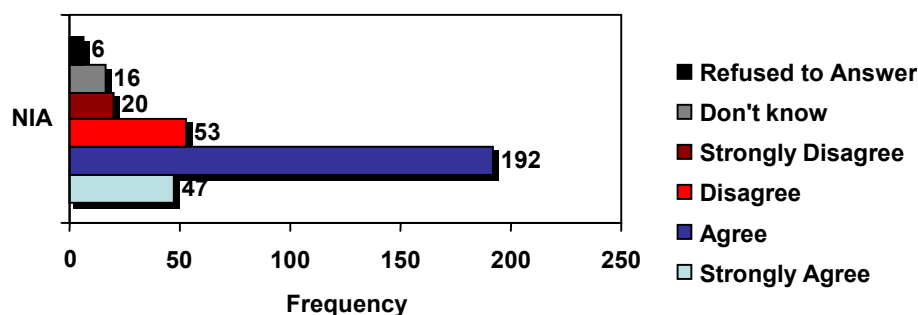
On one hand, moderately positive agreement in Region III, Region VII and VIII, and Region XI while slightly negative agreement in the Central Office, is recorded with regards to the involvement of employees in the decision-making process of the agency. No significant differences in responses were observed.

Slight to Moderately positive net agreement was recorded for open lines of communication in the agency. Region XI respondents most likely to disagree are those with at least a college degree.

Table 2.3 Net Ratings for Organizational Culture

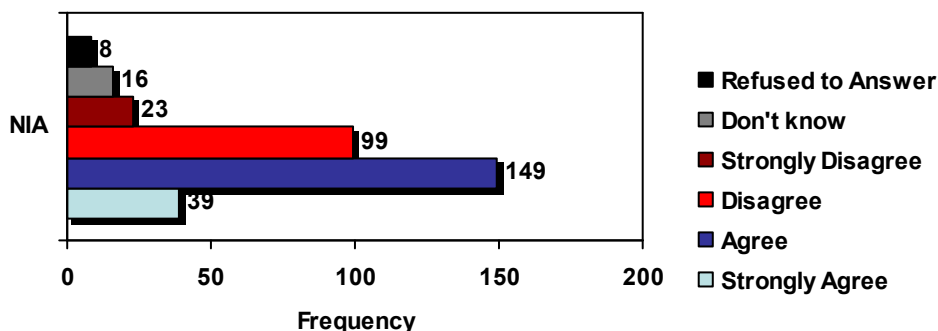
| STATEMENTS | CO | Region III | Region VII & VIII | Region XI | Agency Rating |
|--|------|------------|-------------------|-----------|---------------|
| 7. Employees are consulted on policies that concern them. <i>(Ang mga empleyado ay kinukunsulta sa mga patakaran may kinalaman sa kanila.)</i> | 2.42 | 1.98 | 2.06 | 2.00 | 2.15 |
| 8. Employees are involved in making decisions. <i>(Ang mga empleyado ay kasali sa mga pagdedesisyon.)</i> | 2.61 | 2.19 | 2.20 | 2.20 | 2.34 |
| 9. Lines of communication are open. <i>(Bukas ang mga linya ng komunikasyon.)</i> | 2.29 | 1.96 | 1.89 | 1.94 | 2.06 |

Statement 7

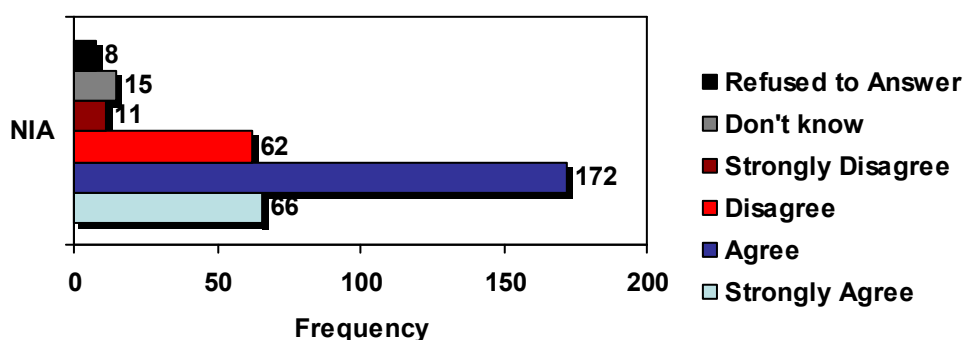




Statement 8



Statement 9



Question 10: What can you suggest to improve the responsibility of your employees?

Suggestions to improve the responsibility of employees were:

| Suggestions | Frequency | Percent of Responses (%) |
|---|-----------|--------------------------|
| Increase/improve salary and benefits, release on time | 152 | 45.65% |
| Dedication and hardwork, punctuality and self-discipline, honesty, good public service, do not accept gifts | 59 | 17.72% |
| Leadership by example, good leadership | 33 | 9.91% |
| Proper communication, unity and cooperation | 24 | 7.21% |
| Trainings and seminars for moral and spiritual recovery and employee empowerment | 23 | 6.91% |
| No favoritism, fair treatment in promotion, reshuffling of leaders | 14 | 3.60% |
| Close supervision, strict monitoring, strict implementation of policies | 12 | 1.80% |
| Satisfied with the system | 6 | 1.20% |
| Improved water supply | 2 | 0.60% |
| Transparency | 2 | 0.60% |
| Less tasks | 1 | 0.30% |
| Use of motorpool | 1 | 0.30% |



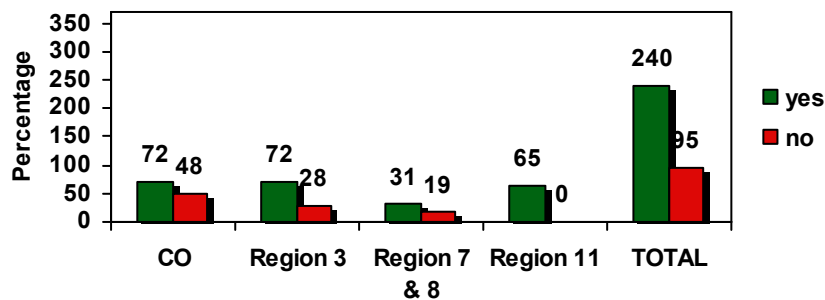
C. CODE OF CONDUCT

Majority of the respondents cited that the agency has a written code of conduct. Nearly twenty-seven percent (26.65%) of the respondents replied No.

Table 2.4 Question 11: Does your agency have a written code of conduct?

| Response | CO | Region III | Region VII & VIII | Region XI |
|----------|----|------------|-------------------|-----------|
| YES | 72 | 72 | 31 | 50 |
| NO | 48 | 28 | 19 | 15 |

Question 11



Moderately positive net agreement ratings were observed across all 4 sites with regards to the compliance and adequacy of orientation of the written code of conduct. No significant differences were observed among respondents in CO, Region 3 and 11. Significant differences in responses were observed in Region 7&8 wherein negative agreements were reported by those with college degrees.

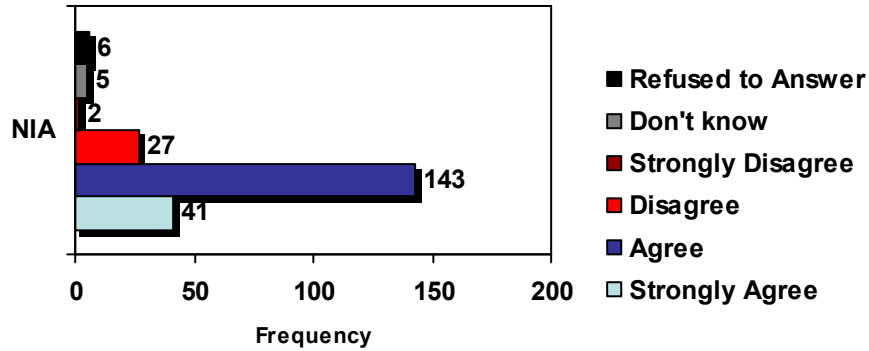
Slightly positive to moderately positive agreement is observed with respect to punishment of those who violate the code. Significant differences in responses were observed in Region XI wherein negative agreements in are more likely among the college graduates.

Table 2.5 Net Rating for Code of Conduct by Site

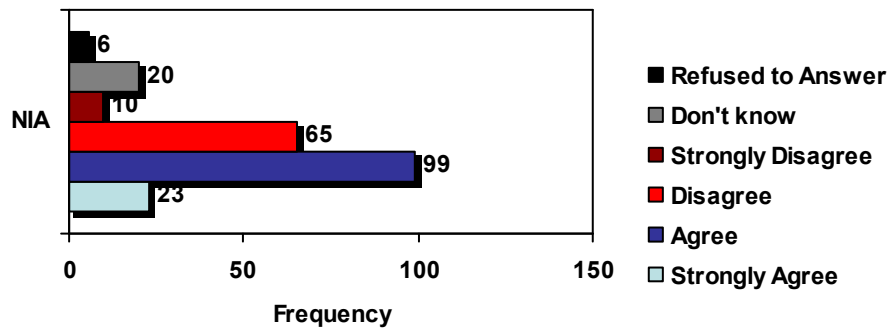
| STATEMENTS | CO | Region III | Region VII & VIII | Region XI | AGENCY RATING |
|--|------|------------|-------------------|-----------|---------------|
| 12. A written code of ethical conduct being followed in our agency. <i>(May sariling nakasulat na panuntunan ng wastong asal o gawi na sinusunod dito sa aming ahensiya.)</i> | 2.00 | 1.94 | 2.04 | 1.86 | 1.95 |
| 13. Adequate orientation on the code of conduct and other corruption prevention measures are provided in our agency. <i>(May sapat na pagsasanay na ibinibigay sa amin tungkol sa code of conduct at iba pang paraan upang mapigilan ang katiwalain dito sa aming ahensiya.)</i> | 2.51 | 2.34 | 2.33 | 2.04 | 2.31 |
| 14. Those who violate the code of conduct are punished. <i>(Napaparusahan ang mga lumalabag sa mga panuntunan ng wastong asal o gawi.)</i> | 2.46 | 2.25 | 2.28 | 1.85 | 2.22 |



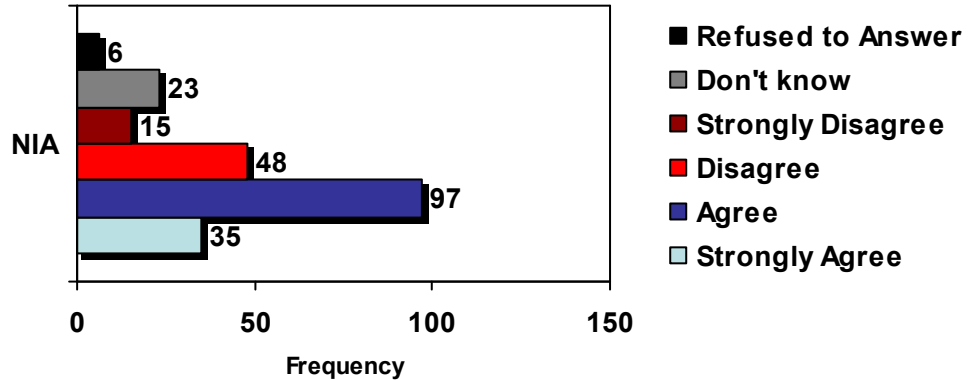
Statement 12



Statement 13



Statement 14



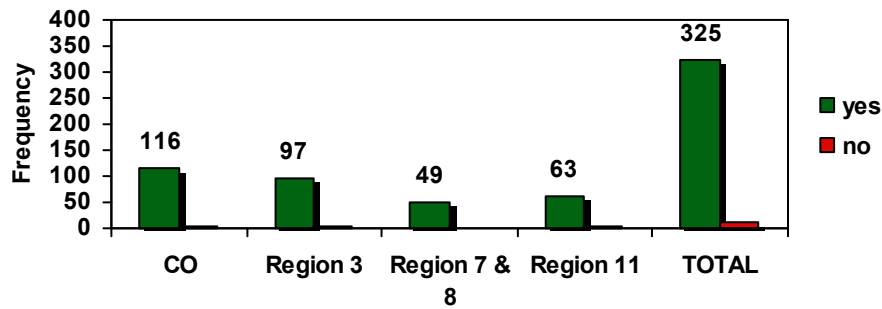
Majority of the respondents submitted their SALN for 2004. However, 3% from Central Office, Region III and Region XI, and 2% from Regions VIII and VIII failed to submit their SALN for 2004.

Table 2.6 Question 15: Did your HRD collect your Statement of Assets and Liabilities and Net Worth (SALN) for 2004?

| Response | CO | Region III | Region VII & VIII | Region XI |
|----------|-----|------------|-------------------|-----------|
| YES | 116 | 97 | 49 | 63 |
| NO | 4 | 3 | 1 | 2 |



Question 15



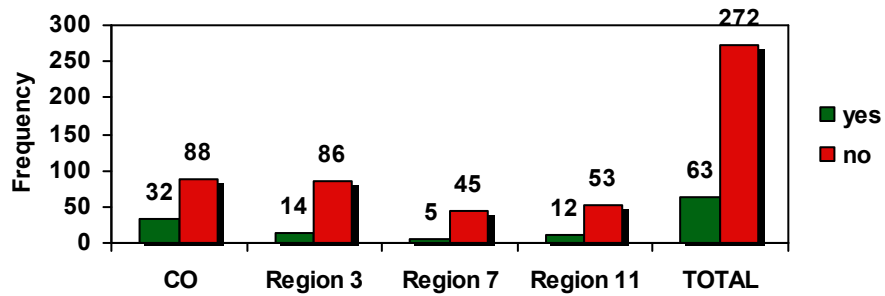
D. SOLICITATION AND RECEIVING OF GIFTS

With regards to the knowledge of the agency’s written gifts and benefits policy, the regional offices showed a split response between Yes and No. Majority of the respondents replied NO, or that they do not have a written policy on gifts and benefits.

Table 2.7 Question 16: Does your agency have a written gifts and benefits policy?

| Response | CO | Region III | Region VII & VIII | Region XI |
|----------|----|------------|-------------------|-----------|
| YES | 32 | 14 | 5 | 12 |
| NO | 88 | 86 | 45 | 53 |

Question 16



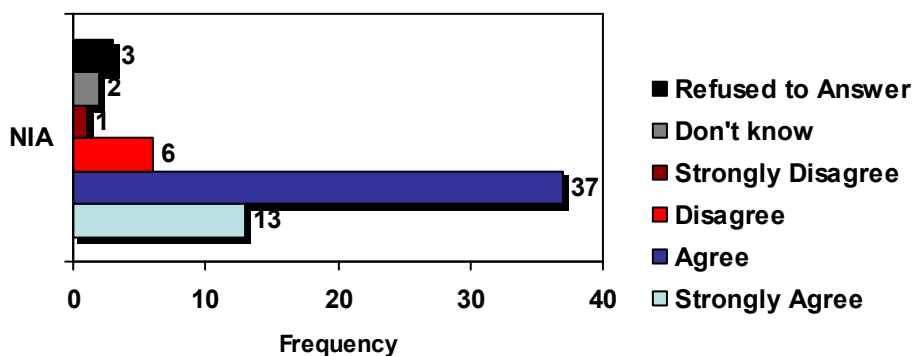
Net ratings for Gifts and Benefits indicate that a moderate positive agreement on the awareness of employees and the transacting public on the agency’s policy on gifts and benefits. No significant differences in responses were noted across all sites.



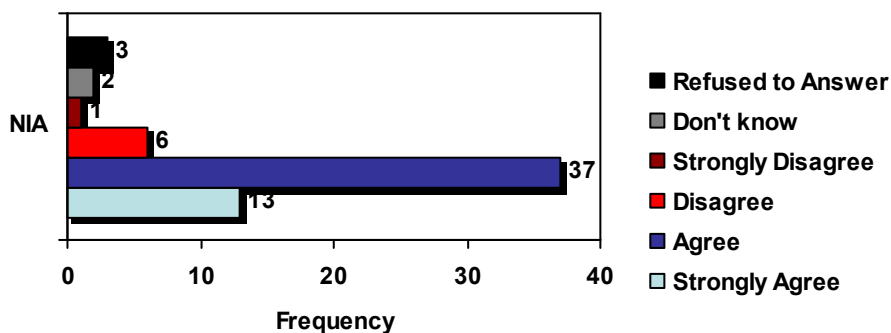
Table 2.8 Net Ratings for Gifts and Benefits by Site

| STATEMENTS | CO | Region III | Region VII & VIII | Region XI | AGENCY RATING |
|--|------|------------|-------------------|-----------|---------------|
| 17. The employees in our agency are made aware of the policy on solicitation and receiving of gifts. <i>(Ang panuntunan sa wastong asal o gawi ukol sa paghingi o pagtanggap ng mga regalo at benepisyo ay alam ng mga empleyado sa aming ahensiyang.)</i> | 2.04 | 1.92 | 1.75 | 1.67 | 1.91 |
| 18. The transacting public and suppliers know the policy of our agency on gifts and benefits. <i>(Pinapaalam ang panuntunan sa wastong asal o gawi ukol sa pagtanggap ng mga regalo at benepisyo sa mga kliyente at suppliers ng aming ahensiya.)</i> | 2.16 | 2.36 | 2.67 | 1.91 | 2.18 |

Statement 17



Statement 18





Question 19. How much do you think is an acceptable personal gift to you?

When asked how much they think is an acceptable personal gift, forty-five percent (45.07%) responded that no cash gift is necessary for them to render their duties as a government servant. Half of the respondents (50.74%) gave no answer. When asked for an amount, only 4% answered with amounts in extreme ranges. Small amounts ranged between P50-P500, mid-range of P1,000 and high range of P10,000.

Table 2.9 Responses on Acceptable Gift Amount

| Amount | Frequency | Percent of Responses (%) |
|--------------|------------|--------------------------|
| No Answer | 170 | 50.75% |
| 0 | 151 | 45.07% |
| 50 | 2 | 0.60% |
| 100 | 3 | 0.90% |
| 200 | 1 | 0.30% |
| 250 | 1 | 0.30% |
| 300 | 1 | 0.30% |
| 500 | 4 | 1.19% |
| 1,000 | 1 | 0.30% |
| 10,000 | 1 | 0.30% |
| TOTAL | 335 | 100% |

E. LEADERSHIP

Table 2.10 Net Ratings for Leadership by Site

| STATEMENTS | CO | Region III | Region VII & VIII | Region XI | AGENCY RATING |
|---|------|------------|-------------------|-----------|---------------|
| 20. Managers in our agency do not abuse their authority. (<i>Hindi umaabuso sa kapangyarihan ang mga namumuno o manager ng aming ahensiya.</i>) | 2.59 | 2.00 | 2.07 | 1.90 | 2.19 |
| 21. Managers in our agency inspire employees to be "professional". (<i>Ako ay nai-inspire ng mga namumuno o manager ng aming ahensiya upang maging propesyonal sa aking trabaho.</i>) | 2.49 | 2.16 | 1.88 | 1.88 | 2.17 |

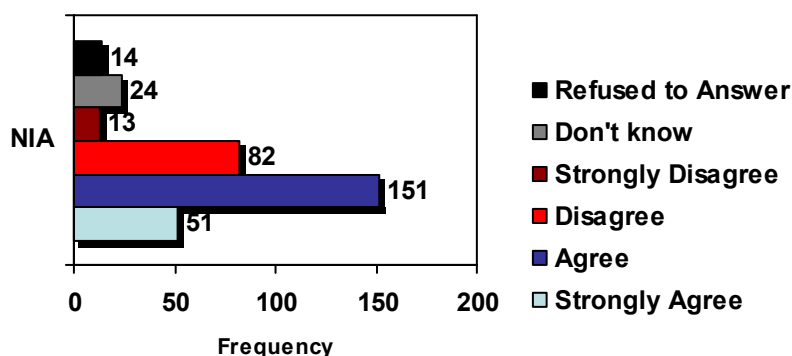
Moderately positive net agreements pertaining to leadership concerns and professionalism were observed at NIA Offices in Region III, VI, VIII and XI. However in CO, slightly disagree that their leaders do not abuse their authority and only slightly positive agreement for professionalism.

Significant differences in responses were observed among the respondents in Central Office and the regional offices for Statement No. 1. Respondents from CO and Region 11 that would tend to disagree are likely from those who have at least a college degree. Also negative agreement was also observed from Region 7&8 and Region 11 respondents with at least 10 years of service.

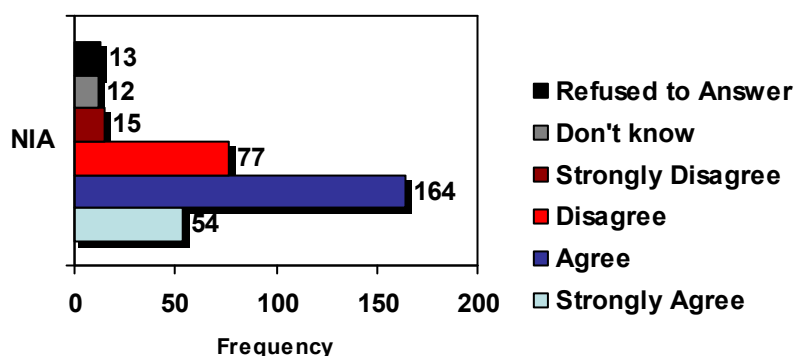
Only Region 3 showed significant differences in responses for Statement No. 2. Interestingly, respondents with only elementary and/or high school degrees reported not being inspired by their leader's professionalism.



Statement 20



Statement 21



Question 22: What can you suggest to improve your leadership's contribution in preventing corruption in your agency?

Suggestions to improve the leadership's contribution in preventing corruption in NIA include:

| Suggestions | Frequency | Percent of Responses (%) |
|---|-----------|--------------------------|
| Leadership by example, good leadership | 62 | 18.02% |
| Strictly implement policies/rules/regulations, strict monitoring, punish corrupt officials | 49 | 14.24% |
| Transparency | 37 | 10.17% |
| Dedication and hardwork, discipline, honesty, public service, proper conduct | 35 | 9.88% |
| Increased salary/benefits/incentives, release on time | 34 | 8.72% |
| Seminar/training/education/constant reminder on moral and values formation and spiritual guidance, create code of conduct | 30 | 7.27% |
| Proper communication and information dissemination, unity and cooperation, coordination, participatory approach in project implementation | 25 | 5.52% |
| No favoritism/politics | 19 | 3.49% |
| No corruption, do not accept bribes | 12 | 3.49% |



| Suggestions | Frequency | Percent of Responses (%) |
|---|-----------|--------------------------|
| Hire qualified and competent personnel | 12 | 2.03% |
| Create ad hoc anti-graft body, lifestyle check, evaluate projects | 7 | 1.74% |
| Report corruption | 4 | 1.16% |
| Simple living | 4 | 1.16% |
| Rotation of personnel | 3 | 0.87% |
| Protection for whistleblowers | 2 | 0.58% |
| Support from management | 2 | 0.58% |
| Lower retirement age | 1 | 0.29% |

F. HUMAN RESOURCES DEVELOPMENT

Results of the net ratings indicate slightly to moderately positive agreement with regards to the process of recruitment and promotions following a set criteria. In contrast, respondents in CO indicated moderately negative agreements that the process was free from external influences. Region III, Region VII and VIII, and Region XI all indicated slightly positive net ratings.

Significant differences in responses were observed in 3 sites (except Region 7&8) in terms of educational attainment. The following observations were noted:

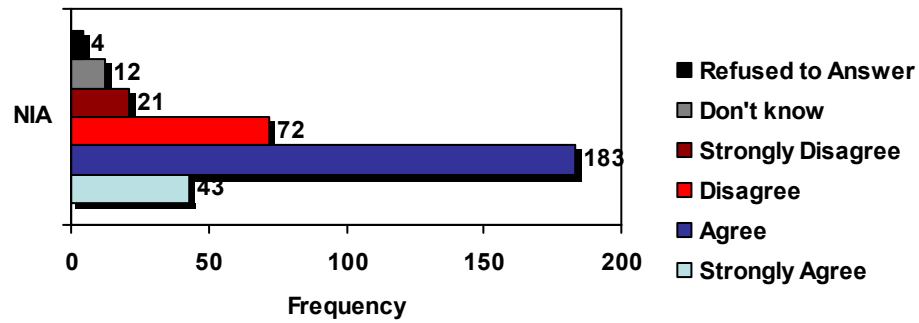
- CO respondents that tend to disagree with Statement 23 are among those with at least a college degree.
- Region 3 respondents that tend to disagree with Statements 23 & 24 were among those with elementary and/or high school diplomas.
- Region 11 respondents that tend to disagree with Statement 24 were among those with college degrees.

Table 2.11 Net Ratings for Human Resource Development

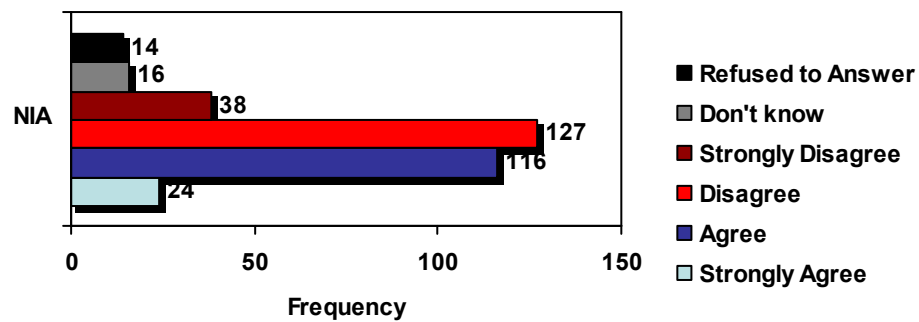
| STATEMENTS | CO | Region III | Region VII & VIII | Region XI | AGENCY RATING |
|---|------|------------|-------------------|-----------|---------------|
| 23. The process for recruitment and promotions in our agency follows a set of criteria. <i>(Ang prosesong sa pag-recruit at pag-promote dito sa aming ahensiya ay alinsunod sa mga tinalagang batayan.)</i> | 2.39 | 2.20 | 2.06 | 2.06 | 2.22 |
| 24. The process of recruitment and promotions in our agency is free from external influences. <i>(Walang nakiki-alam sa prosesong ng pag-recruit at pag-promote dito sa aming ahensiya.)</i> | 2.88 | 2.43 | 2.35 | 2.48 | 2.59 |



Statement 23



Statement 24



Question 25: What can you suggest to improve the process of recruitment and promotion in your agency?

Suggestions to improve the process of recruitment and promotion include the following:

| Suggestions | Frequency | Percent of Responses (%) |
|--|-----------|--------------------------|
| No favoritism, no politics, fairness | 111 | 33.04% |
| Adhere to the guidelines/CSC rules and laws | 101 | 30.06% |
| Institutionalize recruitment process, better recruitment procedure, review promotion/better evaluation | 35 | 9.23% |
| Evaluate applicants thoroughly | 31 | 5.95% |
| Satisfied with the system | 20 | 2.68% |
| Transparency | 9 | 2.08% |
| Good leadership, cooperation, professionalism | 7 | 2.08% |
| Update the profile, act on farmer's needs, consult employees union, assign a liaison officer | 7 | 1.49% |
| Trainings and seminars, information dissemination | 3 | 0.89% |
| Benefits and incentives | 2 | 0.60% |
| Give priority to rank and file | 2 | 0.60% |
| No movement of personnel | 2 | 0.60% |
| Refused to answer | 1 | 0.30% |



G. PERFORMANCE MANAGEMENT

Positive net ratings were observed with regards to performance management concerns. Highly positive ratings were recorded with regards to clarity of individual performance targets and moderately positive ratings for rewards, yearly performance bonus and job satisfaction. Slightly positive net ratings were recorded with regards to performance feedback.

No significant differences were observed across all sites with regards to rewards for outstanding performance (Statement 27) and among respondents in Region 7&8. However, significant differences in responses were observed in the other sites with respect to the following:

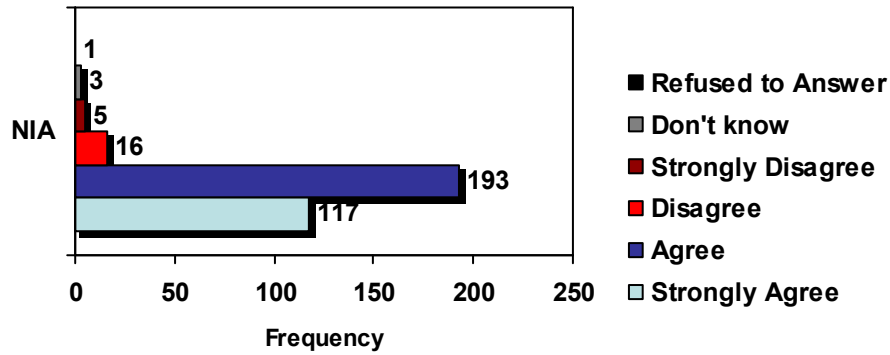
- CO respondents showed significant differences in responses to Statements 28 to 30. Employees with at least a vocational or college diploma were likely to disagree that they receive regular feedback regarding their performance. Those likely to disagree that regular bonuses are given are from among the permanent employees.
- CO respondents that reported that they are not satisfied with their job are from among those who are permanent employees, involved in regional and provincial scope of work and those with at least 10 years of service.
- Region 3 respondents with elementary and/or high school education tend to disagree that their performance targets are clear to them and that yearly performance bonuses are given regardless of performance.
- Region 11 respondents that were likely to disagree about clarity of performance targets came from those with college degrees.

Table 2.12 Net Ratings for Performance Management

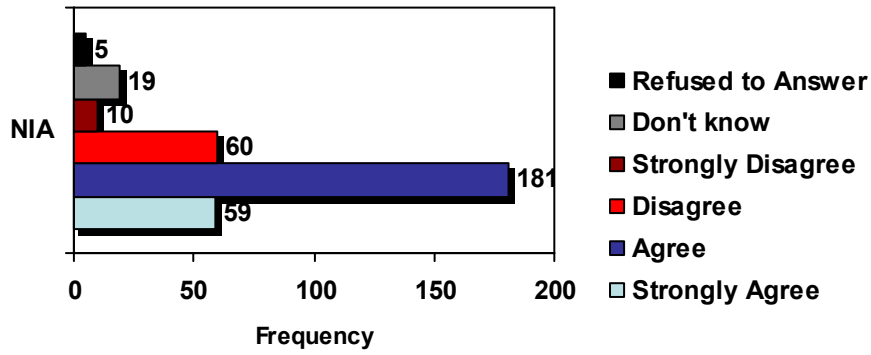
| STATEMENTS | CO | Region III | Region VII & VIII | Region XI | AGENCY RATING |
|---|------|------------|-------------------|-----------|---------------|
| 26. <i>My performance targets are clear to me. (Malinaw sa akin ang performance targets ko.)</i> | 1.69 | 1.73 | 1.69 | 1.80 | 1.73 |
| 27. <i>Outstanding performance is rewarded in our agency. (Ginagantimpalaan sa aming ahensiya ang mga taong may bukod tanging pagganap sa kanyang tungkulin.)</i> | 2.20 | 2.06 | 2.00 | 1.90 | 2.07 |
| 28. <i>The employees in our agency are regularly provided feedback regarding their performance. (Ang mga empleyado sa aming ahensiya ay regular na sinasabihan o nabibigyan ng komentaryo o puna ukol sa pagganap ng kanilang tungkulin.)</i> | 2.44 | 2.07 | 1.98 | 2.28 | 2.23 |
| 29. <i>The employees of our agency are given the yearly performance bonus regardless of how they performed. (Ang mga empleyado sa ahensiya naming ay binibigyan ng performance bonus paano man nila ginampan ang kanilang tungkulin.)</i> | 2.13 | 2.16 | 2.00 | 2.17 | 2.13 |
| 30. <i>I am satisfied with my job. (Ako ay nasisiyahan sa aking trabaho.)</i> | 1.78 | 1.88 | 1.87 | 1.71 | 1.81 |



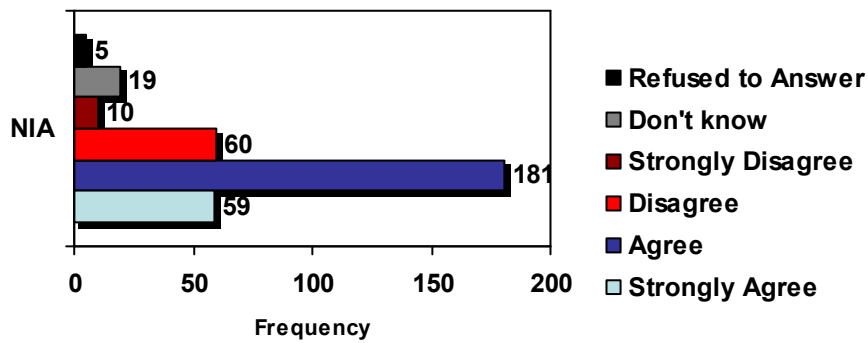
Statement 26



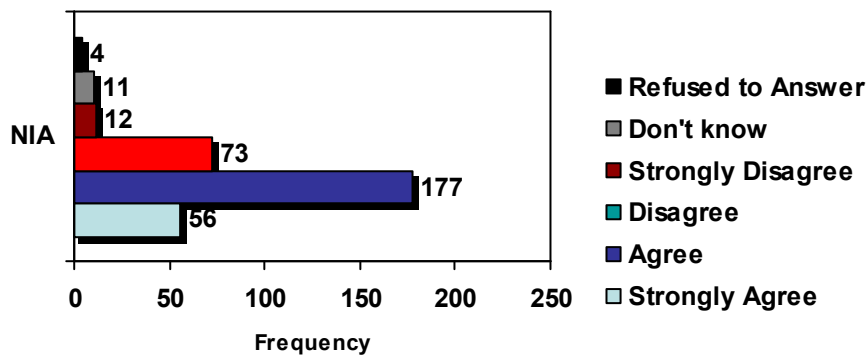
Statement 27



Statement 28

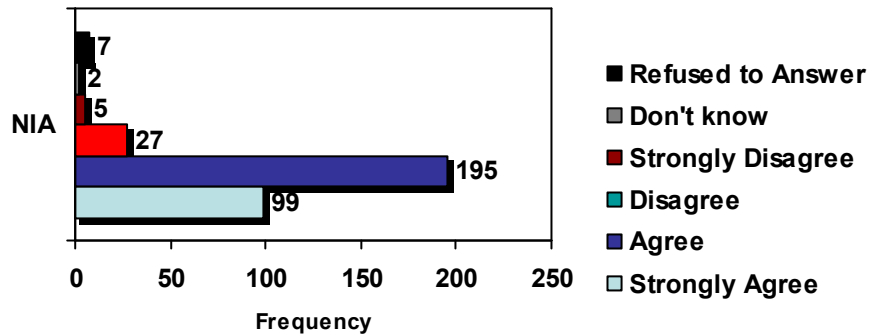


Statement 29





Statement 30



Setting of personal performance targets is practiced in a majority of the respondents in the survey as can be seen in Table 2.13 below. Between 63% to 76% have had their superiors set their performance targets for 2005.

Table 2.13 Question 31: Do you have a personal performance target set by your superior for 2005?

| Response | CO | Region III | Region VII & VIII | Region XI |
|----------|----|------------|-------------------|-----------|
| YES | 85 | 81 | 38 | 41 |
| NO | 35 | 19 | 12 | 24 |

Question 31

