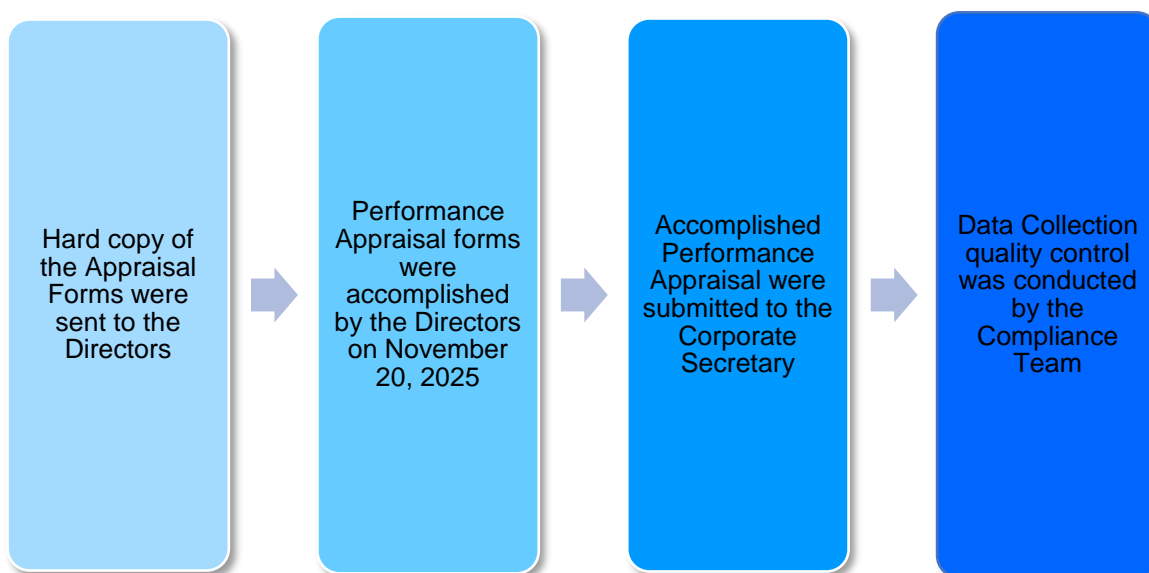


PNCC GOVERNING BOARD PERFORMANCE APPRAISAL FOR 2025

DATA GATHERING METHODOLOGY

The data collection activities were as follows:



Data Collection Instrument

- The Board Performance Appraisal made use of a structured questionnaire patterned from the GCG's Performance Evaluation for Directors.
- There are 4 types of appraisal questionnaire used to determine the performance of the incumbent directors, to wit:
 1. Board Member Appraisal Form – to be accomplished by directors to appraise their co-members (peer to peer)
 2. Chairperson Appraisal Form – to be accomplished by directors to appraise the Chairperson
 3. President/CEO Appraisal Form – to accomplished by directors to appraise the President/CEO
 4. Committee Appraisal Form – to be accomplished by members of the committee

CRITERIA			
Board Member Appraisal	Chairperson Appraisal	President/CEO Appraisal	Committee Appraisal
1. Knowledge and Personal Development 2. Preparedness and Participation 3. Teamwork and Communication 4. Conduct/Behavior 5. Board Management	1. Leadership Competency 2. Managerial Competency 3. Board Relationship 4. Financial Management 5. Human Resource Management / Relations 6. Products Service Competency 7. External Relations 8. Conduct/Behavior	1. Leadership Competency 2. Managerial Competency 3. Board Relationship 4. Financial Management 5. Human Resource Management / Relations 6. Products Service Competency 7. External Relations 8. Conduct/Behavior	1. Composition 2. Committee Management 3. Committee Effectiveness 4. Chair Effectiveness 5. Overall Committee Performance

Data Collection Instrument & Execution

- A 5-point Likert scale was used for the overall performance ration questions that determine the level of performance of the directors, Chairperson, President/CEO and committee
- Explanation of the scale was included in the appraisal form and explained to the evaluator

	Explanation of Each Point of the Scale
(5) Outstanding	Approaches the best possible performance
(4) Above Average	Exceeds normal performance requirements
(3) Average	Meets normal performance requirements
(2) Below Average	Falls short or normal performance requirements
(1) Poor	Inadequate to fulfill present position

REPORT FINDINGS

BOARD MEMBER APPRAISAL (Peer to Peer)			
Name of Director	Average Overall Rating	Interpretation of Overall Rating	Comments from Peers
Avancena, Jonathan S.	4.78	Outstanding	
Averia, Mariano Jesus S.	4.88	Outstanding	
Constantino, Danilo S.	4.84	Outstanding	
Escudero, Evelina G.	4.83	Outstanding	
Luga, Alan R.	4.82	Outstanding	
Mercado, Lamberto Jr. B.	4.89	Outstanding	
Sembrano, Alex L.	4.82	Outstanding	
Torno, Beatriz G.	4.81	Outstanding	
Torres, Ruben D.	4.90	Outstanding	
Zaldivar, Oscar T.	4.88	Outstanding	

CHAIRPERSON APPRAISAL			
Name of Director	Average Overall Rating	Interpretation of Overall Rating	Comments from Peers
Co, Herculano Jr. C.	4.97	Outstanding	

PRESIDENT/CEO APPRAISAL			
Name of Director	Average Overall Rating	Interpretation of Overall Rating	Comments from Peers
Umali, Miguel E.	4.99	Outstanding	

BOARD COMMITTEE APPRAISAL REPORT			
Name of Committee	Average Overall Rating	Interpretation of Overall Rating	Comments from Peers
Audit	4.83	Outstanding	
Business Development	4.76	Outstanding	
Corporate Governance	4.86	Outstanding	
Finance	4.85	Outstanding	
Legal and Compliance	4.84	Outstanding	
Performance Agreement Negotiation (PAN)	4.84	Outstanding	