



17 March 2020

**MR. CARLOS G. DOMINGUEZ**

*Secretary, Department of Finance (DOF)  
and SSS Chairman*

**MS. AURORA C. IGNACIO**

*President & CEO (PCEO)*

**SOCIAL SECURITY SYSTEM (SSS)**

*SSS Building East Avenue, Diliman,  
Quezon City*

**RE : TRANSMITTAL OF 2020 PERFORMANCE SCORECARD**

Dear Secretary Dominguez and PCEO Ignacio,

This is to formally transmit the 2020 Charter Statement and Strategy Map (**Annex A**), and 2020 Performance Scorecard (**Annex B**) of SSS. The same is to be posted in SSS' website, in accordance with Section 43 of GCG Memorandum Circular No. 2012-07<sup>1</sup>.

The SSS-proposed Charter Statement, Strategy Map and Performance Scorecard submitted through its letter dated 30 September 2019<sup>2</sup> were **MODIFIED** based on the discussions made during the Technical Panel Meeting (TPM) held last 29 November 2019 and evaluation of revised documents submitted through SSS' letter dated 20 December 2019<sup>3</sup>.

We take this opportunity to inform SSS that Item 5 of GCG Memorandum Circular No. 2017-02<sup>4</sup> mandates GOCCs to submit Quarterly Monitoring Reports and upload the same in the GOCC's website within thirty (30) calendar days from the close of each quarter. SSS is requested to submit its revised Quarterly Targets based on the attached scorecard upon submission of the 1st Quarter Monitoring Report for 2020.

*Finally, with the declared State of Public Health Emergency,<sup>5</sup> and State of Calamity,<sup>6</sup> throughout the Philippines due to COVID-19, and the issuance of the Memorandum from Executive Secretary dated 16 March 2020, as well as the public address by President Rodrigo R. Duterte, rest assured that the Governance Commission is evaluating the impact of the current situation on the accomplishment of the GOCCs' targets under their respective 2020 Performance Scorecards. If necessary, the Governance Commission shall issue the corresponding memorandum at the proper time taking into consideration the current situation and factors involved.*

<sup>1</sup> Code of Corporate Governance for GOCCs dated 28 November 2012.

<sup>2</sup> Officially received by the Governance Commission on 30 September 2019.

<sup>3</sup> Officially received by the Governance Commission on 20 December 2019.

<sup>4</sup> Interim PES for the GOCC Sector, dated 30 June 2017.

<sup>5</sup> Presidential Proclamation No. 922, s. 2020.

<sup>6</sup> Presidential Proclamation No. 929, s. 2020.

For the time being, all Circulars and Orders involving the Performance Evaluation System subsist.

**FOR SSS' INFORMATION AND COMPLIANCE.**

Very truly yours,



**SAMUEL G. DAGPIN, JR.**  
*Chairman*



**MICHAEL R. CLORIBEL**  
*Commissioner*



**MARITES C. DORAL**  
*Commissioner*

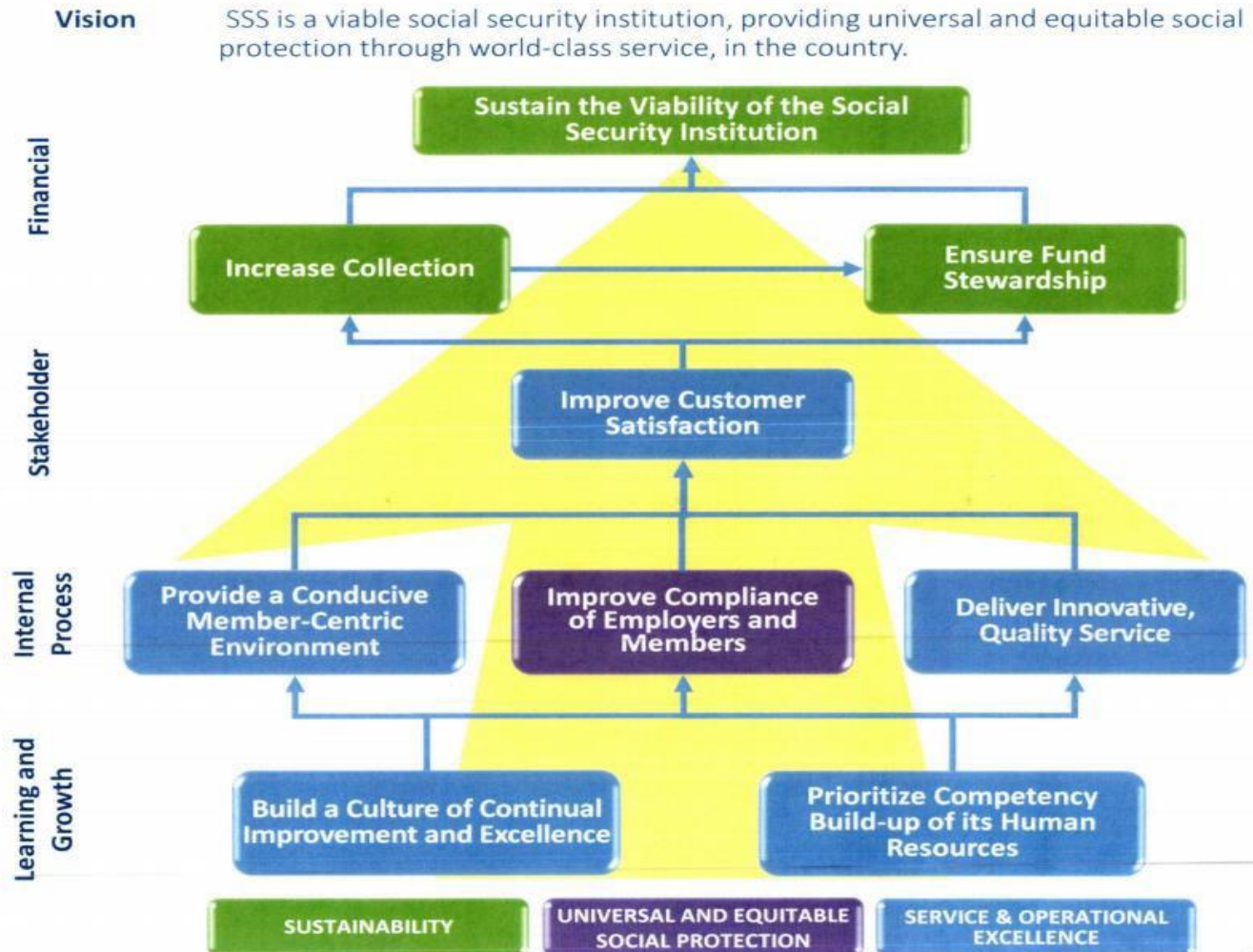


**Mission**  
To manage a sound and viable social security system which shall promote social justice and provide meaningful protection to members and their families against the hazards of disability, sickness, maternity, old age, death and other contingencies resulting in loss of income or financial burden.

**Core Values**  
Trust  
Empowerment  
Teamwork



**2020 STRATEGY MAP**



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## SOCIAL SECURITY SYSTEM (SSS)

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020	
FINANCIAL	SO 1	Sustain the Viability of the Social Security Institution							
	SM 1	Increase Fund Life	Actual Accomplishment <sup>1</sup>	10%	(Actual / Target) x Weight If earlier than 2035 = 0%	2032 (Based on 2015 Actuarial Valuation)	2032 (Based on 2015 Actuarial Valuation)	N.A.	Up to year 2042 or beyond
	SO 2	Increase Collection							
	SM 2	Increase Amount of Contributions Collected	Contribution collection (Employed + Self-employed + Voluntary + OFWs)	20%	(Actual / Target) x Weight If less than 2019 validated figure = 0%	Php 159.72B	Php 181.92B	Php 233.36B	Php 246.83B

<sup>1</sup> Per SSS, this will be based on the conduct of an Actuarial Valuation, inflows and outflows for the long term (70 years) projection and simulation with the reserve fund of SSS.

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020	
	<b>SO 3</b>	<b>Ensure Fund Stewardship</b>							
	SM 3	Improve Current Income Return on Investment (ROI)	Annualized Current Income ROI	5%	All or Nothing	6.34%	5.48%	5.9%	6.94% <sup>2</sup>
	SM 4	Percentage of Operating Expenses to Charter Limit	Operating Expenses / (12% of Contribution Collections + 3% of Investment and Other Income)	5%	All or Nothing	49.98%	62.69%	≤70%	≤70%
		<i>Sub-total</i>		<b>40%</b>					
	<b>SO 4</b>	<b>Improve Customer Satisfaction</b>							
STAKEHOLDER	SM 5	Percentage of Satisfied Customers	Total number of respondents who gave a rating of at least Satisfactory / Total number of respondents	10%	(Actual / Target) x Weight Below 80% = 0%	n/a	81%	90%	90%
		<i>Sub-total</i>		<b>10%</b>					

<sup>2</sup> Based on the 3-year average historical Current Income ROI as submitted by SSS.

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020	
INTERNAL PROCESS	<b>SO 5</b>	<b>Provide a Conducive Member Centric Environment</b>							
	SM 6	Expand e-Centers in the Branches	Actual Accomplishment	5%	(Actual / Target) x Weight	n/a	n/a	n/a	33 e-Centers
	<b>SO 6</b>	<b>Improve Compliance of Employers and Members</b>							
	SM 7	Percentage of Referred Delinquent Employer (ER) Accounts Addressed	Number of delinquent ER accounts filed in court/PO/SSC, collected or settled / Number of delinquent ER accounts referred as of Oct 2020	5%	(Actual / Target) x Weight Lower than 90% = 0%	95.39%	94.22%	95%	95%
	SM 8	Increase Percentage of Paying Members	SSS paying members / (Employed persons less Workers in Gov't/Gov't corporations <sup>3</sup> and unpaid family workers)	10%	(Actual / Target) x Weight	41.4%	44.0%	9% increase	7% increase from 2019 audited

<sup>3</sup> Except employees of non-chartered GOCCs enrolled in SSS.

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020	
	<b>SO 7</b>	<b>Deliver Innovative, Quality Service</b>							
	SM 9	Number of IT-enabled Service Delivery Channels	Number of IT enabled service delivery channels implemented	5%	(Actual / Target) x Weight	Implemented the following in December 2017:  Online submission of Retirement Benefit Claim Application  Online Request for Membership Records	Fully functional systems/applications: 1. Individual member's (SE/VM/OFW/NW S) inquiry of PRN thru mobile app; 2. Individual member's (SE/VM/OFW/NW S) generation and amendment of PRN thru mobile app; 3. Salary loan application thru mobile app; 4. Employer contribution SOA thru the web; 5. Employer (regular and household) mobile payment; and 6. PESO Fund contribution mobile payment	Application for UMID Card Enrollment thru the Web; UMID Card as ATM for Loans and Benefits; and Payment via SSS Mobile Application	Full Implementation of the following IT Projects: 1. Application for SS number with attachment of supporting documents through the SSS Website; 2. Filing of Employer Data Amendment - contact information through the SSS Website 3. Application for SS number through SSS Mobile App with attachment of supporting documents 4. Filing of Employer Data Amendment – contact information through SSS Mobile App 5. Submission of retirement claim application thru My.SSS.

Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020	
	SM 10	Percentage of Applications Processed within the Applicable Time	Total number of applications processed within applicable time / Total number of applications received	Retirement: 3% Death: 2% Disability: 2% Sickness: 2% Maternity: 2% Funeral: 2% Loans Granting: 2%	(Actual / Target) x Weight	Average processing time of: Retirement: 21 days Death: 39 days Disability: 21 days Sickness: 11 days Maternity: 101 days Funeral: 6 days Loans granting: 1 day	Retirement: 87.49% Death: 87.43% Disability: 79.02% Sickness: 84.22% Maternity: 82.56% Funeral: 78.71% Loans granting: 66.77%	100% of applications processed within the processing time	100% of applications processed within the applicable processing time <sup>1</sup>
		<i>Sub-total</i>		<b>40%</b>					
<b>ORGANIZATION</b>	<b>SO 8</b>	<b>Build a Culture of Continual Improvement and Excellence</b>							
	SM 11	Implement Quality Management System	Actual Accomplishment	5%	All or Nothing	Sickness, Maternity and Funeral Benefits and Salary Loans and Contribution Collection Process in Diliman Branch ISO-Certified in December 2017	ID Capture and Identity Management Process including Support and Management Processes	ISO Certification of 10 branches covering all core processes	ISO Certification of All Core Processes of 51 Branches

<sup>1</sup> Applicable processing time subject to compliance with Republic Act No. 11032 otherwise known as Ease of Doing Business and Efficient Government Service Delivery (EODB) Act of 2018



Component					Baseline Data		Target		
	Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020	
	<b>SO 9</b>	<b>Prioritize Competency Build-up of its Human Resources</b>							
	SM 12	Improve Average Competency Level of the Organization	Competency Baseline <sup>4</sup> 2020 – Competency Baseline 2019	5%	All or nothing	Competency Tables and Matrices for Internal Audit Services, Fund Management and Capital Markets Groups prepared in December 2017	Competency Tables of the Whole Organization prepared	Conduct Competency Assessment to 100% of Employees to Establish Baseline Competency Level of the Organization	Improvement on the Competency Level of the Organization based on the 2019 year-end Assessment
		<b>Sub-total</b>		<b>10%</b>					
		<b>TOTAL</b>		<b>100%</b>					

<sup>4</sup> The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

$$\frac{\sum_{b=1}^B \left[ \frac{\sum_{a=1}^A \text{Actual Competency Level}_a}{\text{Required Competency Level}_a} \right]}{B}$$

where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled

