



		COMPONENT			ANNUAL TARGET	4TH QUARTER 2018		
STRATEGIC OBJECTIVE (SO)/ STRATEGIC MEASURE (SM)	FORMULA	WEIGHT	RATING SYSTEM	TARGET		ACTUAL		
Financial	SO 1: Sustain the Viability of the Social Security Institution							
	SM1	Increase Amount of Contributions Collection	Contribution collection (Employed + Self-employed + Voluntary + OFWs)	20%	(Actual/Target) but not less than end 2017 figure; If less than 2017 figure = 0	P187.12 Billion ¹	P47.42 Billion ¹	P35.29 Billion ² (Tentative Oct-Dec 2018)
	SM 2	Improve Return on Investments	Annualized monthly ROI	5%	(Actual/Target) x Weight; Below 5% = 0	7.85%	7.9%	6.12% (Tentative Jan-Dec 2018)
	SO 2: Effectively Manage the Fund							
SM 3	Percent of Operating Expenses to Charter Limit	Operating Expenses / (12% of Contribution Collections + 3% of Investment and other income)	5%	Less than or equal to 70% = 5; Above 70% = 0	≤70%	≤70%	42.9% (Tentative Jan-Dec 2018)	
			Sub-total	30%				
Stakeholder	SO 3: Improve Customer Satisfaction							
	SM 4	Percentage of Satisfied Customers	Actual rating provided by 3rd party social research institution	10%	(Actual/Target) x Weight; Below 80% = 0	90% of the respondents rated at least satisfactory	90% of the respondents rated at least satisfactory	81% (Individual: 87%; Employer: 75%)
			Sub-total	10%				

¹ Includes effect of increase in MSC ceiling

² Increase in MSC ceiling was not implemented in 2018

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STRATEGIC OBJECTIVE (SO)/ STRATEGIC MEASURE (SM)		FORMULA	WEIGHT	RATING SYSTEM		TARGET	ACTUAL	
Internal Process	SO 4: Adopt a Service Quality Framework in ISO-Certified Processes							
	SM 5	Implement Quality Management System	Actual Accomplishment	5%	All or nothing	All management and support processes in the Main Office (10 processes)	All management and support processes in the Main Office (10 processes)	10 management and support processes ISO-certified in Dec 2018
	SO 5: Improve Compliance of Employers and Members							
	SM 6	Percentage of 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 2018	5%	(Actual/Target) x Weight; Lower than 90% = 0	95% of referred delinquent ER accounts as of October 2018	95% of referred delinquent ER accounts as of October 2018	94.22%
	SM 7	Increase Percentage of Paying Members	SSS paying members / (Employed persons less Workers in Gov't/Gov't corporations)	10%	(Actual/Target) x Weight	50%	50%	43.1% (Tentative Jan-Dec 2018)
SO 6: Improve Processes, Systems and Procedures								
SM 8	Number of IT-enabled Service Delivery Channels	Number of IT enabled service delivery channels implemented	5%	(Actual/Target) x Weight	6 additional IT-enabled service delivery channels: 1. Individual member's (SE/VM/OFW/NWS) inquiry of PRN thru mobile app 2. Individual member's (SE/VM/OFW/NWS) 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 6. PESO Fund contribution mobile payment	6 additional IT-enabled service delivery channels: 1. Individual member's (SE/VM/OFW/NWS) inquiry of PRN thru mobile app 2. Individual member's (SE/VM/OFW/NWS) 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 6. PESO Fund contribution mobile payment	6 additional IT-enabled service delivery channels: 1. Individual member's (SE/VM/OFW/NWS) inquiry of PRN thru mobile app 2. Individual member's (SE/VM/OFW/NWS) 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 6. PESO Fund contribution mobile payment	

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STRATEGIC OBJECTIVE (SO)/ STRATEGIC MEASURE (SM)		FORMULA	WEIGHT	RATING SYSTEM		TARGET	ACTUAL		
Internal Process	SM 9	Percentage of Applications Processed within the Applicable Time	Total number of applications processed within prescribed time / Total number of applications received with complete documents	Ret: 3% Death: 2% Dis: 2% Sic: 2% Mat: 2% Fun: 2% Loans: 2%	(Actual/Target) x Weight	100% of applications processed within the processing time ³	100% of applications processed within the processing time ³	Ret: 87.51% Death: 87.46% Dis: 79.07% Sic: 84.22% Mat: 82.56% Fun: 78.71% Loans: 69.24% ⁴	
	SO 7: Provide a Conducive Member-Centric Environment								
	SM 10	Increase Total Number of Branches, Service Offices, and ME Centers	Actual Accomplishment	15%	All or nothing for each	Branches 173 ⁵ Service Offices 100 ME Centers 104	Branches 173 Service Offices 100 ME Centers 104	Branches 173 Service Offices 103 ME Centers 104	
			Sub-total	55%					
Organization	SO 8: Capacitate and Energize the Organization								
	SM 11	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or nothing	Preparation of competency tables ⁶ of the whole organization ⁷	Preparation of competency tables of the whole organization	Competency tables of the whole organization prepared	
				Sub-total	5%				
			TOTAL	100%					

³ As per SSS' submission to the Cabinet Secretary; Processing time will start upon submission of complete documents

⁴ Excludes 175,414 loan applications with null check date and are subject for further validation

⁵ Excludes the number of branches renovated

⁶ A set of tables containing an operational definition for each competency, identifying the behavioral indicators associated with the competency, and classifying the behavioral indicators into different levels, showing a progression of efficiency

⁷ Target for 2019 shall be "Establish the Competency Level of the Organization"