



		COMPONENT			ANNUAL TARGET	4TH QUARTER 2017		
STRATEGIC OBJECTIVE (SO)/ STRATEGIC MEASURE (SM)	FORMULA	WEIGHT	RATING SYSTEM	TARGET		ACTUAL		
Financial	<b>SO 1: Viability of Social Security Institution Sustained</b>							
	SM1	Amount of Contribution Collections	Total Contribution Collections = Contribution Collections (Employed + Self-employed + Voluntary Paying Members + OFWs)	10%	(Actual/Target) x Weight	P182.82 Billion <sup>1</sup>	P182.82 Billion <sup>1</sup> P159.09 Billion <sup>2</sup>	P159.72 Billion <i>(Based on tentative FY2017 financial statements)</i>
	SM 2	Net Income	Net Income = Revenues - Expenditures	10%	(Actual/Target) x Weight	P32.77 Billion <sup>3</sup>	P32.77 Billion <sup>3</sup> P9.04 Billion <sup>4</sup>	P20.30 Billion <i>(Based on tentative FY2017 financial statements)</i>
	<b>SO 2: Effectively Manage the Fund</b>							
	SM 3	Return on Investments	$: \left[ 1 + \frac{A_0 + A_1}{2} + \frac{A_1 + A_2}{2} + \dots + \frac{A_{m-1} + A_m}{2} \right]^{12-1}$	10%	5% and above: 10%  Less than 5%: 0%	5.0%	5.0%	8.77% <i>(Based on tentative FY2017 financial statements)</i>
	SM 4	% of Operating Expenses to Charter Limit	Operating Expenses / (12% of Contribution Collections + 3% of Investment and Other Income)	5%	65% and below: 10%  Above 65%: 0%	65.00%	65.0%	46.7% <i>(Based on tentative FY2017 financial statements)</i>
			<b>Sub-total</b>	<b>35%</b>				

<sup>1</sup>Includes the effects of implementation of contribution rate and monthly salary credit (MSC) ceiling increases

<sup>2</sup>Does not include the effects of implementation of contribution rate and monthly salary credit (MSC) ceiling increases

<sup>3</sup>Includes the effects of implementation of contribution rate and MSC ceiling increases, 1985-1989 pension adjustments and benefit increases

<sup>4</sup>Does not include the effects of implementation of contribution rate and MSC ceiling increases; Includes the effect of implementation of 1985-1989 pension adjustments and benefit increases

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		FORMULA	WEIGHT	RATING SYSTEM		TARGET	ACTUAL	
Stakeholder	<b>SO 3: Improve Customer Satisfaction</b>							
	SM 5	Improve net satisfaction rating	Number of repondents who gave a satisfactory rating / Total number of respondents	5%	90% and above: 5%  Less than 90%: 0%	90% of the total respondents gave an overall satisfactory rating and for each type of service availed	90% of the total respondents gave an overall satisfactory rating and for each type of service availed	<i>With pending request to GCG to revise the assumptions</i>
	SM 6	Branch Visit Satisfaction System	Sum of percentage to total of "Extremely Happy" and "Happy" less percentage to total of "Sad" and "Extremely Sad" for all branches / Total number of branches surveyed	5%	Implemented to at least 165 full service branches and at least an average of "Happy" rating: 10%  Implemented to less than 165 full service branches and/or with a result of average of below "Happy" rating: 0%	Implement to 165 full service branches with an average of "Happy" rating	Implement to 165 full service branches with an average of "Happy" rating	Implemented to 165 full service branches with an average of "Happy" rating
<b>SO 4: Develop Effective Communication Plan</b>								
SM 7	Awareness level on the Value of SSS Membership	Actual Accomplishment	5%	85% and above: 5%  Less than 85%: 0%	85%	85%	<i>With pending request to GCG to delete this measure</i>	
			<b>Sub-total</b>	<b>15%</b>				

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<b>SO 5: Improve Compliance of Employers and Members</b>								
Internal Process	SM 8	% of the number of referred delinquent employer (ER) accounts filed in court/PO/SSC, collected or settled	Number of delinquent employer accounts referred filed, collected or settled / Total number of delinquent employer accounts referred to Legal as of December 2017	5%	(Actual/Target) x Weight	90%	90%	111.65%
	SM 9	Filing of referred delinquent cases within processing time	Total number of days to process from receipt of complete documents from the Branch Operations Sector and Large Accounts Division to date of filing to Court/PO/SSC / Total number of cases filed	5%	(Actual/Target) x Weight	Average processing time of 30 working days for all cases filed	Average processing time of 30 working days for all cases filed	35.14 days
	SM 10	% of paying members over labor force	SSS paying members / (Employed persons - Workers in government/government corporations)	5%	38.50% and above: 10%  Below 38.50%: 0%	38.50%	38.50%	40.89%
<b>SO 6: Achieve ARTA-compliant Processing Time for Benefit Claims</b>								
	SM 11	Reduce processing time	Processing Time: From receipt of complete documents to benefit/loan approval (or denial)	10%	(Actual/Target) x Weight	Retirement: 25 days Death: 39 days Disability: 23 days Sickness: 10 days Maternity: 10 days Funeral: 5 days Loans granting: 1 day	Retirement: 25 days Death: 39 days Disability: 23 days Sickness: 10 days Maternity: 10 days Funeral: 5 days Loans granting: 1 day	Retirement: 21 days Death: 39 days Disability: 21 days Sickness: 11 days Maternity: 11 days Funeral: 3 days Loans granting: 1 day  <i>With pending request to GCG to revise target processing time</i>

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Internal Process	<b>SO 7: Achieve Online/Paperless Transactions</b>							
	SM 12	By 2020, all processes and filing shall be paperless	Actual Accomplishment	5%	Implemented the 2 targeted applications: 5%  Implemented less than 2 of the targeted applications: 0%	Implement the following: - Online submission of Retirement Benefit Claim Application - Online Request for Membership Records	Implement the following: - Online submission of Retirement Benefit Claim Application - Online Request for Membership Records	Implemented the following in December 2017 - Online submission of Retirement Benefit Claim Application - Online Request for Membership Records
	<b>SO 8: Adopt a Service Quality Framework in ISO-Certified Processes</b>							
	SM 13	ISO Certification on SSS Processes	Number of ISO-certified processes	5%	Certification of all 5 targeted processes: 5%  Certification of less than 5 targeted processes: 0%	ISO Certification of Sickness, Maternity, Funeral Benefits, Salary Loans and Contribution Collection Processes in Diliman Branch	ISO Certification of Sickness, Maternity, Funeral Benefits, Salary Loans and Contribution Collection Processes in Diliman Branch	Sickness, Maternity, Funeral Benefits, Salary Loans and Contribution Collection Processes in Diliman Branch ISO certified in December 2017
	<b>SO 9: Provide a Member-Centric Environment</b>							
	SM 14	Establishment of Physical Examination (PE) Centers	Number of PE Centers established (cumulative)	5%	All or nothing	90 PE Centers	90 PE Centers	90 PE Centers
SM 15	Number of Branches Created/Relocated (cumulative)	Absolute Number	5%	(Actual/Target) x Weight	94 (3 created; 14 relocated)	94 (3 created; 14 relocated)	94 (3 created; 14 relocated)	
			<b>Sub-total</b>	<b>45%</b>				
Organization	<b>SO 10: Build a More Strategically Responsive Organization</b>							
	SM 16	Improve Competency Level of the Organization	Actual Accomplishment	5%	All or nothing	Competency Tables for Internal Audit Services, Fund Management and Capital Markets Groups	Competency Tables for Internal Audit Services, Fund Management and Capital Markets Groups	Competency Tables for Internal Audit Services, Fund Management and Capital Markets Groups prepared in December 2017
			<b>Sub-total</b>	<b>5%</b>				
			<b>TOTAL</b>	<b>100%</b>				