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25 October 2017

ATTY. AMADO D. VALDEZ
 Chairperson
ATTY. EMMANUEL F. DOOC
 President and CEO (PCEO)
SOCIAL SECURITY COMMISSION (SSS)
 SSS Building, East Avenue, Diliman,
 Quezon City, Metro Manila

Mr. Cinco

For your handling

11-10-17

OFFICE OF THE PRES. & CEO

cc: Chairman A. Valdez

RE : TRANSMITTAL OF CY 2017 PERFORMANCE SCORECARD

Dear Chairperson Valdez and PCEO Dooc,

This is to formally transmit the Charter Statement and Strategy Map (**Annex A**) and 2017 Performance Scorecard (**Annex B**) of SSS.

The SSS proposed Charter Statement, Strategy Map and Performance Scorecard submitted last 16 February 2017 were MODIFIED based on the discussions made during the technical working group (TWG) meeting last 09 March 2017. During the TWG meeting, the SSS was requested to revise its submission to reflect the discussions and agreements reached. On 17 July 2017, SSS submitted the revised documents, which were also discussed during the on-site visit, conducted last 21 June 2017. Upon evaluation, the following are the substantial modifications from the revised Performance Scorecard submission:

- Target for the measure *Improve Net Satisfaction Rating* – The target was modified from 85% of the total respondents to 90% of the total respondents gave an overall satisfactory rating and for each type of service availed based on the net satisfaction result in 2016.
- Target for the measure *Reduce Processing Time* – The processing time for each benefit was revised in accordance with the submitted compliance report for the Streamlining of Government Frontline Services to the Office of the President.

Any request for modification of the attached documents shall NO LONGER BE ENTERTAINED by the Governance Commission. Instead, GOCCs are hereby advised to provide substantial information, data and justifications which may be considered by the Governance Commission in its evaluation of GOCCs' CY 2017 performance.

Take note.

The Governance Commission takes this opportunity to remind that the CY 2017 Charter Statement, Strategy Map and Performance Scorecard shall take effect IMMEDIATELY. SSS is hereby directed to submit the applicable quarterly monitoring reports and upload the same in the GOCC website. Submitted quarterly monitoring reports should be supported with documents, data and other relevant information necessary to evaluate the said report.

FOR YOUR STRICT COMPLIANCE.

Very truly yours,

SAMUEL G. DAGPIN, JR.
 Chairman

MICHAEL P. CLORIBEL
 Commissioner

MARITES CRUZ-DORAL
 Commissioner





MISSION:

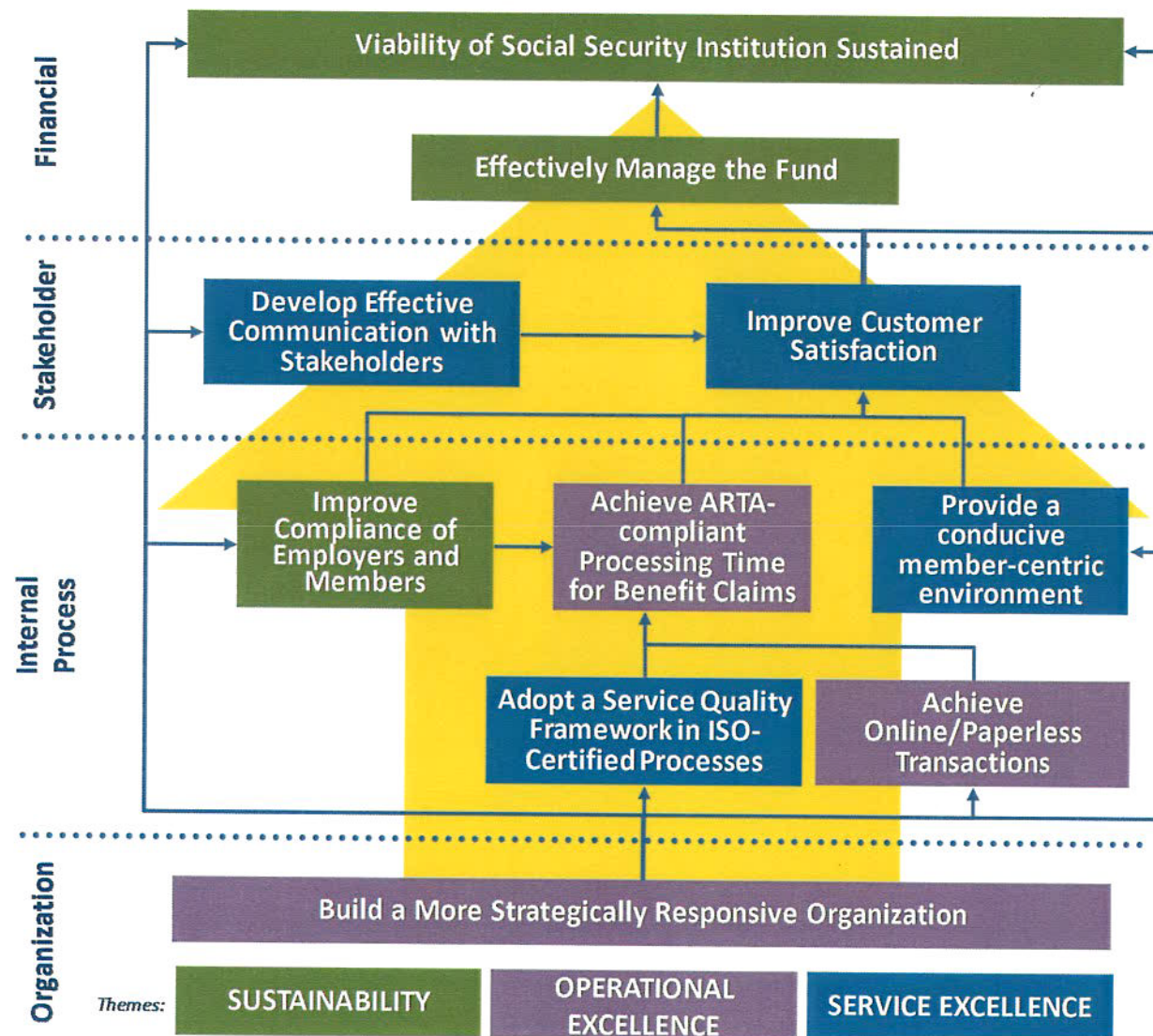
To manage a sound and viable social security system which shall promote social justice and provide meaningful protection to members and their families against the hazards of disability, sickness, maternity, old age, death and other contingencies resulting in loss of income or financial burden.

CORE VALUES:

- Trust
- Empowerment
- Teamwork

2017 STRATEGY MAP

VISION: A viable social security institution providing universal and equitable social protection through world-class service.



CY 2017 PERFORMANCE SCORECARD (ANNEX B)

SOCIAL SECURITY SYSTEM

SOCIAL SECURITY SYSTEM										
	Component				Baseline Data			Target		
	Objective/Measure		Formula	Weight	Rating System	2013	2014	2015	2016	2017
FINANCIAL	SO 1	Viability of Social Security Institutions Sustained								
	SM 1	Amount of Contribution Collections	Total Contribution collection = Contribution collection [Employed + Self-employed + Voluntary paying members + OFWs]	10%	Actual/Target x Weight	₱103 Billion	₱120.65 Billion	₱132.6 Billion	₱142.7 Billion	₱182.82 Billion ¹
	SM 2	Net Income	Net Income = Revenues - Expenditures	10%	Actual/Target x Weight	₱38.4 Billion	₱42.38 Billion	₱40.69 Billion	₱41.5 Billion	₱32.77 Billion ²
	SO 2	Effectively Manage the Fund								
	SM 3	Return on Investments	$\left[1 + \frac{I_1 + I_2 + \dots + I_m}{2} \right]^{12-1}$	10%	5% and above: 10% Less than 5%: 0%	9.2%	8.7%	6.89%	5.0%	5.0%

¹ Includes the effects of implementation of contribution rate increase and maximum salary credit ceiling increase

² Includes the effects of implementation of contribution rate increase, MSC ceiling increase, 1985-1989 pension adjustment and benefit increases

SSS

	Component					Baseline Data			Target	
	Objective/Measure		Formula	Weight	Rating System	2013	2014	2015	2016	2017
	SM 4	Percent of Operating Expenses to Charter Limit	Operating expenses / (12% of contribution collection+3% of investment and other income)	5%	65% and below: 10% Above 65%: 0%	57%	52.30%	52.70%	≤ 70%	65.00%
		Sub-total		35%						
STAKEHOLDERS	SO 3	Improve Customer Satisfaction								
	SM 5	Improve Net Satisfaction Rating	Number of respondents who gave a satisfactory rating / Total number of respondents	5%	90% and above: 5% Less than 90%: 0%	N/A	N/A	Failure in procurement	Satisfactory	90% of the total respondents gave an overall satisfactory rating and for each type of service availed
	SM 6	Branch Visit Satisfaction Rating	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 165 full service branches and/or with a result of average of below happy rating: 0%	N/A	N/A	N/A	Pilot implementation to 3 branches by September with an average of "Happy" rating	Implement to 165 full service branches with an average of "Happy" rating

		Component				Baseline Data			Target	
		Objective/Measure	Formula	Weight	Rating System	2013	2014	2015	2016	2017
INTERNAL PROCESS	SO 4	Develop Effective Communication with Stakeholders								
	SM 7	Awareness Level on the Value of SSS Membership	Actual Accomplishment	5%	85% and above: 5% Less than 85%: 0%	N/A	N/A	N/A	80%	85%
		Sub-total		15%						
	SO 5	Improve Compliance of Employers and Members								
INTERNAL PROCESS	SM 8	Percent of the Number of Referred Delinquent Employer Accounts Filed in Court/PO/SSC, Collected or Settled	Number of delinquent ER accounts referred filed, collected or settled / Total number of delinquent ER accounts referred to Legal as of December 2017	5%	(Actual/Target) x Weight	N/A	N/A	94.31%	90%	90%
	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	N/A	N/A	N/A	N/A	Average Processing Time of 30 working days for all cases filed

		Component				Baseline Data			Target	
Objective/Measure		Formula	Weight	Rating System	2013	2014	2015	2016	2017	
	SM 10	Percent of Paying Members over Labor Force	SSS paying members / (Employed persons - Workers in Govt./Govt. Corp.)	5%	38.50% and above: 10% Below 38.50%: 0%	33%	33.70%	36.5%	35.00%	38.50%
	SO 6	Achieve ARTA-compliant Processing Time for Benefit Claims								
	SM 11	Reduce Processing Time	Processing Time: From receipt of complete documents to benefit/loan approval (or denial)	10%	Actual/Target x Weight	N/A	N/A	N/A	Retirement: 18 Death:28 Disability: 23 Sickness: 12 Maternity: 11 Funeral: 5 Loans granting: 3.5	Average processing time for all transactions (working days) Retirement: 18 Death: 33 Disability: 17 Sickness: 10 Maternity: 10 Funeral: 5 Loans granting: 2
	SO 7	Achieve Online/Paperless Transactions								
	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%	N/A	N/A	N/A	Pilot selected processes - Online Amendment of Membership Data and Online Benefit Calculator	Implement the following: - Online submission of Retirement Benefit Claim Application - Online request for Membership Record

Component									
Objective/Measure		Formula	Weight	Rating System	Baseline Data			Target	
					2013	2014	2015	2016	2017
SO 8	Adopt a Service Quality Framework in ISO-Certified Processes								
SM 13	ISO Certification on SSS Processes	Number of ISO-certified processes	5%	Certification for all 5 targeted processes: 5% Certification less than the 5 targeted processes: 0%	N/A	N/A	N/A	ISO 9001:2008 Certification for DDR System and Manualization of Loans Process	ISO Certification of Sickness, Maternity, Funeral Benefits, Salary Loans and Contribution Collection Processes in Diliman Branch
SO 9	Provide a Conducive Member-Centric Environment								
SM 14	Establishment of Physical Examination (PE) Centers	Number of PE Centers established (cumulative)	5%	All or Nothing	55 (cumulative)	65 (cumulative)	75 (cumulative)	10 PE Centers	90 PE Centers
SM 15	Number of Branches Created/Relocated (cumulative)	Absolute Number	5%	(Actual/Target) x Weight	11	44	62	15 new/relocated branches	94 (3 created; 14 relocated)
	Sub-total		45%						

	Component					Baseline Data			Target	
	Objective/Measure		Formula	Weight	Rating System	2013	2014	2015	2016	2017
LEARNING AND GROWTH	SO 10	Build a More Strategically Responsive Organization								
	SM 16	Improve Competency Level of the Organization	Actual accomplishment	5%	All or Nothing	N/A	N/A	Board Approval of competency-based HR Framework in December 2015	Establish Baseline Competency Level	Competency Tables for Internal Audit Services, Fund Management and Capital Market Groups ³
		Sub-total		5%						
		TOTAL		100%						

³ In accordance with the GCG FAQs on Competency Frameworks/ Model, the Competency Table must be derived from the Competency Catalogue and Competency Framework. Both catalogue and framework should be submitted to the GCG during validation as a supporting document to the Competency Table