



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.

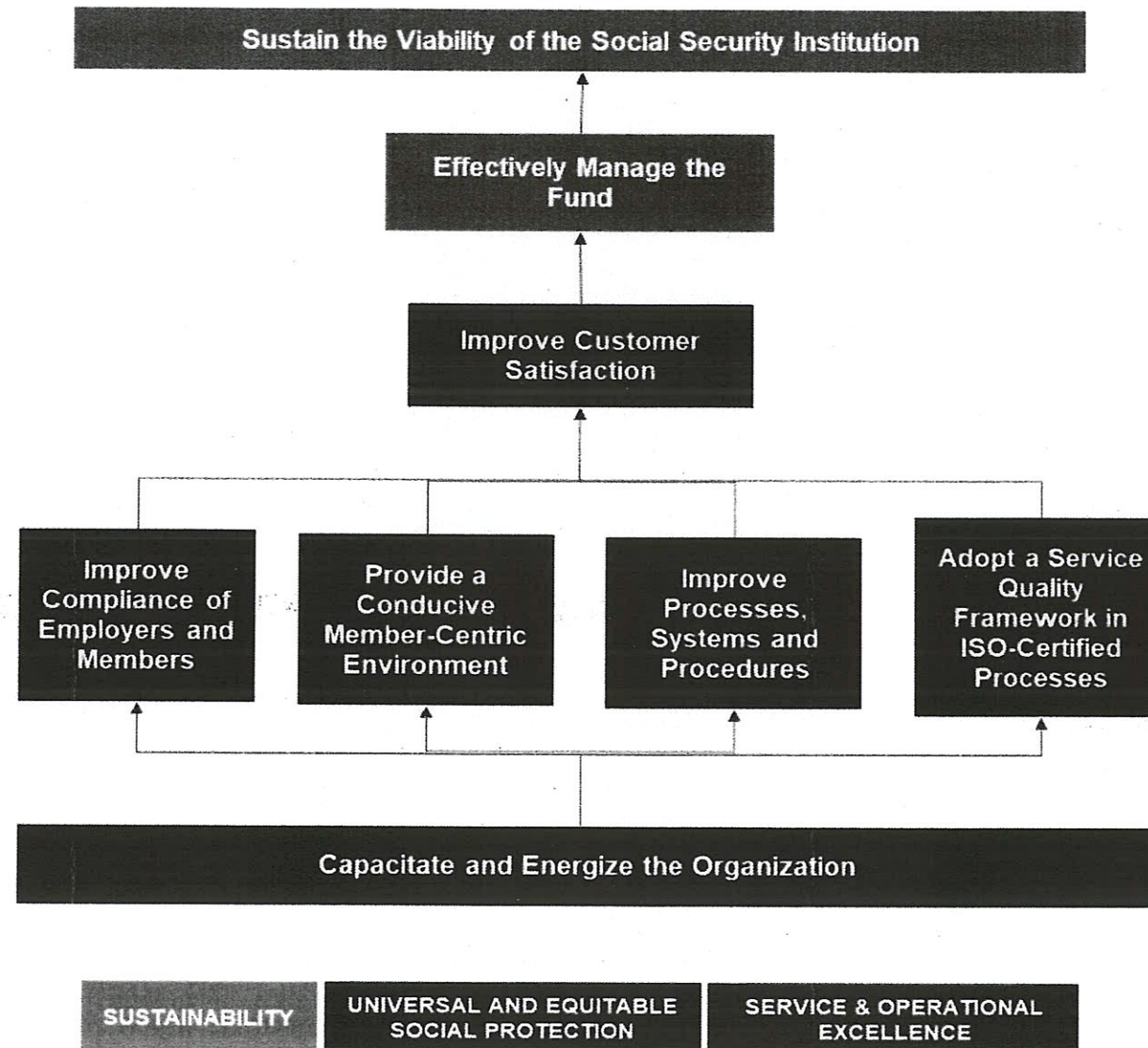
Core Values:
Trust
Empowerment
Teamwork

VISION

SSS is a viable social security institution, providing universal and equitable social protection through world-class service, in the country.

2019 STRATEGY MAP

FINANCIAL
STAKE-HOLDERS
INTERNAL PROCESS
ORGANIZATION



SOCIAL SECURITY SYSTEM (SSS)

FINANCIAL

Component				Baseline Data		Target		
Objective/Measure	Formula	Weight	Rating System	2016	2017	2018	2019	
SO 1	Sustain the Viability of the Social Security Institution							
SM 1	Increase Amount of Contributions Collected	Contribution collection (Employed + Self-employed + Voluntary + OFWs)	20%	(Actual / Target) but not less than prior year's audited figure If less than 2018 validated figure = 0%	₱144.36 Billion	₱158.36 Billion	₱187.12 Billion	₱233.36 Billion
SM 2	Improve Return on Investments	Annualized monthly ROI	5%	All or Nothing	6.64%	6.34%	7.85%	5.97%
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%	(1-((Actual-Target)/Target)) x Weight Above 70% = 0	52%	58.91%	≤70%	≤70%
Sub-total			30%					

	Component				Baseline Data		Target	
	Objective/Measure	Formula	Weight	Rating System	2016	2017	2018	2019
STAKEHOLDERS	SO 3	Improve Customer Satisfaction						
	SM 4	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%	Overall satisfaction score of 93% (combines employers and individual members) Failure in procurement	90%	90%
	Sub-total		10%					
	SO 5	Adopt a Service Quality Framework in ISO-Certified Processes						
INTERNAL PROCESS	SM 5	Implement Quality Management System	Actual Accomplishment	5%	All or nothing	Death, Disability and Retirement Processing Diliman and Camiling Branches ISO Certified MOP on Salary Loans Granting issued in December Sickness, Maternity and Funeral Benefits and Salary Loans and Contribution Collection Process in Diliman Branch ISO-certified in December 2017	ISO certification of all management and support processes in the Main Office (10 processes)	ISO Certification of 10 branches covering all core processes

Component					Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2016	2017	2018	2019	
SO 6	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	10%	(Actual / Target) x Weight Lower than 90% = 0%	92.57%	95.39%	95%	95%
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 If less than 7% increase = 0%	37.59%	41.4%	50%	9% increase from 2018 audited

Component				Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2016	2017	2018	2019
SO 7	Improve Processes, Systems and Procedures						
SM 8	Number of IT-enabled Service Delivery Channels	Number of IT enabled service delivery channels implemented	5%	All or Nothing	Online Updating of Member's Contact Information Online benefit Calculator implemented in September	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/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; and 6. PESO Fund contribution mobile payment. Implementation of 100% of deliverables for 2019 as provided in the ISSP 2019-2021

Component				Baseline Data		Target			
Objective/Measure		Formula	Weight	Rating System	2016	2017	2018	2019	
	SM 9	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 If less than 95% = 0%	Average processing time of: Retirement: 29 days Death: 47 days Disability: 24 days Sickness: 10 days Maternity: 10 days Funeral: 7 days Loans granting: 1 day	Retirement: 21 days Death: 39 days Disability: 21 days Sickness: 11 days Maternity: 11 days Funeral: 6 days Loans granting: 1 days	100% of applications processed within the processing time	100% of applications processed within the processing time ¹

¹ 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	2016	2017	2018	2019		
	SO 8	Provide a Conducive Member-Centric Environment							
	SM 10	Increase Total Number of Branches, Service Office, and Physical/Medical Examination Centers	Absolute number	10%	All or nothing for each	3 newly created branches and 12 relocated branches 10 additional PE Centers	94 Created and Relocated Branches 90 PE Centers	Cumulative number by end of the year: 173 Branches 100 Service Offices 104 Physical/Medical Examination Centers	Cumulative number by end of the year: 176 Branches ² 111 Service Offices 117 Physical/Medical Examination Centers
	Sub-total		55%						
ORGANIZATION	SO 9	Capacitate and Energize the Organization							
	SM 11	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or nothing	Competency tables and matrix for Branch Operations Sector, Central Processing Group and Medical Services Division prepared	Competency Tables and Matrices for Internal Audit Services, Fund Management and Capital Markets Groups prepared in December 2017	Preparation of Competency Tables of the whole organization	Conduct competency assessment to 100% of employees to Establish Baseline Competency Level of the Organization
	Sub-total		5%						
	TOTAL		100%						

² Excludes the number of branches renovated.