SOCIAL SECURITY SYSTEM

		Component			Baseline Data (if applicable)		Target	
		Objective/Measure	Formula	Weight	2013	2014	2015	2016
FINANCIAL	**SO 1**	**Viability of Social Security Institution Sustained**						
	SM 1	Amount of Contribution Collections	Total Contribution collection = Contribution collection [Employed + Self-employed + Voluntary paying members + OFWs]	10%	103 Billion	120.65 Billion	128.5 Billion (3Q: 94.85)	142.7 Billion
	SM 2	Net Revenue	Net Revenue = Revenues - Expenditures	10%	38.4 Billion	42.38 Billion	38 Billion (3Q: 27.96)	41.5 Billion
	SO 2	**Effectively Manage the Fund**						
	SM 3	Return on Investments	Annualized ROI	10%	9.2%	8.7%	6% (2Q: 6.7%)	5%

		Component			Baseline Data (if applicable)		Target	
		Objective/Measure	Formula	Weight	2013	2014	2015	2016
FINANCIAL	SM 4	% of Operating Expenses to Charter Limit	Operating expenses/(12% of Contrib. coll'n + 3% of Investment and other income)	5%	57%	52.3%	70% (3Q: 49%)	≤ 70%
		Sub-total		**35%**				
STAKEHOLDERS	**SO 3**	**Improve Customer Satisfaction**						
	SM 5	ARTA Rating	[ARTA Rating Branch 1 + ARTA Rating Branch 2 + ... + ARTA Rating Branch x] / Number of SSS branches audited	5%	82.7%	87.1%	90%	90%
	SM 6	Improve net satisfaction rating	[NSR 1 + NSR 2 + ... + NSR 11] / 11	5%	n.a.	n.a.	Establish Baseline (Satisfactory)	Establish Baseline (Satisfactory)
	SM 7	Branch Visit Satisfaction System		5%				Pilot implementation to 3 branches by September with an average of "Happy" rating

		Component			Baseline Data (if applicable)		Target	
		Objective/Measure	Formula	Weight	2013	2014	2015	2016
STAKEHOLDERS	**SO 4**	**Adopt a Service Quality Framework**						
	SM 8	Implementation of ISSA Service Quality Framework		5%	n.a.	n.a.	November 2015 (following the ISSA Guidelines on Service Quality)	Implement ISSA SQ Framework in the DDR Workflow Process in 2 Branches
	SO 5	**Develop Effective Communication with Stakeholders**						
	SM 9	Awareness level on the Value of SSS Membership		5%				80%
		Sub-total		**25%**				

		Component			Baseline Data (if applicable)		Target	
		Objective/Measure	Formula	Weight	2013	2014	2015	2016
	SO 6	**Improve Compliance of Employers and Members**						
INTERNAL PROCESS	SM 10	% 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 during the period / Total number of delinquent ER accounts referred for legal action as of December 2014	5%	n.a.	n.a.	90% (interim: 107%) Volume: 3,939 referred delinquent ER accounts as of December 2014	90% Volume: 13,222 referred delinquent ER accounts as of December 2015
	SM 11	% of Paying Members over Labor Force	SSS paying members / Employed persons - Workers in Govt./Govt. Corp.	5%	33%	33.7%	35% (3Q: 33.5%)	35%
	SO 7	**Achieve ARTA-compliant Processing Time for Benefit Claims**						

		Component			Baseline Data (if applicable)		Target	
		Objective/Measure	Formula	Weight	2013	2014	2015	2016
	SM 12	Reduce processing time		5%				As committed to GCG (Annex B-1)
INTERNAL PROCESS	**SO 8**	**Achieve Online/Paperless Transactions**						
	SM 13	By 2020, all processes and filing shall be paperless		5%				2016: Pilot selected processes – Online Amendment of Membership Data and Online Benefit Calculator.
	SO 9	**Expand the QMS Scope for ISO Certification**						
	SM 14	ISO Certification of DDR System and Manualization of core processes		5%	n.a.	n.a.	n.a.	ISO Certification of DDR System and Manualization of "Loans" process
	SO 10	**Provide a Conducive Member-Centric Environment**						
	SM 15	Total Number of PE Centers	Absolute figure	5%	55	65	10 PE centers	10 PE centers

		Component			Baseline Data (if applicable)		Target	
		Objective/Measure	Formula	Weight	2013	2014	2015	2016
	SM 16	Number of branches created/relocated	Absolute figure	5%	12	45	15 new/relocated branches	15 new/relocated branches
		Sub-total		**35%**				
	SO 11	**Build a More Strategically Responsive Organization**						
LEARNING AND GROWTH	SM 17	Average Competency Level		5%	n.a.	n.a.	Establish Competency Framework	Establish Baseline Competency Level
		Sub-total		*5%*				
		TOTAL		**100%**				