SOCIAL SECURITY SYSTEM

		Objective/Measure	Component Formula	Weight	Rating System	Baseline Data 2013	2014	2015	Target 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	$\left[1 + \dfrac{I_1 + I_2 + \ldots + I_m}{\frac{A_0 + A_1}{2} + \frac{A_1 + A_2}{2} + \ldots + \frac{A_{m-1} + A_m}{2}} \right]^{12-1}$	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 incrase, 1985-1989 pension adjustment and benefit increases

		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%**						
SO 3	**Improve Customer Satisfaction**								
STAKEHOLDERS	SM 5 Improve Net Satisfaction Rating	Number of respondents who gave a satisfactory rating / Total number or 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
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								
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

(Left vertical label: INTERNAL PROCESS)

	Objective/Measure	Component Formula	Weight	Rating System	Baseline Data 2013	2014	2015	Target 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

Objective/Measure		Component			Baseline Data			Target	
		Formula	Weight	Rating System	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
	SO 10	**Build a More Strategically Responsive Organization**								
LEARNING AND GROWTH	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