

GOVERNMENT SERVICE INSURANCE SYSTEM

Component					Baseline Data ¹		Target		
	Objective/Measure	Formula	Weight	Rating System	2018	2019	2020 ²	2021	
SOCIAL IMPACT / STAKEHOLDERS	SO 1	Ensure sustained benefits for members/pensioners and their families							
	SM 1	Improvement / Enhancement of Benefits and Privileges Without Impairing Actuarial Life	Number of board-approved programs implemented to improve/enhance the benefits and/or privileges	12.5%	All or Nothing	94.85% ³	Implemented the GSIS Financial Assistance Loan Program (GFAL) II	Implementation of Multi-Purpose Loan Granting	1 new program (Enhanced Pensioners Loan)
	SO 2	Provide excellent and responsive products and services to members, pensioners, government bodies, and other constituencies							
	SM 2	Percentage of Claims and Benefits Processed Within the Applicable Time	Number of claims and benefits processed within applicable TAT / Number of received applications due for processing	12.5%	(Actual / Target) x Weight	89.53% of Retirement / Separation / Life Insurance claims and benefits processed within 30 days and Motor Vehicle Insurance claims processed within 40 WDs	97.50%	All due prior ECQ (Jan. – Feb.) = 100%; All due within ECQ/GCQ = all claims and benefits processed shall be included in the computation and considered within TAT (100% accomplishment);	100% ⁴

¹ Based on GCG-validated Performance Scorecard.

² Based on GCG-transmitted Recalibrated Performance Scorecard.

³ 2018 target pertains to percentage of GFAL avalees.

⁴ Applicable processing time is subject to GSIS' compliance with R.A. No. 11032 or the Ease of Doing Business and Efficient Delivery of Government Service Act.

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							All due after lifting of CQ = 90%	
	SM 3 Percentage of Satisfied Customers	Number of Respondents who rated GSIS at least satisfactory / Total number of respondents	5%	(Actual / Target) x Weight Below 80% = 0%	93.35%	95%	90%	90%
	Sub-total		30%					
FINANCE	SO 3	Deliver returns that will lengthen the life of the fund						
	SM 4 Increase in total assets (5-year average)	Sum of percentage increases from 2017 to 2021 / 5 years ⁵ where: Annual percentage increase in total assets = [(Total assets at the end of CURRENT year – Total assets at the end of PREVIOUS year) / Total assets at the end of the PREVIOUS year] x 100	10%	(Actual / Target) x Weight	7.6%	7.85%	5.25%	8.00%

⁵ Annual percentage increase in total assets = [(Total assets at the end of CURRENT year – Total assets at the end of PREVIOUS year) / Total assets at the end of the PREVIOUS year] x 100

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SM 5	Generate Return on Investment (ROI) on investible funds (5-year average)	Sum of ROI from 2017 to 2021 / 5 Where: Annual ROI = Net Investment Income/Average Investment Assets ⁶	10%	(Actual / Target) x Weight	8.60%	7.02%	4.75%	6.51%
SO 4	Increase the Loan Portfolio							
SM 6	Increase in Percentage of Loans Granted ⁷	(Loans Granted 2021 – Loans Granted 2020) / Loans Granted 2020	3%	All or Nothing	N/A	N/A	N/A	Positive Increase from Previous Year's Amount of Loans Granted
SO 5	Generate income from our idle properties							
SM 7	Lease Income from GSIS Acquired Assets - Retail Units	Actual Accomplishment	3%	(Actual / Target) x Weight	N/A	N/A	N/A	Implementation of Lease with Option to Buy (GSIS Acquired Assets - Retail Units)

⁶ Average Investment Assets = (Total Investment Assets at the end of the CURRENT year + Total Investment Assets at the end of the PREVIOUS year)/2

⁷ Loans to be considered: Conso Loan, Pension Loan, Policy Loan, Emergency Loan, Pensioner Emergency Loan, Pensioners Restructured Loan, and Multi-purpose Loan.

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SO 6	Create and implement a dynamic asset and liability management framework							
SM 8	Minimize Consolidated Loan (CNL) Past Due Rate	Past Due Rate = (Total outstanding principal balance of due and demandable Consolidated Loan accounts – Allowance for Impairment) / (Total outstanding principal balance of all Consolidated Loan accounts – Allowance for Impairment)	5%	{1 – [(Actual – Target) / Target]} x Weight Above 25% = 0%	7.98%	6.44%	10.00% (Exclude all due months within the Community Quarantine period in the computation for past due rate)	9.00%
SM 9	Improve Collection Efficiency	Loan Amount Collected for the Year 2021 / Open Loan Amounts Due for Collection during the Year 2021	5%	(Actual / Target) x Weight	N/A	N/A	N/A	98.17%
SM 10	Maintain the Fund Ratio of the Social Insurance Fund	Assets / Reserves of the GSIS Social Insurance Fund	6%	(Actual / Target) x Weight	69.12%	75.18%	67%	66.00%
SO 7	Rationalize expenditures							
SM 11	Efficient Utilization of Corporate Budget	Total disbursement (net of Personnel Services Cost) / Total	3%	All or Nothing	N/A	N/A	N/A	Not lower than 90% but not exceeding 100%

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Component					Baseline Data ¹		Target		
	Objective/Measure	Formula	Weight	Rating System	2018	2019	2020 ²	2021	
		DBM Approved Corporate Expenditures Budget (net of Personnel Services Cost)							
	Sub-total		45%						
INTERNAL PROCESS	SO 8	Implement a robust, enterprise-wide risk management system							
	SM 12	ERM Risk Maturity Rating - Risk Maturity Level	Actual Rating	7%	(Actual /Target) x Weight	Risk Maturity Level 3.28	Risk Maturity Level 3.44	2.54	2.9
	SO 9	Excel in knowledge and information management							
	SM 13	Maintain/Upgrade QMS Certification	Actual Accomplishment	7%	(Actual /Target) x Weight	ISO 9001:2015 Recertified for: 1) Loans Processing; 2) Membership Administration; 3) Life/Maturity Claims Processing; and 4) Motor Vehicle Claims Processing; Note: Including Related Critical Support Processes (Data Center)	ISO 9001:2015 certified for Recertified for: 1) Loans Processing; 2) Membership Administration; 3) Maturity Claims Processing; 4) Motor Vehicle Claims Processing; and 5) Critical Support Processes	A.) ISO 9001:2015 for 2 NEW processes. B.) Pass the Surveillance Audit or Maintain Certification for the following processes: 1) Loans Processing; 2) Membership Administration; 3) Life/Maturity Claims Processing;	Maintain QMS Certification for the following processes: 1) Loans Processing; 2) Membership Administration; 3) Life/Maturity Claims Processing; 4) Motor Vehicle Claims Processing 5) Critical Support Processes 6) Funeral Benefit Claim Processing; and

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							4) Motor Vehicle Claims Processing; 5) Critical Support Processes; and 6) Funeral Benefit Claim Processing; and 7) Marketing of Non-life Insurance for the renewal of bidding accounts	7) Marketing of Non-life Insurance renewal of all bidding accounts	
	SO 10	Improve the (internal and external) business process through automated technology-driven services							
	SM 14	Number of Technology-driven Business Processes Implemented that Support Remote Member Service and Remote Work Arrangements	Actual Accomplishment	6%	(Actual / Target) x Weight	N/A	N/A	N/A	Development of 1 new program (Enhanced GSIS Touch)
		Sub-total		20%					
LEARNING AND GROWTH	SO 11	Recruit, develop and retain a competent and inspired workforce							
	SM 15	Enhanced GSIS Competency Framework	Actual Accomplishment	5%	All or Nothing	3.77 ⁸	20.13% ⁹	Improvement on the Competency Level of the Organization based on the	Board-Approved Enhanced GSIS Competency Framework with the following: a. Competency Catalogue

⁸ Reflects the target on the Average Competency Level of the Organization based on the GSIS Competency Framework.

⁹ Reflects the target on the Percentage of Employees Meeting Required Competency Rating of 4 based on the GSIS Competency Framework.

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							2019 year-end assessment ¹⁰	b. Competency Framework c. Competency Tables d. Competency Matrix e. Position Profiles f. Competency-Based Job Description
		Sub-total	5%					
		Total	100%					

¹⁰ Reflects the target on the Improvement on the overall average competency level of the Organization based on the GSIS Competency Framework using the formula: The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

$$\frac{\sum_{a=1}^B \left[\frac{\sum_{a=1}^A (\text{Actual Competency Level})}{A} \right]}{B}$$

where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled