PHILIPPINE AMUSEMENT AND GAMING CORPORATION (PAGCOR)

		Component				Baseline Data		Target	
		Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020
SOCIAL IMPACT	**SO 1**	**Increase Contribution to National Government Coffers in Nation-Building Efforts**							
	SM 1	Payment of Mandatory Contributions	Number of Recipient Agencies Which Received 100% of Mandatory Contributions Due for 2020 / Total Number of Recipient Agencies[1]	25%	(Actual / Target) x Weight	₱42.17 Billion	₱57.18 Billion	(2018 Actual + 20% Increase)	100% Payment of Mandatory Contributions to Recipient Agencies
	SO 2	**Increase Gross Gaming Revenue (GGR) of the Industry**							
	SM 2	Increase Total Industry Gross Gaming Revenue[2]	(2020 GGR − 2019 GGR) / 2019 GGR	25%	(Actual / Target) x Weight	₱170.40 Billion	₱205.76 Billion	2018 Actual + 17% Increase	2019 Actual + 16% Increase[3]
			Sub-total	**50%**					
FINANCE	**SO 3**	**Increase Revenue of PAGCOR**							
	SM 3	Increase Income from Gaming Operations	Absolute Amount	20%	(Actual / Target) x Weight	₱57.34 Billion	₱67.85 Billion	N/A	₱73.649 Billion
			Sub-total	**20%**					

[1] There are nine (9) identified recipient agencies. All Host Cities are considered as one (1) recipient agency.

[2] Gross Gaming Revenue, also referred to as Casino Gross Revenue, as defined by PAGCOR's regulatory manuals, includes revenues from licensees and PAGCOR casinos (table games, slot machines, bingo (traditional and e-bingo, PeGS/Instawin), but excludes offshore gaming.

[3] Based on historical data, the GGR has been increasing with an average of 20% from 2014 to 2018. Closure of Suncity, one of PAGCOR's junket operators, was taken into consideration in the target.

		Component				Baseline Data		Target	
		Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020
STAKEHOLDERS	**SO 4**	**Ensure a Conducive Business Environment within a Level Playing Field**							
	SM 4	Percentage of Satisfied Customers	Total Number of Respondents which gave at least Satisfactory Rating / Total Number of Respondents	10%	(Actual / Target) x Weight If Less Than 80% = 0%	N/A	Result not acceptable	90%	90%
			Sub-total	**10%**					
INTERNAL PROCESS	**SO 5**	**Improve Service Delivery and Operational Efficiency**							
	SM 5	Attain ISO 9001:2015 Recertification	Actual Accomplishment	5%	All or Nothing	ISO 9001:2015 Certified	ISO 9001:2015 Recertification	ISO 9001:2015 Recertification	Retention of ISO 9001:2015 Certification (pass surveillance audit)
	SM 6	Percentage of Applications Processed Within Prescribed Period	Number of Transactions Processed Within the Prescribed Period / Number of Transactions of the Year	10%	(Actual / Target) x Weight	-	-	-	100% of Transactions Processed Within the Prescribed Period[4]
			Sub-total	**15%**					

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[4] As indicated in the Citizen's Charter as approved by the Anti-Red Tape Authority.

		Component				Baseline Data		Target	
		Objective/Measure	Formula	Weight	Rating System	2017	2018	2019	2020
LEARNING & GROWTH	**SO 6**	**Enhance Employee Competency and Motivation**							
	SM 7	Percentage of Employees Meeting Required Competencies	Actual Accomplishment	5%	All or Nothing	50% Position Profiles submitted with no Competency Baseline Established	Capacity Building on Competency Assessment Conducted and Competency Measure / Assessment Tool Developed	Assessment of 100% Employees to Determine Competency Level and Competency Gaps	Improvement in the Competency Baseline of the Organization[5]
			Sub-total	*5%*					
			TOTAL	**100%**					

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[5] Improvement in the competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

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

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