PHILIPPINE RETIREMENT AUTHORITY

		Component				Baseline Data		Target	
		Objective/Measure	Formula	Weight	Rating System	2015	2016	2017	2018
SOCIAL IMPACT	SO 1	**Generate Investment and Foreign Exchange**							
	SM 1	Annual Foreign Currency Generated	Outstanding visa deposit in banks at the end of the year	10%	Lower than $532.38 Million = 0% $532.38 Million to $585.57 Million = 3% $585.58 Million to $628.43 Million = 5% $628.44 Million to $678.70 Million = 8% $678.71 Million and Above = 10%	$532.38 Million	$585.58 Million	$628.44 Million	$678.71 Million
	SM 2	Establish a System that will Monitor the Actual Expenditures of Retirees (Spending on Conversion, Household, Services, Medical, etc.)	Actual Accomplishment	5%	All or Nothing	Approved by Management to be Implemented in 2016	System to Monitor the Actual Expenditures of Retirees is not yet Established	Establish Baseline	Re-establish baseline using new design and methodology
		Sub-total		*15%*					

		Component				Baseline Data		Target	
		Objective/Measure	Formula	Weight	Rating System	2015	2016	2017	2018
STAKEHOLDER	**SO 2**	**Stakeholders with Excellent PRA Experience**							
	SM 3	Percentage of Satisfied Customers	Number of Respondents with Satisfactory Rating / Number of Total Respondents	10%	(Actual/Target) x Weight 0% = If less than 80%	N/A	Notice of Award (NOA) to Sustainable Development Solutions (SDS)	Satisfactory or its Equivalent Percentage	90%
	SO 3	**Increase Number and Productivity of Industry Partners**							
	SM 4	Number of Retirees Availing of the Merchant Partners' Services and PRetA-Accredited Retirement Facilities	Absolute Number	10%	(Actual/Target) x Weight	N/A	N/A	N/A	3,000 Retirees (Merchant Partners) 25 Retirees (Retirement Facilities)
	SO 4	**Increase Total Enrollees**							
	SM 5	Cumulative Net Enrollment by End of the Year	Absolute Number of Cumulative Gross Enrollment at the end of the rating period less Absolute Number of Cumulative Cancellations at the end of the rating period	10%	(Actual/Target) x Weight	N/A	N/A	41,122	47,234
		Sub-total		*30%*					

		Component				Baseline Data		Target	
		Objective/Measure	Formula	Weight	Rating System	2015	2016	2017	2018
FINANCIAL	SO 5	**Maximize Budget**							
	SM 6	Improve Budget Utilization Rate	Total Amount Disbursed (Net of PS) / Total DBM-Approved COB (Net of PS)	10%	91% to 100% = 10% 86% to 90% = 5% <86% = 0% More than 100% = 0%	25%	82.62%	N/A	>90%
	SO 6	**Maintain Financial Viability**							
	SM 7	Improve Revenue Generation	Absolute Amount of Operating Revenues including Interest Income from Visa Deposits of Retirees	10%	₱891.063 Million and above = 10% Below ₱891.063 Million to ₱872 Million = (Actual/Target) x Weight Below ₱872 Million = 0%	₱655.37 Million	₱664.66 Million	₱773.42 Million	₱891.063 Million
	SO 7	**Maximize Revenues**							
	SM 8	Improve Net Operating Income	Revenues + Interest Income from Visa Deposit – Operating Expenses	10%	(Actual/Target) x Weight Less than ₱513.77 Million = 0%	₱459.98 Million	₱469.36 Million	₱338.74 Million	₱539.46 Million
		Sub-total		**30%**					

Component					Baseline Data		Target	
	Objective/Measure	Formula	Weight	Rating System	2015	2016	2017	2018
SO 8	**Intensify Marketing and Promotion Campaign**							
SM 9	Increase Return on Marketing Expense[1]	Passport and Visa or Application Fees + Accreditation Fees (excluding Annual PRA Fees) / Marketing Expense + Marketers Fee	5%	(Actual/Target) x Weight Less than 262% = 0%	345%	303%	205%	303%
SO 9	**Improve Marketing Process**							
SM 10	Increase in the Number of Walk-In Principal Member with Approved Applications (Principal Only)	Absolute Number	5%	(Actual / Target) x Weight	429	499	677	910
SO 10	**Optimize the Utilization of Information Technology**							
SM 11	Automation of PRA Processes	Automation of SRRV Application	5%	All or Nothing	N/A	N/A	N/A	Fully Operational and Functional Automated Processing of SRRV in the Head Office
	Sub-total		**15%**					

INTERNAL PROCESS

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[1] Includes travelling, advertising and promotion, postage and delivery, representation and medical examination fees.

Component				Baseline Data		Target	
Objective/Measure	Formula	Weight	Rating System	2015	2016	2017	2018
SO 11 **Quality Management System**							
SM 12 Attain ISO Certification	Actual Accomplishment	5%	All or Nothing	Quality Manual and Mandatory Procedures	Final Gap Assessment	ISO 9001:2008 Certification All Sites, All Processes	ISO 9001:2015 Certification
SO 12 **Improve Competencies of the Workforce**							
SM 13 Percentage of Employees Meeting Required Competency	Actual Accomplishment	5%	All or Nothing	Competency Framework and Tables	No Competency Framework and Baseline Established	Implementation of Competency Model and Establishment of Baseline	Concrete Action Plan[2] to Address Competency Gaps, as determined from the competency assessment, of All Employees
Sub-total		*10%*					
TOTAL		**100%**					

Learning and Growth (vertical row label)

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[2] The plan should provide target timeline within which the organization intends to address the competency gaps identified during the assessment. The plan should include, among others, the targeted competencies per employee to be addressed, methods to be employed to address competency gaps, and expected timeline within which identified competency gap is addressed.