



16 February 2021

**CHIEF JUSTICE LUCAS P. BERSAMIN (RET.)**

*Chairperson*

**MR. ROLANDO L. MACASAET**

*President and General Manager (PGM)*

**GOVERNMENT SERVICE INSURANCE SYSTEM (GSIS)**

GSIS Financial Center, Roxas Boulevard,  
Pasay City

**RE : TRANSMITTAL OF RECALIBRATED  
2020 PERFORMANCE SCORECARD**

Dear Chairperson Bersamin and PGM Macasaet,

This is to formally transmit the Recalibrated 2020 Performance Scorecard (**Annex A**) of GSIS. The same is to be posted in GSIS' website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07.<sup>1</sup>

The GSIS Recalibrated Performance Scorecard submitted through a letter dated 30 September 2020<sup>2</sup> was reviewed and evaluated in view of the circumstances brought about by the COVID-19 pandemic, and in accordance with the residual authority of the Governance Commission as stated in GCG M.C. No. 2017-02.<sup>3</sup> Note that in the Notice to all GCG Stakeholders dated 04 September 2020, the respective targets, weights, and rating scales pertaining to Customer Satisfaction, ISO Certification, and Employee Competencies shall be retained.

GSIS is further directed to submit its 4<sup>th</sup> Quarter Monitoring Report, based on the Recalibrated 2020 Performance Scorecard, **within thirty (30) days** from receipt of this letter.

**FOR GSIS' INFORMATION AND GUIDANCE.**

Very truly yours,

cc: COA Resident Auditor - GSIS

<sup>1</sup> CODE OF CORPORATE GOVERNANCE FOR GOCCs, dated 28 November 2012.

<sup>2</sup> Officially received by the Governance Commission on 01 October 2020.

<sup>3</sup> INTERIM PERFORMANCE EVALUATION SYSTEM (PES) FOR THE GOCC SECTOR, dated 30 June 2017.

**GOVERNMENT SOCIAL INSURANCE SYSTEM (GSIS)  
Recalibrated 2020 Performance Scorecard**

Component					Baseline Data		Target		
	Objective/Measure	Formula	Wt.	Rating System	2017	2018	2019	2020	
<b>SOCIAL IMPACT / STAKEHOLDERS</b>	<b>SO 1</b>	<b>Ensure sustained benefits for members, pensioners and their families</b>							
	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	10%	All or Nothing	- Full implementation of Improvement of GSIS financial literacy program for retiring employees  - Full implementation of Improvement of Education Assistance Loan Program part 2	94.85%	Implementation of the GSIS Financial Literacy Program (GFAL) 2	<u>Implementation of Multi-Purpose Loan Granting</u>
	<b>SO 2</b>	<b>Provide Excellent and Responsive Products and Services to Members, Pensioners, Government Bodies, and Other Constituencies</b>							
	SM 2	Percentage of claims and benefits processed within the Applicable Time	Number of claims and benefits processed within TAT / Number of received applications due for processing - Claims and benefits enrolled in the Ease of Doing Business (EODB) Act  <i>(Processing Time is subject to GSIS'</i>	10%	<u>(Actual / Target) x Weight</u>	87.13%	89.53%	100%	<u>All due prior ECQ (Jan-Feb) = 100%;</u>  <u>All due within ECQ/GCQ = all claims and benefits processed shall be included in the computation and considered within TAT (100% accomplishment);</u>

Component					Baseline Data		Target	
	Objective/Measure	Formula	Wt.	Rating System	2017	2018	2019	2020
		<i>compliance with RA 11032 or the Ease of Doing Business and Efficient Delivery of Government Service Act)</i>						<u>All due after lifting of CQ = 90%</u>
	SM 3 Percentage of Satisfied Customers	Number of Respondents who rated GSIS at least satisfactory/ Total number of respondents	10%	(Actual / Target) x Weight  Below 80% = 0%	99.13%	Accomplishment not acceptable	93.7%	90%
	<b>Sub-total</b>		<b>30%</b>					
<b>SO 3</b>	<b>Deliver returns that will lengthen the life of the fund</b>							
<b>FINANCE</b>	SM 4 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)	10%	{1-[(Actual - Target) / Target] x Weight}  Above 25% = 0%	23.88%	7.98%	15%	<u>10%</u> (Exclude all due months within the Community Quarantine period in the computation for past due rate)

Component					Baseline Data		Target		
	Objective/Measure	Formula	Wt.	Rating System	2017	2018	2019	2020	
	<b>SO 4</b>	<b>Create and implement a dynamic asset allocation and investment framework</b>							
	SM 5	Increase in Total Assets	Sum of percentage increases from 2016 to 2020 / 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 asset at the end of the previous year] x 100	10%	(Actual / Target) x Weight	8.95%	7.60%	6.41%	<u>5.25%</u>
	SM 6	Generate Return on Investment (ROI) on investible funds	Sum of ROI from 2016 to 2020 / 5  where: Annual ROI = Net Investment Income/*Average Investment Asset  *Average Investment Assets = (Total Investment Assets at yearend of the CURRENT year + Total Investment Assets at the end of previous year)/2	10%	(Actual / Target) x Weight	9.03%	8.60%	7%	<u>4.75%</u>

Component					Baseline Data		Target		
	Objective/Measure	Formula	Wt.	Rating System	2017	2018	2019	2020	
	SM 7	Maintain the Fund Ratio of the Social Insurance Fund	Assets/Reserves of the GSIS Social Insurance Fund	10%	(Actual / Target) x Weight	72.84%	69.12%	74%	<u>67%</u>
		<b>Sub-total</b>		<b>40%</b>					
<b>INTERNAL PROCESSES</b>	<b>SO 5</b>	<b>Implement a robust, enterprise-wide risk management system</b>							
	SM 8	ERM Risk Maturity Rating	Actual Rating	10%	$\frac{2.54 \text{ or higher}}{10\%}$ $\frac{2.25 \text{ to below } 2.54}{5\%}$ $\frac{\text{Below } 2.25}{0\%}$	-	3.28	2.70	<u>2.54</u>
	<b>SO 6</b>	<b>Excel in Knowledge and Information Management</b>							
	SM 9	Maintain / Upgrade QMS Certification	Number of Core Processes ISO Certified	10%	All or Nothing	ISO 9001:2015 Certification covering: 1. Loans processing; 2. Membership Administration; 3. Maturity Claims; 4. Motor Vehicle Claims Processing	ISO 9001:2015 Recertified for:  1. Loans Processing; 2. Membership Administration; 3. Maturity Claims Processing; 4. Motor Vehicle Claims Processing  Note: Including Related Critical Support	Certification under ISO 9001:2015 for Funeral Benefit Claim Processing and Marketing of Non-Life Insurance for the Renewal of all Bidding Accounts  Pass the Surveillance Audit or Maintain Certificate for the following processes:	A.) ISO 9001:2015 Certification for 2 NEW Processes.  B.) Pass the Surveillance Audit or Maintain Certificate for the following processes: 1. Loans Processing; 2. Membership Administration; 3. Life/Maturity Claims Processing; 4. Motor Vehicle Claims Processing;

Component					Baseline Data		Target		
	Objective/Measure	Formula	Wt.	Rating System	2017	2018	2019	2020	
						Processes (Data Center)	1. Loans Processing; 2. Membership Administration; 3. Life/Maturity Claims Processing; 4. Motor Vehicle Claims Processing; and 5. Critical Support Processes.	5. Critical Support Processes; 6. Funeral Benefit Claim Processing; and, 7. Marketing of Non-Life Insurance for the renewal of all bidding accounts.	
		<b>Sub-total</b>	<b>20%</b>						
<b>LEARNING &amp; GROWTH</b>	<b>SO 7</b>	<b>Recruit, develop and retain a competent workforce</b>							
	SM 10	Improve Average Competency Level of the Organization	Competency Baseline <sup>1</sup> 2020 – Competency Baseline 2019	10%	All or Nothing	3.5156	3.77	95% of employees have a rating of 4 for the required competencies	Improvement on the Competency Level of the Organization based on the 2019 year-end assessment
		<b>Sub-total</b>		<b>10%</b>					
		<b>TOTAL</b>	<b>100%</b>						

<sup>1</sup> The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

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

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