

Status Report on the Enterprise Scorecard for the period January to December 2013

The *CSC Annual Executive Operational Planning Conference for 2014* held from December 9 to 11, 2014 at Bulwagang Serbisyo Sibil, CSC Central Office opened with a reporting of accomplishments (as of October) in the Enterprise Scorecard under the Performance Governance System and Major Final Outputs under the Results-Based Performance Management System (RBPMS).

Following the reporting of accomplishments were discussions on what went well, performance gaps, and areas for improvement in project implementation and progress monitoring.

An initial listing and calendar of priority projects per office was plotted and emailed to the participants. The Integrated Performance Scorecards (IPS), Project Implementation Plans (PIP), and Annual Procurement Plans (APP) of Central and Regional Offices and process owners should have been submitted for review of OSM at the close of 2013. OSM will then turn over the final version of these documents at the beginning of 2014 for the assessment of the Performance Management Team and in accordance with the SPMS Calendar.

Scorecard Measures Up-close

Measure 1: Percentage of agencies accredited under the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) Level II

	2011	2012	2013	2014	2015
Target	N/A	10% (159 agencies revalidated out of 1,590 accredited agencies)	25% (398 agencies Level II accredited out of 1,590 accredited agencies)	40% (636 agencies Level II accredited out of 1,590 accredited agencies)	50% (795 agencies Level II accredited out of 1,590 accredited agencies)
	2011	2012	2013		
Accomplishment	N/A	16.5% (262 offices revalidated under PRIME-HRM)	25.28% (402 agencies Level II accredited)		

Regional Breakdown:

Regional Office	PRIME-HRM Universe: Agencies accredited under CSC Agency Accreditation Program (CSCAAP)	2013 Target of Level II accreditation at 25% of 1,590 accredited agencies	Number of PRIME-HRM Level II accredited agencies	% of Accomplishment
1	103	26	26	100%
2	72	18	20	111%
3	136	34	41	120%

4	177	44	35	82.28%
5	92	23	24	104%
6	222	55	25	45.45%
7	91	23	23	100%
8	43	11	3	27.27%
9	25	6	10	166%
10	102	25	37	148%
11	82	21	33	157%
12	26	7	7	100%
CARAGA	68	17	23	135%
CAR	100	25	25	100%
NCR	249	62	69	111%
ARMM	2	1	1	100%
Total	1,590	398	402	101%

Revalidation of agencies, the first major step in the PRIME-HRM implementation, occurred in a span of two years since the release of *MC No. 3, s. 2012: Program to Institutionalize PRIME-HRM* dated February 16, 2012:

Regional Office	Revalidated Agencies		Total
	2012	2013	
1	12	49	61
2	14	36	50
3	28	86	114
4	38	42	80
5	25	34	59
6	32	107	139
7	7	43	50
8	10	21	31
9	8	17	25
10	15	49	64
11	14	18	32
12	13	11	24
CARAGA	2	34	36
CAR	5	51	56
NCR	39	147	186
ARMM	0	2	2
Total	262	747	1,009

The 1,009 revalidated agencies comprise 63% of the program's universe of 1,590 accredited agencies under CSCAAP. The remaining 37% of accredited agencies under CSCAAP have been recommended for revocation.

As an initial activity of the project *Strengthening CSC's PRIME-HRM: The Assessment Phase*, the Assessors Capacity Building Workshop was conducted in two batches from October 21-24, 2013 where PRIME-HRM Checklist and Indicators were introduced. These checklist and indicators were used by the participants when they conducted the Comprehensive HR Assistance, Review and Monitoring (CHARM) to the targeted 398 agencies from October 26 to December 26, 2013.

As an off-shoot to the said workshop, a series of Focus Group Discussions (FGDs) was conducted, one of which covered consultations with the private sector on the HRM Maturity Levels for the four HR core functions, namely, Recruitment, Selection and Placement, Training and Development, Rewards and Recognition and Performance Management. Results of these FGDs will form part of the next phase of

the project which is the *Assessors Training on New Standards and Quality Assurance*.

PRIME-HRM in CSC:

No movement yet on the PRIME-HRM Level II accreditation of CSC, which was targeted in 2013, PRIME-HRM Level III in 2014, and Seal of Excellence in 2015 under the Second Level Scorecard of OHRMD.

**Measure 2: CSC Client Satisfaction Rating
(CSC frontline services)**

	2011	2012	2013	2014	2015
Target	Acceptable (70 – 79%)	Good (80 – 89%)	Good (80 – 89%)	Excellent (90%)	Excellent (92%)
	2011	2012	2013		
Accomplishment	Good (87% in CSC ARTA-RCS and 98% satisfaction rating of selected govt agencies)	Good (89.14%)	Good (87.3% in CSC ARTA-RCS and 98% satisfaction rating of selected govt agencies)		

The Commission has been consistently rated as ‘Good’ in the Report Card Survey from 2011 to 2013.

At the regional level, Regions 1 and 12 have earned an Excellent rating for two years in a row. They were duly recognized on Day 2 of the Directorate’s Conference.

The RCS in the Commission was first conducted by Pulse Asia in November 2011 and again, in February 2013 with 510 respondents from the Central Office, 16 Regional Offices, and 2 Field Offices per region. For 2012, the RCS was conducted by CSC Researchers along with accredited CSOs.

The surveys in 2012 and 2013 were both done during the peak of the filing of exam applications. Other services of the Commission included in the survey were: (1) issuance of certified copies of documents, (2) counseling/response to queries/ assistance on civil service matters, and (3) authentication of certificate of eligibility.

Office	2012		2013	
	Numerical Rating	Adjectival Rating	Numerical Rating	Adjectival Rating
Central	80.49	Good	89.5	Good
Region:				
1	90.80	Excellent	91.2	Excellent
2	91.42	Excellent	83.0	Good
3	89.46	Good	85.6	Good
4	92.88	Excellent	85.3	Good
5	93.67	Excellent	86.2	Good
6	89.90	Good	87.4	Good
7	90.27	Failed*	84.3	Good
8	85.99	Good	86.5	Good

9	91.65	Excellent	84.6	Good
10	89.30	Good	84.6	Good
11	87.08	Good	85.6	Good
12	91.03	Excellent	90.6	Excellent
CARAGA	86.61	Good	91.5	Excellent
CAR	90.37	Excellent	86.9	Good
NCR	85.58	Good	88.4	Good
ARMM	89.63	Good	85.0	Good
Total	89.14	Good	87.3	Good

*Region 7 got a final descriptive rating of Failed because of the regional office's failure to meet the cutoff grade in the area of *physical working condition*.

**Measure 3: Breakthrough Important Goal (BIG):
Percentage of high density agencies and their
service offices passing the Anti-Red Tape Act –
Report Card Survey (ARTA-RCS)**

Baseline		2011	2012	2013	2014	2015
50 service offices surveyed in 2010	Target	20% (469 service offices)	40% (560 service offices)	100% (770 service offices + 150 Failed in 2012 = 920)	75% (1,145 service offices)	100% (1,527 service offices)
	Accomplishment	21% (497)	43% (599)	99.44% (901 service offices out of 906)		

Passing Rate:

Baseline		2011	2012	2013	2014	2015
78% (39 passed out of 50 SOs surveyed)	Target	N/A	N/A	85% (782 SOs)	95% (1,088 SOs)	98% (1,496 SOs)
	Accomplishment	73% (361 passed out of 497 SOs surveyed)	75% (449 passed out of 599 SOs surveyed)	92.89% (837 passed out of 901 SOs surveyed)		

Regional Breakdown (1st RCS):

Region	2013 Target	Cancelled (Feb-Dec)	Adjusted Target	RCS Conducted (Feb-Dec)	% of Accomplishment	Passed	Failed	Passing Rate
1	40		40	40	100%	39	1	97.50%
2	31		31	31	100%	28	3	90.32%
3	73		73	74	101%	65	9	87.84%
4	110	1	109	109	100%	94	15	86.23%
5	46		46	49	106%	47	2	95.92%
6	55		55	55	100%	53	2	96.36%
7	54		54	54	100%	45	9	83.33%
8	35		35	35	100%	34	1	97.14%
9	32		32	32	100%	30	2	93.75%
10	38	3	35	35	100%	32	3	91.42%

Region	2013 Target	Cancelled (Feb-Nov)	Adjusted Target	RCS Conducted (Feb-Dec)	% of Accomplishment	Passed	Failed	Passing Rate
11	41		41	41	100%	39	2	95.12%
12	34	3	31	31	100%	29	2	93.55%
ARMM	45		45	45	100%	44	1	97.77%
CAR	26		26	27	103%	27	0	100%
CARAGA	25	2	23	23	100%	22	1	95.65%
NCR	85		85	85	100%	85	0	100%
Total	770	9	761	766	100%	713	53	93.08%

Since 2011, the Commission consistently fulfills its RCS targets. For 2013, service offices of 24 agencies and ARMM, as a special group, were surveyed. The cancelled 9 RCS were due to low number of clients as 30 respondents are required within the three-day survey of a service office.

Aside from the 761 service offices, we have also targeted the 2nd RCS of the 150 service offices that received a Failed rating in 2012.

For the 2nd RCS of the Failed agencies in 2012:

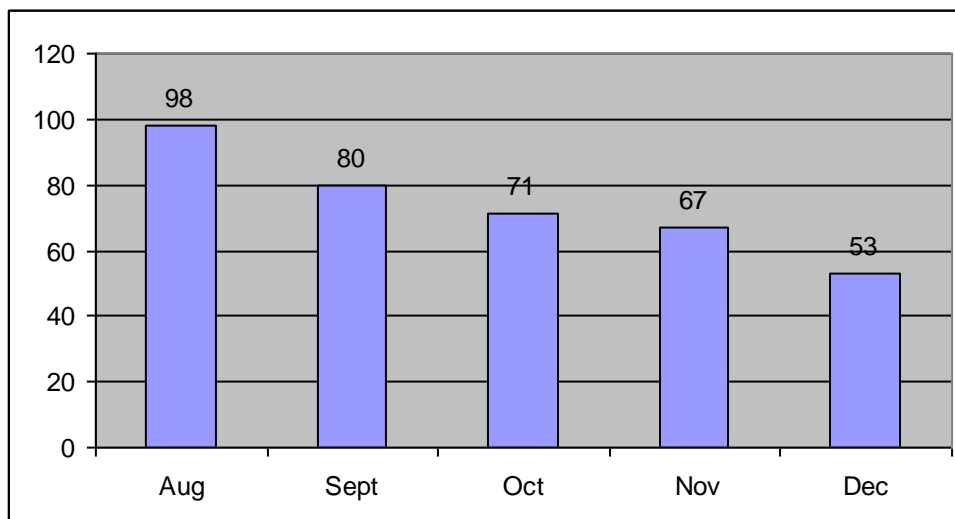
Region	2nd RCS Target (2012 Failed)	Cancelled (Feb-Dec)	Adjusted Target	RCS Conducted (Feb-Dec)	% of Accomplishment	Passed	Failed	Passing Rate
1	7	1	6	6	100%	6	0	100%
2	9		9	4	44.44%	3	1	75%
3	9	1	8	8	100%	8	0	100%
4	28		28	28	100%	24	4	85.71%
5	8	1	7	7	100%	7	0	100%
6	10		10	10	100%	9	1	90%
7	10	2	8	8	100%	7	1	87.50%
8	5		5	5	100%	5	0	100%
9	6		6	6	100%	6	0	100%
10	11		11	11	100%	10	1	90.90%
11	7		7	7	100%	7	0	100%
12	3		3	3	100%	3	0	100%
ARMM	4		4	4	100%	3	1	75%
CAR	3		3	3	100%	3	0	100%
CARAGA	14		14	14	100%	13	1	92.85%
NCR	16		16	16	100%	15	1	93.75%
Total	150	5	145	140	96.55%	129	11	92.14%

Only 5 RCS left from Region 2. The 5 RCS were cancelled as these service offices have terminated their operations.

Not content with just the number of RCS conducted, the Commission set a passing rate in the RCS – 85% for 2013 – which the Commission surpassed at 92.89%.

A factor that helped Failed agencies to earn a passing mark in the RCS is the immediate administration of the Service Delivery Excellence Program (SDEP). Failed

agencies that are 'treated' with SDEP undergo another round of RCS. Notice the decrease in the number of Failed agencies:



Service Delivery Excellence Program (SDEP):

The SDEP is an integral part of the ARTA Program as it is the Commission’s intervention for agencies that received a Failed rating before a 2nd RCS is scheduled.

SDEP Level 1 refers to simple infractions such as absence of a posted Citizen’s Charter or a Public Assistance / Complaints Desk (PACD), non-wearing of IDs, no anti-fixing measures, non-observance of the no noon break policy etc. SDEP Level 2, on the other hand, pertains to complex causes of failure that will require assistance on how to improve the systems and operations of the office.

Below is the performance of the Regional Offices on the implementation of the SDEP Level 1 and SDEP Level 2 as of December this year:

Region	No. of Failed agencies in 2013	SDEP Level 1		SDEP Level 2		% of Accomplishment
		Target	Conducted	Target	Conducted	
1	1	1	1	0	0	100%
2	3	1	1	2	0	33%
3	16	10	10	6	6	100%
4	19	14	11	5	5	84.21%
5	3	3	3	0	0	100%
6	2	1	1	1	1	100%
7	15	14	14	1	1	100%
8	6	6	5	0	0	83.33%
9	2	0	0	2	0	0%
10	3	0	0	3	3	100%
11	7	2	2	5	2	57.14%
12	3	2	1	1	1	66.66%
ARMM	10	9	9	1	1	100%
CAR	0	0	0	0	0	N/A
CARAGA	8	7	7	1	1	100%
NCR	11	10	10	1	1	100%
Total	109	80	75	29	22	88.99%

Nine ROs (1, 3, 5, 6, 7, 10, ARMM, CARAGA, and NCR) have concluded their SDEP activities.

The National ROFs of the following agencies were sent to the Commission for review and later on, discussion with the heads of agencies:

- 1) Cooperative Development Authority
- 2) Commission on Higher Education
- 3) Department of Social Welfare and Development
- 4) Department of Tourism
- 5) Home Development Mutual Fund
- 6) Housing and Land Use Regulatory Board
- 7) Land Transportation Franchising and Regulatory Board
- 8) Overseas Workers Welfare Administration
- 9) Philippine Overseas Employment Administration
- 10) Securities and Exchange Commission

The ARTA Project Management Office (PMO) is finalizing the ROFs of the following agencies:

- 1) Bureau of Immigration
- 2) Department of Environment and Natural Resources
- 3) Department of Labor and Employment
- 4) Development Bank of the Philippines
- 5) Food and Drug Administration
- 6) Land Bank of the Philippines
- 7) Land Registration Authority
- 8) Land Transportation Office
- 9) National Bureau of Investigation
- 10) National Food Authority
- 11) National Prosecution Service
- 12) National Statistics Office
- 13) Philippine Charity Sweepstakes Office
- 14) Public Attorney's Office

Citizen's Satisfaction Center Seal of Excellence

The CSC Seal of Excellence is awarded to a service office that garnered an Excellent rating in the RCS. This means that the service office's numerical rating falls between 90% to 100% with no Failed rating in any of the areas under *Compliance with ARTA provisions* and *Overall client satisfaction*.

Following are the service offices awarded (to be awarded) with the CSC Seal of Excellence:

- 1) CHED – CAR, La Trinidad, Benguet
- 2) DBP – Naga Branch
- 3) DBP – Bacolod Branch
- 4) DOT – Boracay Island Field Office
- 5) DSWD – CAR, Baguio City
- 6) GSIS – Antique Satellite Office
- 7) GSIS – Bacolod Branch
- 8) GSIS – Bohol Branch
- 9) GSIS – General Santos City Branch
- 10) HDMF – Naga Branch

- 11)HDMF – Cebu South Branch
- 12)HDMF – Davao City
- 13)LBP – Alicia Branch, Isabela
- 14)LBP – Carbarroguis Branch, Quirino
- 15)LBP – Iba Branch, Zambales
- 16)LRA – Naga
- 17)LTFRB – RO 2, Tuguegarao City
- 18)LTO – Roxas City District Office
- 19)NFA – Tarlac City
- 20)NSO – RO 2, La Union
- 21)NSO – Aklan
- 22)OWWA – RO 1, La Union
- 23)OWWA – RO 2, Tuguegarao City
- 24)PAO – Las Piñas City District Office
- 25)PAO – Malabon City District Office
- 26)PAO – Guimba District Office, Nueva Ecija
- 27)PAO – Iba District Office, Zambales
- 28)PAO – Tagbilaran City District Office, Bohol
- 29)PAO – Roxas City District Office, Capiz
- 30)PAO – Mati City District Office, Davao Oriental
- 31)PAO – Cagayan de Oro City District Office
- 32)PAO – Kidapawan City District Office, North Cotabato
- 33)PAO – Iligan City District Office, Lanao del Norte
- 34)PAO – Isulan District Office, Sultan Kudarat
- 35)PCSO – Tarlac City Provincial Office
- 36)PHIC – Digos City
- 37)SEC – Tarlac City Extension Office
- 38)SSS – Goa, Camarines Sur

Forty resolutions on the candidates for the CSC Seal of Excellence are with the Commission:

- 39) CHED – RO 2, Tuguegarao City
- 40) CHED – RO 3, Pampanga
- 41) DENR – CENRO, Aparri
- 42) GSIS – Malolos, Bulacan
- 43) GSIS – Pagsanjan, Laguna
- 44) LBP – Plaza Malate, Manila
- 45) LBP – San Carlos City, Pangasinan
- 46) LRA – Cabarroguis, Quirino
- 47) NPS – Malaybalay, Bukidnon
- 48) Natl Center for Mental Health – Mandaluyong City
- 49) Tuan Ligaddung Lipae Memorial Hospital – Sapa Sapa, Tawi-Tawi
- 50) DOLE – Cabinet Hills, Baguio
- 51) LBP – Bansalan Branch, Davao del Sur
- 52) LBP – Cauayan Branch, Isabela
- 53) LBP – Malolos Plaza Branch, Bulacan
- 54) PAO – Batangas City District Office
- 55) PAO – Central Office, Quezon City
- 56) Valenzuela Medical Center, Valenzuela City
- 57) SSS – Tobacco City Branch, Albay
- 58) PAO – Macabebe District Office, Pampanga
- 59) PAO – Bacolod City District Office, Negros Occidental

- 60) PAO – Kalibo District Office, Aklan
- 61) LBP – Miag-ao Branch, Iloilo
- 62) LBP – Pinamalayan, Oriental Mindoro
- 63) LBP – Los Baños Branch, Laguna
- 64) LBP – Kalibo Branch, Aklan
- 65) LBP – Borongan Branco, Eastern Samar
- 66) LBP – Biñan Branch, Laguna
- 67) LBP – Candelaria Branch, Quezon
- 68) LBP – Balanga Branch, Bataan
- 69) LBP – Dagupan City Branch, Pangasinan
- 70) LBP – Gapan City, Nueva Ecija
- 71) LBP – Capas Branch, Tarlac
- 72) LBP – San Fernando Branch, Pampanga
- 73) LBP – Vigan City Branch
- 74) LBP – Agoo Branco, La Union City
- 75) GSIS – Surigao City Branch
- 76) PHIC – RO1, Dagupan City
- 77) GSIS – San Fernando City, La Union
- 78) Dr. Serapio B. Montañer Jr., Al Haj Memorial Hospital, Malabang, Lanao del Sur

Thus, 78 agencies are expected to receive the CSC Seal of Excellence as of the November 14 cut-off. The ensuing candidates for the CSC Seal of Excellence will be awarded in 2014.

Partnership with the United Nations Development Programme (UNDP)

CSC, in partnership with UNDP, engaged with the University of the Philippines – National College of Public Administration and Governance (UP-NCPAG) for two research studies under the Project Title of Developing a Corruption-Intolerant Society. These are the (1) Impact Study on the ARTA-RCS Implementation to check if there are any changes in government’s service delivery that are attributable to the ARTA-RCS implementation and (2) A Toolkit on Participatory Mechanisms for Citizen/CSO Engagement on Citizen’s Charter Formulation or Improvement. The results were initially presented in the *ARTA Community of Practice: Process Review, Planning and Recognition* last December 5-6, 2013 at Sequoia Hotel in Quezon City.

ARTA-RCS in 2014

The second *ARTA Community of Practice: Process Review, Planning and Recognition*, also funded by the UNDP, became a venue for ARTA Regional Coordinators and their assistants to share operational concerns and at the same time, arrive at solutions collaboratively.

For instance, the duration of project implementation in 2013 was projected from February to August, but the surveys extended up to December.

Implementation delays were mainly because: (1) some ROs had to handhold and wait for the target SOs under NBI, NPS and DBP to post their Citizen’s Charter and (2) client density in some offices were low, prompting extension of the RCS beyond five days.

Another finding is that only 30.34% of the RCS reports were submitted on time. This means that only 230 reports out of 761 surveys conducted were completed and submitted within the 8-day period prescribed in the 2013 Revised Policy Guidelines. In practice, the 8-day period became a 15-day RCS period, on the average.

Such discussions, which may be considered for best practice in program implementation, have become an invaluable input to the ARTA PMO in its drafting of the Project Implementation Plan (PIP) for 2014, which will be distributed to the ROs by end of January.

Compliance with the Citizen’s Charter

Additional items were included in the validation of compliance of agencies with the Citizen’s Charter, one of the good governance conditions in the RBPMS.

OSM distributed the validation guidelines during the Directorate’s Conference and gave the ROs up to December 27, 2013 to complete the validation of NGAs, constitutional offices, GOCCs, other executive offices, SUCs, and their service offices.

Measure 4: Percentage of agencies with approved Strategic Performance Management System (SPMS) and Percentage of agencies with functional SPMS

Approved SPMS:

	2011	2012	2013	2014	2015
Target	N/A	20% (498 out of 2,490 agencies)	30% (747 out of 2,490 agencies)	70% (1,743 out of 2,490 agencies)	95% (2,366 out of 2,490 agencies)
Accomplishment	N/A	15.66% (390 agencies as validated)	44.37% (1,105 agencies)		

Functional SPMS:

	2011	2012	2013	2014	2015
Target	N/A	N/A	N/A	85% of approved SPMS in 2012 and 2013	90% of approved SPMS in 2014
Accomplishment	N/A	N/A	13.75% (152 out of 1,105 agencies with approved SPMS)		

Regional Breakdown:

Regional Office	2013 Target (30% or 747 agencies)	Approved SPMS		Total	% of Accomplishment	Functional SPMS
		2012	2013			
1	55	2	55	57	103%	-
2	34	72	24	96	282%	-
3	71	5	95	100	140%	-
4	88	48	51	99	112%	-
5	42	33	20	53	126%	-
6	61	0	17	17	27.87%	-
7	49	49	51	100	204%	-
8	53	50	60	110	207%	110
9	29	0	44	44	151%	-
10	37	50	30	80	216%	-
11	22	3	70	73	331%	34
12	24	23	4	27	112%	-
CARAGA	28	35	10	45	160%	4
CAR	28	5	30	35	125%	-
NCR	88	8	120	128	145%	2
ARMM	39	7	34	41	105%	2
Total	747	390	715	1,105	147%	152

A whopping 147% or 1,105 agencies have an approved SPMS as of December 2013. The conflicting figures for 2012 were verified with the Regional Directors during the Directorate's Conference. CSCROs 1 and 2 though still have to provide its list of agencies with approved SPMS in 2012.

The ROs have also started reporting on agencies with functional SPMS, totaling to 152, even if the target to transition from an approved to a functional SPMS is still due for 2014.

However, OSM observed that there are ROs that have declared as functional the SPMS of agencies whose dates of approval are less than a three-month rating period:

Agency	Date of SPMS approval
Davao del Norte State College, RO 11	Oct. 21, 2013
Lupon Davao Oriental, RO 11	Oct. 21, 2013
Buenavista Water District, CARAGA	Nov. 15, 2013

HRPSO verified this with the ROs and gathered that the date of reckoning is from the time the SPMS was conditionally approved.

Moreover, the database of agencies being maintained by HRPSO has increased from 2,490 to 2,519:

Sector	2,490 breakdown	2,519 breakdown
NGAs	19	19
Attached agencies	113	113
Other agencies	52	52
Constitutional and judicial offices	9	9
GOCCs	89	89
SUCs	111	111
LWDs	381	398

LGUs	1,716	1,728
Total	2,490	2,519

Decision Point: Will the SPMS targets adopt the additional 29 agencies?

HRPSO will arrive at its final output on a model SPMS for SUCs that was started in September.

Measure 5: Number of ISO-certified core and support processes

	2011	2012	2013	2014	2015
Target	N/A	3 (Cases Adjudication, Examination, Appointments Processing)	4 (Maintain the 3 Processes + Training Process)	5 (Maintain the 4 Processes + 1 Core Process)	5 (Maintained)
Accomplishment	N/A	Identified Processes ISO-certified	CSI Training Processes ISO-certified + Maintenance of 3 ISO-certified processes		

The year 2013 ended with the External Training Service Provision (ETSP) included in the Expanded CSC Quality Management System (QMS). The CSI Training Processes ISO-certified are as follows:

- 1) Training Needs Determination
- 2) Business Development
- 3) Learning Service Provider (LSP) Selection and Evaluation
- 4) Training Design and Development
- 5) Training Delivery and Implementation
- 6) Training Evaluation

Following were the activities prior to the inclusion of the ETSP in the Commission's ISO certification:

- Pre-Certification Audit (PCA) on November 6
- Corrective Action Planning after the PCA on November 7
- 2nd Semester General Assembly on November 8
- 1st Surveillance Audit of CSC QMS on November 12

Relative to the maintenance of the CSC QMS for Cases Adjudication, Examination, and Appointments Processing, as well as the ETSP, the following activities were conducted from February to December:

- Basic Internal Audit Seminar
- Internal Audit of the CSC QMS for the 1st and 2nd Semesters
- Enhanced Audit Skills Training Workshop
- Management Orientation on ISO 9001:2008
- Management Planning
- Management Review Meeting

- Pre-Certification Audit (PCA)
- Corrective Action Planning after the PCA
- General Assembly for the 1st and 2nd Semesters
- Surveillance Audit of CSC QMS
- Seminar-Workshops on:
 - Post Cause Analysis
 - Potential Problem Analysis and Prevention
 - Objective Setting
 - Competency Table and Training Plan Workshop

The Client Satisfaction Ratings of the Central Offices for ISO were included in the Second Level Scorecards. This still has to be aligned though with the internal RCS.

Likewise, the next core process for ISO certification in 2014, as committed in the Enterprise Scorecard, still need to be identified.

Measure 6: **Breakthrough Important Goal (BIG):**
Percentage of cases decided within 40 days
from the time they are ripe for resolution

Target	2011	2012	2013	2014	2015
	30%	60%	70%	80%	95%
Accomplishment	2011	2012	2013		
	50.34% (3,459 out of 6,871 cases resolved within 40 days)	63.59% (4,372 out of 6,875 cases resolved within 40 days)	76.39% (6,798 out of 8,899 cases resolved within 40 days)		

Regional Breakdown:

Regional Office	No. of Cases Ripe for Resolution	DC*	NDC**	No. of Cases Decided within 40 Days	DC	NDC	% (Cases Decided / Ripe for Reso)
1	274	80	194	273	79	194	99.64%
2	403	60	343	380	42	338	94.29%
3	1,927	356	1,571	1,642	115	1,527	85.21%
4	403	110	293	394	108	286	97.77%
5	278	85	193	254	64	190	91.37%
6	290	42	248	267	33	234	92.07%
7	644	32	612	509	28	481	79.04%
8	753	115	638	654	82	572	86.85%
9	128	37	91	128	37	91	100%
10	142	93	49	140	91	49	98.59%
11	31	15	16	31	15	16	100%
12	127	9	118	127	9	118	100%
CARAGA	104	35	69	96	35	61	92.31%
CAR	247	146	101	224	128	96	90.69%
NCR	432	155	277	394	142	252	91.20%
ARMM	279	100	179	279	100	179	100%
RO Total	6,462	1,470	4,992	5,792	1,108	4,684	89.63%
Central Office (CO)	2,437	1,028	1,409	1,006			41.28%
CO + RO	8,899	2,498	6,401	6,798			76.39%

*DC – Disciplinary Cases

****NDC – Non-disciplinary Cases**

Overall, the Commission reached 76.39% or 6,798 cases resolved out of 8,899 cases ripe for resolution. To be consistent with the reporting in the RBPMS last year, the disposition rate of OLA was taken into account for an 88.89% accomplishment or 8,458 cases resolved out of 9,506 cases ripe for resolution.

Below is a breakdown of historical performance:

By Month in 2013:

	<i>as of June</i>	<i>as of July</i>	<i>as of August</i>	<i>as of September</i>	<i>as of October</i>	<i>as of November</i>	<i>as of December</i>
RO	95.48%	93.97%	91.06%	90.89%	90.82%	89.42%	89.63%
OLA (30 days)	67.85%	70.35%	71.84%	70.13%	70.85%	71.09%	71.36%
CO	13.47%	14.42%	14.27%	13.19%	13.68%	13.48%	41.28%
RO + CO	69.06%	69.02%	67.89%	67.80%	69.23%	68.57%	76.39%

By Year:

	<i>2012</i>	<i>2013</i>
RO	86.15%	89.63%
OLA (30 days)	35.48%	71.36%
CO	9.71%	41.28%
RO + CO	63.59%	76.39%

Measure 7: Percentage of CSC employees meeting their mission-critical job competency standards

Baseline		2011	2012	2013	2014	2015
66.23% (716 out of 1,081 – data in 2012)	Target	N/A	N/A	70%	75%	80%
		2011	2012	2013		
	Accomplishment	N/A	66.23% (baseline data)	To be determined once all offices have submitted their competency assessment forms		

Second Competency Assessment

In October 2013, OHRMD conducted a series of Orientation on Competency Assessment for 2013 in the CO where OHRMD facilitated the accomplishment of the competency assessment forms. The said forms shall be processed to determine the competency gaps of an employee, which shall be used in the employee’s 2014 IDP.

As of December 2013, OHRMD retrieved 68.30% (791 out of 1,158 CSC employees) of the competency assessment forms.

OHRMD will then compare the 2013 assessment results with that of 2012 as well as the Learning and Development interventions and generate a report on this by January 2014.

Measure 8: Zero Unliquidated Cash Advance

	2011	2012	2013	2014	2015
Target	N/A	100%	100%	100%	100%
Accomplishment	N/A	RBPMs Rating: Passed	89.57% (2,689 CA liquidated on time out of 3,002 CA granted)		

Regional Breakdown:

Regional Office	No. of CA granted	No. of CA liquidated within the reglementary period	No. of CA liquidated beyond the reglementary period	% of Accomplishment
Central Office	377	307	41	81.43%
1	166	112	54	67.47%
2	103	97	6	94.17%
3	38	38	0	100%
4	86	80	2	93.0%
5	147	147	0	100%
6	176	172	4	97.73%
7	100	100	0	100%
8	54	48	3	88.89%
9	169	169	0	100%
10	176	169	7	96.02%
11	173	173	0	100%
12	418	418	0	100%
CARAGA	262	225	37	85.88%
CAR	143	143	0	100%
NCR	177	154	3	87.01%
ARMM	237	137	88	57.81%
Total	3,002	2,689	191	89.57%

Allotted number of days for liquidation is dependent on the type of cash advance:

- Local travel – within 30 days upon return to official station
- Foreign travel – within 60 days upon return to the Philippines
- Special project – within 30 days upon completion of the project
- Salaries and wages – within 5 calendar days after the end of the pay period

In compliance with the PGS Audit Findings and Recommendations, the good governance condition '100% of cash advances liquidated' shall be transferred to the Second Level Scorecards.

Instead, the measure for the Finance perspective will be 'amount of financial support from partners':

Target	2011	2012	2013	2014	2015
	N/A	25 Million	50 Million	55 Million	60 Million
Accomplishment	2011	2012	2013		
	N/A	45.95 Million (PAHRODF, UNDP)	52.06 Million (PAHRODF, UNDP, local partners)		

Breakdown:

Program	Cash	Donor	Non-cash	Donor
Develop and Deploy a Culture of Transformation in CSC	P12,025,750 (AUD 275,000)	AusAID		
Strengthening CSC PRIME-HRM – The Audit Assessment Phase	P9,955,200 (AUD 240,000)	AusAID		
Developing and Installing a Learning and Development System	P9,540,400 (AUD 230,000)	AusAID		
Midterm Organisational Assessment	P4,000,000 (AUD 96,432.02)	AusAID		
HR Symposium	P4,000,000 (AUD 96,432.02)	AusAID		
Technical Assistance on the Strengthening of the CSI	P1,600,000 (AUD 38,572.81)	AusAID		
Short Courses on HROD	P1,252,000	AusAID		
Review of Scholarship Award System of CSC	P300,000 (AUD 7,232.40)	AusAID		
ARTA / Developing a Corruption-Intolerant Society	P1,686,800 (\$40,000)	UNDP		
Honor Awards Program	P5 million	Office of the President	Medals, accommodation, meals, cell phones equivalent to P884,700	BSP, GSIS, DOT, Duty Free, Radio TV Malacañang, DZRB

			Advertising worth P1.820 million	
Total	P49,360,150		P2,704,700	

Measure 9: Number of priority programs implemented through technical cooperation with local and international partners

Baseline		2011	2012	2013	2014	2015
4	Target	6	7	9	11	12
	Accomplishment	2011	2012	2013		
			9 (Job competency, Leadership Coaching and Branding, ISO, ARTA, Contact Center ng Bayan, HAP, COMEX, PGS, RBPMS)	10 (PRIME-HRM, SPMS, Competency-based Devt Proj, Leadership and Coaching Brand, Learning and Development, PGS, ARTA, HAP, Contact Center ng Bayan, ISSP)		

The following ten programs are implemented in partnership with other organizations:

Programs	Partners
1) Performance Governance System 2) PRIME-HRM 3) SPMS 4) Competency-based Development Project 5) Leadership and Coaching Brand 6) Learning and Development	Philippines Australia Human Resource and Organisational Development Facility (PAHRODF) through the <i>Develop and Deploy a Culture Transformation in CSC – Change Management for the PGS and other Various HR Initiatives</i>
Performance Governance System	Institute for Solidarity in Asia (ISA)
7) Anti-Red Tape Act (ARTA) – Report Card Survey and ARTA Watch	United States Agency for International Development (USAID) through the <i>Integrity for Investments Initiative (i3) Project</i> , United Nations Development Programme (UNDP), Coalition Against Corruption, 31 CSOs
8) Honor Awards Program	<ul style="list-style-type: none"> • Office of the President • Bangko Sentral ng Pilipinas • Government Service Insurance System • Duty Free Philippines • Telebisyon ng Bayan • Lung Center of the Philippines • National Kidney and Transplant Institute • Philippine Heart Center • Philippine General Hospital • Department of Tourism • De La Salle University of Manila • Far Eastern University • Mariano Marcos State University • Philippine Association of State Universities and Colleges • University of the Philippines • Philippine Normal University • Technological University of the Philippines • Radio TV Malacañang
9) Contact Center ng Bayan	NCC, BIR, DOH, DTI, PhilHealth
10) Information Systems Strategic Plan	

<p>(ISSP)</p> <ul style="list-style-type: none"> • Computerized Examination (ComEx) • PRC-CSC Web Verification System • IT-based Confidential Reporting of Anomalies and Irregularities Information System 	<p>DOST-Advanced Science and Technology Institute (ASTI)</p> <p>Professional Regulation Commission</p> <p>Inter-Agency Anti-Graft Coordinating Council (IAAGCC) composed of Commission on Audit, Office of the Ombudsman, Department of Justice</p>
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Criteria and guidelines on partnerships should be developed to address issues such as amount involved in the partnership, existence of a partnership contract, allowed signatories in partnership contracts, etc.