

Army Scorecard Performance Report for CY 2013

REVIEW PROCESS

To generate the Annual Army Performance Scorecard Report, the following process had been followed:

- a) Gathering of Scorecard Data – The Performance Management Branch (PMB) of the Army Governance and Strategy Management Office (AGSMO) requested the HPA offices in charge of managing the measures (measure owners) to submit their respective performance measure updates.
- b) Generating Initial Performance Scorecard Report – These updates were then consolidated, and a report was generated to determine the Army's performance in every measure vis-à-vis the targets that it has set for each.
- c) Presentation to the ATR TWG – The said report was presented to the ATR TWG for their comments and inputs. The group scrutinized the performance status of each measure, and checked validity and reliability of data submitted. In the process of checking the scorecard performance, they were able to identify issues that impede the organization in achieving its targets. The group also gave their recommendations as to how the measures can be further improved. The results and inputs from the discussions were used by SEB, AGSMO to update the Army Performance Scorecard Report.
- d) Presentation to the HPA Conference Group and the Chief of Staff, PA – After incorporating the inputs from the ATRTWG, AGSMO presented the consolidated Army Performance Scorecard Report to the HPA Conference Group "C", composed of the key HPA Staff and presided by the Chief of Staff, PA. The intent of the presentation was to discuss the results of the annual strategy review, assess the validity and reliability of the findings and conclusion, and come up with recommendations on how to address the performance issues and other related concerns.

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- e) Presentation to the Commanding General, Philippine Army – The updated Army Scorecard Performance Report was then submitted and presented to the Commanding General to give him an idea where we are in the ATR implementation and what we have accomplished in the last year. The presentation of the results and findings of the Army Performance Scorecard is intended to help the CGPA come up with decision on how to move the Army forward vis-à-vis the ATR.

- f) Presentation to the PA Multi-Sector Advisory Board (MSAB) – As proof for our thrusts towards institutionalizing good governance, especially the principles of transparency and accountability, the results and findings of the CY 2012 Army Performance Scorecard Report were then presented to the PA MSAB in order to apprise them of the Army’s performance in regard to the ATR and get their insights on how to effectively help the Army attain its performance targets.

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DETERMINING PERFORMANCE STATUS

To compute the accomplishment rate of each strategic measure, shown below are the formulae used.

Determining Performance Status

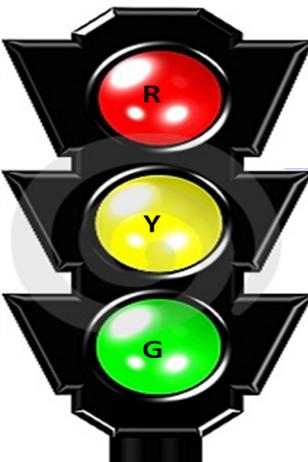
Formula for computing performance status:
Let:

A – Actual data
T – Target data for the year
P – Accomplishment based on the target

Increasing Targets (the higher the better)	Decreasing Targets (the lower the better)
$P_i = \left(1 + \frac{A-T}{T} \right) \times 100\%$ <p style="text-align: center; margin: 5px 0;">OR</p> $P_i = \frac{A}{T} \times 100\%$	$P_d = \left(1 + \frac{T-A}{T} \right) \times 100\%$ <p style="text-align: center; margin: 5px 0;">OR</p> $P_d = \left(\frac{2T-A}{T} \right) \times 100\%$

In monitoring the status of the performance of the CGPA scorecard, the group was guided by the following criteria:

Determining Performance Status



Falls significantly short of targets
No data available

- *Attained less than 75% of the target*
- *Requires significant changes in the initiatives and resources to drive improvement*

Falls near or just below expected targets

- *Attained less than 100% to 75% of the target*
- *May require some changes in the initiatives and resources to improve*

Meets or exceeds targets

- *Attained 100% or more of the target*

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- a) The performance of a strategic measure is rated RED if it was only able to attain less than 75% of the set target;
- b) A strategic measure will be rated YELLOW if it was able to attain between 75 to 100% of the target;
- c) A strategic measure is rated GREEN if it was able to accomplish or surpass the set target; and,
- d) A strategic measure is rated WHITE if there is no data available yet for that measure.

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Scorecard Results and Analysis

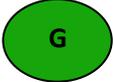
From the formula above, the group arrived at the following results for each of the strategic measure:

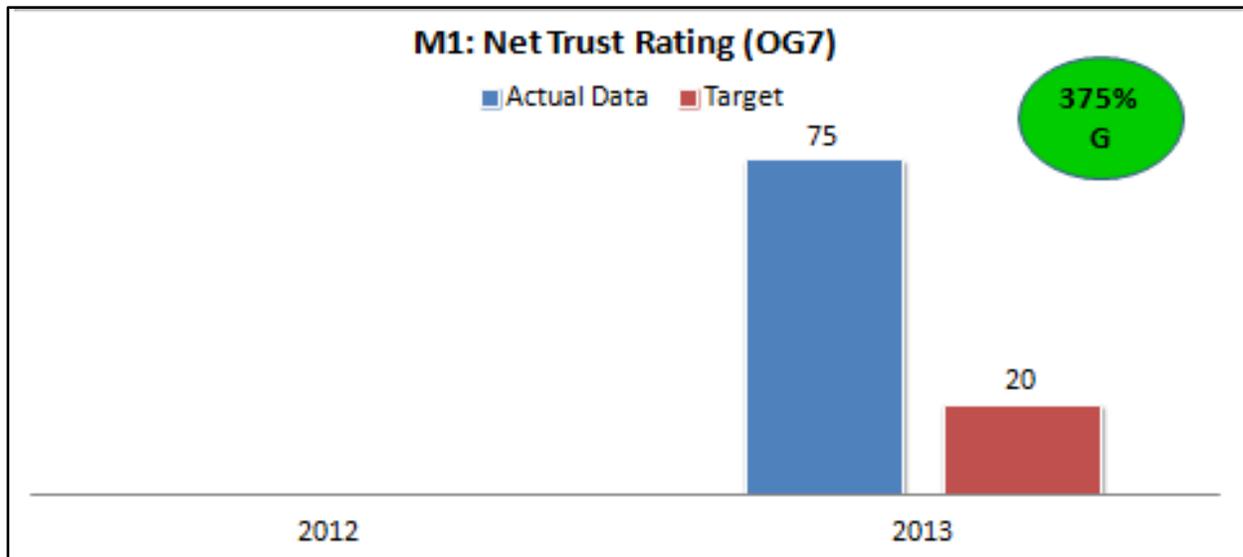
Measure 1: Net Trust Rating (NTR)

1. Measure Owner: G7, PA

2. Measure Definition: Designed to measure the strategic objective (SO) no. 1, “Develop and communicate a brand image consistent with the Army’s core values”, the Net Trust Rating should monitor the perceived trust the general public has on the PA through a survey.

3. Current Score: Plus 75

4. Success Rate: 



5. Remark/: The Net Trust is one of the major deliverables of ATRSEP. The contract was approved on 28 May 2013 and the Notice To Proceed (NTP) was issued on 29

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May 2013. Project implementation started on 15 June 2013. The result of the said survey was delivered last 28 March 2014, and the Net Trust Rating of the Philippine Army is Plus 75, attaining and even exceeding its target which is Plus 20. This being said, this measure gained a green status.

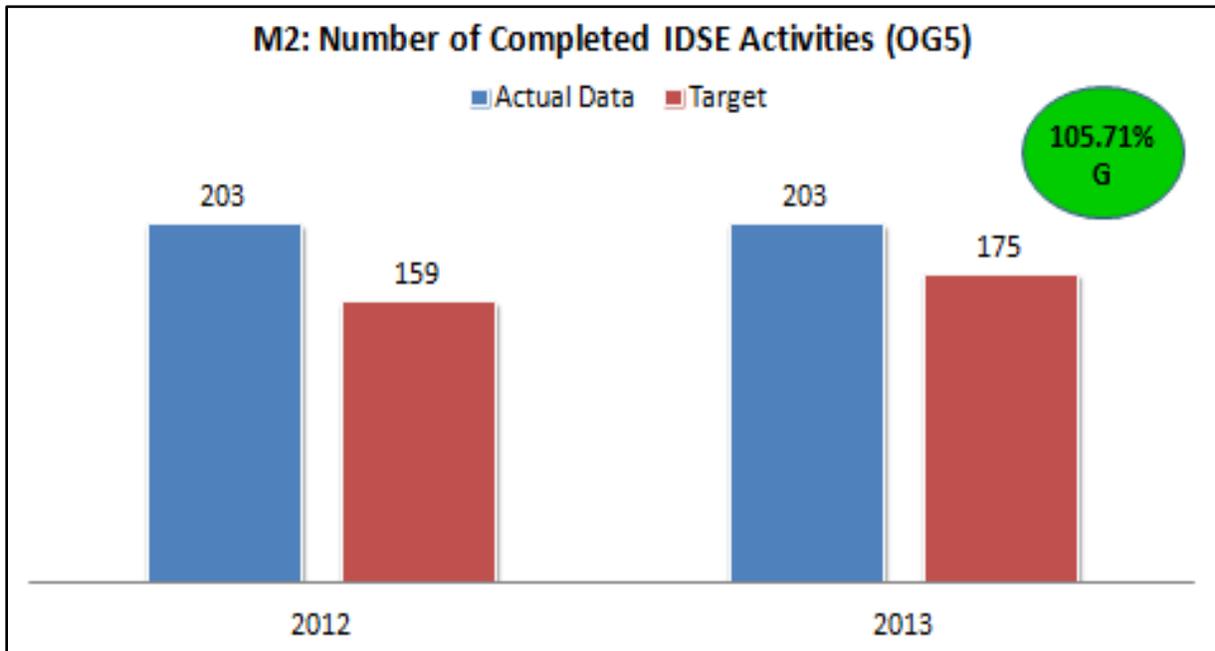
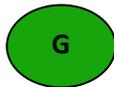
Measure 2: Number of Completed IDSE Activities (IDSE)

1. Measure Owner: G5, PA

2. Measure Definition: This shall measure the number of activities conducted for the purpose of developing the PA's capability for addressing internal and external security threats and strengthening relations with ally countries.

3. Current Score: 185

4. Success Rate:



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5. Analysis: The Number of Completed International Defense and Security Engagement (IDSE) Activities measures the number of activities conducted for the purpose of developing the PA's capability for addressing internal and external security threats and contributing to the PA's intent of promoting confidence building. For this year, we have 185 completed IDSE activities, surpassing our target of 175 IDSE activities. This being said, we have achieved a success rating of 105.71%, thus gaining a green status.

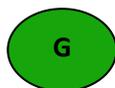
Measure 3: Growth Rate of Completed Projects/Activities with Key Stakeholders (GRCS)

1. Measure Owner: G7, PA

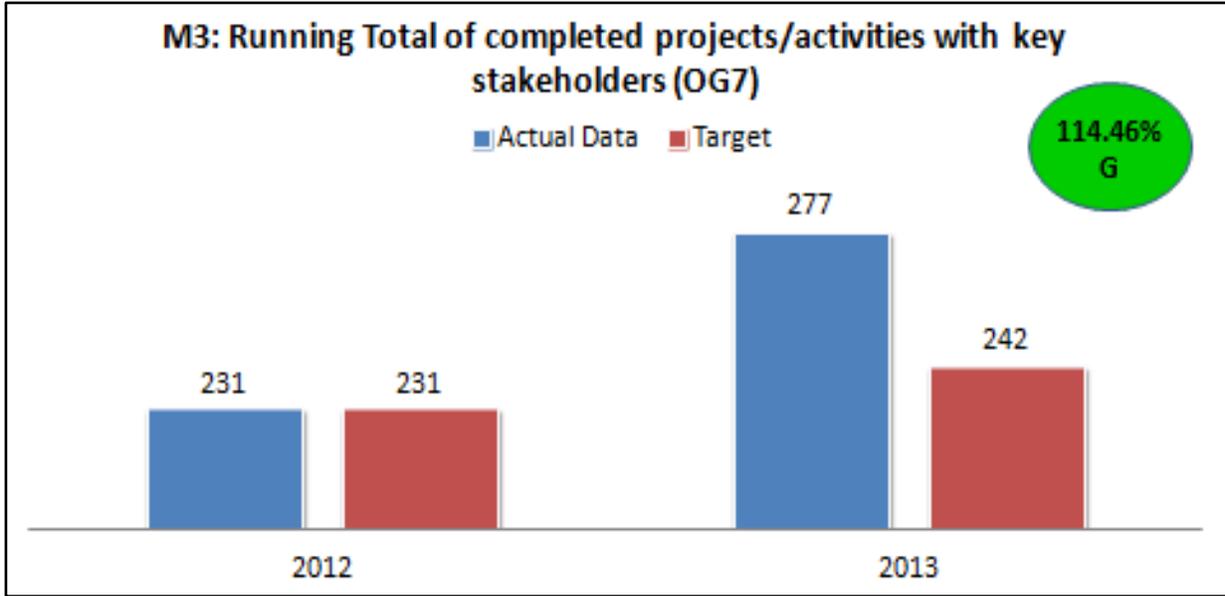
2. Measure Definition: The growth rate of completed projects/activities with key stakeholders evaluates the success of the Army in undertaking the projects with external key stakeholders. It is expected that the engagements and partnerships with these key stakeholders shall translate into productive undertakings beneficial to the PA.

3. Current Score: 277

4. Success Rate:



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5. Analysis: For the third measure, which is the growth rate of completed projects/activities with key stakeholders, it evaluates the success of Army to undertake projects with external stakeholders. Presented here is the 2013 year-end target data which is 242 completed projects/activities. By completing 277 projects/activities, not only did we meet target but exceed as well. With a success rating of 114.46%, we have achieved a green status for this measure.

Measure 4: Growth Rate of Formalized Partnerships with Key Stakeholders (GRFS)

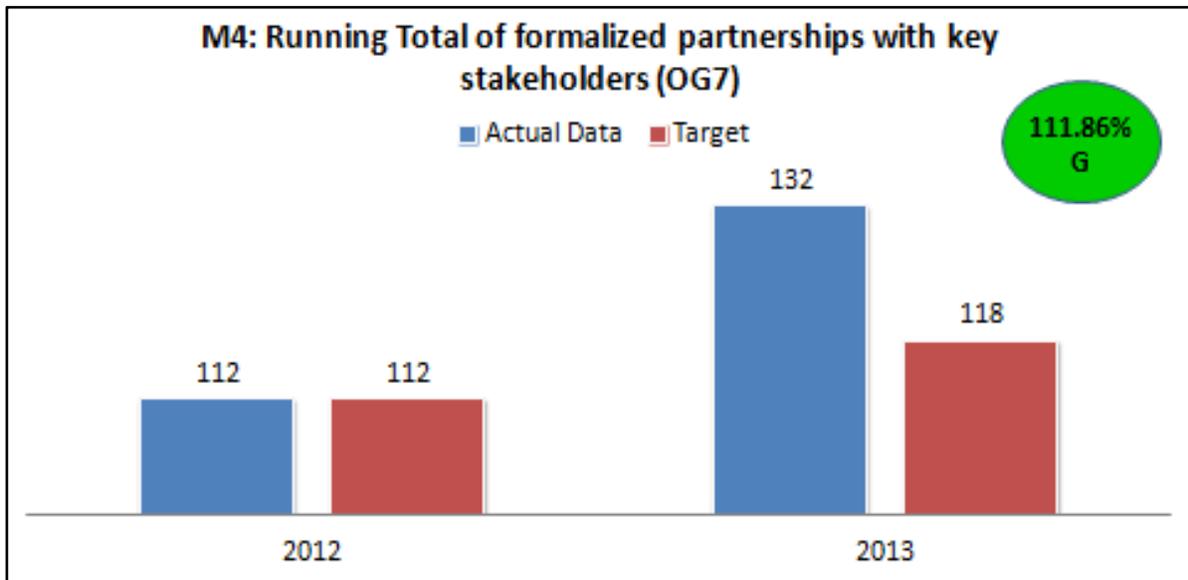
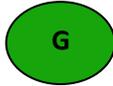
1. Measure Owner: G7, PA
2. Measure Definition: Growth rate of formalized partnerships with key stakeholders intends to assess the success of the PA in institutionalizing its engagements with its key local external stakeholders. This shall be in terms of the number of partnerships formalized between the Headquarters Philippine Army, the PA major subordinate units and their local key stakeholders through memorandum of understandings

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(MOUs), memorandum of agreements (MOAs), or other applicable instruments such as “memorandum of engagement” or “joint project management plan”.

3. Current Score: 132

4. Success Rate:



5. Analysis: This measure assesses the success of the PA in institutionalizing its engagements with key external stakeholders. With a target of 118 partnerships by this year, we have achieved 132 formalized partnerships. This being said, we have gained a success rating of 111.86% thus attaining a green status for this measure.

Measure 5: COA Adverse Findings (COA)

1. Measure Owner: C, MFO, PA

2. Measure Definition: This measure reflects the success of the PA in encouraging good governance practices and in following accounting and auditing requirements.

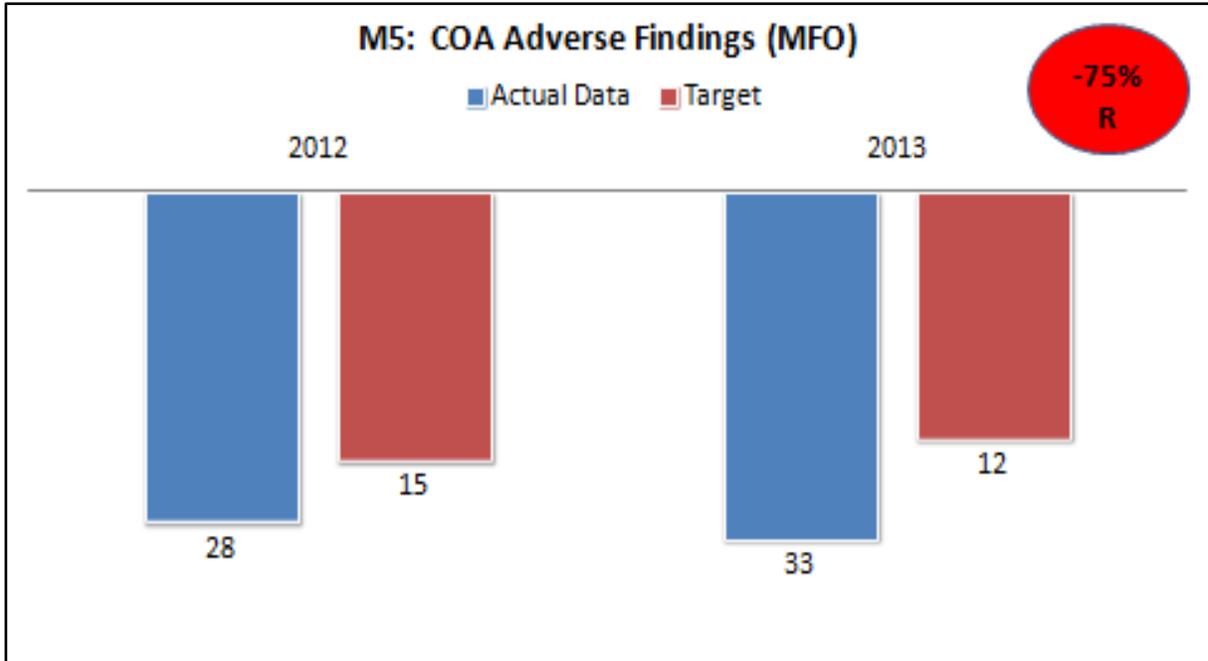
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3. Current Score: 33

4. Success Rate:

R



5. Analysis: COA Consolidated Annual Audit Report (CAAR) of PA for CY 2013 shows an increase on audit findings from 28 to 33 compared to that of Consolidated Annual Audit Report for CY 2012. In spite of the noted increase, some of these findings are recurring just like that of the previous years. Hence, the COA Cluster Director was necessitated to render an Adverse Opinion as its recommendation since the Command was allegedly lacking essential effort in addressing such recurring findings.

Measure 6: Program Implementation Rate (PIR)

1. Measure Owner: C, ARMO, PA

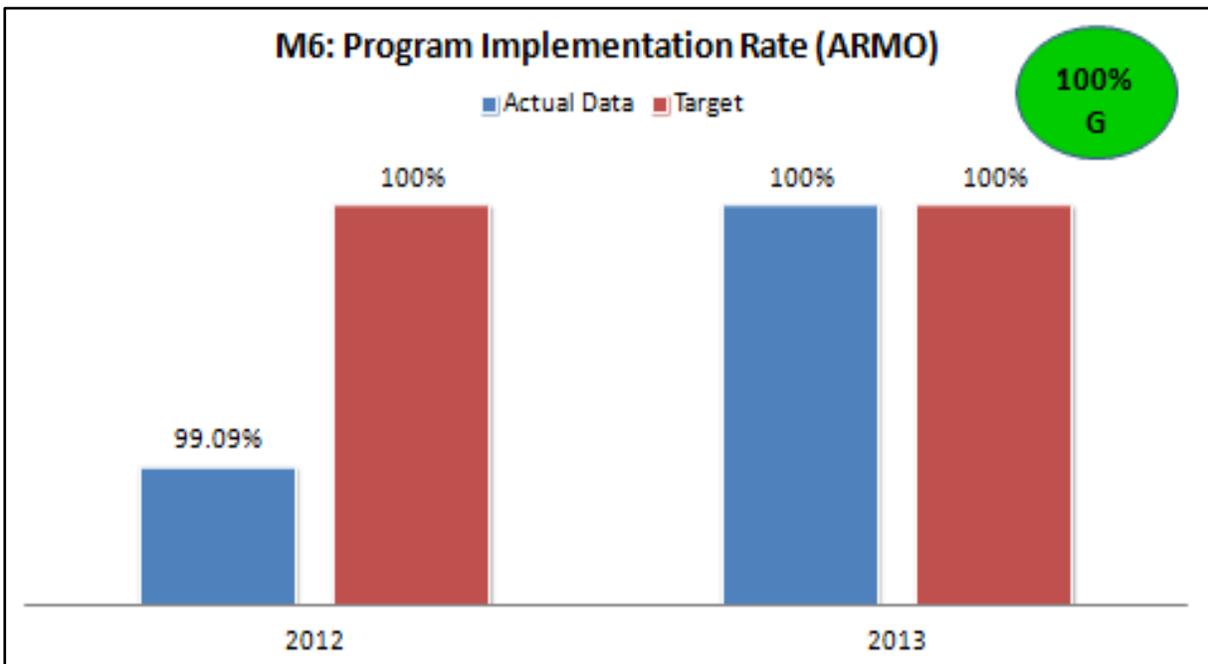
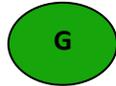
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2. Measure Definition: Partly measuring SO 4, “adopt best practices in resource management”, Program Implementation Rate shows the linkage between the Army’s programming, budgeting, and execution system. It captures the program changes, and measures the degree by which the Army adheres to activity-based and performance-focused budgeting, thus ensuring a strategy-driven budget.

3. Current Score: 100%

4. Success Rate:

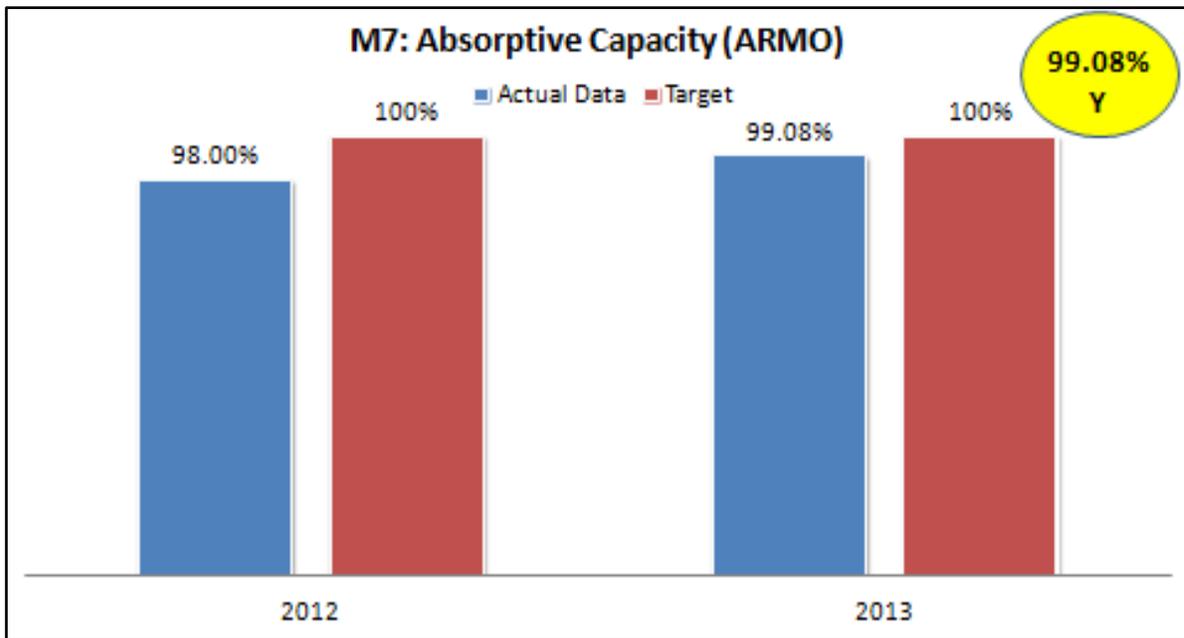


5. Analysis: The Program Implementation Rate shows the linkage between the PA’s programming, budgeting, and execution system. It captures the program changes, and measures the degree by which the PA adheres to activity-based and performance-focused budgeting, thus ensuring a strategy-driven budget. For the 2013 year-end target of 100%, 100% of the programmed projects have already been accomplished, thus rated green.

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Measure 7: Absorptive Capacity (AC)

- 1. Measure Owner: C, ARMO, PA
- 2. Measure Definition: This measure pertains to the ability of the organization to obligate and utilize the programmed funds.
- 3. Current Score: 99.08%
- 4. Success Rate: Y



5. Analysis: In this measure, we have obligated only 99.08% of the programmed funds this year, only .02% away from hitting our target. This being said, we gained a yellow status for this measure.

Measure 8: Logistics Performance Index (LPI)

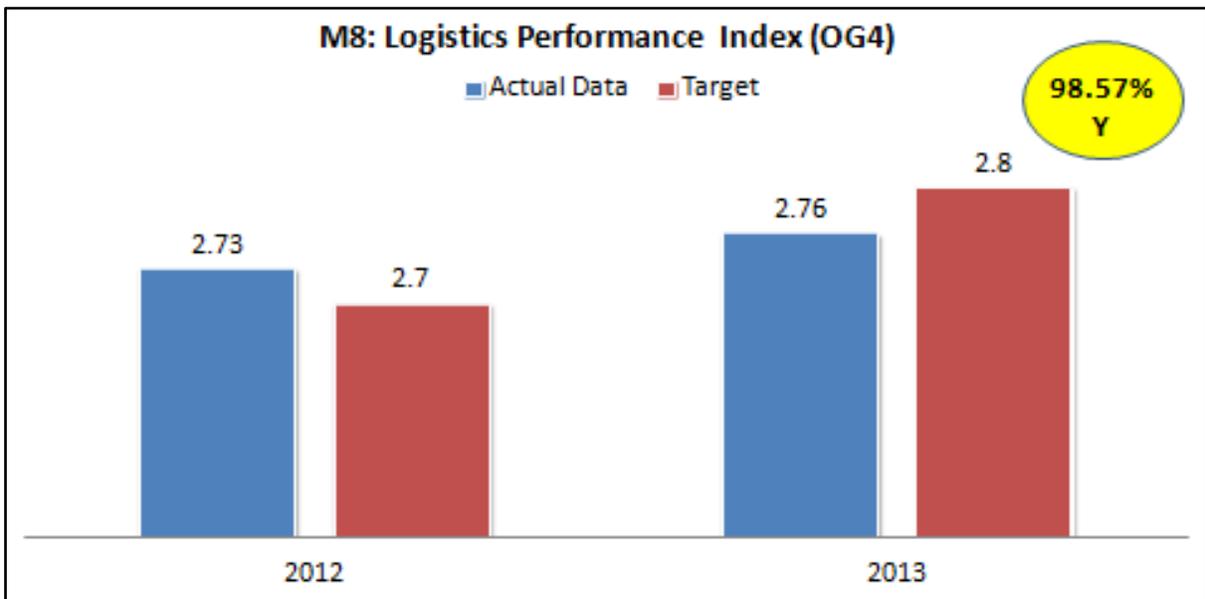
- 1. Measure Owner: G4, PA

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2. Measure Definition: Logistics Performance Index (LPI) pertains to our ability to immediately respond to the logistical needs, particularly in the areas of Reenlistment Clothing Allowance-in-kind, Organizational Support, Transportation Support, Firearms, Ammunition, Maintenance, and Facilities of our subordinate units and offices.

3. Current Score: 2.76

4. Success Rate: Y



5. Analysis: For this measure, we have an LPI of 2.76 which is the same as last year, thus not hitting our target for this year, which is 2.8. This being said, we have achieved a success rating of 98.57%, thus attaining a yellow status.

Measure 9: Quality Recruit Index (QRI)

1. Measure Owner: G1, PA

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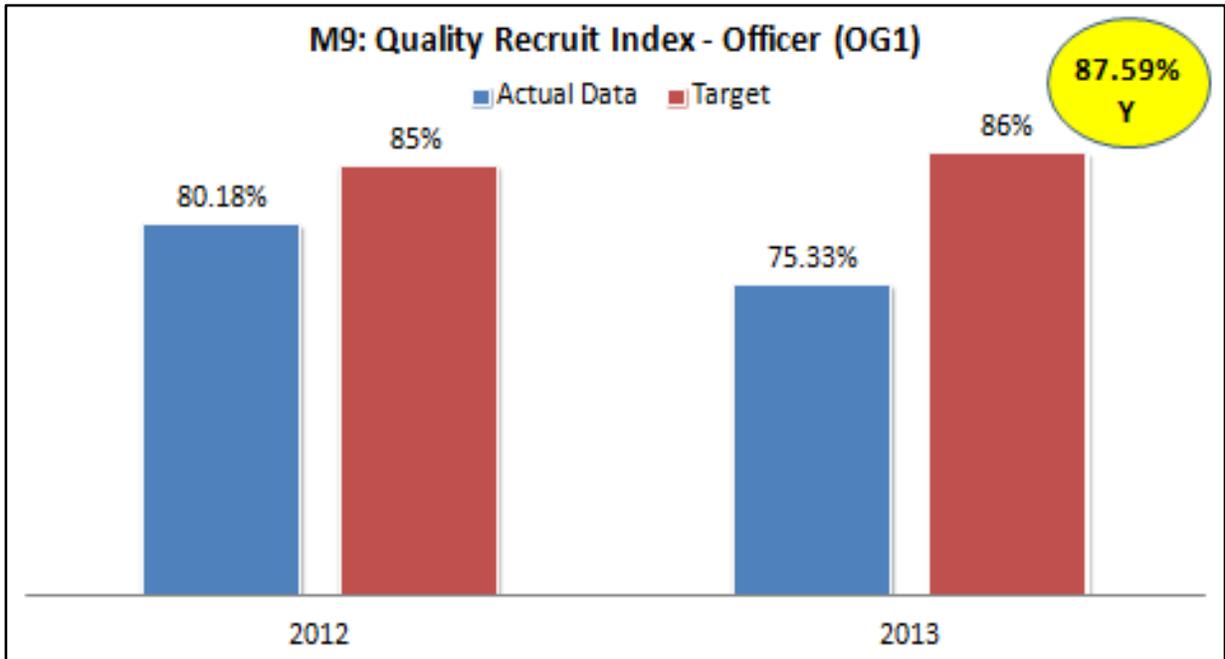
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2. Measure Definition: Quality Recruit Index determines the individual's tolerance to stress, capacity to absorb new ideas, and knowledge and capability to undergo rigorous military activities. In effect, this measures the ability of the PA to attract the best and the brightest.

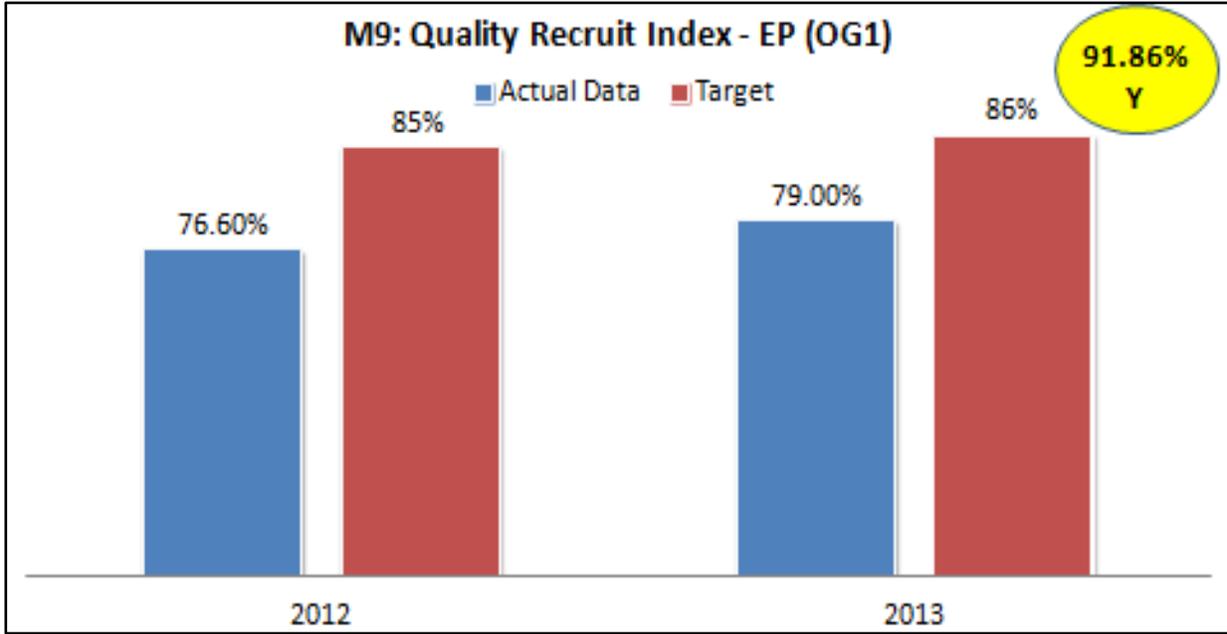
3. Current Score: Officers – 75.33%

Enlisted Personnel – 79%

4. Success Rate: **Y**



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5. Analysis: The Quality Recruit Index indicates the ability of the PA to attract the most competent and most qualified to join the organization. Different indicators are used in EP and Officers (see measure profile).

The required data are the recruits' scores on all areas (PAATB, AFP Qualifying Exam, Special Written Exam, Interview, PFT, and other additional requirements) through the consolidated reports and worksheets of PA recruits. The PA Recruit Index are computed by, and acquired at APMC.

For the QRI of Officers, the actual data is 75.33% from a target of 86%. With the success rate of 87.59%, we have attained a yellow status for this measure.

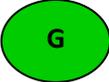
For the QRI of Enlisted Personnel, the actual data is 79% from a target of 86%. With a success rate of 91.86%, we have attained a yellow status for this measure.

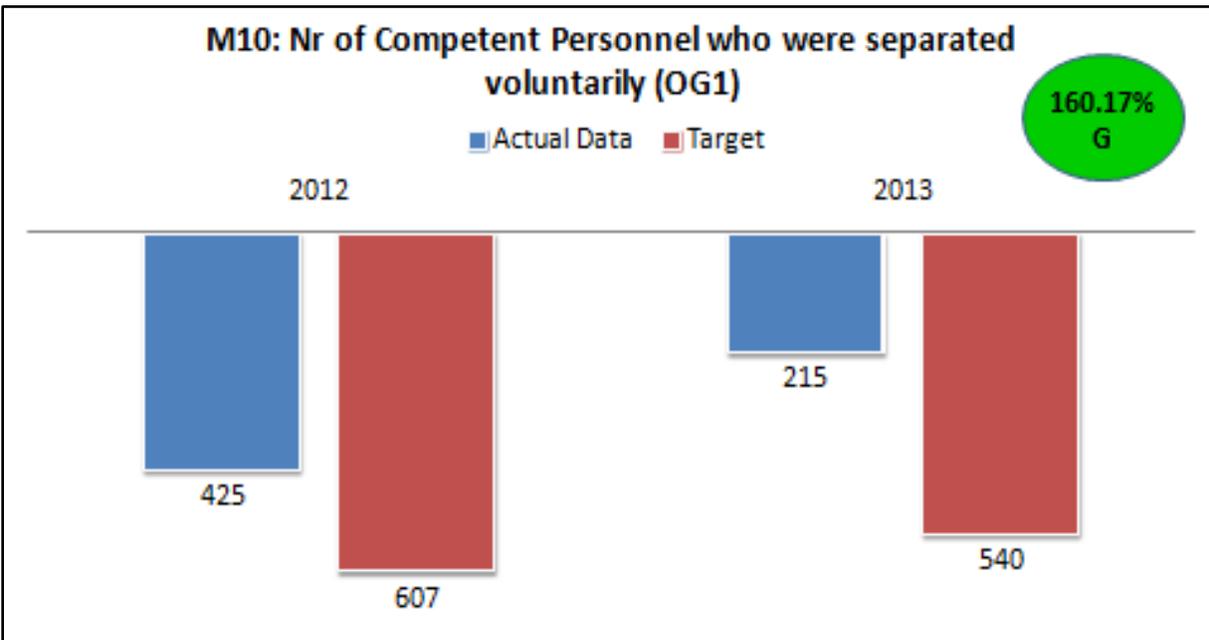
Measure 10: Quality Recruit Index (QRI)

1. Measure Owner: G1, PA

2. Measure Definition: This performance measure denotes the ability to retain the best and the brightest in the service, and defines competent personnel as someone who has attained at least 85% GPA in any of their career courses taken throughout their military service, very satisfactory rating in their OPAR/EPDM, and has no legal impediments.

3. Current Score: 215

4. Success Rate: 



5. Analysis: On the retention of competent personnel, the target for 2013 was set to be decreased to 540 from the 2012 target of 607. The actual data for 2013 is 215. This being said, we have gained a success rating of 160.17% thus attaining a green status.

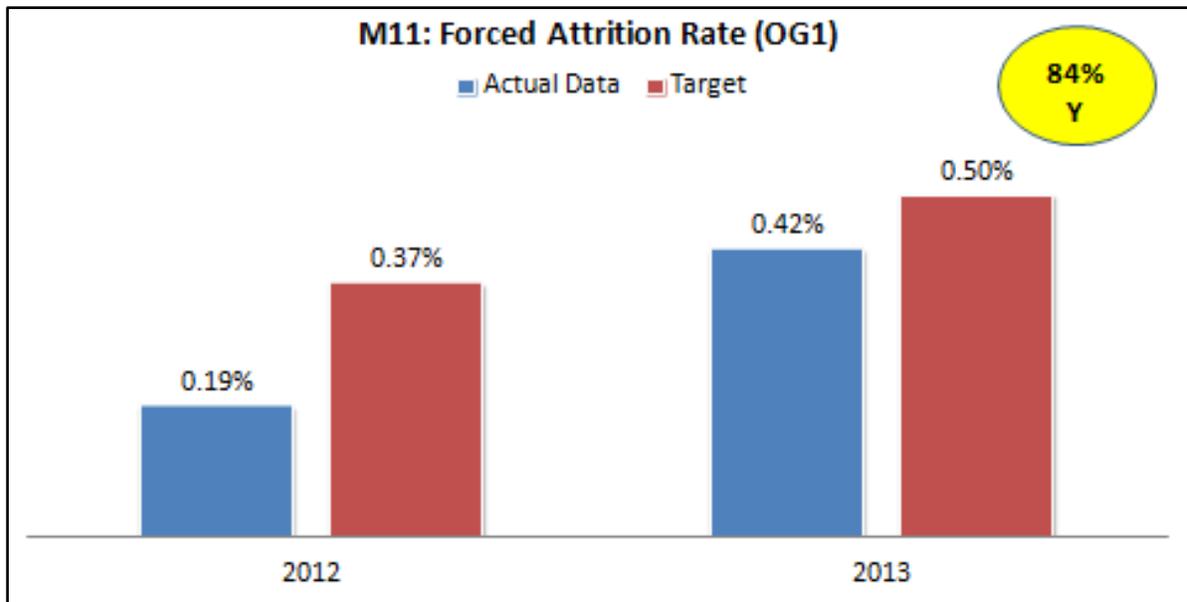
Measure 11: Forced Attrition Rate (FAR)

1. Measure Owner: G1, PA

2. Measure Definition: Forced attrition rate indicates the rate by which the Army weeds out those who are incompetent and not contributing to the overall mission.

3. Current Score: 0.42%

4. Success Rate: Y



5. Analysis: On M11, the Army fell short of meeting the target. However, there is a notable increase in the number of personnel who were separated under forced circumstances. With a target of 0.50%, the actual data is 0.42% that indicates a success rating of 84% and a yellow status.

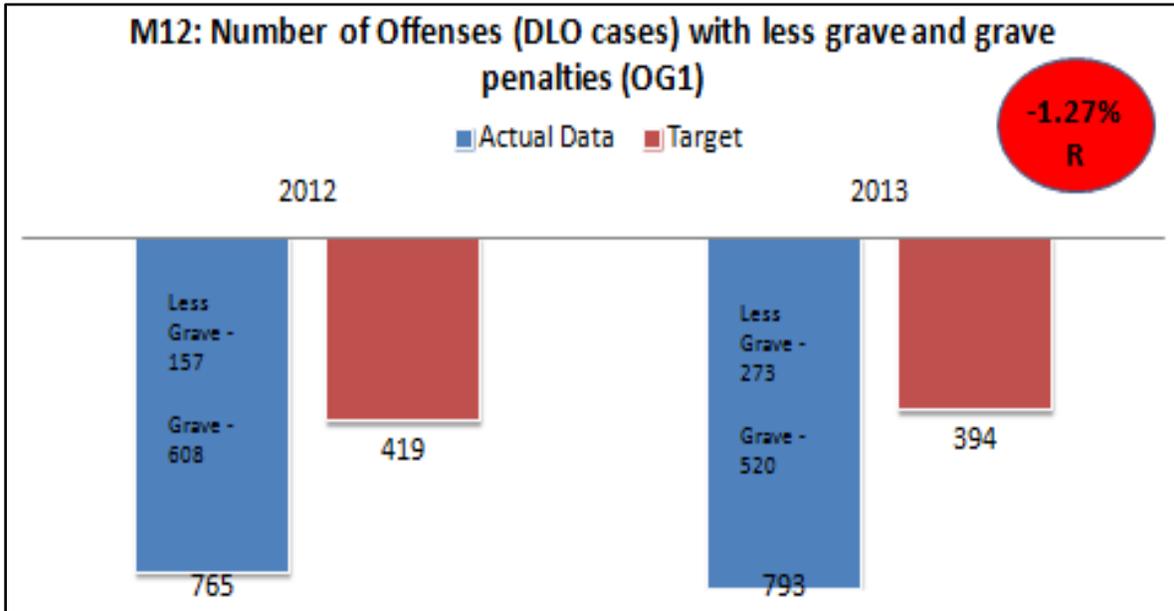
Measure 12: Number of Offenses (DLO cases) with Less Grave and Grave Penalties (OGP)

1. Measure Owner: G1, PA

2. Measure Definition: Number of offenses with less grave and grave penalties is a proxy measure to determine the state of discipline and character of the Army personnel.

3. Current Score: 793

4. Success Rate: **R**



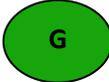
5. Analysis: On M12, the Army was not able to attain its target. With an actual data of 793 less grave and grave penalties, the Army gained a success rating of -1.27%, thus attaining a red status for this measure.

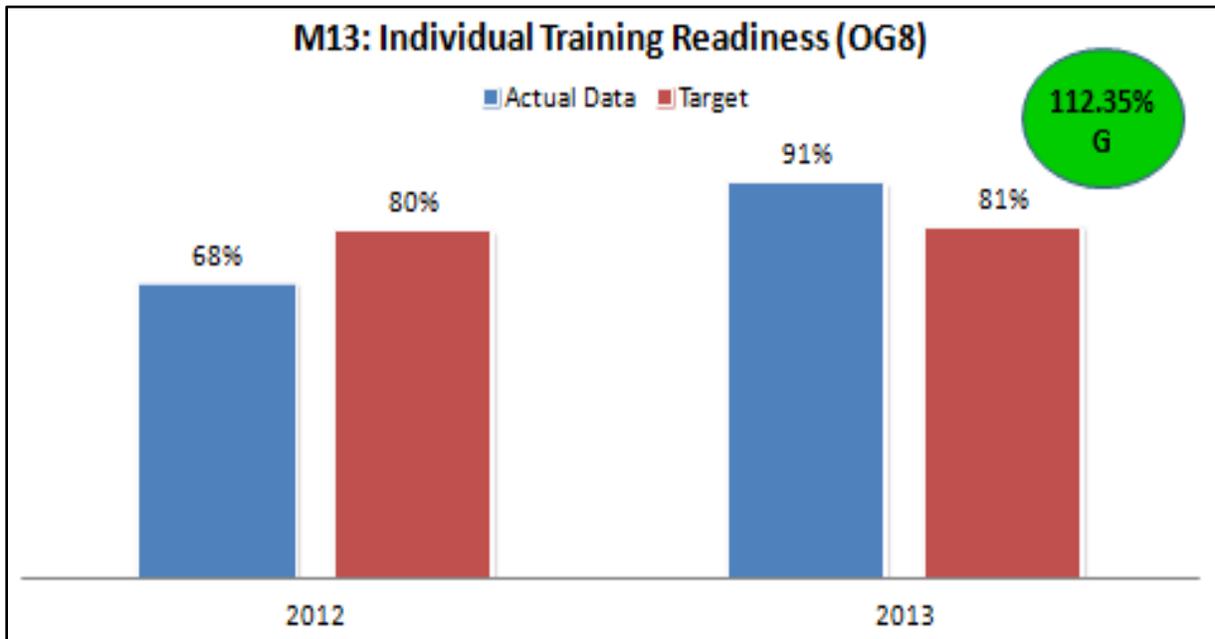
Measure 13: Individual Training Readiness (ITR)

1. Measure Owner: G8, PA

2. Measure Definition: Individual Training Readiness is the level of preparedness of our Army personnel, Officer or Enlisted Person, vis-à-vis the required competencies of his/her current position.

3. Current Score: 91%

4. Success Rate: 



5. Analysis: The Individual Training Readiness measures the level of preparedness of an individual vis-à-vis the required competencies of his current position. With the 2013 year-end target of 81%, we have reached 91%. This being said, we have gained a success rating of 112.35% and attained a green status for this measure.

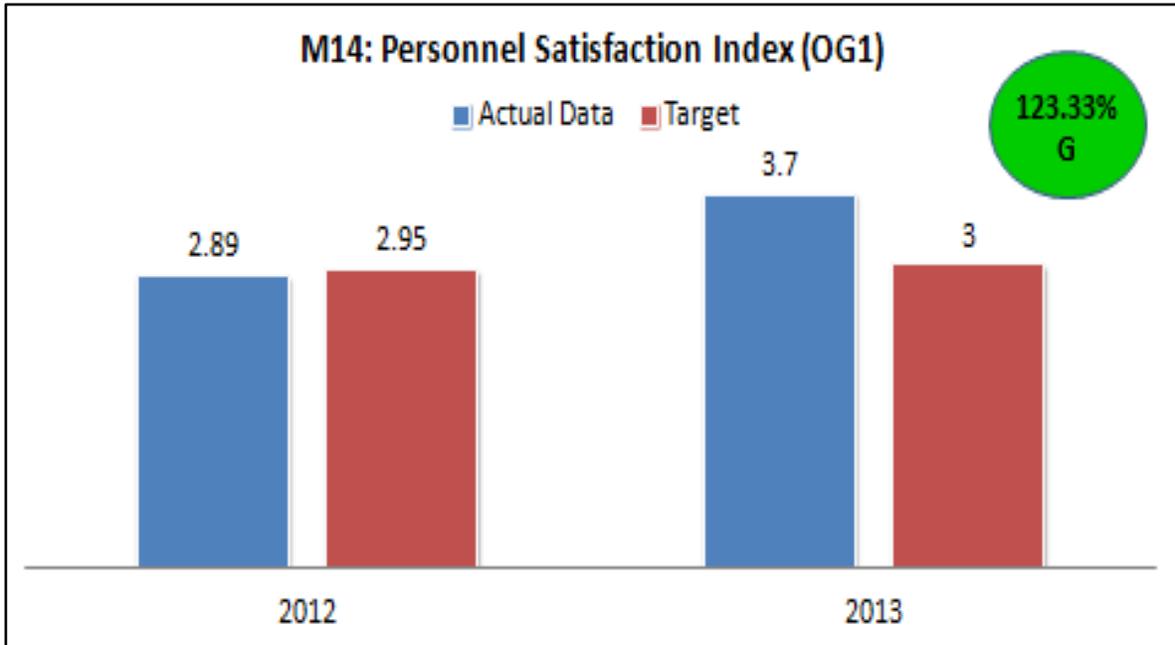
Measure 14: Personnel Satisfaction Index (PSI)

1. Measure Owner: G1, PA

2. Measure Definition: This measure seeks to capture the Army personnel’s level of satisfaction in terms of the following areas: awards and recognitions, compensations, non-monetary benefits, placements, promotions, and schoolings and trainings.

3. Current Score: 3.7

4. Success Rate: 



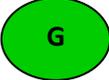
5. Analysis: On M13, the Army was also able to attain the target. This is derived from the survey conducted to 165 respondents from HPA, 2ID, 5ID, 7ID, 1ID, and 10ID. With an actual data of 3.7, we have achieved a success rating of 123.33% and attained a green status for this measure.

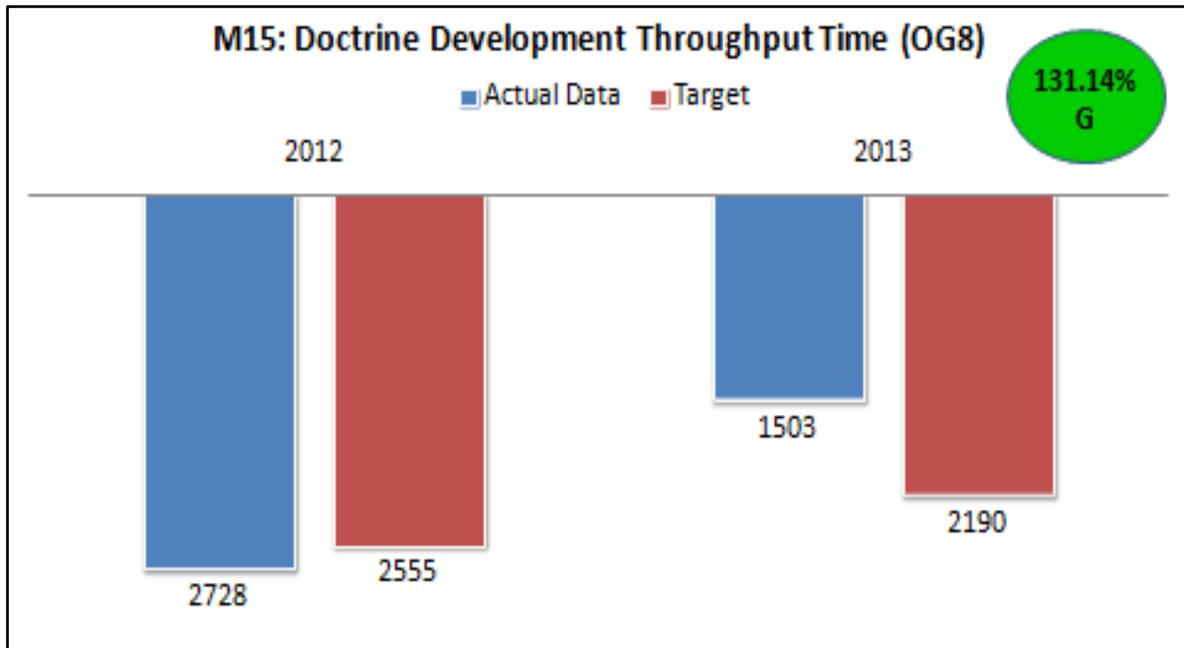
Measure 15: Doctrine Development Throughput Time (DDTT)

1. Measure Owner: G8, PA

2. Measure Definition: The Doctrine Development Throughput Time, which measures the total amount of time spent in developing a doctrine from its conceptualization to its promulgation, indicates the ability of the PA to “Adopt and institutionalize best practices in management, operations and support system” (SO 8).

3. Current Score: 1,503 days

4. Success Rate: 



5. Analysis: This measure reflects the total amount of time spent in developing a doctrine from its conceptualization to its promulgation. For this year 2013, with a year-end target of 2,190 days, we had spent 1,503 days for this year. Thus gaining a success rate of 131.14% and a rating of green.

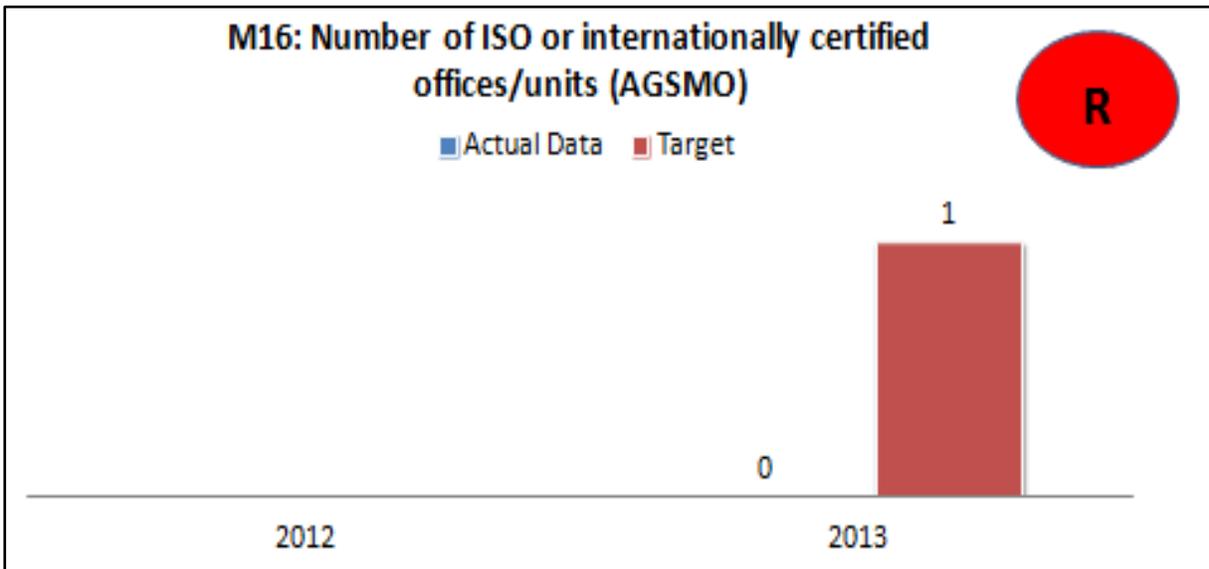
Measure 16: Number of ISO or internationally certified offices/units (ISO)

1. Measure Owner: C, AGSMO, PA

2. Measure Definition: This reflects the PA's adoption of best practices in management, operations, and support system in line with its thrust to perform its functions and operations efficiently and effectively.

3. Current Score: 0

4. Success Rate: R



5. Analysis: We shall program one (1) office/unit per year for ISO certification by 2013. The office that has to be certified must be immediately determined. However, the budget for this was not programmed this year, thus this measure attained a red status.

Measure 17: Unit Training Readiness Rating - Regular

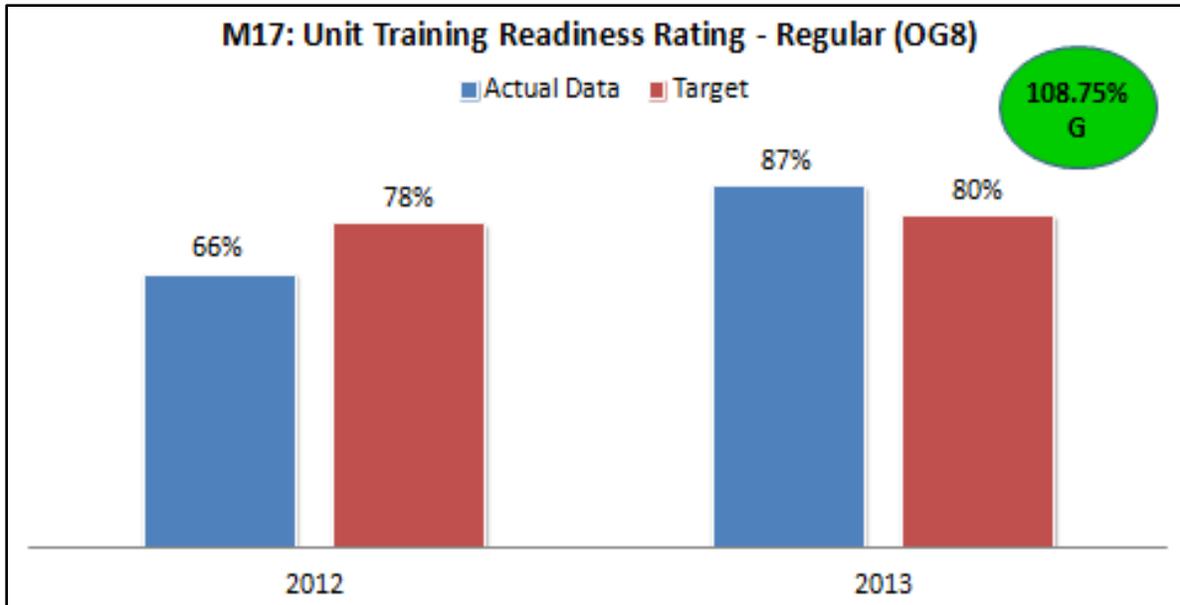
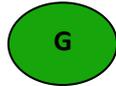
1. Measure Owner: G8, PA

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2. Measure Definition: This measure quantifies the effort of the PA to provide all its regular units with the required trainings for them to accomplish their missions, to excel in ground operations, and sustain proficiency.

3. Current Score: 87%

4. Success Rate:



5. Analysis: The Unit Training Readiness Rating quantifies the effort of the PA to provide all units with the required trainings for them to accomplish their missions, to excel in ground operations, and sustain proficiency. With a 2013 year-end target of 80%, we have achieved a unit training readiness rating of 87%. This being said, we have achieved a success rating of 108.75% thus attaining a green status.

Measure 18: Unit Training Readiness Rating – Ready Reserve

1. Measure Owner: G9, PA

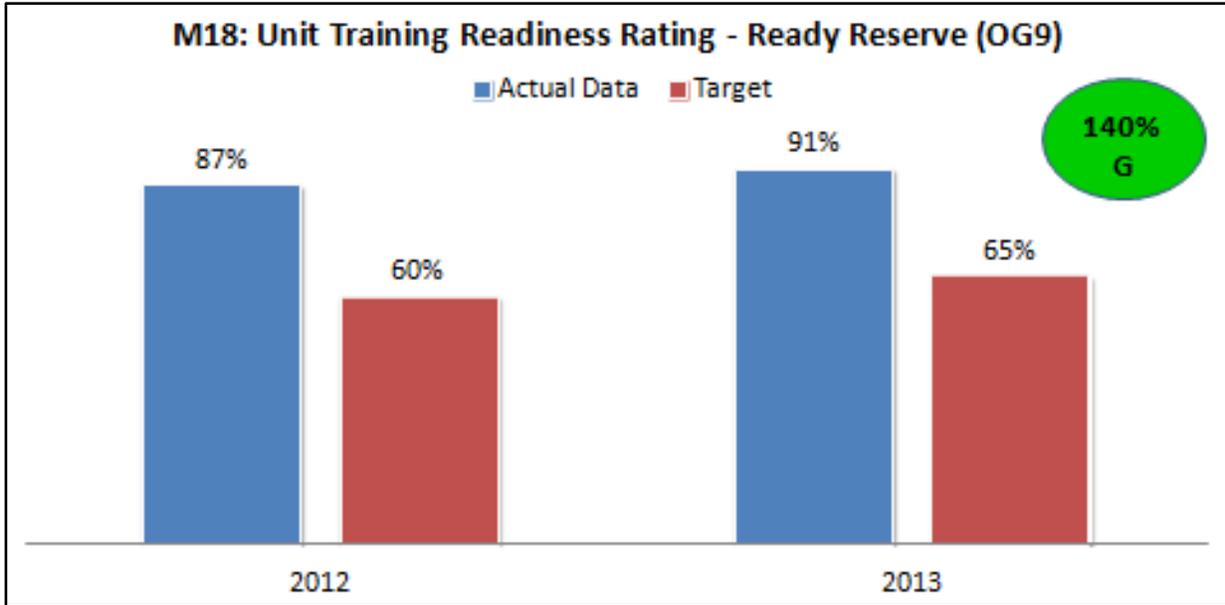
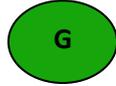
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2. Measure Definition: Unit Training Readiness of Ready Reserve Units measures the state of readiness being maintained by ready reserve units to be ready for operational deployment within the specified time, upon call for mobilization.

3. Current Score: 91%

4. Success Rate:



5. Analysis: This measures the state of readiness being maintained by the unit to be ready for operational deployment within the specified time upon call for mobilization. For this year 2013, not only did we reached our target of but exceeded it as well by attaining a unit training readiness rating for ready reserve of 91%. This being said, we gained a success rating of 140% and a status of green.

Measure 19: Equipment Readiness (ER)

1. Measure Owner: G4, PA

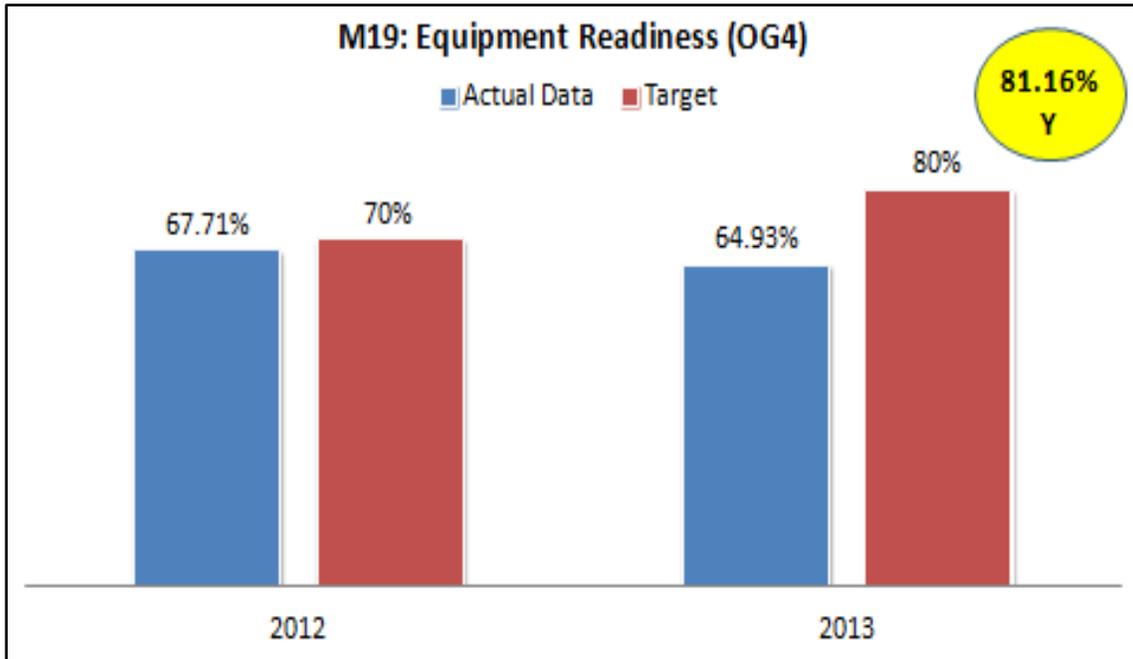
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2. Measure Definition: This measure intends to determine the capability of the Army to respond to the needs of the AFP by identifying the resource gaps relating to equipment readiness condition, in order to meet the required capabilities of each unit to be fully operational in terms of equipment.

3. Current Score: 64.93%

4. Success Rate: Y



5. Analysis: The equipment readiness is formulated through actual equipment over TOE. For this year 2013, we failed to meet our target of 80% by gaining only 64.93%. Thus, we have gained a success rating of 81.16% and a yellow status.

Measure 20: Maintenance Readiness (MR)

1. Measure Owner: G4, PA

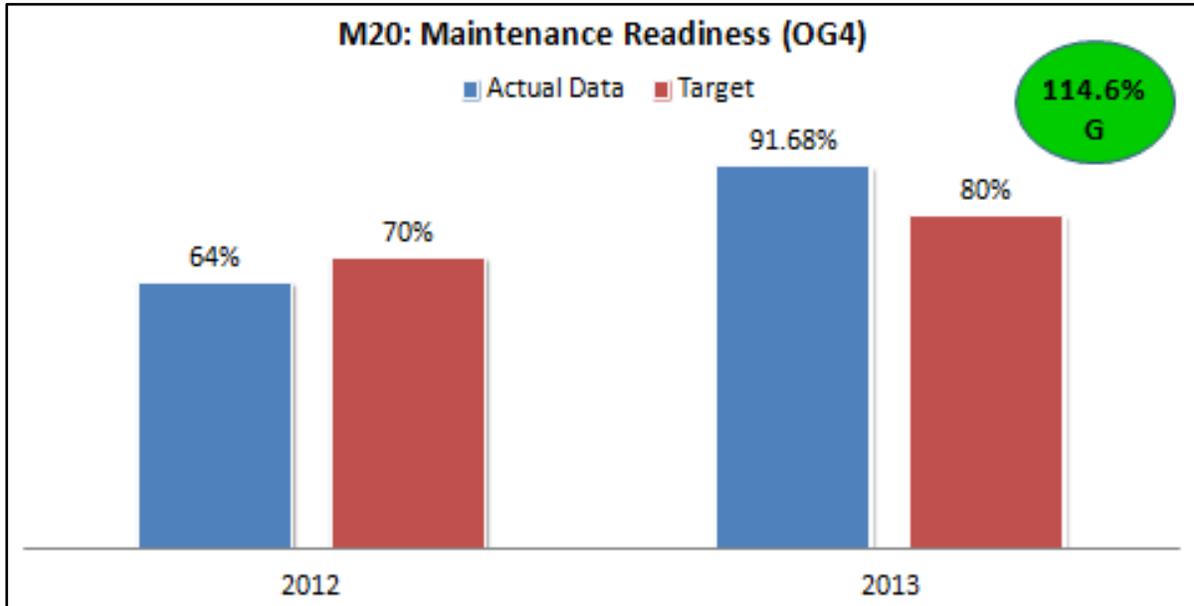
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2. Measure Definition: Maintenance Readiness reflects the actual status of the equipment on the ground.

3. Current Score: 91.68%

4. Success Rate: **G**



5. Analysis: For this year 2013, not only we have reached our 80% target for this year but also exceeded it by attaining 91.68% which gave us a success rate of 114.6% and a green status.

Measure 21: Combat Effectiveness Readiness (MR)

1. Measure Owner: G3, PA

2. Measure Definition: This measures how well the field/tactical units perform in tactical engagements and campaigns.

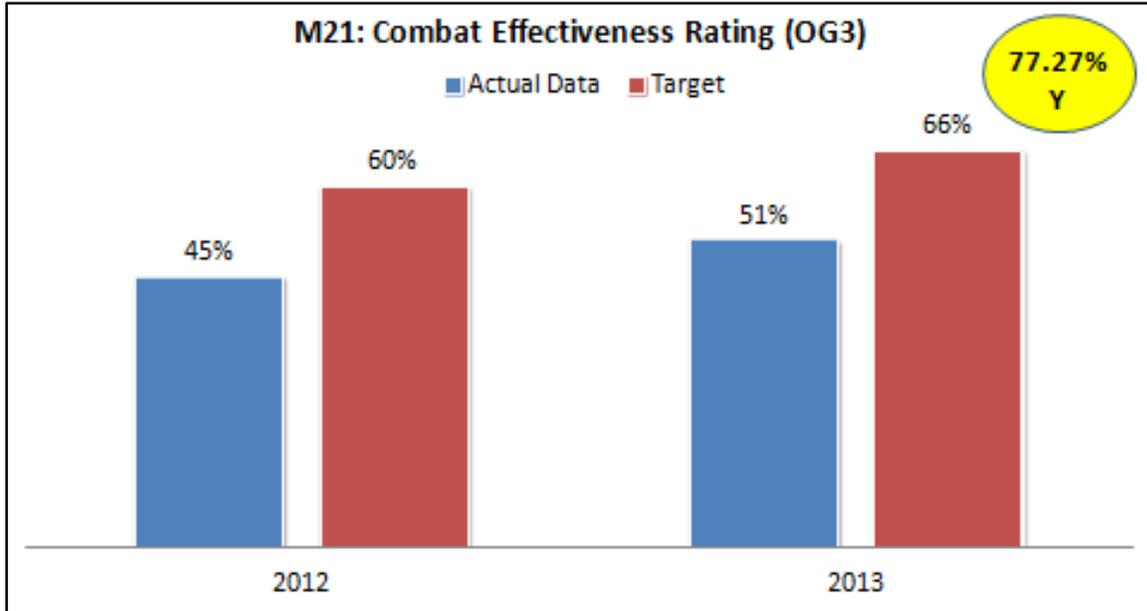
3. Current Score: 51%

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4. Success Rate:

Y



5. Analysis: This measures how well the field/tactical units perform in tactical engagements and campaigns. With a year-end target of 66%, we have achieved a combat effectiveness rating of 51%, thus, gaining a success rate of 77.27% and a yellow status.

Measure 22: Unit Performance Evaluation Rating (UPER)

1. Measure Owner: G3, PA

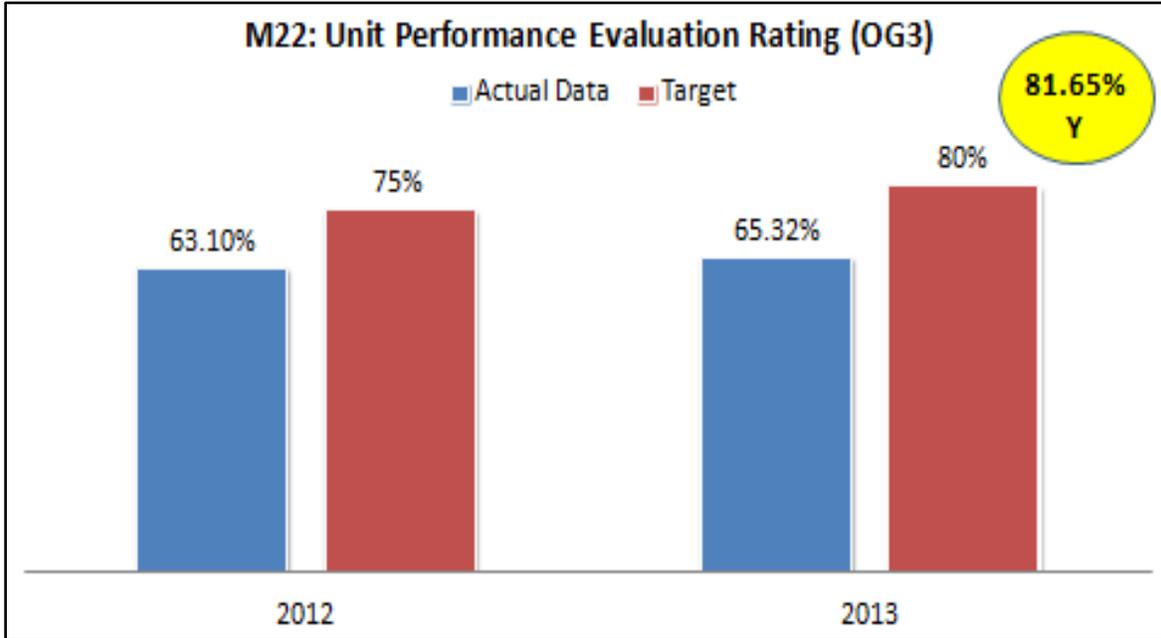
2. Measure Definition: Unit Performance Evaluation Rating monitors and evaluates the organizational effectiveness of operating units in accomplishing their tasks in the different mission areas and in performing military operations other than war.

3. Current Score: 65.32%

4. Success Rate:

Y

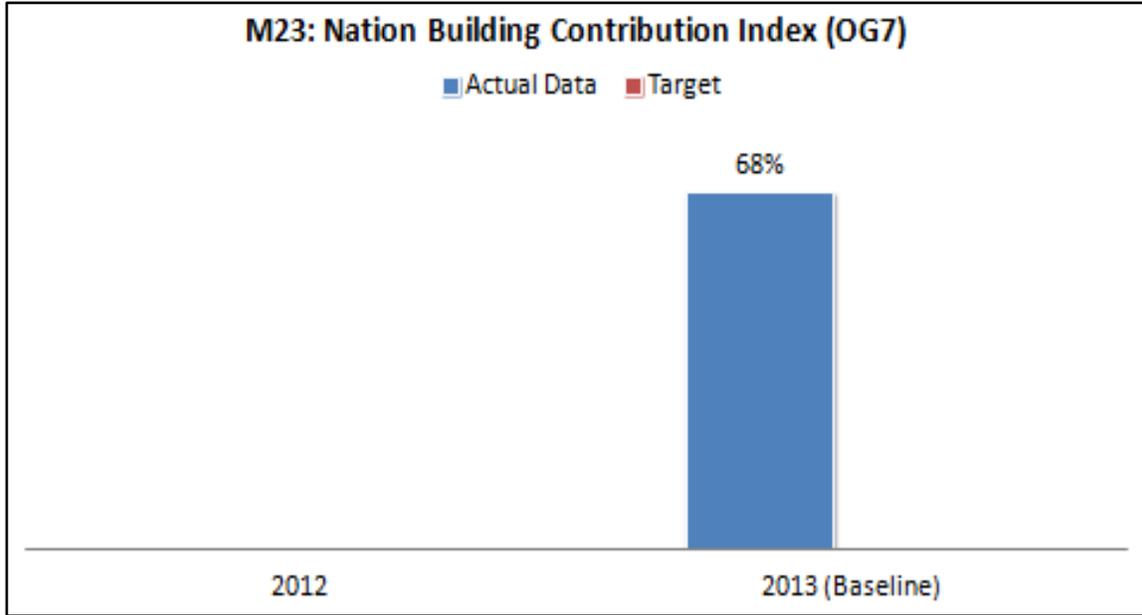
Army Core Purpose: Serving the people, securing the land



5. Analysis: This will monitor and evaluate the organizational effectiveness of operating units in accomplishing their tasks in the different mission areas and in performing military operations other than war. For the year-end target of 80%, we have a unit performance rating of 65.32%. This being said, we have gained a success rate of 81.65% with a status of yellow.

Measure 23: Nation Building Contribution Index (NBCI)

1. Measure Owner: G7, PA
2. Measure Definition: This measure tracks the Army's contributions to national developments by determining the number of supported national development-related projects.
3. Baseline Data: 68%
4. Success Rate:



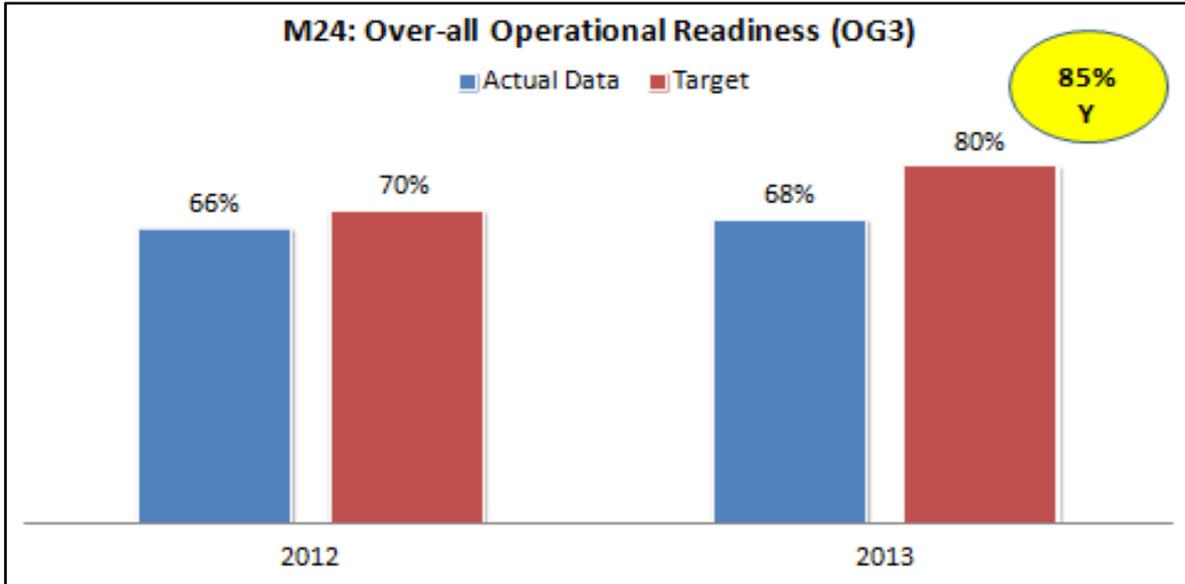
5. Analysis: The PA will track its contributions to national developments by determining the number of supported national development-related projects. This is a new measure recommended by the ATRTWG. The OPR will have to define and standardize what activities or projects will have to be accounted. Of the 31 assumed projected activities for the year 2013, only 15 of this were supported in the first half of the year. This being said, we have achieved a success rating of 48.39% and a red status.

Measure 24: Over-all Operational Readiness (OOR)

1. Measure Owner: G3, PA
2. Measure Definition: Over-all Operational Readiness reflects the PA major subordinate units' capability to conduct ground operations and perform other missions as determined by the Unified Commands and the General Headquarters.
3. Current Score: 68%

Army Vision: By 2028, a world-class Army that is a source of national pride

4. Success Rate: **Y**



5. Analysis: This measure reflects the major subordinate units' capability to conduct ground operations and perform other missions as determined by the Unified Commands (UCs) and the General Headquarters (GHQ).

For the year-end target of 80%, we have gained 68% over-all operational readiness. Thus, we have gained a success rate of 85% and a yellow status.

Measure 25: Net Satisfaction Rating (NSR)

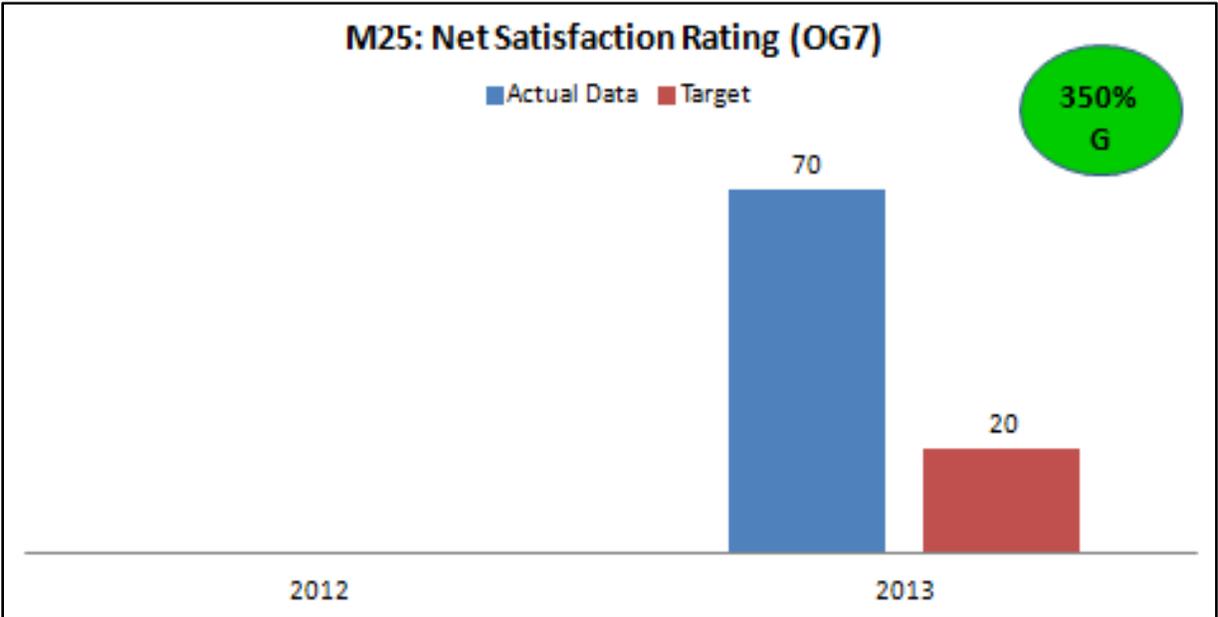
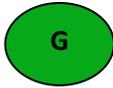
1. Measure Owner: G7, PA

2. Measure Definition: Designed to measure the strategic objective (SO) no. 1, "Develop and communicate a brand image consistent with the Army's core values", the Net Trust Rating should monitor the perceived trust the general public has on the PA through a survey.

3. Current Score: Plus 70

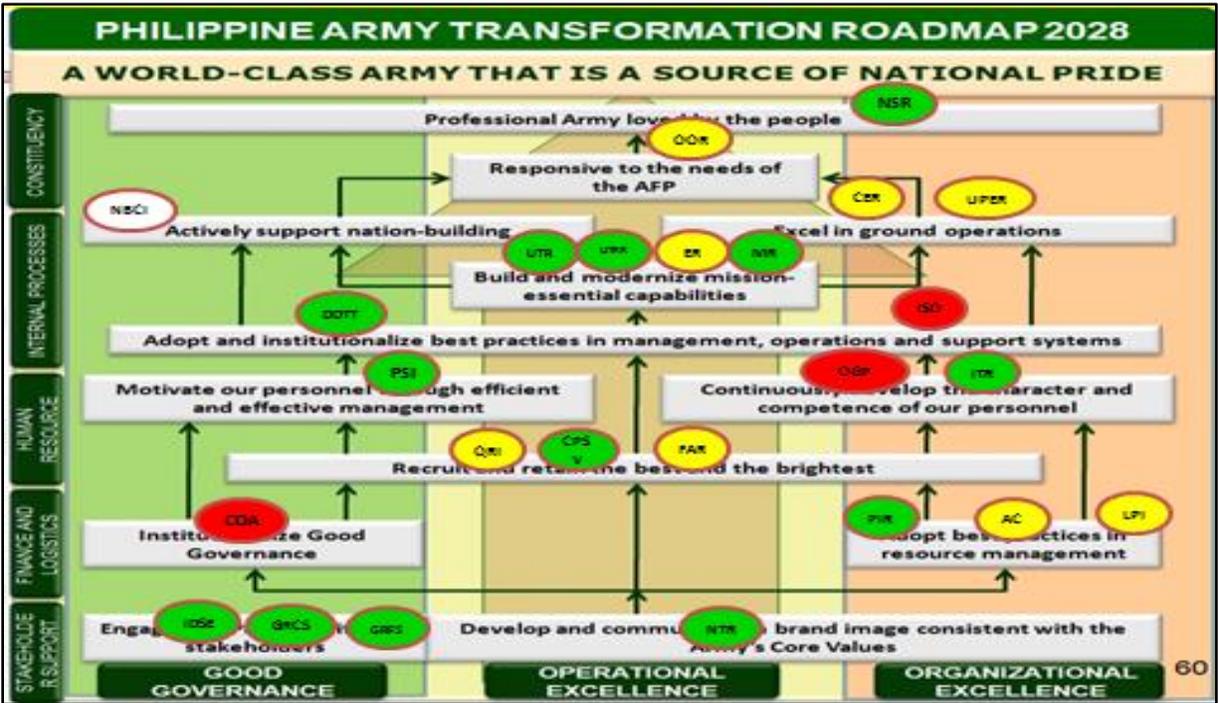
Army Core Purpose: Serving the people, securing the land

4. Success Rate:

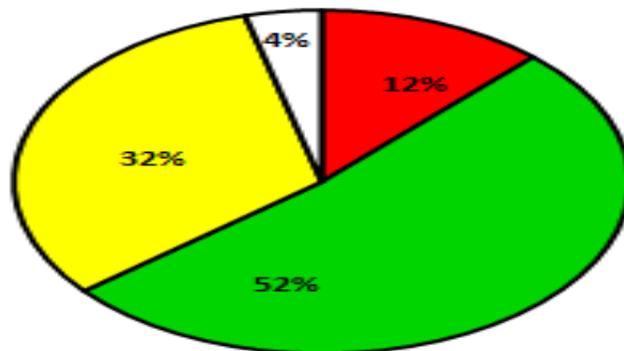


5. Remark/s: The Net Satisfaction Rating is the attempt to monitor the level of perceived satisfaction the general public has on the PA relative to its mandate, and this is one of the major deliverables of ATRSEP. The contract was approved on 28 May 2013 and the Notice To Proceed (NTP) was issued on 29 May 2013. Project implementation started on 15 June 2013. The result of the said survey was delivered last 28 March 2014, and the Net Satisfaction Rating of the Philippine Army is Plus 70, attaining and even exceeding its target which is Plus 20. This being said, this measure gained a green status.

SUMMARY OF RESULTS



Based on the abovementioned criteria, thirteen (13) out of twenty five (25) measures or 52% were able to not only achieve the set targets for this year, but exceed it as well, thus attaining a green status. Meanwhile, eight (8) measures or 32% fell just below their expected targets, attaining a yellow status. On the other hand, three (3) measures or 12% of the performance measures fell significantly short of their two targets, attaining red status. Only M23: Nation Building Contribution Index has no success rate as this measure has no target indicated for CY2013.



Army Core Purpose: Serving the people, securing the land