

## **CY2014 Army Performance Scorecard Report**

### **I. Introduction**

Four years after the birth of its transformation program, the Philippine Army continues to make revolutionary innovations to achieve its vision. Being PGS Institutionalized signifies the successful implementation of the Army Transformation Roadmap in its day-to-day operations, and with this, the PA needs to sustain its gains to continue its momentum in its effort to become a world-class Army that is a source of national pride. In line with this goal, there is a need to ensure the consistency of the ATR implementation through strengthened monitoring and evaluation mechanisms. A prime concern with regards to this is the successful operationalization of the Army Governance Scorecard, and one way to gauge the success of the organization's transformation program is to assess the performance status of the organization in terms of attaining the strategic objectives and its vision.

As a result of the Strategy Refresh conducted on 04 – 06 December 2013, the Philippine Army has started implementing the Philippine Army Performance Scorecard series 2014 effective 2<sup>nd</sup> Semester CY 2014. It was belatedly implemented to avoid confusion with the s2010 Scorecard considering that the PA was then undergoing audit for the PGS Institutionalization Stage bid using the s2010 Scorecard. However, the s2010 and s2014 Scorecards has overlapped in its implementation for CY 2014 wherein Strategy and Programs Reviews conducted during the 1<sup>st</sup> Semester were designed to refined and update the s2014's corresponding measures and targets.

### **II. Performance Scorecard Reporting Process**

To generate the annual Army Performance Scorecard Report, the following process is being followed:

a) Gathering of Scorecard Data – The Strategy Evaluation Branch (SEB) of the Army Governance and Strategy Management Office (AGSMO) requested the HPA offices in charge of managing the measures (measure team/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 Army Strategic Management Committee (ASMC) – The said report will be presented to the ASMC for their comments and inputs.

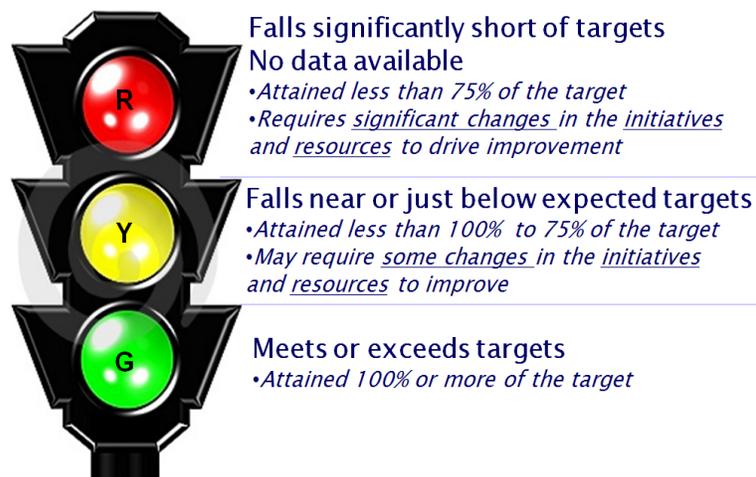
d) Presentation to the HPA Conference Group and the Chief of Staff, PA – After incorporating the inputs from the ASMC, AGSMO will present the consolidated Army Performance Scorecard Report to the HPA Conference Group "C", composed of the key HPA Staff and presided by the Chief of Staff, PA. The intent of the presentation is 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.

e) Presentation to the Commanding General, Philippine Army – The updated Army Scorecard Performance Report will then be submitted and presented to the Commanding General to give him an idea on 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 in the principles of transparency and accountability, the results and findings of the Army Performance Scorecard Report will then be presented to the PA MSAB, thru the PA Review and Assessment Committee (PARAC) 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.

### III. Determining Performance Status

In monitoring the status of the performance of the CGPA scorecard, the PA is guided by the following criteria:



- The performance of a strategic measure is rated RED if it was only able to attain less than 75% of the set target
- A strategic measure will be rated YELLOW if it was able to attain between 75 to 99% of the target; and
- A strategic measure is rated GREEN if it was able to accomplish or surpass the set target.

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

Formula for computing performance status:

Let:

A - Actual data

T - Target data for the year

P - Accomplishment based on the target

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

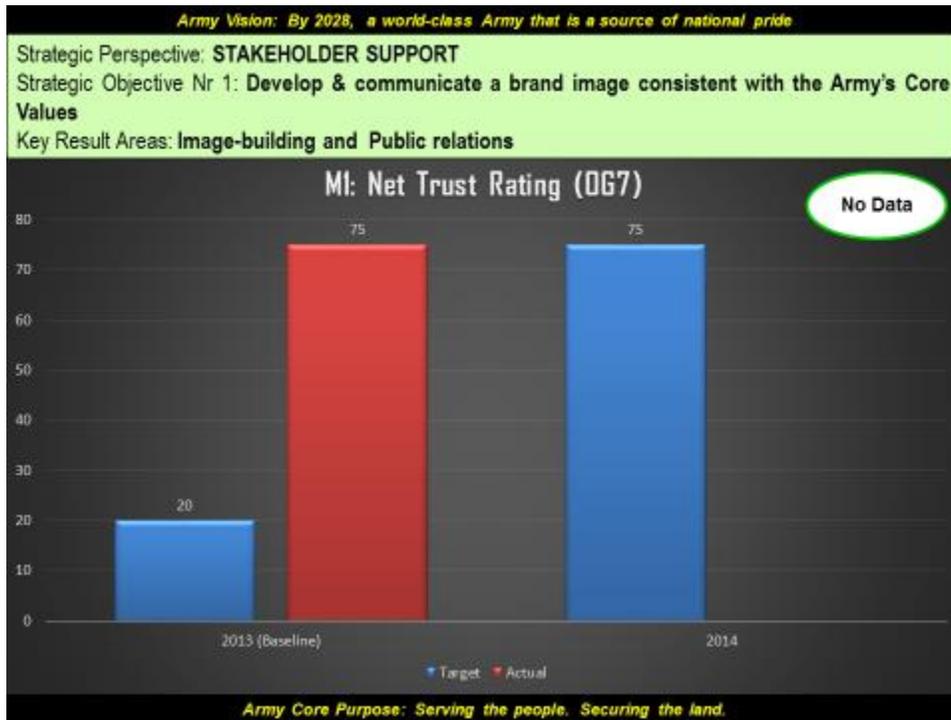
#### **IV. Scorecard Results and Analysis**

From the formula above and the data provided by the measure owners, the Army Governance and Strategy Management Office (AGSMO) arrived at the following results for each of the strategic measure:

##### **A. Measure 1: Net Trust Rating**

1. Measure Team/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 the conduct of a survey.
3. Current Score: ND
4. Success Rate: ND

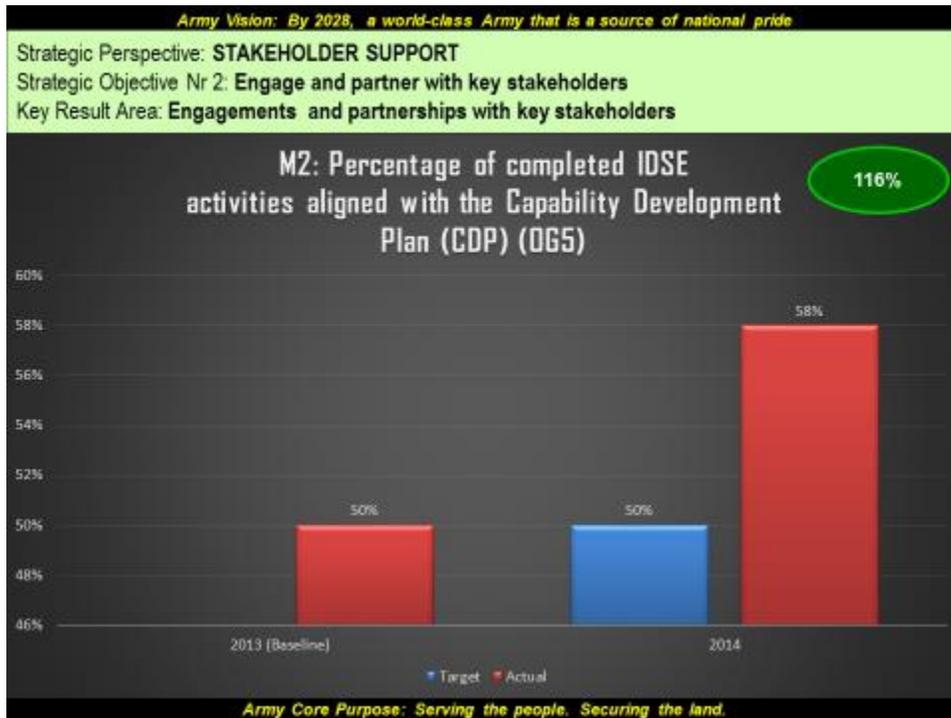
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5. Analysis: In CY 2013, the Command set a +20 trust rating target in reference to the AFP's +9 net trust rating in CY 2009. The Command commissioned Club Media Asia, Inc. to conduct a survey in 2013 which resulted to a +75 Net Trust Rating. The CY 2015 survey is still a work in progress since the said survey outfit suggested that the ideal survey interval is two years, hence, no survey was conducted in CY 2014.

**B. Measure 2: Percentage of Completed IDSE Activities aligned with the Capability Development Program (CDP)**

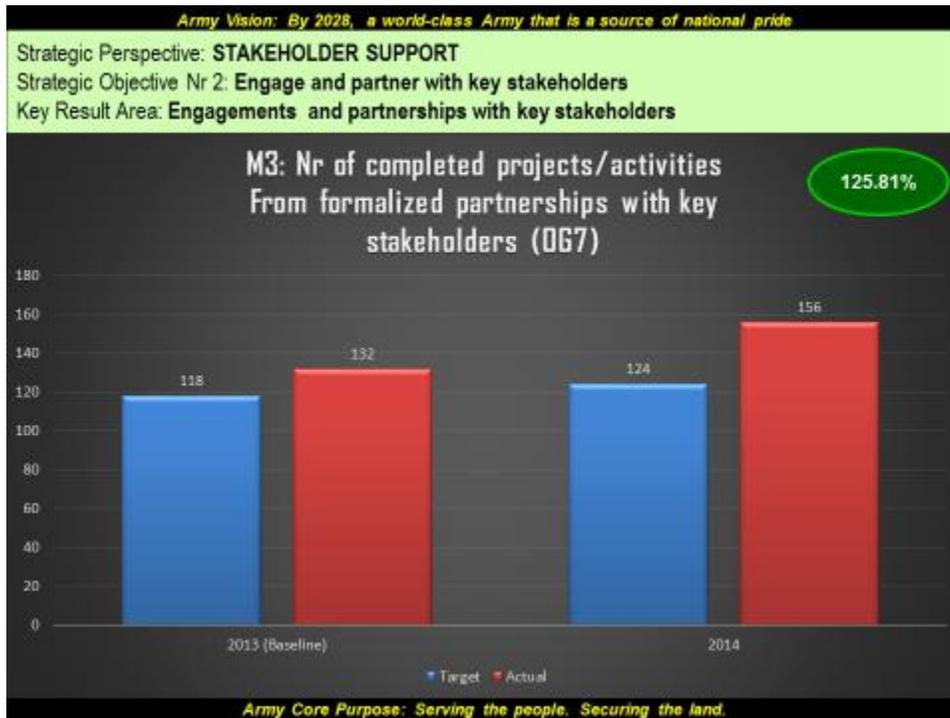
1. Measure Team/Owner: G5, PA
2. Measure Definition: This measure aims to assess the activities conducted for the purpose of developing the PA's capability for addressing internal and external security threats and strengthening relations with allied countries.
3. Current Score: 58%
4. Success Rate: 116% (Green)



5. Analysis: The PA's intent on its International Defense and Security Engagement (IDSE) is to promote confidence-building and contribute to the PA's thrust of developing its capability in addressing internal and external security threats. This measure will ensure the alignment of IDSE activities to the PA's Capability Development Plan (CDP). For CY 2014, the Command accomplished 114 IDSE activities that are aligned with the CDP or 58% of the total IDSE activities (195) representing 116% success rate for this measure.

**C. Measure 3: Number of Completed projects/activities with key stakeholders**

1. Measure Team/Owner: G7, PA
2. Measure Definition: The number 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: 156
4. Success Rate: 125.81% (Green)

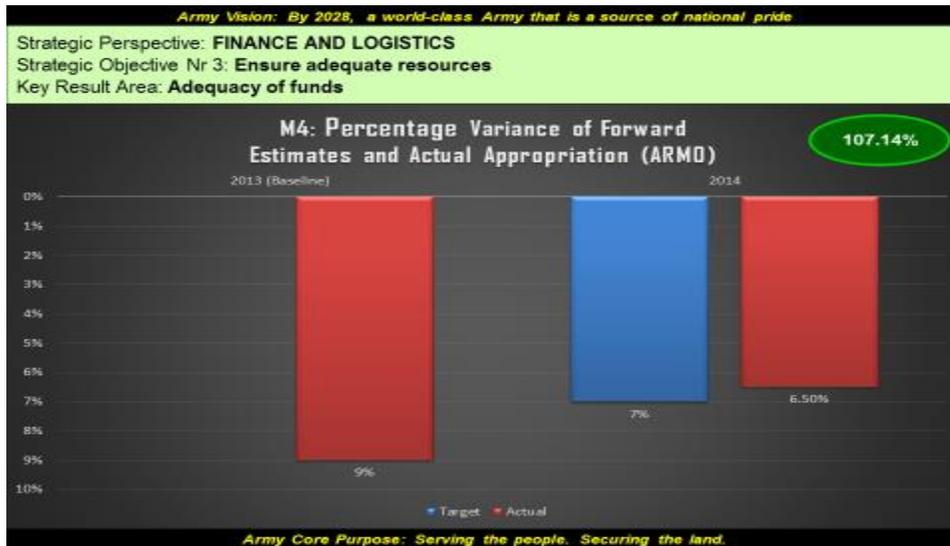


5. Analysis: Projects/ activities are outcomes of our successful partnership with our stakeholders. For CY 2014, the Command accomplished 156 projects/ activities from formalized partnerships with key stakeholders, representing an accomplishment rate of 125.81%.

**D. Measure 4: Percentage Variance of Forward Estimates and Actual Appropriations (New Measure)**

1. Measure Team/Owner: ARMO
2. Measure Definition: The percentage of variance of forward estimates and actual appropriations serves as a validation instrument in determining the reasonableness of agency proposals on existing programs/projects/activities.
3. Current Score: 6.50%
4. Success Rate: 107.14% (Green)

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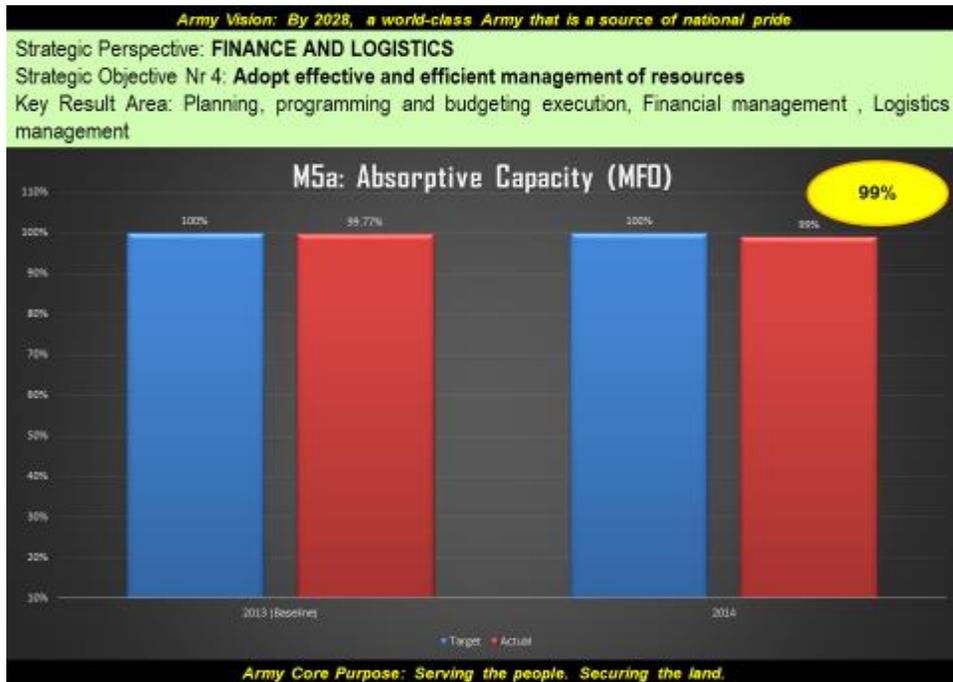


5. Analysis: Percentage Variance of Annual Budget is a new measure computed based on Forward Estimates (FEs) submitted to DBM. FEs are formulated within the ceiling of the current budget plus the inflationary rate adjustment as determined by DBM and priority unfunded requirements of the Command. It is a validation instrument of determining the soundness of the agency's proposals on existing programs/projects/activities. For CY 2014, the PA was able to lessen the variance to 6.50%, with an accomplishment rate of 107.14% reflecting the soundness of the PA's proposals on its existing programs/ projects/ activities.

**E. Measure 5a: Absorptive Capacity**

1. Measure Team/Owner: C, ARMO
2. Measure Definition: This measure pertains to the ability of the organization to obligate and utilize the programmed funds.
3. Current Score: 99%
4. Success Rate: 99% (Yellow)

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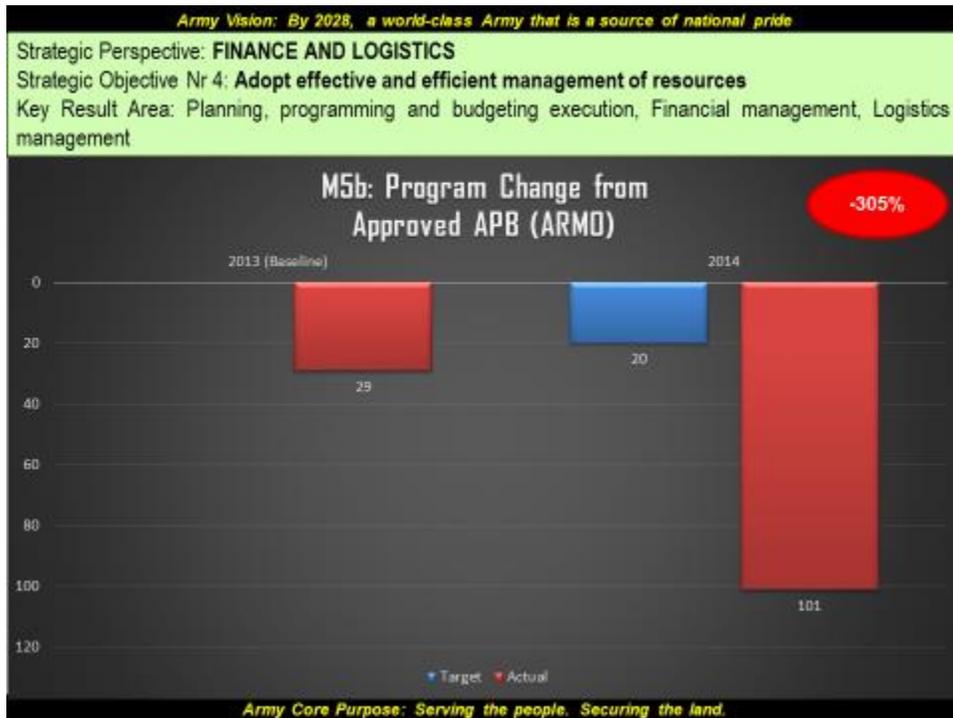


5. Analysis: Absorptive Capacity is one of the standard means of measuring an agency's efficiency in the utilization of its financial resources through the obligation of its allotted resources. For CY 2014, the Command had an obligation rate of 99%. The unobligated funds were due mostly to the stymied procurement through public bidding which is still in the pipeline. (i.e. failed bidding and overdue post bidding activities).

**F. Measure 5b: Program Change from approved APB (New Measure)**

1. Measure Team/Owner: C, ARMO, PA
2. Measure Definition: This measure shows proper unit programming and budgeting.
3. Current Score: 20
4. Success Rate: -305% (Red)

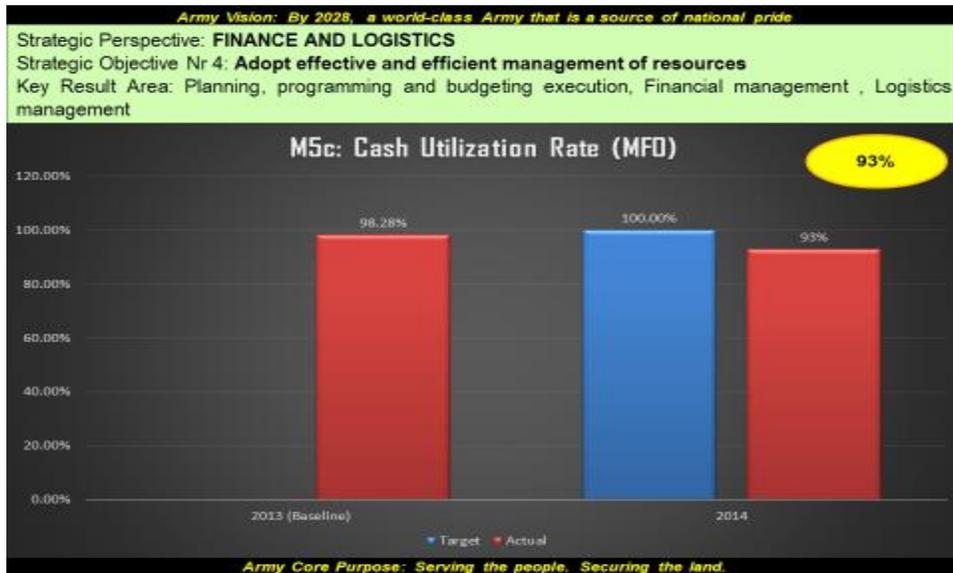
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5. Analysis: The Program Change from approved APB is a new measure. This was adopted to come up with responsive and realistic unit APBs in line with the Command's effort to institutionalize effective and efficient utilization of resources. In CY 2014, the Command targeted a maximum of 20 program changes. However, for the same year, the Command accounted for 101 program changes or a negative variance of 81. The negative variance was due to the changes in the operational environment resulting to the rationalization of AORs, the re-deployment of forces and the activation and deactivation of units to meet the operational requirements of the force employers.

**G. Measure 5c: Cash Utilization Rate (New Measure)**

1. Measure Team/Owner: C, ARMO
2. Measure Definition: This indicates the degree of efficiency of the Command's fiscal operations.
3. Current Score: 93%
4. Success Rate: 93% (Yellow)



5. Analysis: The cash utilization ratio is derived by dividing the total amount of current funds disbursed plus the prior years disbursement by the total Notice of Cash Allocation (NCA) received by the PA. It indicates the degree of efficiency of the fiscal operations of the Command. For this new measure, the Command had a 93% utilization rate which was lower compared to the accomplishment of FY 2013 with a 98.28% rating. The decrease in performance is an aftermath of the decrease in the command's absorptive capacity due to delayed procurement of major items that eventually caused non-disbursement of the NCA.

#### **H. Measure 6: Logistics Performance Index**

1. Measure Team/Owner: G4, PA
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: 2.57
4. Success Rate: 91.79%

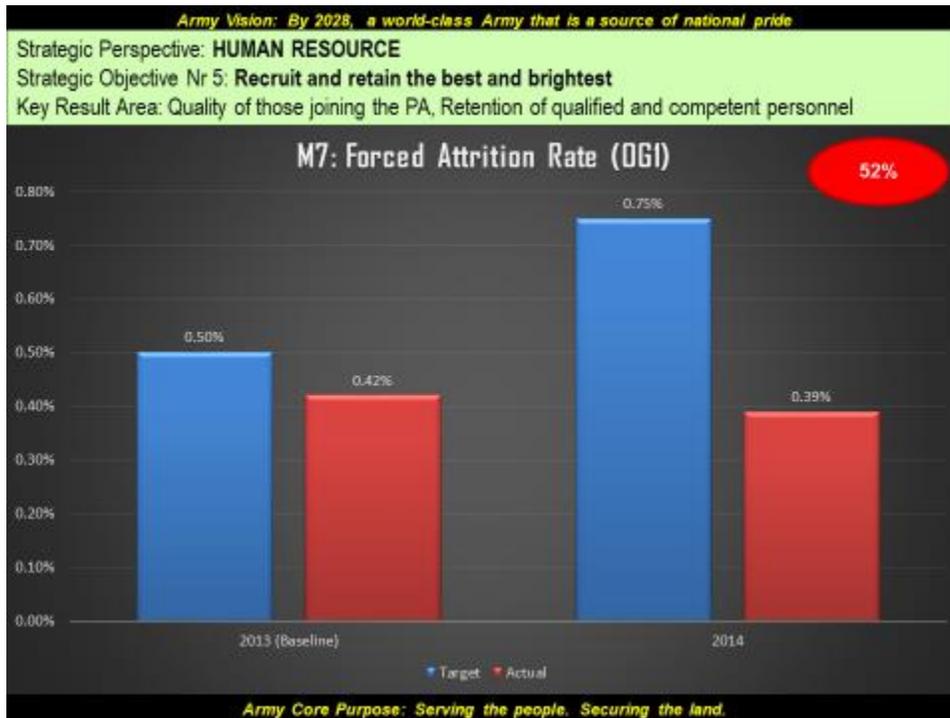
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5. Analysis: For CY 2014, the Command failed to reach its target of 2.8 by obtaining only a rating of 2.57. According to the data obtained, logistics fell short in delivering support to the field units in terms of quality and quantity of supplies. Further, the delivery of support on time and on the right place also affects the efficiency and effectiveness of logistics in providing support to the Army units. Another factor that can be cited for the decrease was the increase of respondents for the 2nd semester.

**I. Measure 7: Forced Attrition Rate**

1. Measure Team/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: 0.39%
4. Success Rate: 52% (Red)



5. **Analysis:** A higher Forced Attrition Rate of personnel denotes the ability of the PA to retain the best and the brightest in the service and weed out those who are slowing it down. This measure considers removing from the service, those personnel who are considered liabilities or who are not contributing to the overall mission of the PA. The increase in Force Attrition Rate also denotes the efficient and effective implementation of its attrition tools. For CY 2014, the PA has a Forced Attrition Rate of 0.39% well below its target of .75% or 642 personnel. The failure to attain the target is due to the weak implementation of the existing forced attrition tools by the PAMUs and HPA.

#### **J. Measure 8: Quality Recruit Index**

1. **Measure Team/Owner:** G1, PA
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:** 76.86%
4. **Success Rate:** 88.34% (Yellow)

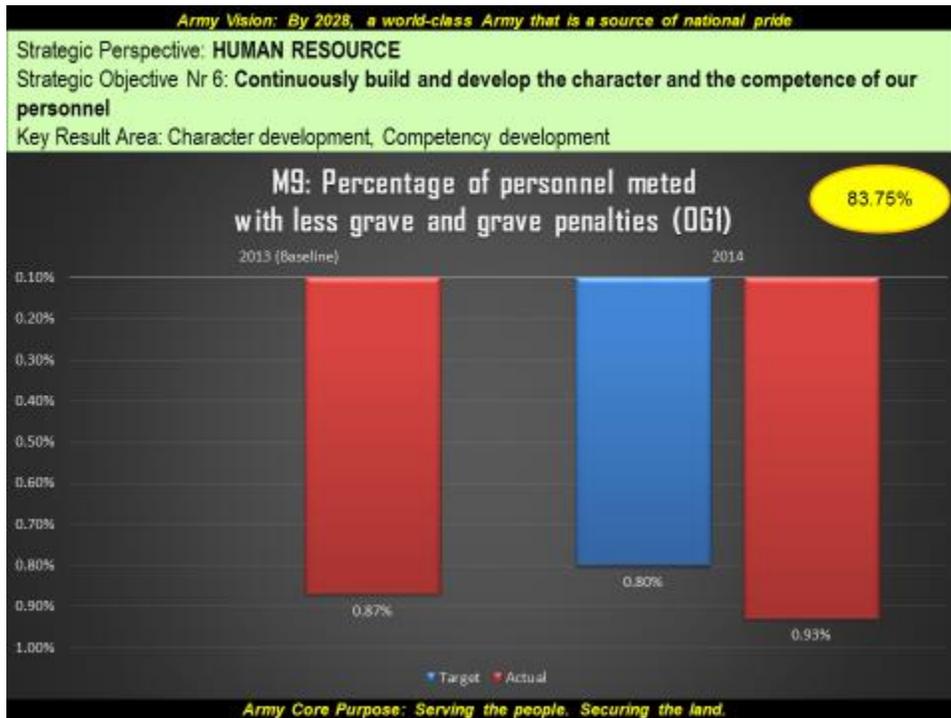
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5. Analysis: The Quality Recruit Index (QRI) contains the qualifications for PA Recruitment for Officers, Enlisted Personnel and Civilian Employees. It determines the individual's tolerance to stress, capacity to absorb new ideas and knowledge, and capability to undergo rigorous military activities. For 2014, the Command failed to meet its target of 87% due to selective implementation of criteria by recruiting units to address their respective skills requirements for EP and the limited pool of candidates for Officers.

**K. Measure 9: Percentage of personnel meted with less grave and grave penalties (New Measure)**

1. Measure Team/Owner: G1, PA
2. Measure Definition: Percentage of personnel meted with less grave and grave penalties aims to determine the state of discipline and character of the Army personnel.
3. Current Score: 0.93%
4. Success Rate: 83.75% (Yellow)

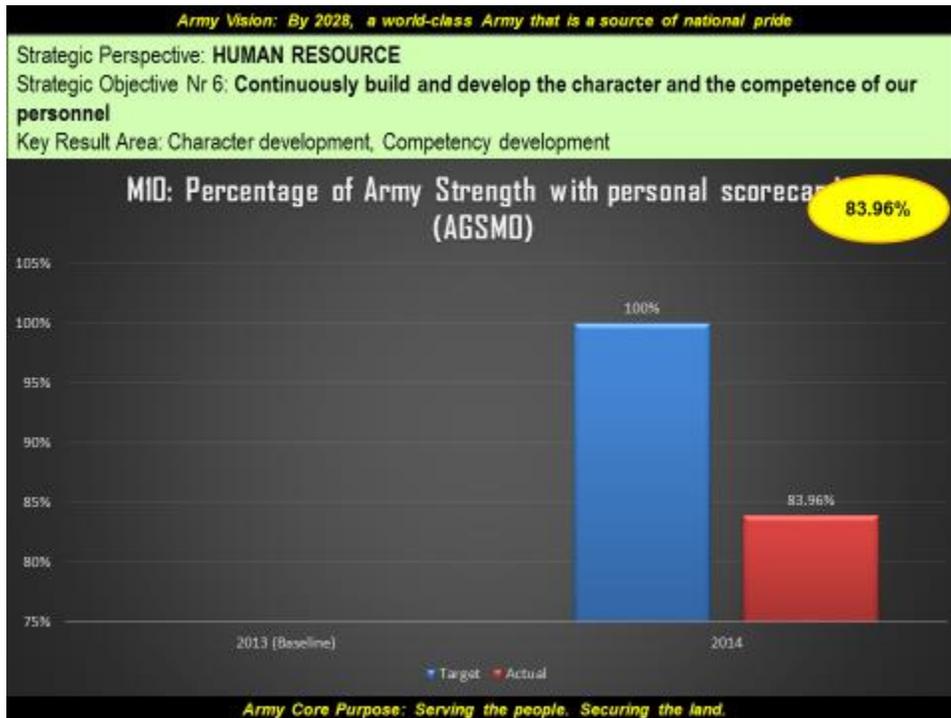


5. **Analysis:** The reduction in the percentage of personnel meted with grave and less grave penalties is a proxy measure of the state of discipline of the Command. It also signifies the effectiveness of the Command's Character Development Program. For CY 2014, the improvement of the DLO reporting system resulted to influx of reports from the Command's Major Subordinate Units making the target set unrealistic and unattainable. This reality calls for the review of the measure to be truly reflective of the Command's Character Development Program and DLO system. It also indicates the need to review the measure in view of the Command's Character Development Program and DLO System.

**L. Measure 10: Percentage of Army Strength with Personal Scorecard (New Measure)**

1. **Measure Team/Owner:** AGSMO
2. **Measure Definition:** The percentage of Army Strength with personal scorecard measures the number of Army personnel who already possessed their personal scorecards.
3. **Current Score:** 83.96%
4. **Success Rate:** 83.96% (Yellow)

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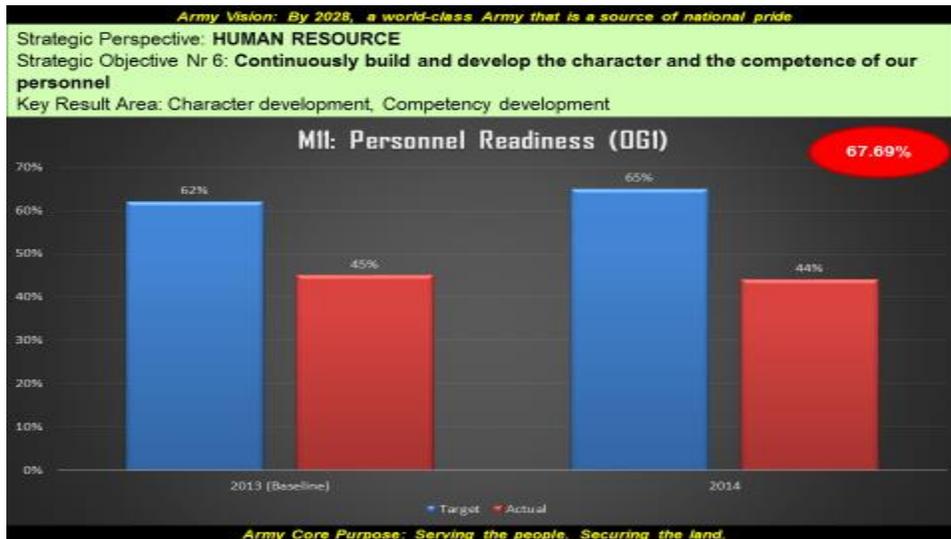


6. **Analysis:** This measure ensures the individual soldier's commitment to the ATR by coming up with their respective functional personal governance scorecards aligned with their respective unit scorecards. This denotes the commitment of each and every soldier to contribute to the PA's transformation program, and to practice governance in their personal lives. For CY 2014, 83.96% (66, 580 out of 79, 297) of the PA's personnel have already crafted their personal scorecards. This rating indicates the need for the Command to empower the GSMOs in the validation of the scorecards in their respective units.

**M. Measure 11: Personnel Readiness Index (New Measure)**

1. **Measure Team/Owner:** G1, PA
2. **Measure Definition:** This measure indicate the strength of units and whether those occupying positions have the appropriate training and commensurate rank based on the units' TOE.
3. **Current Score:** 44%
4. **Success Rate:** 67.69%

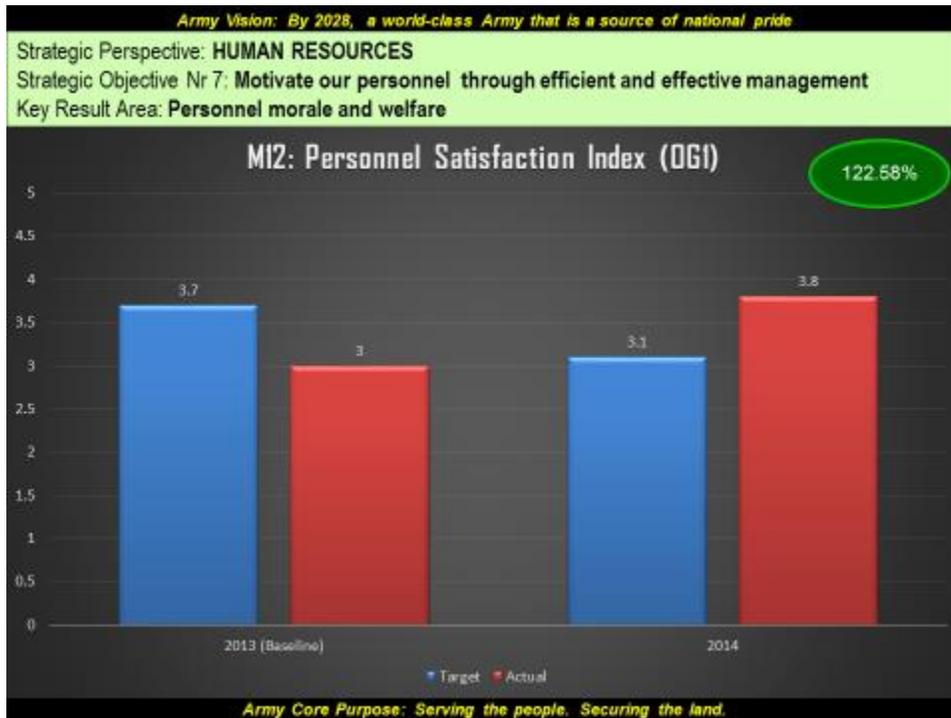
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5. Analysis: The Army failed to attain its target in CY 2014 due to the non-recruitment of personnel to fill the gap between the Authorized Troop Strength and the Table of Organization and Equipment and challenges on the proper placement, rationalization of ranks and responsive programming for individual training of the Command.

**N. Measure 12: Personnel Satisfaction Index**

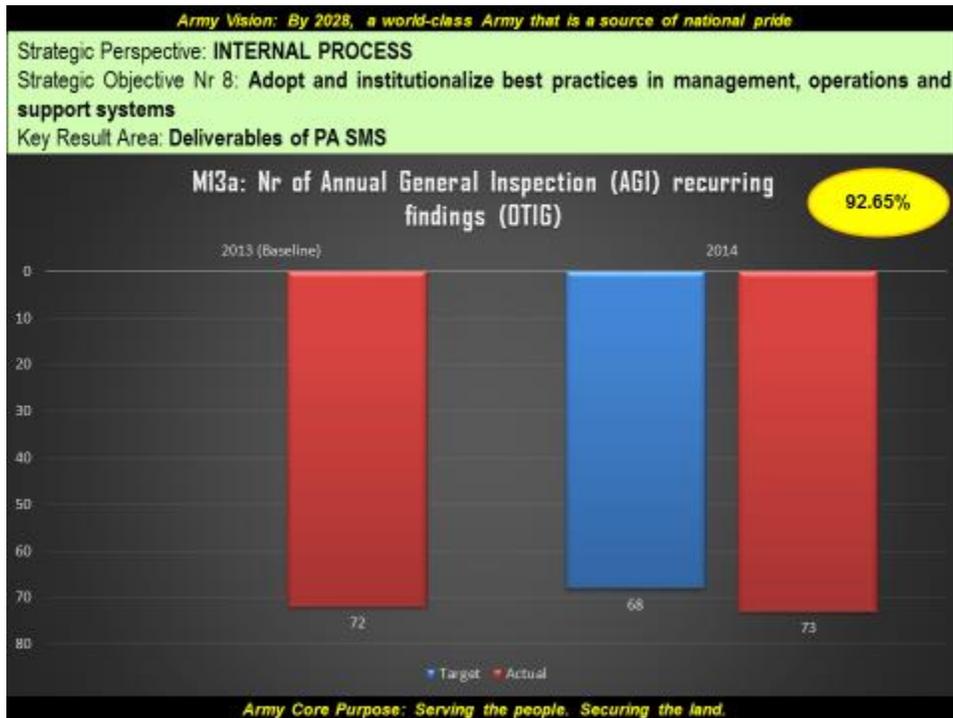
1. Measure Team/Owner: G1, PA
2. Measure Definition: This measure seeks to capture the Army personnel's level of satisfaction in terms of the following areas: awards and recognitions, compensations, non-monetary benefits, placements, promotions, and schoolings and trainings.
3. Current Score: 3.8
4. Success Rate: 122.58% (Green)



5. Analysis: Personnel Satisfaction is the contentment a personnel feels when a desire, expectation, or need is fulfilled. Thus, a higher Personnel Satisfaction Index (PSI) indicates personnel satisfaction and reflects the Command's commitment to motivate its personnel through efficient and effective management. The PA was able to exceed its target by attaining a PSI of 3.8 for CY 2014.

**O. Measure 13a: Number of Annual General Inspection (AGI) Recurring Findings (New Measure)**

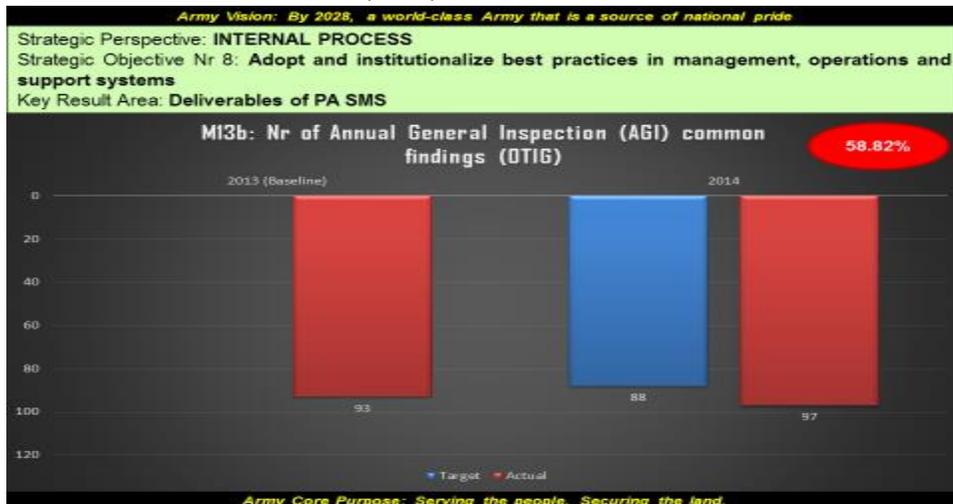
1. Measure Team/Owner: TIG, PA
2. Measure Definition: This measure reflects the commitment of the PA to institutionalize best practices in management, operations and support systems.
3. Current Score: 7
4. Success Rate: 92.65% (Yellow)



5. Analysis: Recurring findings are understood as defects that are repeatedly committed by PAMUs for at least two years. For CY 2014, the PA has 73 AGI recurring findings which fell short of its target of 68 findings. This denotes failure of some unit commanders to immediately correct deficiencies which may be overlooked when left unaddressed. Fast turn-over of commanders is another factor that leads to inaction especially when there is no proper turn-over and the hand over notes are incomplete.

**P. Measure 13b: Number of Annual General Inspection (AGI) Common Findings (New Measure)**

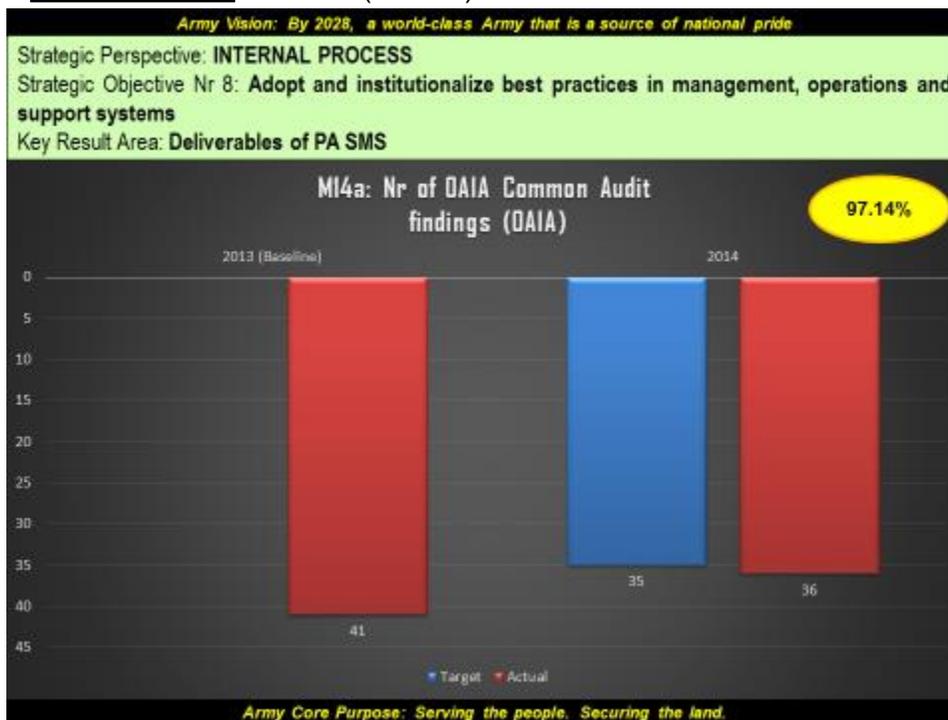
1. Measure Team/Owner: TIG, PA
2. Measure Definition: This measure reflects the commitment of the PA to institutionalize best practices in management, operations and support systems.
3. Current Score: 97
4. Success Rate: 58.82% (Red)



5. Analysis: For CY 2014, the Command set a target of at most 88 common findings but the Inspector General reported 96 defects that are common in nature. Notably, the excess 8 defects were new and different from those previously committed by other units. This indicates that this internal process was not uniformly institutionalized among unit commanders.

**Q. Measure 14a: Number of OAIA Common Audit Findings (New Measure)**

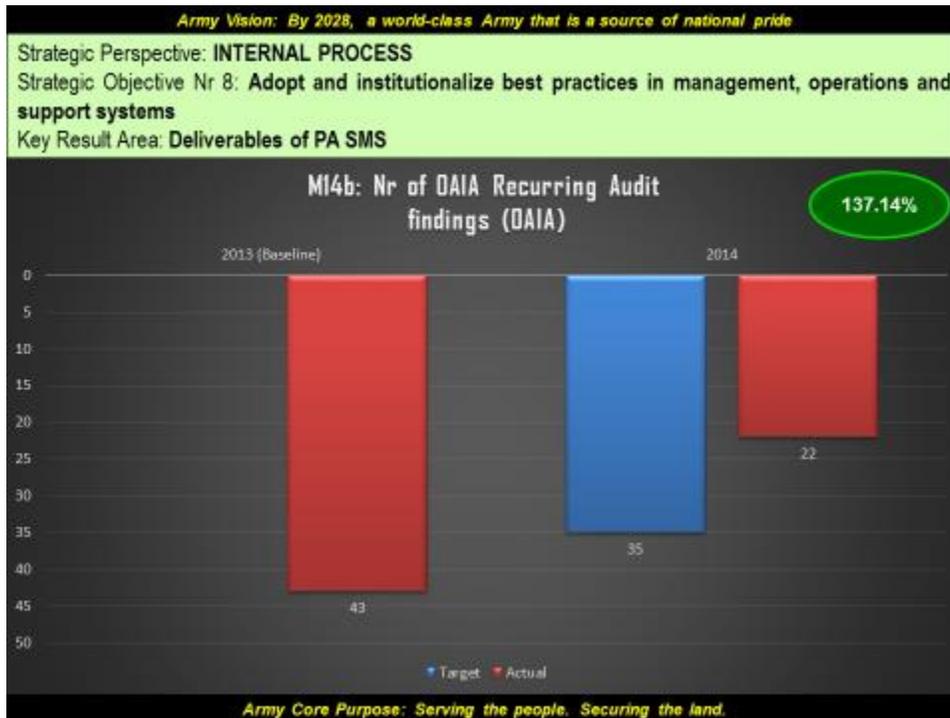
1. Measure Team/Owner: AIA, PA
2. Measure Definition: This measure reflects the commitment of the PA to institutionalize best practices in management, operations and support systems.
3. Current Score: 36
4. Success Rate: 97.14% (Yellow)



5. Analysis: The number of OAIA Common Audit findings are defects committed by at least two PAMUs in a particular year. For CY 2014, the Command set a target of 35 common audit findings and the result for the same period was 36. The slight increase in the number of Common Audit findings manifests that commanders and their concerned staff have not completely adhere to the prescribed audit policies and have not totally institutionalize the best practices in management, operations and support systems.

**R. Measure 14b: Number of OAIA Recurring Findings (New Measure)**

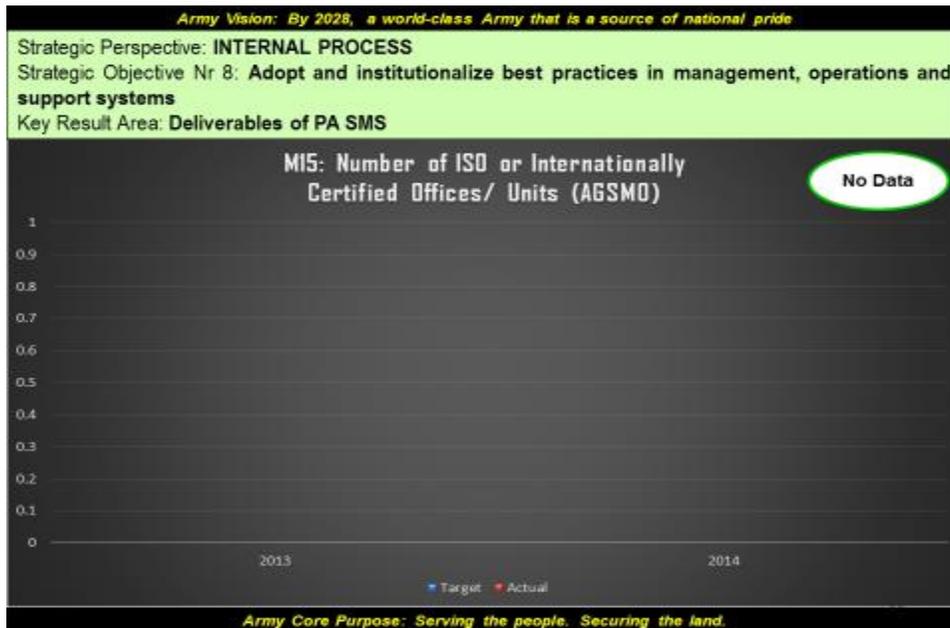
1. Measure Team/Owner: AIA, PA
2. Measure Definition: This measure reflects the commitment of the PA to institutionalize best practices in management, operations and support systems.
3. Current Score: 22
4. Success Rate: 137.14% (Green)



5. Analysis: The PA obtained a GREEN MARK for this measure by having only 22 recurring audit findings. This rating indicates the stronger commitment of the PA to institutionalize best practices in management, operations and support systems.

**S. Measure 15: Number of ISO or Internationally Certified Offices/ Units**

1. Measure Team/Owner: C, AGSMO
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: ND
4. Success Rate: ND

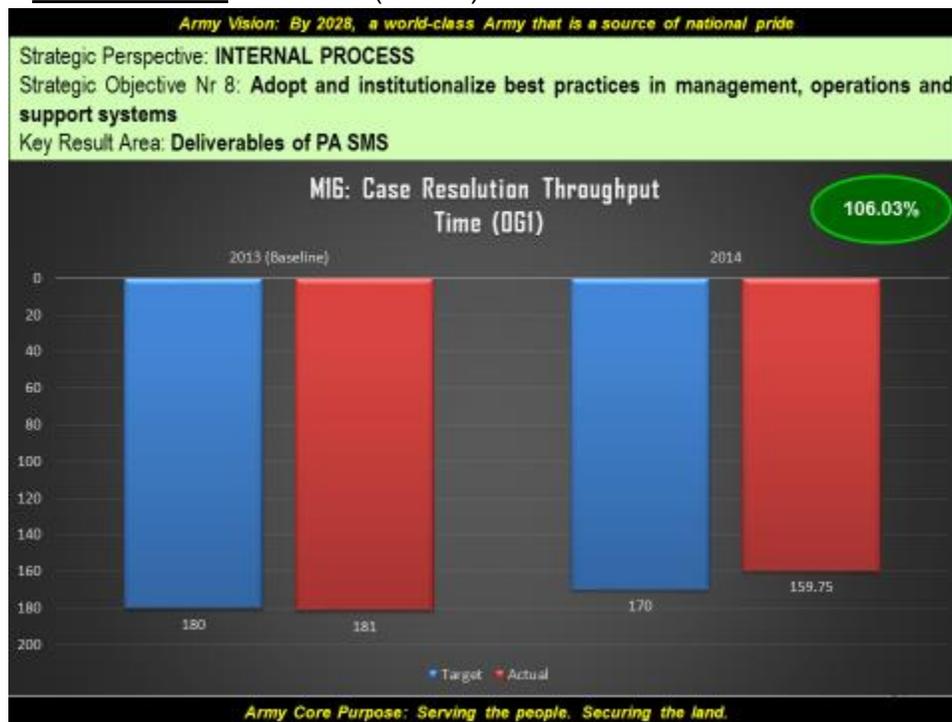


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5. Analysis: For the Philippine Army to transition to a world class Army, its systems and processes should conform to internationally accepted standards. In line with this, the Command seeks for the ISO certification of units critical to the key systems and processes of the PA. For the number of International Organization for Standardization (ISO)-certified offices or unit, there is no target for CY 2014, however, personnel from MFO have already undergone the Quality Management Seminar in the Development Academy of the Philippines (DAP), in preparation for ISO-certification this year.

**T. Measure 16: Case Resolution Throughput Time (New Measure)**

1. Measure Team/Owner: G1, PA
2. Measure Definition: This measures the effectiveness of the imposition of DLO through the resolution of cases filed before its legal offices. A reduction in the number of days it takes to resolve a case indicates a more effective and efficient DLO system.
3. Current Score: 159.75
4. Success Rate: 106.03% (Green)



5. Analysis: For CY 2014, the PA was able to exceed its target of 170 days by attaining 159.75 days for case resolution throughput time. This indicates the effectiveness of the imposition of DLO through the resolution of cases filed before its legal offices.

**U. Measure 17: Total Number of Enablers with R2 Readiness Condition (New Measure)**

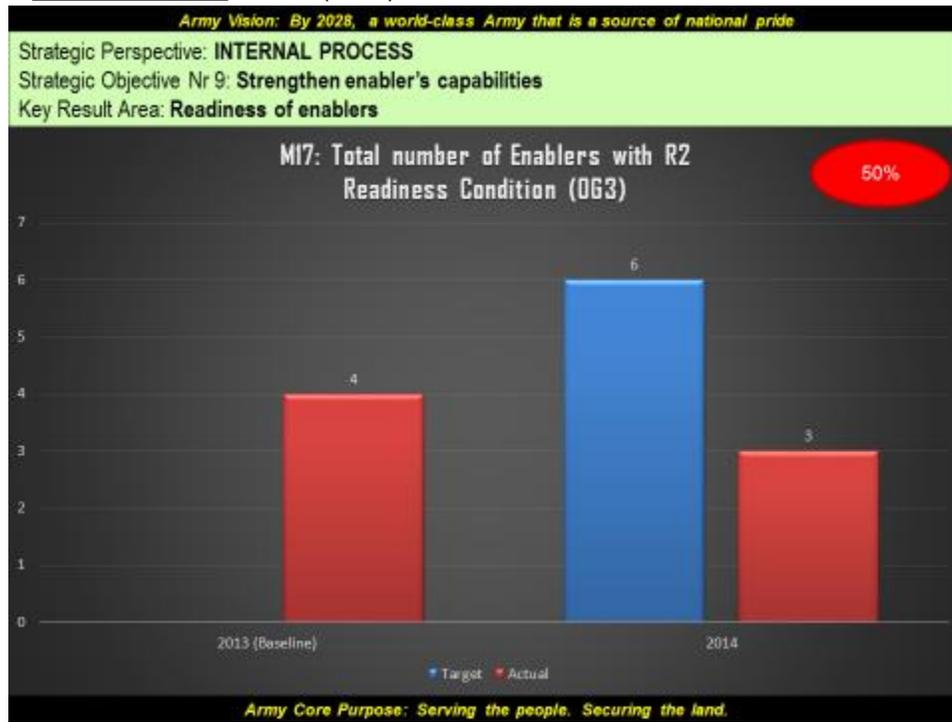
1. Measure Team/Owner: G3, PA

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2. Measure Definition: This measure aims to give paramount importance in increasing the readiness of the “enabler” units which comprises the factory. These units are responsible for the development, organization, training, equipping and sustaining the factory’s major final output which are the tactical battalions provided to the force employers.

3. Current Score: 3

4. Success Rate: 50% (Red)



5. Analysis: For CY 2014, only the Army Personnel Management Center (APMC), Finance Center (FCPA) and Intelligence and Security Group (ISG) were able to reach R2 (75-84%) readiness condition. The Command failed to meet its target due to the following:

- No recruitment beyond the ATS which has a substantial variance with the TOE. Priority of personnel fill-up were given to combat units in the national priority areas.
- Limited capital outlay funds to procure equipment and construction of mission-essential facilities.
- Priority of the equipment acquired through the CUP were given to combat units.

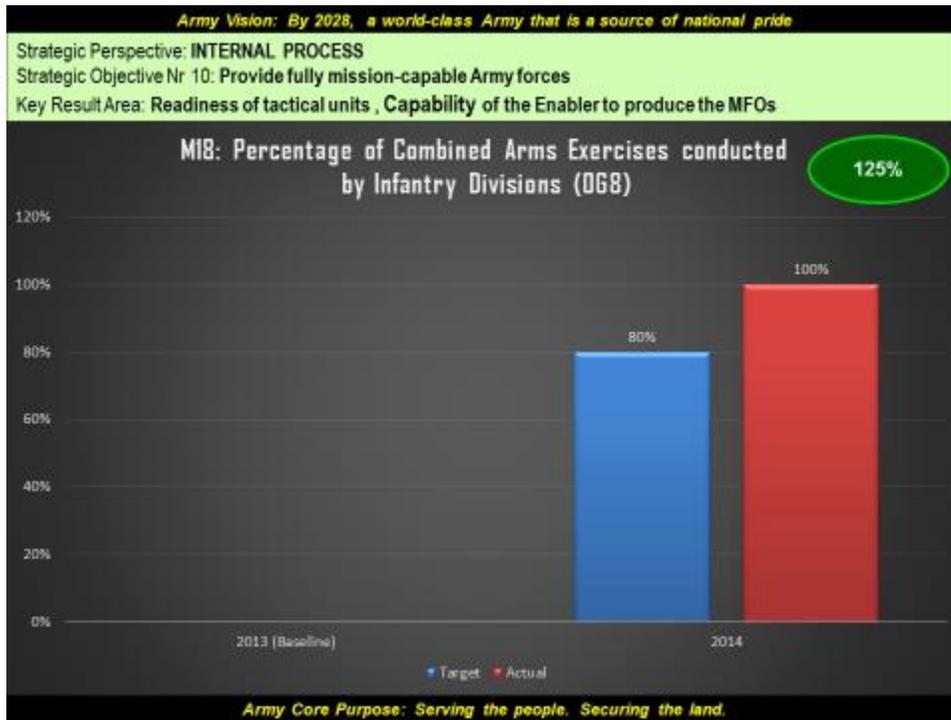
**V. Measure 18: Percentage of Combined Arms Exercises conducted by Infantry Divisions(New Measure)**

1. Measure Team/Owner: G8, PA

2. Measure Definition: The measure quantifies the compliance of Infantry Divisions to conduct Combined Arms Exercises.

3. Current Score: 100%

4. Success Rate: 125% (Green)



5. Analysis: For CY 2014, each Infantry Divisions were able to conduct one Combined Arms Exercise each as programmed resulting to a 100% accomplishment which is beyond the 80% target of the Command. The design of the combined arms exercises was completed with the promulgation of Training Exercise Manual (PAM 8-03) on 21 May 2014 which provides the design of combined arms exercise while the Combined Arms Planning and Execution System Manual is programmed for development this year.

**W. M19: Average % of effective strength of Tactical Bns that can be mobilized within 1 hr as dictated by higher authorities (New Measure)**

1. Measure Team/Owner: G1, PA
2. Measure Definition: This measure reflects the unit's ability to be mobilized within the prescribed period dictated by higher authorities. Ineffective refers to those personnel who are on schooling, hospitalized, or authorized absences (leaves). Units are only authorized up to 10% of their strength as ineffective.
3. Current Score: 90%
4. Success Rate: 100% (Green)

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5. Analysis: Consistent with the Command's policy, the PA attained its target of 90% for the average percentage of effective strength of Tactical Bns that can be mobilized within one hour.

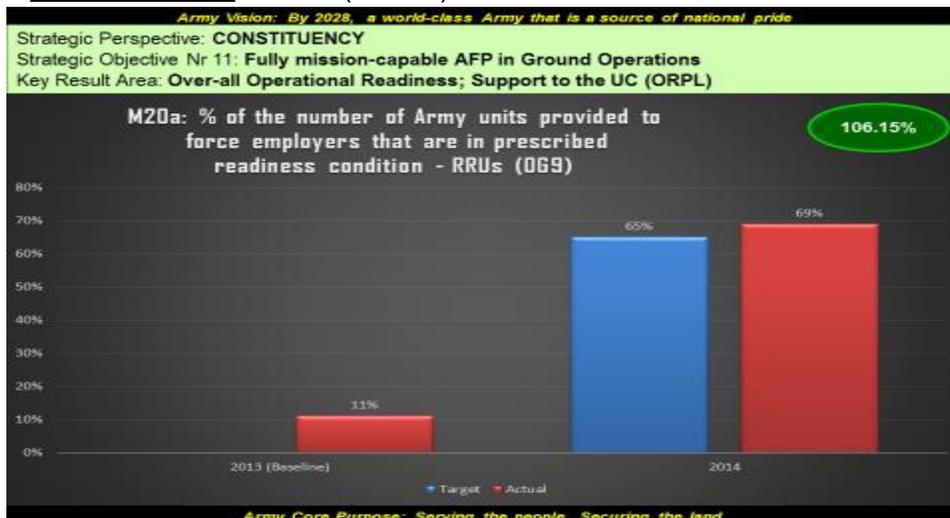
**X. M20a: % of Army units provided to force employers that are in prescribed readiness condition (New Measure)**

1. Measure Team/Owner: G9, PA

2. Measure Definition: This measure reflects the capability of the PA to supply ready reserve units that are capable of executing and accomplishing their designated missions at a readiness level consistent with the mission requirements of the force employers.

3. Current Score: 69%

4. Success Rate: 106.15 (Green)

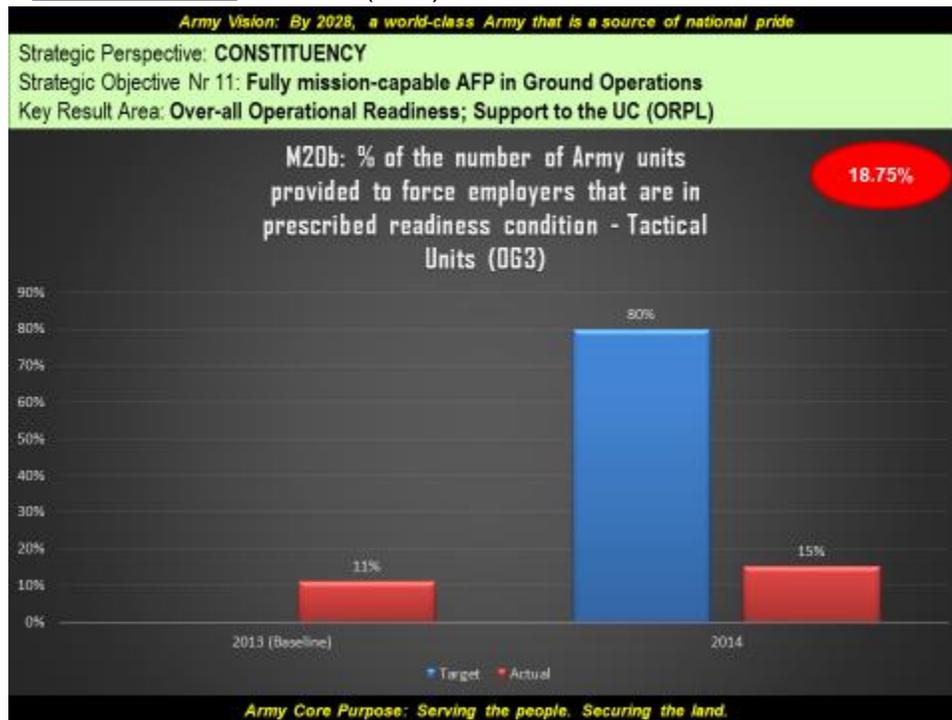


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5. Analysis: As force providers, the Philippine Army's mission is to develop, organize, and train its reserve component to augment the active component not only in times of war or national emergency but also to meet local emergencies in support to the AFP's mission. At present, the readiness of RRUs is measured through personnel fill-up (Actual Fill-up/TOE) and training for both unit and individual (50% individual + 50% unit trainings). For CY 2014, the Command was able to exceed its target by attaining 69% (R3) readiness status as compared to its year-end target of 65%.

**Y. M20b: % of the number of Army units provided to force employers that in prescribed readiness condition (New Measure)**

1. Measure Team/Owner: G3, PA
2. Measure Definition: This measure reflects the capability of the PA to supply tactical units that are capable of executing and accomplishing their designated missions at a readiness level consistent with the mission requirements of the force employers.
3. Current Score: 15%
4. Success Rate: 18.75% (Red)



5. Analysis: This new measure sets a target of 80% of the 176 tactical units provided to force employers in CY 2013 are in R2 (75%-84%) readiness condition. In 2013, the Command has a baseline of 24 out of the 176 units or 13.6% are in R2 readiness condition. In CY 2014, the Command has 27 out of the 176 units or 15.3% in R2 readiness condition. The failure of the Command to meet its target was due to the following:

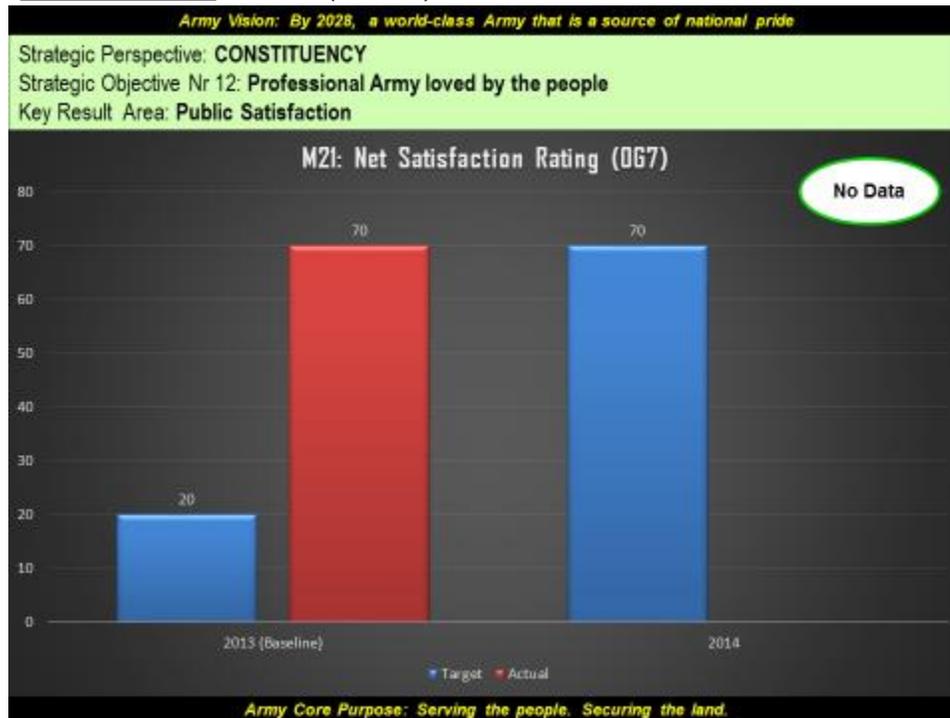
- No recruitment of additional personnel per ATS; hence, no change in the troop strength of units except those that underwent BOE program.
- Delayed implementation of training program and the formula in computing for training needs to be resolved.

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- Limited capital outlay funds to procure equipment and construction of mission-essential facilities.
- Acquired items through the CUP did not significantly increase the equipment readiness of units.

**Z. M21: Net Satisfaction Rating**

1. Measure Team/Owner: G7, PA
2. Measure Definition: The Net Satisfaction Rating will monitor the level of perceived satisfaction the general public has on the PA relative to its mandate.
3. Current Score: 70
4. Success Rate: 100% (Green)



5. Analysis: Similar to the NTR, the Net Satisfaction Rating was also one of the measures identified when the Army scorecard s2010 was crafted. However, the PA was able to measure the NSR only in 2013 through a third party that conducted the survey to come up with the data. The data for the CY 2013 Net Satisfaction Rating of the Army was reported to the PA last March 2014, and it showed a +70 NSR for the PA, exceeding its 2013 target of +20. The Command adopted the +70 rating as target for the next survey this year.

**V. Summary of Results**

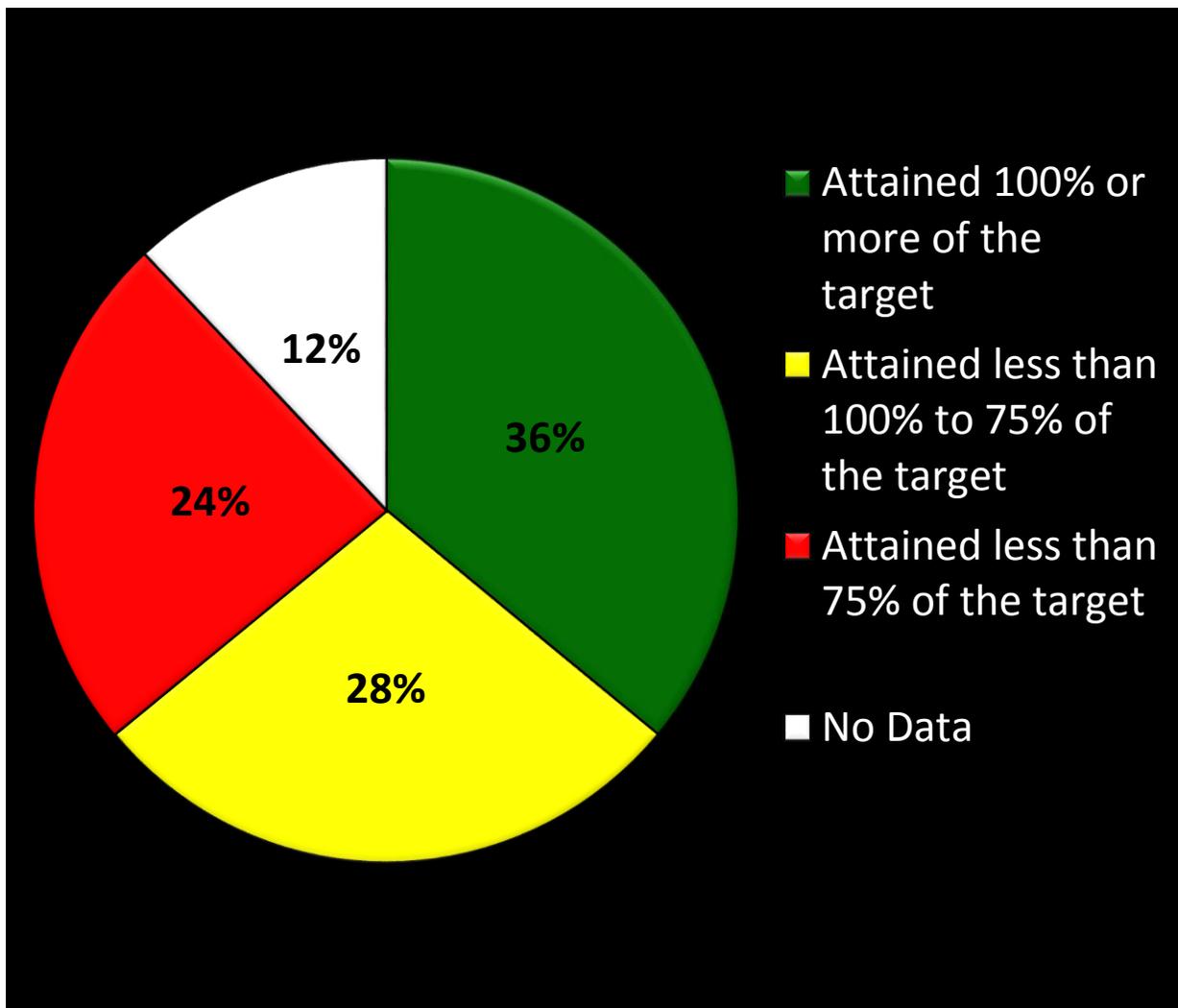
Overall, 9 or 36% of the measures have attained or exceeded their year-end targets, obtaining a green rating. 8 or 28% of the measures almost attained their targets, therefore earning a yellow rating. While, 6 or 23% of the measures fell short of their targets which resulted a red rating. 3 or 11% of the measures have no available data.

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<p align="center"><b>Green</b> (Attained 100% or more of the target)</p>	<p align="center"><b>Yellow</b> (Attained less than 100% to 75% of the target)</p>	<p align="center"><b>Red</b> (Attained less than 75% of the target)</p>	<p align="center"><b>White</b> (No Data)</p>
<ul style="list-style-type: none"> <li>• M2: Percentage of Completed IDSE Activities aligned with the Capability Development Program (CDP)</li> <li>• M3: Number of Completed projects/activities with key stakeholders</li> <li>• M4: Percentage of Variance of Forward Estimates and Actual Appropriations</li> <li>• M12: Personnel Satisfaction Index</li> <li>• M14b: Number of OAIA Recurring Findings</li> <li>• M16: Case Resolution Throughput Time</li> <li>• M18: Percentage of Combined Arms Exercises conducted by Infantry Divisions</li> <li>• M19: Average % of effective strength of Tactical Bns that can be mobilized within 1</li> </ul>	<ul style="list-style-type: none"> <li>• M5a: Absorptive Capacity</li> <li>• M5c: Cash Utilization Rate</li> <li>• M6: Logistics Performance Index</li> <li>• M8: Quality Recruit Index</li> <li>• M9: Percentage of personnel meted with less grave and grave penalties</li> <li>• M10: M10: Percentage of Army Strength with personal scorecard</li> <li>• M13a: Nr of Annual General Inspection (AGI) recurring findings</li> <li>• M14a: Nr of OAIA Common Findings</li> </ul>	<ul style="list-style-type: none"> <li>• M5b: Program Change from approved APB</li> <li>• M7: Forced Attrition Rate</li> <li>• M11: Personnel Readiness</li> <li>• M13b: Nr of Annual General Inspection (AGI) common findings</li> <li>• M17: Total number of Enablers with R2 Readiness Condition</li> <li>• M20b: % of the number of Army units provided to force employers that are in prescribed readiness condition - Tactical Units</li> </ul>	<ul style="list-style-type: none"> <li>• M1: Net Trust Rating</li> <li>• M15: Number of ISO or Internationally Certified Offices/ Units</li> <li>• M21: Net Satisfaction Rating</li> </ul>

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<p>hr as dictated by higher authorities</p> <ul style="list-style-type: none"><li>• M20a: % of Army units provided to force employers that are in prescribed readiness condition</li></ul>			
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## **VI. Comparative Analysis**

### a) For CY 2012

i. On Constituency perspective, we have a high satisfaction rating, but fell short of meeting its targets for the overall operational readiness.

ii. On Internal Processes perspective, we actively support nation-building with an NCBI of 68% (2013 baseline), however we fell short of our target to excel in ground operations (combat effectiveness and unit performance evaluation rating). On building and modernizing our mission-essential capabilities, we performed fairly well in unit training; maintained our equipment well; but we failed in our efficiency and effectiveness in developing our doctrine; and in having our targeted units/offices be ISO-certified.

iii. On Human Resource perspective, we have satisfied our personnel in terms of management but we failed to recruit and retain the best and the brightest. We fared well in individual training but we failed in our DLO targets.

iv. On Finance and Logistics perspective, we have a high program implementation rate, absorptive capacity, logistics performance but we have incurred considerable number of adverse COA findings.

v. On stakeholder support perspective, we succeeded in engaging our key stakeholders and we have developed and communicated a brand image consistent with the Army's core values of honor, patriotism and duty.

vi. Overall, for CY 2012, seven (7) out of the twenty-five (25) measures or 28% fell significantly short of their targets, two (2) of which have no data. As a result, these were given red ratings. On the other hand, falling just below expected targets are fifteen (15) or 60% of the performance indicators, which were rated yellow. Lastly, three (3) or 12% met or exceeded the set targets, earning a green mark each.

### b) For CY 2013

For CY 2013, on the other hand, thirteen (13) out of twenty-five (25) measures or 52% attained or even exceeded their set targets. Eight (8) measures or 32% have attained 75% - 99% of their targets. Three (3) measures or 12% have failed to meet at least 74% of their targets, while one (1) measure still had no available data.

### c) For CY 2014

i. On Stakeholder Support, we have no data for the net satisfaction rating since the next survey will only be conducted this year as recommended by the third party. For the IDSE activities and the completed projects with stakeholders, we were able to exceed our targets.

ii. On Finance and Logistics, we have a high Logistics Performance Index. We also have a high accomplishment rate in the Percentage Variance of Forward Estimates and Actual Appropriation. However, we incurred a lot of Program Change in APB in response to the changes in the operational environment and failed to meet our target for Absorptive Capacity and Cash Utilization Rate.

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iii. On Human Resource Perspective, we have a high accomplishment on Personnel Satisfaction Index, but we failed in our targets in Forced Attrition Rate, QRI, DLO, Personal Scorecard and Personnel Readiness.

iv. On Internal Processes, we failed to meet our targets for the AGI Common and Recurring Findings, OAIA Common Audit Findings, Total number of Enablers with R2 Readiness Condition and Effective Strength. However, we attained our target for AIA recurring findings Combined Arms Exercises Conducted by Infantry Divisions and Case Resolution Throughput Time. For the number of ISO Certified Offices we have yet to give financial operations certified.

v. On the Constituency perspective, we were able to attain our target for the percentage of the number of reserve units provided to force employers that are in the prescribed readiness condition, but failed on the accomplishment of our target for the percentage of the number of tactical units provided to force employers that are in the prescribed readiness condition. For the Net Satisfaction Rating, the survey will be conducted this year.