



# PUBLIC SAFETY MUTUAL BENEFIT FUND, INC.

Resolution No. 2022 – 45

## APPROVAL OF THE TIER 1 BALANCED SCORECARD

**Whereas**, the 3-Tier Strategic Plan of PSMBFI was approved through Board Resolution No. 2021-132 wherein Tier 1 is organization-wide or on a strategic level; Tier 2 is on departmental level or the tactical plan; and Tier 3 is on individual level or the operational plan;

**Whereas**, the 3-Tier format provides separation of strategic and operational plans as well as metrics that will provide clarity on goals;

**Whereas**, the balanced scorecard begins when Tier 1 scorecard is created by the top management for approval of the Board. Once approved, it will be cascaded to the managers who will then need to come up with the Tier 2 scorecard for approval of the top management. Tier 3 will be at the individual level scorecards to be reviewed and approved by the middle managers;

**Whereas**, Management developed the Tier 1 Balanced Scorecard measures and targets based on the four objectives of the Strategic Plan, which are, Financial Perspective, Customer Perspective, Internal Process, and Organizational Capacity. The measures and targets were presented for approval of the Board through the Governance Committee and the Executive Committee;

**Whereas**, during the regular meeting of the Board of Trustees on 31 March 2022, the Board approved the Tier 1 Balanced Scorecard;

**Now, therefore, be it resolved, as it is hereby resolved**, that the Board approves Tier 1 Balanced Scorecard measures and targets hereto attached;

**Be it resolved further**, that copies of this Resolution be furnished to the Chairman and the Vice Chairman of the Board of Trustees, the President and the PSMBFI Management for reference and information.

Done in San Juan City this 31<sup>st</sup> day of March 2022.

DIR ISRAEL EPHRAIM DICKSON  
Chairman

DIR MARIO A AVENIDO  
Vice Chairman

ATTY JOEL NAPOLEON M CORONEL  
President

DIR JOSE MELENCIO NARTATEZ JR  
Treasurer

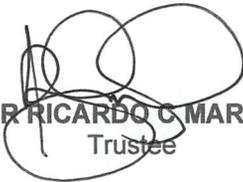
DIR LOUIE S MAKILAN  
Assistant Treasurer



# PUBLIC SAFETY MUTUAL BENEFIT FUND, INC.

Resolution No. 2022 – 45

## APPROVAL OF THE TIER 1 BALANCED SCORECARD

  
DIR RICARDO C MARQUEZ  
Trustee

  
DIR JUANITO B VANO JR  
Trustee

  
DIR HERMINIO STADEO JR  
Trustee

  
DIR ARMANDO E RAMOLETE  
Trustee

  
DIR GREGORIO N LIM  
Trustee

  
DIR RAYLAND L MALENAB  
Trustee

  
DIR CESAR HAWTHORNE R BINAG  
Trustee

  
DIR WALTER E CASTILLEJOS  
Trustee

  
DIR FERDINAND O DIVINA  
Trustee

  
DIR LEONARDO D.G. DATUIN  
Trustee

Attested by:

  
ATTY CATHERINE E TAMAYO  
Corporate Secretary



# PUBLIC SAFETY MUTUAL BENEFIT FUND, INC.

## Resolution No. 2022 – 132

### APPROVAL OF THE TIER 1 BALANCED SORECARD

**Whereas**, the 3-Tier Strategic Plan of PSMBFI was approved through Board Resolution No. 2021-132 wherein Tier 1 is organization-wide or on a strategic level; Tier 2 is on departmental level or the tactical plan; and Tier 3 is on individual level or the operational plan;

**Whereas**, in the Special Meeting of the Board of Trustees on 19 October 2022, the Top Management presented to the Board including the results of the Competitive and SWOT Analyses, and the following proposed changes to the Tier 1 Balanced Scorecard (BSC) for CY 2023:

- Replace the measure for PNP recruits from the total number of new members based on PNP quota to % of actual PNP recruitment (i.e., PNP who took oath during the year);
- Replace the measures for the recruitment of members from other partner agencies from absolute values per agency to the total minimum sustainability level of membership to be achieved in three years;
- Retain loan production as a measure and introduce gross interest income as an additional measure;
- Replace the measure on MER/MBIEV disbursement rate to MER/MBIEV Annual Payout;
- Increase member retention rate target from 97% to 97.5%; and
- Reduce the TAT target for the release of full death claims to 30 calendar days from receipt of complete documentary requirements.

**Whereas**, after thorough evaluation of the proposed Tier 1 Balanced Scorecard for CY2023, the Board approved the Tier 1 Balanced scorecard based on for perspectives: Financial, Customer, Internal Processes, and Operational Capacity;

**Now, therefore, be it resolved, as it is hereby resolved**, that the Board approves the Tier 1 Balanced Scorecard of PSMBFI for CY 2023 as follows:

Strategic Objectives		Measures	Targets	Initiatives
Financial	To increase revenue	Recruitment rate	91% of actual PNP recruitment	Sales initiatives
			896 for Get-Members	Marketing strategies
			4,048 in three years from partner agencies	Study on the use of Agents
		Loan Production	2 billion	Loans production activities
	Gross interest income on loan production	1,023,110,045.00	Loans production activities	
	To improve collections	past due ratio	10%	Loans generation and collection activities Collaboration with the PNP on the implementation of PDLIS
	To manage costs	budget utilization rate	90% to 100%	Status of budget report



**Resolution No. 2022 – 132**

**APPROVAL OF THE TIER 1 BALANCED SORECARD**

Strategic Objectives		Measures	Targets	Initiatives
Customer	To improve the member experience	CSAT score	85% CSAT score	Market research project
				TAT improvement project
	To improve the member experience	Member retention rate	97.50%	Implementation of new CSAT surveys
				Market research project
			TAT improvement project	
			IT modernization project	

Strategic Objectives		Measures	Targets	Initiatives
Internal Process	To improve processes	turn around time for	- 24 hours for cash advance	TAT improvement project
		- partial payment	- 30 calendar days for full death claims from receipt of complete documentary requirements	IT modernization project
		- full death claims	- 33 calendar days for REV	
		- return of equity value	- 24 hours until check release for loans	
		- loans check release		
	To comply with obligations towards members	MER/MBIEV Annual Payout	Roll out of the Annual Payout	

Strategic Objectives		Measures	Targets
Organizational Capacity	Knowledge / Resources	To continue building organizational capacity and improve employee competency	Training completion percentage rate % completion of the competency framework
	Culture	To develop and institute positive organizational culture	80% target enrollees per department
	Engagement	To keep productive and talented workers and reduce employee turnover	% Completion of change management activities
	Infrastructure	To improve company processes	Employee Retention
			100% completion
			95% employee retention
			% completion of the IT Modernization Project
			Go Live by 2023



# PUBLIC SAFETY MUTUAL BENEFIT FUND, INC.

Resolution No. 2022 – 132

## APPROVAL OF THE TIER 1 BALANCED SORECARD

Be it resolved further, that copies of this Resolution be furnished the Chairman and the Vice Chairman of the Board of Trustees, the President and the PSMBFI Management for reference and information.

Done in El Nido, Palawan, Philippines, this 19<sup>th</sup> day of October 2022.

  
DIR BENJAMIN D SANTOS JR  
Chairman

  
DIR MARIO A AVENIDO  
Vice Chairman

  
ATTY JOEL NAPOLEON M CORONEL  
President

  
DIR LOUIE S MAKILAN  
Assistant Treasurer

  
DIR RICARDO C MARQUEZ  
Trustee

  
DIR JUANITO B VAÑO JR  
Trustee

  
DIR HERMILO S TADEO JR  
Trustee

  
DIR ROBERT T RODRIGUEZ  
Trustee

  
DIR BENIGNO B DURANA JR  
Trustee

  
DIR GREGORIO N LIM  
Trustee

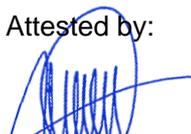
  
DIR DONNA N VILLAREAL  
Trustee

  
DIR PORTIA B MANALAD  
Trustee

  
DIR WALTER E CASTILLEJOS  
Trustee

  
DIR FERDINAND O DIVINA  
Trustee

Attested by:

  
ATTY CATHERINE E TAMAYO  
Corporate Secretary