



- 4. Strategic Performance Management System (SPMS).** — The success and attainment of PCSO's mission and targets shall be the shared responsibility of the Board, Management, all officers and employees of the agency. For this reason, PCSO shall adopt and implement a target-based performance evaluation system for all its officers and employees in the first to second level, regardless of rank or status.

Consistent with Civil Service Commission (CSC) Memorandum Circular No. 6, series of 2012, the PCSO Strategic Performance Management System (SPMS)³ shall be adopted and implemented by January 2015. The SPMS aims to align individual performance towards the attainment of the agency's mission, performance targets and commitments with the GCG and other oversight bodies. The SPMS shall likewise be the basis of officers and employees reward programs (merit and incentive system) including entitlement to Performance Based Bonus (PBB) and promotion/s.

- 5. Continuous improvement of products and services thru provision for customer and/or stakeholder feedback mechanism.** — The primary business of PCSO is gaming for public good. It is therefore critical to interact and communicate with customers to get the sense of what they want and if the products and/or services provided by PCSO met their expectations and/or needs. The more frequent, valuable, and genuine the agency's interactions and communications are, the more trust PCSO will build with its potential and existing client base. Thus, for competitive advantage, the following feedback mechanism shall be observed:

- 1. Regular conduct of customer satisfaction surveys.** — As far as practicable and on an annual basis, there shall be customer satisfaction surveys for all PCSO frontline services (i.e., winning ticket claims; remittance of lotto and sweepstakes sales; all medical and charitable services (IMAP, IPs, Endowment, request for cancer and dialysis treatment, etc.); request for ambulance; distribution of lotto supplies and paraphernalia; including regular sales and marketing surveys for games and the like.
- 2. Authority to engage 3rd party providers to conduct independent surveys including product, sales and market research.** — PCSO shall be authorized to engage the services of reputable and established third party service

³ Subject to the confirmation of the Civil Service Commission (CSC), the PCSO Board passed and approved the SPMS Guidelines under PCSO Board Resolution No. 331 s. 2014 per Secretary's Certificate dated July 23, 2014.



2016 PCSO MANUAL OF CORPORATE GOVERNANCE

providers to conduct product, market and customer research and satisfaction surveys, subject to availability of funds and the usual accounting and auditing laws, rules and regulation. These research and surveys aim to measure and analyze the business viability of all gaming products and/or validate the effective and efficient delivery of health, charitable and social services to the public in that the result thereof shall and must be considered in the agency's annual operational assessment /review and strategic corporate planning including the decision to retain or withdraw products or services which are not responsive to the needs of its clientele or stakeholders.

3. Other customer feedback mechanisms. —

1. Provision for a customer/stakeholder feedback page in the agency's official website: www.pcsso.gov.ph;
2. Publication of contact numbers and e-mails of key officers of the agency to encourage clientele and stakeholders to conveniently ventilate their opinion, , comments and report grievances thru fast and convenient channels such as face to face meetings, telephone, SMS, fax and e-mail;
3. Installation of suggestion boxes in conspicuous areas within PCSO Offices including Branch Offices;