

**JOHN HAY MANAGEMENT CORPORATION (JHMC)  
Validation Result of 2020 Performance Scorecard**

Component			Rating Scale	Target	Submission		GCG Validation		Supporting Documents	GCG Remarks		
Objective / Measure	Formula	Weight		2020	Actual	Rating	Score	Rating				
CUSTOMERS/STAKEHOLDERS/SOCIAL IMPACT	SO 1	John Hay as a Premier Tourist and Investment Destination										
	SM 1	Number of New Locators or Developmental Projects <sup>1</sup> Signed	Absolute number	10%	(Actual / Target) x Weight	4	7	10%	7	10%	<ul style="list-style-type: none"> <li>• Lease Agreements</li> <li>• Contracts of Lease</li> <li>• Permits to Operate</li> </ul>	Acceptable. Target exceeded.
	SM 2	Number of Jobs Generated in the JHSEZ	Total Number of Jobs Generated by Locators for the Year / 12 months	10%	All or Nothing	Establish Baseline	4,583	10%	Baseline of average 4,779 jobs generated established	10%	<ul style="list-style-type: none"> <li>• Summary on Employment Generation per Locator</li> <li>• Samples of the Employment</li> </ul>	The validated average of jobs generated for 2020 is based on the review of Locators' employment

<sup>1</sup> Pertains to projects which are designed to generate infrastructure and economic benefits to the JHSEZ.

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									Reports from the Locators	reports against the summary report.	
SM 3	Gross Sales of Business Enterprises within the JHSEZ	Actual amount	10%	(Actual / Target) x Weight	₱344.20 Million	₱608.25 Million	10%	₱608.25 Million	10%	<ul style="list-style-type: none"> <li>Summary of the Total Sales per Locator</li> <li>Locators' Monthly Sales Reports</li> </ul>	Acceptable. Target exceeded.
<b>SO 2</b>	<b>Ensure Sustainable Multiple Use of the Forest Watershed</b>										
SM 4	Compliance to National Ambient Air Quality Standards on Particulate Matter 10 (PM 10) within the JHSEZ	Number of tests which resulted in Good Air Quality (0-54 µg/NCM) / Total number of tests	10%	All or Nothing	100% of tests resulted in Good Air Quality	100% of tests resulted in Good Air Quality from sampling and monitoring tests conducted by 3 <sup>rd</sup> party provider on 29 November 2020 and 15 December 2020 at the Mile-Hi Center and Ayala Technohub area	10%	100% of tests resulted in Good Air Quality (2/2 readings resulted in Good Air Quality)	10%	<ul style="list-style-type: none"> <li>Results on Quarterly Ambient Air Quality Monitoring from the Third-Party Laboratory</li> </ul>	Acceptable. Due to the declaration of community quarantine, JHMC was only able to conduct two tests in 2020: 29 November 2020 and 15 December 2020 for two sites: Mile-Hi Center and Ayala Technohub.

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<b>SO 3 Enforce Efficient and Effective Regulation in JHSEZ and JHRA</b>												
SM 5	Percentage of Satisfied Customers	Number of respondents who rated at least Satisfactory / Total number of respondents	10%	(Actual / Target) x Weight  0% = If less than 80%	92%	85%	9.24%	85%	9.24%	<ul style="list-style-type: none"> <li>Final Report from Saint Louise College</li> <li>Samples of accomplished Survey Questionnaires</li> </ul>	JHMC utilized the questionnaire prescribed for the 2018-2019 CSS instead of the 2020 prescribed questionnaire. JHMC is reminded to ensure to utilize the new prescribed questionnaire for the conduct of its CSS.	
<b>Sub-total</b>		<b>50%</b>				<b>49.24%</b>			<b>49.24%</b>			
<b>SO 4 Increase JHMC Revenues to Attain Financial Viability</b>												
FINANCIAL	SM 6	Increase Internally Generated Revenue of JHMC	Actual amount	10%	All or Nothing	<u>Establish Baseline due to the COVID-19 Pandemic</u>	₱1.481 Million	0%	₱9.77 Million	10%	<ul style="list-style-type: none"> <li>Estate Performance Revenue / Expense Report (EPRER) as submitted to BCDA in a letter dated 03 May 2021</li> <li>BCDA Letter dated 23 August 2021 confirming the EPRER details</li> </ul>	Request to further recalibrate the target is <b>APPROVED</b> . Accordingly, the rating scale is also revised. Validated actual is based on the EPRER submitted to the BCDA and includes other revenues/ collections by JHMC. The breakdown of the validated

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Objective / Measure	Formula	Weight		2020	Actual	Rating	Score	Rating		
										actual is as follows: Regulatory Function – ₱1.64 Million CUSA Fees – ₱5.62 Million Historical Core and Liberty Loop Revenue – ₱1.16 Million Miscellaneous Income – ₱1.34 Million
SM 7	Zone Revenue Collection Efficiency (Includes Business Center for CUSA Collection)	Actual collection / Total Zone Revenue due for collection (both to exclude advance payments and penalties collected)	10%	$\frac{\text{Actual}}{\text{Target}} \times \text{Weight}$	<u>78%</u>	51.67%	0%	65.56%	8.41%	<ul style="list-style-type: none"> <li>Estate Performance Revenue / Expense Report (EPRER) as submitted to BCDA in a letter dated 03 May 2021</li> <li>BCDA Letter dated 23 August 2021 confirming the EPRER details</li> </ul> <p>Request to further recalibrate the target is <b>APPROVED WITH MODIFICATIONS</b>. Instead of the requested establish baseline, Governance Commission approved the previously proposed recalibrated target of 78%. While not supported by documents by the JHMC, the Governance Commission finds merit on the</p>

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Objective / Measure	Formula	Weight	2020	Actual	Rating	Score	Rating					
										<p>proposed revised figure based on data presented for SM 6. Accordingly, the rating scale is also revised to remove the minimum requirement.</p> <p>Validated accomplishment is based on EPRER submitted to BCDA; with actual collection of ₱61.89 Million out of projected collection of ₱94.40 Million</p>		
<b>Sub-total</b>		<b>20%</b>			<b>0%</b>		<b>18.41%</b>					
<b>INTERNAL PROCESS</b>	<b>SO 5 Improve Efficiency and Effectiveness of Processes</b>											
	SM 8	Issuance of ISO 14001 Environmental Management System	Actual accomplishment	5%	All or Nothing	Pass 2nd Year Surveillance Audit	Passed the 2nd Year Surveillance Audit conducted last 24 November 2020	5%	Passed the Surveillance Audit	5%	<ul style="list-style-type: none"> <li>• ISO 14001:2015 Surveillance Audit Report</li> <li>• Attestation Certificate</li> </ul>	Target met.
	SM 9	Percentage of Regulatory Permits for Business	Number of requests processed within	10%	$\frac{\text{Actual}}{\text{Target}} \times \text{Weight}$	100%	63% of requests processed within the	0%	68%	6.83%	<ul style="list-style-type: none"> <li>• Report from Special Economic Zone</li> </ul>	Based on the evaluation of the submissions, only 68%, or 138 out of

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Objective / Measure	Formula	Weight	2020	Actual	Rating	Score	Rating			
Enterprises Issued within Applicable Processing Time <sup>2</sup>	applicable processing time / Total number of requests received				applicable processing time <sup>3</sup>				Regulatory Information System (SEZRIS) for CEC, EP, and MP • Report for Permit to Operate (PTO) • Certifications/ Permits issued	202 applications were processed within the applicable time.  Request for the revision of the applicable processing time for the PTO is <b>DENIED</b> absent the revised Citizen's Charter. JHMC is reminded that the objective of the measure is to ensure GOCCs' compliance to Republic Act No. 11032.  However, in lieu of the requested revision of processing, the Governance Commission resolved to revise the rating system to remove the

<sup>2</sup> The applicable processing time for JHMC's services, including, but not limited to, the issuance of Certificate of Environmental Compliance, Annual Mechanical Engineer Permit, Electrical Engineer Permit, and Permit to Operate (New and Renewal), will depend on JHMC's compliance with Republic Act No. 11032, otherwise known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018. Processing time begins from the receipt of complete requirements and ends upon the issuance of the permit/certification.

<sup>3</sup> Total: 132/202 Regulatory Permits for Business Enterprises were issued within applicable processing time. 59/59 CECs were issued and processed within 14 working days; 31/31 Annual Mechanical Certificates of Operation and 39/39 Certificate of Annual Electrical Inspection were issued and processed within ten (10) working days; 3/3 new PTO applications within turnaround time and 0/70 PTOs were processed within 40 minutes for renewal from receipt of complete requirements up to issuance of official receipt.

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Objective / Measure	Formula	Weight	2020	Actual	Rating	Score	Rating					
										95% minimum threshold. Breakdown of the validation is presented under <b>Appendix A</b> .		
<b>Sub-total</b>		<b>15%</b>			<b>5%</b>		<b>11.83%</b>					
<b>LEARNING AND GROWTH</b>	<b>SO 6 Establish and Maintain the Quality Management System</b>											
	SM 10	ISO Certification for all Processes	Actual accomplishment	5%	All or Nothing	Pass 2nd Year Surveillance Audit	Passed the 2nd Year Surveillance Audit conducted last 25 November 2020	5%	Passed Surveillance Audit	5%	<ul style="list-style-type: none"> <li>ISO 9001:2015 Surveillance Audit Report</li> <li>Attestation Certificate</li> </ul>	Acceptable. ISO 9001:2015 with Certificate No. SCP000466Q with original date of certification on 21 March 2019 was issued to JHMC by SOCOTEC on 05 September 2019 with validity until 20 March 2022
	<b>SO 7 Improve Technology and Infrastructure</b>											
SM 11	Number of Processes Automated	Absolute number	5%	All or Nothing	Preliminary design, construction, and presentation of the prototype	Preliminary design and construction of the prototype of the EFMS has been presented to the JHMC-ICTD in December 2020	5%	Preliminary design and construction of the prototype of the EFMS has been presented to the JHMC-ICTD in 03	5%	<ul style="list-style-type: none"> <li>NOA, NTP, and Project Contract for the Consultancy Services</li> </ul>	Acceptable.	

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Objective / Measure	Formula	Weight		2020	Actual	Rating	Score	Rating			
							December 2020				
<b>SO 8 Improve Knowledge and Skills, Professionalism and Career Development</b>											
SM 12	Percentage of Employees Meeting Required Competencies	Total number of employees meeting required competencies / Total number of employees	5%	All or Nothing	Improve Competency Baseline of the Organization <sup>4</sup>	Improved Competency Baseline of the Organization	5%	Improved Competency Baseline of the Organization	5%	<ul style="list-style-type: none"> <li>Internal Memorandum on JHMC's Competency Assessment for 2020</li> <li>Competency Assessment Forms</li> <li>Competency Matrix</li> </ul>	Competency level for 2020 and 2019 are 1.00 and 0.9693, respectively. Thus, the improvement in competency level registered at 0.0307 from 2019 to 2020.
<b>Sub-total</b>		<b>15%</b>				<b>15%</b>		<b>15%</b>			
<b>TOTAL</b>		<b>100%</b>				<b>69.24%</b>		<b>94.48%</b>			

<sup>4</sup> Improvement in the competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

$$\frac{\sum_{b=1}^B \left[ \frac{\sum_{a=1}^A (\text{Actual Competency Level})_a}{A} \right]}{B}$$

where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled



**JOHN HAY MANAGEMENT CORPORATION (JHMC)**  
**Validation Result of SM 9: Percentage of Regulatory Permits for Business Enterprises Issued within Applicable Processing Time**  
**CY 2020**

PERMIT/ CERTIFICATION	APPLICABLE PROCESSING TIME*		WITHIN APPLICABLE PROCESSING TIME		BEYOND APPLICABLE PROCESSING TIME		TOTAL	
	01 JANUARY – 22 JULY 2020	23 JULY – 31 DECEMBER 2020	ACTUAL	%	ACTUAL	%	ACTUAL	%
Certificate of Environmental compliance (CEC)	14 working days (WDs)	15 WDs and 20 minutes**	59	29.21%	-	0.00%	59	29.21%
Annual Mechanical Certificates of Operation (MP)	10 WDs	20 WDs	28	13.86%	3	1.49%	31	15.35%
Certificate of Annual Electrical Inspection (EP)	10 WDs	20 WDs	32	15.84%	7	3.47%	39	19.31%
Permit to Operate (new)	10 hours	1 WD, 3 hours and 10 minutes	19	9.41%	54	26.73%	73	36.14%
Permit to Operate (renewal)	40 minutes	40 minutes						
<b>Grand Total</b>			<b>138</b>	<b>68.32%</b>	<b>64</b>	<b>31.68%</b>	<b>202</b>	<b>100.00%</b>

\* The updated Citizen's Charter was approved in July 2020.

\*\*9 WDs and 20 Minutes and 6 days margin for scheduling of inspection.