

**Republic of the Philippines
Office of the President**

JHMC

JOHN HAY MANAGEMENT CORPORATION

a member of The **BCDA** Group
Business Connectivity
Development Authority

**Harmonized CSM Report
2023 (1st Edition)**

Executive Summary

This Harmonized Client Satisfaction Measurement (CSM) Report for 2023 for John Hay Management Corporation (JHMC) is the response of the agency to the call of the Anti-Red Tape Authority (ARTA) to assess the overall satisfaction and perception of its clients on the services it provides based on its Citizens' Charter (CC). The report covers January to December 2023 and covers the entire area operated and maintained by the corporation.

Feedback was generated from both external and internal clients. External clients involved locators within the area, walk-in clients needing various services of the organization like event coordinators, tourists, and other stakeholders. The latter involved local government units (LGUs) and other locators requiring permits to bring out forest products or construction materials and/or equipment into the John Hay Special Economic Zone (JHSEZ). Internal sources were JHMC employees requiring various support services from JHMC operating units.

While the minimum sample size using ARTA guidelines was estimated to be 933 for the 93,330 transactions recorded for the year, the survey was able to solicit 1,233 responses from JHMC's clients. This covered 1,171 external services and 62 internal services for the period January to December 2023. This represents an overall response rate of 125.51%.

The CSM tool used was as prescribed by ARTA focusing on three questions on the CC (awareness, ease or difficulty in use, and helpfulness). Additionally, there were eight Service Quality Dimensions (SQDs) where the respondents' level of satisfaction was measured. These were: responsiveness, reliability, access and facilities, communication, costs, integrity, assurance, and outcome. The survey was done in both English and Tagalog using two modes. One was on-site or face-to-face mode through actual interviews, self-administered survey forms, or survey boxes at the JHMC Office or the tourist exit at the Historical Core. The second was remote mode through emails, telephone interviews, and online survey format through a QR code linked to Google Forms.

Most respondents identified themselves as citizens, most of whom were tourists visiting the Historical Core. More than half were male, and four-fifths were millennials. Almost one-half were Cordillerans.

Significantly, more than half were aware of a CC and also the JHMC CC. Almost two-thirds found it easy or somewhat easy to see the JHMC CC. More than three-fourths considered the JHMC CC as helpful or somewhat helpful.

External clients rated JHMC 94.38% or Very Satisfactory while internal clients gave the office rating of 96.80%, or Outstanding. Overall, JHMC obtained a rating of 94.50% or Very Satisfactory.

The level of satisfaction with JHMC services in terms of the eight Service Quality Dimensions showed a rating of 93.16% or Very Satisfactory. The SQD Assurance received an Outstanding rating (95.45%), while Communication was Satisfactory (89.90%).

In terms of operating units, most of the offices received an Outstanding rating with scores ranging from 96.67% to 100.0%. These offices, however, had only one to 30 respondents. The office having the greatest number of respondents was the Finance Services Department. It had 806 respondents and was rated Very Satisfactory (94.42%) for the services it provided. On the other hand, internal services received an average rating of 96.80% or Outstanding.

On the results of the agency action plan for FY 2022, all recommendations were favorably acted upon by JHMC. The continuous agency improvement plan for FY 2024 based on respondents' comments and suggestions revolved around enhanced visibility of the JHMC CC, improved services, systems, and facilities, and enhancement of services of the operating units with low ratings.

Further, some improvements are necessary to the JHMC client satisfaction measurement for greater efficiency and effectiveness. Finally, a system of monitoring and evaluating the implementation of CY 2023 and CY 2022 JHMC Continuous Improvement Plans is recommended.

ABBREVIATIONS AND ACRONYMS

ARTA	Anti-Red Tape Authority
ASD	Administrative Services Department
BARMM	Bangsamoro Autonomous Region of Muslim Mindanao
BCDA	Bases Conversion and Development Authority
CALABARZON	Cavite, Laguna, Batangas, Rizal, Quezon
CAR	Cordillera Administrative Region
CC	Citizens Charter
CCTV	Closed Circuit Television
CEC	Certificate of Environment Compliance
COC	Certificate of Coverage
CF	Confidence Level
CY	Calendar Year
CSM	Client Satisfaction Measurement
EAMD	Environment and Asset Management Department
EO	Executive Order
FY	Fiscal Year
G2B	Government-to-Business
G2C	Government-to-Citizens
G2G	Government-to-Government
GCG	Governance Commission for GOCCs
GOCC	Government-Owned and Controlled Corporation
GSD	General Services Division
ICT	Information Communication Technology
IRR	Implementing Rules and Regulations
JHDC	John Hay Development Corporation
JHMC	John Hay Management Corporation
JHSEZ	John Hay Special Economic Zone
JHSTEZ	John Hay Special Tourism Economic Zone
JPDC	John Hay Poro Point Development Corporation
LPF	Local Purchase Form
MIMAROPA	Mindoro, Marinduque, Romblon, Palawan
NCR	National Capital Region
MOE	Margin of Error
LGUs	Local Government Units
OSAC	One Stop Actin Center
PCEO	President and Chief Executive Officer
PEZA	Philippine Economic Zone Authority
PPMC	Poro Point Management Corporation
PTO	Permit to Operate
PWD	Persons with Disability
QR	Quick Response
RA	Republic Act

SEZ	Special Economic Zone
SEZAD	Special Economic Zone Administration Department
SEZRIS	Special Economic Zone Regulatory Information System
SOCCSKSARGEN	South Cotabato, Cotabato, Sultan Kudarat, Sarangani, General Santos
SQDs	Service Quality Dimensions
SMS	Short Messaging Service
SUCs	State Universities and Colleges
TPTO	Temporary Permit to Operate
VPCOO	Vice President and Chief Operating Officer
U.S.	United States

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I. Overview

A. John Hay Management Corporation

The John Hay Management Corporation (JHMC) is a Government-Owned and Controlled Corporation (GOCC) and a subsidiary of the Bases Conversion and Development Authority (BCDA) which took over the management of the John Hay Air Station, a former U.S. rest and recreation facility, as provided by Presidential Proclamation No. 198 on June 29, 1993.

The facility was later named Camp John Hay and declared for tourism, human resource development center, and multiple-use forest watershed reservation. In the same year, through Executive Order (EO) No.103, the BCDA was provided its operating and implementing arm in the John Hay Development Corporation (JHDC) which was tasked to manage Camp John Hay. The JHDC was mandated to develop, manage, lease, and operate all establishments and facilities within the camp. This EO was amended by EO 31 series of 1994 which created the John Hay Poro Point Development Corporation (JPDC) and expanded the JHDC's scope of responsibility to cover the former Wallace Air Station in Poro Point, La Union.

Again in 1994, the John Hay Special Economic Zone (JHSEZ) was created through Proclamation No. 420 which designated the portion of land occupied by the former Camp John Hay Reservation. The objective of this was to lease out certain portions of the land to develop the leased property into a wholesome family-oriented public tourism complex, multiple uses of forest watershed, and a human resource development center. Finally, in 2002, the EO 132 was issued renaming the JPDC as the John Hay Management Corporation (JHMC), while the Poro Point Management Corporation (PPMC) was created to oversee the development of the Poro Point Special Economic and Freeport Zone.

At present, the JHMC continues to carry its mandate of monitoring the development within Camp John Hay and enforcing the Implementing Rules and Regulations of the JHSEZ, while ensuring the preservation of the reservation areas and regulating the development of the unleased areas.

As administrator of the JHSEZ and steward of its forest reservation, the corporation is guided by a vision that “by 2040 , JHMC shall have transformed and developed Camp John Hay into a premier, sustainable, safe and enjoyable tourism destination in the North with preserved historical and cultural sites, promoting investments through innovative approaches, with improved economic opportunities and gender-responsive quality services while protecting the environment.” It commits to a mission that “as the steward of Camp John Hay, JHMC develops the estate into a premier tourist destination, continuously contributing to the economic growth and sustainable use and preservation of the forest watershed, with efficient and effective regulations.” Relatedly, it is committed to providing excellent, efficient, and responsive services towards stakeholder’s satisfaction.

Camp John Hay is a popular destination for tourists who visit the Historical Core, a living museum that showcases the history of the camp. This area which the JHMC manages features the Bell House Museum and Bell Amphitheater, the History Trail, a two-kilometer path that cuts through a pine forest, and the Cemetery of Negativism, which is believed to serve as a burial ground for negative thoughts.

B. The Client Satisfaction Measurement (CSM) Project in 2023

All government agencies including the JHMC are required by RA 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 to establish a feedback mechanism. Section 6 of the Act stipulates that all government agencies, including Local Government Units (LGUs), GOCCs, Local Water Districts, State Universities and Colleges (SUCs), and other government instrumentalities shall set up their respective most current and updated service standards to be known as Citizens Charter (CC). This CC is a primary tool that agencies use to communicate their service standards on the delivery of government services to their citizens or clients.

Further, the IRR of the said RA provides that the feedback mechanism and client satisfaction measurement shall be embedded in the agencies’ process improvement efforts. Consequently, the Anti-Red Tape Authority (ARTA) has required all government agencies to assess the overall satisfaction and perception of applicants or requesting parties on the government services accessed based on the agency CCs. The purpose of this CSM is the adoption of a harmonized and standardized framework for measuring client satisfaction across all levels of the government.

Similarly, the Governance Commission for GOCCs (GCG), through

MC 2012-07, directs the JHMC and other GOCCs to, among other things, ensure integrity and honesty in dealing with clients and operate a highly effective and efficient organization.

The JHMC therefore targeted in their 2023 Performance Scorecard the result of the client feedback. It engaged the services of this Independent Consultant as a third party to undertake its CSM for CY 2023. This serves to understand how satisfied the JHMC clients were with its products, services, or customer support experience.

C. The Measurement Results

The questionnaire prescribed by the Anti-Red Tape Authority (ARTA) was used to carry out the CSM. As summarized in Table 1, JHMC obtained an overall satisfaction rating of 94.50% or Very Satisfactory, with most of the Service Quality Dimensions (SQDs) also rated Very Satisfactory. The level of satisfaction with assurance was rated highest at 95.45% or Outstanding. This was followed by integrity at 94.83%. The level of satisfaction with communication was rated lowest at 89.90%.

Table 1. Summary of CSM survey results

Particulars	Mean Score	Adjectival Rating
Overall Satisfaction	94.50%	Very satisfactory
Satisfaction with Responsiveness	90.59%	Very satisfactory
Satisfaction with Reliability	94.62%	Very satisfactory
Satisfaction with Access and Facilities	94.04%	Very satisfactory
Satisfaction with Communication	89.90%	Satisfactory
Satisfaction with Costs	90.65%	Very satisfactory
Satisfaction with Integrity	94.83%	Very satisfactory
Satisfaction with Assurance	95.45%	Outstanding
Satisfaction with Outcome	93.27%	Very satisfactory

II. Scope

A. Period Covered

The JHMC CSM covers the period from January 2023 to December 2023.

B. Geographic and Office Coverage

This survey covered the entire area operated and maintained by JHMC. Included were the locators inside, the walk-in clients needing various services of the GOCC, the tourists who visited the Historical Core, and other stakeholders. The tourists visited designated camp areas such as the Bell House, the amphitheater, and the Cemetery of Negativity. The other stakeholders included the LGUs and other non-locators receiving services such as permits to bring out forest products or to bring in construction materials and/or equipment into the JHSEZ.

The ARTA required that client satisfaction feedback be gathered from both external sources and internal sources. The JHMC personnel who used the services of the corporation's operating units were considered internal clients.

C. List of Services Surveyed, Responses, and Total Number of Transacting Clients

The JHMC services enrolled under the Citizens' Charter were surveyed from January to December 2023. As indicated in Table 2, a total of 1,233 responses were obtained, with 1,171 related to 10 JHMC external services and 62 responses from personnel who availed eight internal services. Mostly availed by (811 out of 1,171) external clients were those from the Finance Services Department followed by the Special Economic Zone Administration Department with 246 client respondents. On the other hand, many of the (27 out of 62) internal clients availed of the services of the General Services Division.

Table 2. List of services provided for external and internal clients

Services Provided for External and Internal Clients	Number of Transactions	No. of Responses
EXTERNAL CLIENTS		
ASD – Human Resource Division 1. Preparation of Last Pay of Separated Employees 2. Request for Human Resource Documents, Records or Certifications by Former JHMC Personnel 3. Others: Career inquiry		3 1 1 1
ASD – Information and Communications Technology Division 1. Request of JHMC Records/ Documents 2. Others: RMS Inquiry		5 3 2
Business Development Department 1. Eco-Walk and Photoshoot Bookings at the Historical Core 2. Events Planning and Management 3. Others – Business/Restaurant	20	19 8 10 1
EAMD – Environment Management Division 1. Fireworks Display Permit Within the John Hay Special Economic Zone (JHSEZ) 2. Issuance of Certificate of Environment Compliance (CEC) for Food-Related Establishment, New Application 3. Issuance of Certificate of Environment Compliance (CEC) for Food-Related Establishment, Renewal Application III. Issuance of Certificate of Environment Compliance (CEC) for Non-Food Related Establishment, New Application 5. Issuance of Certificate of Environment Compliance (CEC) for Non-Food Related Establishment, Renewal Application	59	24 1 2 15 1 5
EAMD – Land and Asset Management Division 1. Issuance of Certificate of Coverage (COC) 2. Others: (Consultation re Barangay Segregation Program, Inquiries, etc..)	45	30 8 22
EAMD – Project Management Division 1. Request for Payment by Qualified Infrastructure Service Providers - Final Billing		5 3

Services Provided for External and Internal Clients	Number of Transactions	No. of Responses
2. Others: Conditional Permit		2
Finance Services Department	88,000	811
1. Collection of Entrance Fees at the Historical Core		711
2. Collection of Permit Fees and Other Payments From Locators, Residents, etc.		100
Office of the Building Official	105	16
1 Issuance of Building Permit for New Application or Repair/Alteration		1
2. Issuance of Certificate of Annual Electrical and/or Mechanical Inspection		15
Safety and Security Department		1
1. Request for Security Assistance to External Personnel/Agencies		1
Special Economic Zone Administration Department	5,101	246
1. Application for Accreditation and Permit to Operate (PTO) - New		8
2. Application for Renewal of Certificate of Accreditation and Permit to Operate (PTO)		42
3. Application for a Temporary Permit to Operate (TPTO) for Locators		23
4. Application for Gate pass, Local Purchase Form and Permit to Bring-In for Exhibitors, Bazaars and Stakeholders		42
5. Application for Gate pass, Local Purchase Form and Permit to Bring-In for Locators		102
6. Application for Permit to Bring-Out for Locators - Local Articles for Permanent Pull-out		3
7. Application for Permit to Bring-out for Locators — Temporary Transfer		4
8. Application for Permit to Bring-Out for Stakeholders		1
9. Request for Overtime from Locators		1
10. Request for Overtime from Stakeholders		2
11. Others: Checking out LR-Finance Analyst, Various GSD related activities (delivery of office supplies, Area inspection for janitorial services , etc.), OSAC Permit		18
Not indicated		11
Total for External Services	93,330	1,171

Services Provided for External and Internal Clients	Number of Transactions	No. of Responses
INTERNAL CLIENTS		
ASD – Human Resource Division		1
1. Request for Human Resource Documents, Records or Certifications by Current JHMC Personnel		1
ASD - General Services Division		26
1. Travel Request (Within 50-km Radius)		1
2. Service Request		22
3. Job Order Request		3
ASD - Information and Communications Technology Division		13
1. Request for ICT Service/s		10
2. Request for Repairs of ICT Equipment		2
3. Request for Web Posting		1
EAMD – Environment Management Division		1
1. Others: Nursery management		1
EAMD – Project Management Division		3
1. Request for Technical Documents		3
Finance Services Department		5
1. Reimbursements by Employees for Official Disbursements Through Check Payments		1
2. Reimbursements by Employees for Official Disbursements Through the Petty Cash Fund		2
3. Others: Cash advance		2
Legal Department		8
1. Certification of various legal documents		1
2. Others: Contract drafting, Legal opinion, Review of demand letter		7
Office of the Corporate Secretary		5
1. Request for Issuance of Secretary's Certificate		5
Total for Internal Clients		62
TOTAL	93,330	1,233

Table 3 shows the response rates of JHMC clients. The overall response rate is about 125.51%. Among the external clients, tourists have the highest response rate at 185.88%, followed by event organizers at 110.19% and business locators having 99.74%.

Table 3. Response rate by client types

Type of Client	Transactions	Minimum No. of Sample @ 95% CF & 5% MOE	Responses	Response rate
Business Locator (Business)	2,665	336	335	99.74%
Event Organizer (Business/Citizen)	20	19	21	110.19%
Tourists (Citizens)	88,000	382	711	185.88%
Other Stakeholders (Businesses, Citizens, LGUs, etc..)	2,651	196	104	53.18%
JHMC Employees (government) for internal services			62	N/A
Total		933	1,233	125.51%

CF – Confidence Level, MOE – Margin of Error

The survey got a lower response rate (53.18%) from other stakeholders because of the difficulty of tracing and contacting them. This client group consists of the JHSEZ residents and visitors, contractors, suppliers, and others who get permits from JHMC to bring in or out materials and equipment. They were initially requested through email to answer the CSM questionnaire but they failed to respond despite repeated follow-ups through emails and SMS. Nevertheless, the computed margin of error for the other stakeholders' low response was 6.7% at a 95% confidence level. This is still within the 10% acceptable rate for social surveys.

On the other hand, the locators who did not respond to emails and SMS were then visited for a face-to-face interview. Other target respondents could not be found and some were reported to have served only the needs of company employees inside the establishments. Incidentally, these areas were off-limits to the data collectors.

There were two services of the JHMC where no clients responded in the CSM CY 2023. These internal services were on request for assistance that were newly approved processes and had just been integrated into the Citizen's Charter. These were offered by offices

listed in Table 4.

Table 4. JHMC services with no client responses

Services with No Client Responses
1. Internal Audit Office
2. Office of the PCEO – Corporate Planning Unit

D. Sampling

The minimum number of responses for the CSM survey was determined using the worksheet as prescribed by the ARTA (<https://tinyurl.com/CSMsamplesize>) based on JHMC’s record of completed transactions for the period January - December of 2023. Details of the sampling frame are shown in Table 5.

For purposes of this study, the data collectors gathered more than the minimum prescribed sample to elicit critical comments and suggestions to improve JHMC’s services.

There was no sample targeted for internal services since this was optional for CY 2023 and because of incomplete data. Table 5 presents the computed sample sizes allowing a 95 % level of confidence with a 5% margin of error. Most of the respondents (718) in the sample size of 933 respondents were tourists and locators. Only a few (19) were from the event organizers. Details on the sampling and response rates are provided in Annexes A-1 and A-2.

Table 5. Client population and sample size

Client	Population	Required sample
Locators	2,665	336
Event organizers	20	19
Tourists	88,000	382
Other stakeholders	2,651	196
Total	93,330	933

IV. Methodology

The JHMC CSM in 2023 employed a quantitative research design. Trained data collectors were fielded to administer the standard harmonized

questionnaire prescribed by the ARTA among the four groups of clients, namely, locators, walk-in clients, tourists, and other stakeholders.

The ARTA questionnaire asked the clients' demographic questions followed by three Citizen's Charter (CC) questions/statements as follows:

- What describes the respondent's awareness of a CC;
- Whether the CC of the JHMC was easy or difficult to use; and
- How helpful was the CC in the transaction done.

These were followed by statements related to the respondents' level of satisfaction with the JHMC service received along the following eight Service Quality Dimensions (SQDs):

1. Responsiveness – the willingness to help, assist, and provide prompt service to citizens/ clients;
2. Reliability – the provision of what is needed and what was promised, following the policy and standards, with zero to a minimal error rate;
3. Access and Facilities – the convenience of location, ample amenities for comfortable transactions, use of clear signage and modes of technology;
4. Communication – the act of keeping citizens and clients informed in a language they can easily understand, as well as listening to their feedback;
5. Costs – the satisfaction with timeliness of the billing, billing processes, preferred methods of payment, reasonable payment period, value for money, the acceptable range of costs, and qualitative information on the cost of each service;
6. Integrity – the assurance that there is honesty, justice, fairness, and trust in each service while dealing with the citizens/ clients;
7. Assurance – the capability of frontline staff to perform their duties, product and service knowledge, understand citizen/ client needs, helpfulness, and good work relationships; and
8. Outcome – the extent of achieving outcomes or realizing the intended benefits of government services.

A. Mode of Survey Implementation

The CSM survey was conducted in both English and Tagalog versions (see Annexes B-1 to B-3), in varied modes:

1. On-site mode
 - a. Text-based or audio-based questions physically presented by data collectors on-site for the tourists and locators;
 - b. Survey boxes available near the exit of the JHMC Office; and
 - c. Survey boxes at the tourist exit of the Historical Core.

2. Remote mode
 - a. Emailed survey and follow-up for the locators, event coordinators, and other stakeholders;
 - b. Telephone interviews mostly for follow-up with locators, event coordinators, and other stakeholders; and
 - c. Online survey format developed through Google Forms and accessed through QR codes emailed to clients and posted at JHMC premises, with English and Tagalog versions for both internal and external services.

B. Feedback and Collection Mechanism

The Consultant hired eight data collectors and trained them on the following aspects of data collection:

1. Features of the CSM – the actors, survey objectives, respondents, coverage, and mechanics of implementation;
2. Content of the questionnaire and how each question should be properly answered;
3. Skills in data collection to ensure that every question is accurately responded to;
4. Expected roles and responsibilities of a data collector;
5. Safety measures to be undertaken while on the field;
6. Areas of assignment and dates of data collection; and
7. Other matters related to the project.

Each data collector was provided with the following: numbered questionnaires, JHMC letter of authorization to gather data; ID (with jacket and lace); data collector's guidelines, supplies (two pieces ballpens and five pieces pencils), three pieces clipboard; map of John Hay indicating data collection areas; list of JHMC services and list of provinces by regions.

The CSM questionnaire as prescribed by ARTA started with a note explaining the purpose of the survey. The demographic profile contained respondent information such as client type, sex, age, region of residence, and service availed. For the main part of the questionnaire, the respondent was instructed to pick from a selection of possible answers to the items/ questions, as follows:

1. Part A – three (3) questions related to the JHMC citizen's charter (CC) followed by four (4) to five (5) answer options, and
2. Part B – nine (9) items that pertain to the following Service Quality Dimensions (SQD): overall satisfaction, responsiveness, reliability, access & facilities, communication, costs, integrity, assurance, and outcome of JHMC services. These are in a matrix form with six (6)

answer options.

3. For part B, the overall score was computed based on the following formula:

$$\text{Overall score} = \frac{\text{No. of "strongly agree" answers} + \text{no. of "agree" answers}}{\text{Total no. of respondents} - \text{no. of "N/A" answers}}$$

4. The questionnaire ends with space for suggestions to improve the JHMC's services.

The CSM questionnaires were available in both English and Tagalog versions, also both in hard and digital copies. On site, these were served to the respondents who were given the option to answer the questionnaires themselves or to respond to the questions as read by the data collector.

Quality control was ensured. As advised during their training and mock interviews, the data collectors needed to get complete answers by reviewing after the respondent accomplished the questionnaire. For unanswered or ambiguous answers, they had to determine the reason. In addition, the assigned field supervisor was always present to observe and monitor the data collection and also to correct the filling-up of the questionnaires, as necessary.

C. Scoring System

Part 2 of the CSM follows the scoring scale prescribed by ARTA which uses a Five-Point Likert Scale to measure the SQDs as shown in Table 6. The responses were Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, and Strongly Agree, with a sixth answer "Not applicable".

Table 6. Scoring scale and responses

Scale	Rating/ Response
5	Strongly agree
4	Agree
3	Neither agree nor disagree
2	Disagree
1	Strongly disagree

D. Data Analysis and Interpretation

1. The collected data were encoded and processed after the final review of all completed questionnaires for completeness and accuracy. The written responses were integrated with the online/digital responses.
2. The consolidated data were organized:
 - a. By type of client; and
 - b. By type of JHMC service availed.

They were processed into tables that included the table title, list of responses, and others.

Data were analyzed for each of the four types of clients - the locators, walk-in clients, the tourists, and other stakeholders. These data were processed to determine the distribution and the totals of responses by type of service availed, rating, and the like.

3. The data for Part A on the CC were analyzed as follows:
 - a. The number of respondents who were aware and those unaware of a CC were counted. The frequencies were translated into percentages.
 - b. For those who were aware of the CC, their responses were further analyzed to count the following and measure in percentages.
 - i. The ones who saw the JHMC CC, those who did not see the JHMC CC, and those who learned of the CC only when they saw the JHMC CC;
 - ii. Those that found the JHMC CC easy to see, somewhat easy to see, difficult to see, or not visible at all;
 - iii. Those who considered the JHMC CC very helpful, somewhat helpful, or not helpful.
4. The data for Part B on client satisfaction with the JHMC services were analyzed based on the nine SQDs as follows:
 - a. For each SQD, the number of respondents that strongly disagreed, disagreed, neither agreed nor disagreed, agreed, or strongly agreed were counted for every type of service experienced. The frequencies were translated into overall scores and corresponding adjectival ratings. In addition, percentages for each type of service were calculated.
 - b. Table 7 illustrates how the overall scores were interpreted following ARTA MC 2023-05. The percentage of respondents that rated "Agree" and "Strongly Agree" for all eight SQDs was used to calculate the numerical rating. ARTA required that all

agencies strive to achieve an overall percentage of 80% or higher or an adjectival rating of “Satisfactory” or higher.

Table 7. Overall scores and adjectival rating

% Score Numerical rating	Adjectival Rating
Below 60.0%	Poor
60.0% - 79.9%	Fair
80.0% - 89.9%	Satisfactory
90.0% - 94.9%	Very Satisfactory
95.0% - 100.0%	Outstanding

IV. Findings

A. Demographic Characteristics

Table 8 presents the respondents’ profiles by type of client. Many of the respondents identified themselves as citizens (65.37%). They comprised mostly the tourists who visited the Historical Core. The business sector stood at 27.09%. Respondents coming from the government, particularly LGUs or national government agencies represented 7.54%. This implied that almost two-thirds of the JHMC transactions were of the government-to-citizens (G2C) type. Meantime more than one-fourth of the transactions were of the government-to-business (G2B) type. Only a few were of the government-to-government (G2G) kind.

In terms of specific JHMC customers, more than half (57.66%) of the 1,233 responses came from tourists visiting the Historical Core, while event organizers submitted the least at 1.70%. The business locators, on the other hand, managed to submit 335 responses (or 27.17%) covering CY 2023 transactions.

The majority of these responses (94.97%) were external services. The remaining five percent were internal services submitted by JHMC employees.

Table 8. Respondents profiles by client type

Type of Clients	Business	Citizen	Government	Responses	%
External				1,171	94.97
Business Locator	294	41		335	27.17
Event Organizer	19		2	21	1.70
Other Stakeholders (LGU, Residents, Suppliers, etc)	20	70	14	104	8.43
Tourists		696	15	711	57.66
Internal				62	5.03
JHMC Employees					
Total Responses	333	807	31	1,233	
%	27.09	65.37	7.54		100.0

As presented in Table 9, there were more than half of the female respondents (56.69%) as compared to male respondents who made up 37.55%.

Table 9. Respondents' profile by sex

Sex	External	Internal	Overall	%
Male	652	47	699	56.69%
Female	450	13	463	37.55%
Not indicated	69	2	71	5.76%
Total	1,171	62	1,233	100.00%

Table 10 indicates that the respondents were mostly (58.07%) young adults of ages 20 to 34 years. There were also many (22.79%) who were middle-aged adults or who were 35 to 49 years old. Very few respondents were seniors (1.46%) or teenagers (3.41%).

Cordillera Administrative Region was the source of most of the respondents (47.36%), as indicated in Table 11. The NCR, Central Luzon, and CALABARZON were likewise significant regions of residence (17.68%, 8.11%, and 8.03%, respectively). Very few came from the Visayas and Mindanao regions.

Noticeably, 50 respondents, or 4.06% did not indicate their region of residence. These respondents answered to the item on the Region which was translated to Tagalog as "Rehiyon," and was mistakenly taken as Religion.

Table 10. Respondents' profile by age

Age	External	Internal	Overall	%
19 or lower	42	0	42	3.41
20 - 34	697	19	716	58.07
35 - 49	242	39	281	22.79
50 - 64	91	1	92	7.46
65 or higher	16	2	18	1.46
Not indicated	83	1	84	6.81
Total	1171	62	1233	100.00

Table 11. Respondents' profile by region of residence

Region of Residence	External	Internal	Overall	%
Cordillera Administrative Region	522	62	584	47.36%
Region I – Ilocos Region	63		63	5.11%
Region II – Cagayan Valley	32		32	2.60%
Region III – Central Luzon	100		100	8.11%
National Capital Region	218		218	17.68%
Region IV A- CALABARZON	99		99	8.03%
Region IV B – MIMAROPA	7		7	0.57%
Region V – Bicol Region	8		8	0.65%
Region VI – Western Visayas	10		10	0.81%
Region VII – Central Visayas	26		26	2.11%
Region VIII – Eastern Visayas	8		8	0.65%
Region IX – Zamboanga Peninsula	7		7	0.57%
Region X – Northern Mindanao	2		2	0.16%
Region XI – Davao Region	5		5	0.41%
Region XII – SOCCSKSARGEN	4		4	0.32%
Region XIII – Caraga	4		4	0.32%
Bangsamoro Autonomous Region in Muslim Mindanao	1		1	0.08%
Outside the Philippines	5		5	0.41%
Not Indicated	50		50	4.06%
Total	1,171	62	1,233	100.00%

B. Citizens' Charter Results

1. Awareness of a Citizens' Charter (CC)

About two-thirds of the respondents (66.87%) said they knew what a CC was. The rest (33.13%) had no idea of a CC before the transaction, as can be gleaned in Table 12 and Annex C.

2. Awareness of the JHMC CC

More than half of the respondents (58.98%) said they were fully aware of the JHMC's CC while 7.89% were aware but did not see that document in the office when they had the transaction. It is also noted that a significant number, 260 respondents or 22.79% did not know what a CC was and had not seen this in the JHMC office.

3. Visibility of the JHMC CC

Most respondents (76.27%) found it easy or somewhat easy to see the JHMC CC. On the other hand, only 4.41% or 47 respondents found this CC difficult to see or even not visible at all. It is also observed that 206 respondents (19.32%) found this "not applicable", which is related to the large number who did not see the JHMC CC.

Table 12. Respondents level of awareness on the citizens' charter

Responses to the Citizens' Charter	Overall	%
CC1. Which of the following describes your awareness of the CC?		
1. I know what a CC is and I saw this in the office's CC	673	58.98%
2. I know what a CC is but I did not see this office's CC.	90	7.89%
3. I learned of the CC only when I saw this office's CC.	118	10.34%
4. I do not know what a CC is and I did not see this office's CC.	260	22.79%
Total	1141	100.00%
CC2. If aware of CC, would you say that the CC of this office was ...?		
1. Easy to see	682	63.98%
2. Somewhat easy to see	131	12.29%
3. Difficult to see	29	2.72%
4. Not visible at all	18	1.69%
5. Not Applicable	206	19.32%
Total	1066	100.00%
CC3. If aware of CC, how much did the CC help you in your transaction?		
1. Helped very much	693	65.19%
2. Somewhat helped	136	12.79%
3. Did not help	13	1.22%
4. Not Applicable	221	20.79%
Total	1063	100.00%

4. Helpfulness of the JHMC CC

More than three-fourths of the respondents (77.98%) considered the JHMC CC as helpful or somewhat helpful. Only 13 respondents or 1.22% answered that it did not help. Again, a significant 221 respondents, or 20.79% did not consider the question applicable because the subject CC was not visible and therefore did not give any help to the respondents. For details on CC results by type of clients, please refer to Annex C.

C. Service Quality Dimension Results

1. Overall Level of Satisfaction with Services Availed

Table 13 summarizes the overall satisfaction of the respondents with the JHMC service they received. Those who availed external services rated JHMC 94.38% or Very Satisfactory while those who availed of internal services gave the office rating of 96.77%, or Outstanding. Overall, JHMC obtained a rating of 94.50% or Very Satisfactory. Details of these services availed are also shown in Tables 15 and 16.

The level of satisfaction with JHMC services in terms of the eight Service Quality Dimensions (SQD) is presented in Table 14. The average rating of 93.16% was Very Satisfactory. The rating for almost all SQDs was likewise Very Satisfactory, except with Assurance which is Outstanding (95.45%), and Communication which is Satisfactory (89.90%).

Table 13. Overall satisfaction with JHMC service availed

Services availed	SA	A	NAD	D	SD	NA	Responses	SQD Rating
External Services	656	401	29	5	29	2	1,122	94.38% VS
Internal Services	52	8	2				62	96.8% O
OVERALL SQD0	708	409	31	5	29	2	1184	94.5% VS

SA – Strongly Agree, A - Agree, NA/D – Neither Agree nor Disagree, D – Disagree, SD – Strongly Disagree, NA – Not Applicable

2. Level of Satisfaction with Responsiveness

The respondents were asked whether they spent a reasonable amount of time on their JHMC transactions. As shown in Table 14, there was great satisfaction with a rating of 90.59%, which was Very Satisfactory. The rating was slightly lower than the average for all eight SQDs but ranked sixth highest. Incidentally, responsiveness was noted to have the highest number of respondents (59) who disagreed and strongly disagreed.

3. Level of Satisfaction with Reliability

For the statement on the office having followed the transaction's requirements and steps based on the information provided, the respondents answered positively in general. The rating for this SQD was 94.62% - the fourth highest ranking of all SQDs in terms of level of satisfaction. It was also the second highest in terms of the number of respondents (1,097) who agreed and strongly agreed. The rating was higher than the overall average rating of 93.16%.

Table 14. Level of satisfaction with JHMC services availed, by service quality dimension (SQD)

SQDs	SA	A	NA/D	D	SD	NA	Total	Rating %
SQD1 Responsiveness	648	414	46	25	34	16	1183	90.59 VS
SQD2 Reliability	696	401	29	4	27	26	1183	94.62 VS
SQD3 Access and Facilities	694	370	29	6	29	49	1177	94.04 VS
SQD4 Communication	617	397	73	9	29	53	1178	89.90 S
SQD5 Costs	581	377	48	20	30	126	1182	90.65 VS
SQD6 Integrity	728	358	25	5	27	33	1176	94.83 VS
SQD7 Assurance	785	326	20	4	27	21	1183	95.45 O
SQD8 Outcome	672	369	43	3	27	62	1176	93.27 VS
Overall	5421	3012	313	76	230	386	9438	93.16 VS

SA – Strongly Agree, A - Agree, NA/D – Neither Agree nor Disagree, D – Disagree, SD – Strongly Disagree, NA – Not Applicable

4. Level of Satisfaction with Access and Facilities

Likewise, there was a Very Satisfactory rating of 94.04% for this SQD - the third highest rank relative to the steps being easy and simple to do the transaction. It also rated higher than the overall or average rating for all SQDs

5. Level of Satisfaction with Communication

On communication, whether it was easy or not to find information about the transaction from the office or its website, the rating was Satisfactory at 89.90%. In terms of rank, it was lower than the overall or average rank for all SQDs. It was the lowest in satisfaction rating. It also had the third-highest number of respondents (38) who disagreed and strongly disagreed. Similarly, many respondents (73) who were neutral, were noted.

6. Level of Satisfaction with Costs

This SQD was likewise given a high rating of Very Satisfactory on the payment of a reasonable amount of fees for their transaction. The rating of 90.65% was equivalent to Very Satisfactory. This was the SQD with the lowest rank in satisfaction rating. It was the seventh in ranking among the SQDs. Noticeably, it was the highest in number of respondents (50) who disagreed and strongly disagreed.

7. Level of Satisfaction with Integrity

For the question of whether the office was fair to everyone or “walang palakasan” during the transaction, the rating was 94.83% or Very Satisfactory. It was the second-ranking SQD in the level of satisfaction.

8. Level of Satisfaction with Assurance

This item got the highest satisfaction rating. For the statement on being treated courteously by the staff, and the staff being helpful, the respondents gave a rating of 95.45%, which was Outstanding. It also had the highest number of respondents (1,111) who agreed and strongly disagreed with the statement.

9. Level of Satisfaction with Outcome

Relative to whether the respondents got what they needed from the government office, or if the denial of a request was sufficiently explained to them, the rating was 93.27% or Very Satisfactory. It ranked fifth in satisfaction rating among the SQDs.

For details on the CC responses by type of clients/customers, this can be referred to Annex C.

D. Overall Score per Operating Unit

As reflected in Table 15, five JHMC operating units (Human Resource Division, Information and Communications Technology Division, Business Development Department, Safety and Security Department, and the Special Economic Zone Administration) received perfect ratings of 100% or Outstanding for external services rendered. It was noted that these operating units except for the SEZAD served few (one to 19) client respondents during the year. Two others, the Land and Asset Management Division, and the Environment Management Division were rated 96.7% and 95.2%, respectively, and with equivalent Outstanding ratings. The Finance Services Department served 806 client respondents and received a Very Satisfactory rating. The Office of the Building Official was rated Satisfactory or 84.6% with 13 responses while the Project Management Division got a Fair rating out of four responses. The eleven responses that did not indicate the operating units gave a 72.7% rating.

Table 15. Rating of JHMC operating units on external services

Services Availed	SA	A	NA/D	D	SD	NA	Total	Rating
ASD – Human Resource Division	1	1	0	0	0	0	2	100.0% O
1. Preparation of Last Pay of Separated Employees								
2. Request for Human Resource Documents, Records or Certifications by Former JHMC Personnel	1						1	
3. Career inquiry		1					1	
ASD – Information and Communications Technology Division	5	0	0	0	0	0	5	100.0% O
1. Request of JHMC Records/Documents	3						3	
2. RMS Inquiry	2						2	
Business Development Department	14	1	0	0	0	0	15	100.0% O
1. Eco-Walk and Photoshoot Bookings at the Historical Core	6						6	

Services Availed	SA	A	NA/D	D	SD	NA	Total	Rating
Business Development Department	14	1	0	0	0	0	15	100.0% O
2. Events Planning and Management	8	1					9	
3. Others – Inquiry re Business								
EAMD – Environment Management Division	5	15	0	1	0	0	21	95.2% O
1. Fireworks Display Permit Within the John Hay Special Economic Zone (JHSEZ)		1					1	
2. Issuance of Certificate of Environment Compliance (CEC) for Food - Related Establishment, New Application		1		1			2	
3. Issuance of Certificate of Environment Compliance (CEC) for Food - Related Establishment, Renewal Application	4	10					14	
4. Issuance of Certificate of Environment Compliance (CEC) for Non Food - Related Establishment, New Application								
5. Issuance of Certificate of Environment Compliance (CEC) for Non Food - Related Establishment, Renewal Application	1	3					4	
EAMD – Land and Asset Management Division	19	10	0	0	1	0	30	96.7% O
1. Issuance of Certificate of Coverage (COC)	5	3					8	
2. Others: (Consultation re BSP, Inquiries, etc..)	14	7			1		22	
EAMD – Project Management Division	2	1	1	0	0	0	4	75.0% F
1. Request for Payment by Qualified Infrastructure Service Providers - Final Billing	1	1	1				3	
2. Others: Conditional Permit	1						1	

Services Availed	SA	A	NA/D	D	SD	NA	Total	Rating
Finance Services Department	478	281	19	4	22	2	806	94.4% VS
1. Collection of Entrance Fees at the Historical Core	411	255	18	4	19	2	709	
2. Collection of Permit Fees and Other Payments From Locators, Residents, etc.	67	26	1		3		97	
Office of the Building Official	5	6	2	0	0	0	13	84.6% S
1. Issuance of Building Permit for New Application or Repair/Alteration		1					1	
2. Issuance of Certificate of Annual Electrical and/or Mechanical Inspection	5	5	2				12	
Safety and Security Department	1	0	0	0	0	0	1	100.0% O
1. Request for Security Assistance to External Personnel/Agencies	1						1	
Special Economic Zone Administration Department	119	85	6	0	4	0	214	100.0% O
1. Application for Accreditation and Permit to Operate (PTO) - New	3	3					6	
2. Application for Renewal of Certificate of Accreditation and Permit to Operate (PTO)	16	16	1				33	
3. Application for a Temporary Permit to Operate (TPTO) for Locators	10	8	1				19	
4. Application for Gate pass, Local Purchase Form and Permit to Bring-In for Exhibitors, Bazaars and Stakeholders	25	15					40	
5. Application for Gate pass, Local Purchase Form and Permit to Bring-In for Locators	48	36	2		4		90	
6. Application for Permit to Bring-Out for Locators — Local Articles for Permanent Pull-out	2		1				3	
7. Application for Permit to Bring-out for Locators — Temporary Transfer	2	1					3	
8. Application for Permit to Bring-Out for Stakeholders			1				1	

Services Availed	SA	A	NA/D	D	SD	NA	Total	Rating
9. Request for Overtime from Locators								
10. Request for Overtime from Stakeholders		1					1	
11. Others: Checking out LR-Finance Analyst, OSAC Permit, Various GSD related activities (delivery of office supplies, Area inspection for janitorial services , etc.)	13	5					1	
Not Indicated	7	1	1		2		11	72.7% S
Total Result	656	401	29	5	29	2	1,122	94.38% VS

As shown in Table 16, the internal clients also projected Outstanding ratings for six operating units. These were the General Services Division, Human Resource Division, Environmental Management Division, Project Management Division, Finance Services Department, and Office of the Corporate Secretary. The Information and Communications Technology Division received a Very Satisfactory rating while the Legal Department was rated Satisfactory.

Table 16. Rating of JHMC Operating Units on Internal Services

Services availed	SA	A	NA/D	D	SD	NA	Total	Rating
ASD - General Services Division	24	2	0	0	0	0	26	100.0% O
1. Travel Request (Within 50-km Radius)	1						1	
2. Service Request	20	2					22	
3. Job Order Request	3						3	
ASD – Human Resource Division	1	0	0	0	0	0	1	100.0% O
1. Request for Human Resource Documents, Records or Certifications by Current JHMC Personnel	1						1	

Services availed	SA	A	NA/D	D	SD	NA	Total	Rating
ASD - Information and Communications Technology Division	12	0	1	0	0	0	13	92.3% VS
1. Request for ICT Service/s	10						10	
2. Request for Repairs of ICT Equipment	1		1				2	
3. Request for Web Posting	1						1	
EAMD – Environment Management Division	1	0	0	0	0	0	1	100.0% O
1. Others: Nursery management	1						1	
EAMD – Project Management Division	3	0	0	0	0	0	3	100.0% O
1. Request for Technical Documents	3						3	
Finance Services Department	3	2	0	0	0	0	5	100.0% O
1. Reimbursements by Employees for Official Disbursements Through Check Payments	1						1	
2. Reimbursements by Employees for Official Disbursements Through the Petty Cash Fund		2					2	
3. Others: Cash advance	2						2	
Legal Department	5	2	1	0	0	0	8	87.5% S
1. Certification of various legal documents		1					1	
2. Others: Contract drafting, Legal opinion, Review of demand letter	5	1	1				7	
Office of the Corporate Secretary	3	2	0	0	0	0	5	100.0% O
1. Request for Issuance of Secretary's Certificate	3	2					5	
Total Result	52	8	2				62	96.8% O

V. Results of the Agency Action Plan Reported in FY 2022

The JHMC CSM 2022 indicated the following Agency Actions:

- A. Consider the suggestions of the respondents as part of their strategic planning geared towards the further improvement of their services, especially along with the improvement of the facilities to make the place more attractive to Tourists;
- B. Sustain its best efforts to communicate its plans and programs to the Tourists and Locators thereby eliciting their appreciation, acceptance, and cooperation on matters that will ensure the best interest and welfare of all concerned, such as the conduct of annual Locators' Meetings; and
- C. Further upgrade and update its website to maintain its significant role as a source of relevant and reliable source of information about JHMC, its facilities, protocols, and services.

The JHMC responded favorably to the recommended actions. The first area for improvement was considered in all the corporate planning activities held in 2023, such as the Strategic Planning, the Operations Planning, and the Departmental and Budget Planning sessions. The approved JHMC Strategic Plan 2024-2028 had the following approved infrastructure projects because of the consideration of the recommendations. Among these were the smart street lighting within the JHSEZ, enhancement of the Historical Core, enhancement of the Secret Garden, and more related repairs and maintenance for the improvement of the facilities to attract tourists.

In the second recommendation, this was also considered in all the 2023 Quarterly Locators' Meetings being conducted by the JHMC among all JHSEZ locators through the Special Economic Zone Administration Department.

The suggested re-upgrading and updating of the website was likewise part of discussions during reviews through Management Committee meetings, Performance and Management Reviews and/or Conferences, Departmental Meetings, and Process Review sessions. The JHMC Official Website continues to be reviewed and updated as the main source of relevant and reliable information about JHMC.

These JHMC actions must continue to direct its efforts to these actions, and sustain its Very Satisfactory rating, or even upgrade it to an Outstanding rating from its clients.

VI. Continuous Agency Improvement Plan for FY 2024

The respondents in the JHMC CSM were very satisfied with the services that they availed in CY 2023. The agency should use this and other client/customer feedback as the basis for its continuing effort to understand the clients and improve services in the JHMC and in the government, in general.

For a sustaining effort, it is recommended that the JHMC Improvement Plan cover the following for the year 2024:

1. Enhancement of the visibility of the JHMC Citizens Charter (CC) inside and outside the offices to build citizen and client awareness and understanding of the CC as provided for by R.A. 11032. This could be in the form of a poster in laminated format on the wall or through a digital kiosk at the visitors' waiting area;
2. Improvement of the JHMC services, systems, and facilities as suggested or requested by the respondent locators, tourists, event organizers, and other stakeholders:
 - a. Improved responsiveness
 - i. Reduce the requirements for the permits (five respondents);
 - ii. Shorten the processing time for SEZ forms and CEC contracts (five respondents);
 - iii. Provide flexible payment schedules, like noontime (no break) and payments during holidays, during weekdays (four respondents);
 - iv. Ensure faster responses to letters (two respondents).
 - b. Improved access and facilities
 - i. Provide additional and functional comfort rooms such as faucets, drainage, lights, etc. (10 respondents);
 - ii. Maintain and upgrade tourist areas such as the secret garden, and trails, and display more plants and flowers in these areas and inside JHMC offices (nine respondents);
 - iii. Give tourists access to more areas such as the secret garden, and trails (four respondents);
 - iv. Introduce more tourism and event opportunities such as photography spots, tree top climbs, and other adventures, etc., outside and indoors too (four respondents);
 - v. Provide free drinking water inside offices (three respondents);
 - vi. Provide space for coffee shop, and food and souvenir stalls within the Historical Core (two respondents);
 - vii. Ensure safety such as easier PWD ramp, fixing slippery paths,

- steps, and security CCTV cameras (respondents);
- viii. Provide baggage storage counters (two respondents);
- ix. Set up water stations, and sell water along trails (two respondents);
- x. Employ paper wristbands at the entrance, payment stamps on hands (two respondents);
- xi. Pave the access road to ease up the logistics of delivering goods for enterprise locators;
- xii. Others – provide tissue paper and calendars.

c. Improved communication

- i. Upgrade the website/SEZRIS to make it more user-friendly, fast, stable, and accessible to users who do online transactions (14 respondents);
- ii. Increase tourist aides to inform and guide guests through maps, history accounts, and brochures, QR codes to inform on the tourist attractions, and signages (six respondents);
- iii. Assign or add in-house guides to inform and explain to guests at the Bell House Museum, etc. (four respondents);
- iv. Others - Regularize the meetings with locators; facilitate contacts for inquiries.

d. Improved costs and payment service

- i. Allow other options for payment (22 respondents);
 - Provide an electronic payment system for JHMC services. This can be done via direct bank deposits and e-wallets like Gcash or Pay Maya (10 respondents);
 - Transfer back the payment center for permits and gate passes to the Customs area where permits are processed instead of the JHMC office which was far, tiring, and time-wasting (eight respondents);
 - Set up a one-stop-shop for the processing, payment and issuance of gate passes and permits (four respondents);
- ii. Reduce entrance fees for tourists commensurate to comfort and access (seven respondents);
- iii. Lower the fees for permits (two respondents);
- iv. Lower the fees for use of comfort rooms two respondents);
- v. Provide a printer for cashiering (two respondents);
- vi. Others - Review the fees required for gate passes for equipment that is for regular operations of businesses in the camp; consider fair rates, i.e., not much higher on holidays (five respondents);

e. Improved assurance

- i. Train the security guards on the JHMC operations and procedures, security checks, and courtesy in service (four respondents).
 3. Interventions to enhance the services of the units/departments with lower ratings (Fair and Satisfactory). These services are mostly related to access and user-friendliness of the web portal and ICT services.
 4. Improvements in the JHMC CSM
 - a. Enhance the questionnaire for the CSM in 2024 onward:
 - i. Replace the demographic factor of Region/Rehiyon of Residence with or add Province, which is easier to identify;
 - ii. Add response categories for Clients that are unique to the JHMC (Locator, Events Organizer, Tourist, Others (LGU/Government, Residents, Supplier, Contractor, etc.).
 - b. Provide timely and complete information on the contact details of the locators, event coordinators, and other stakeholders such as office head, office addresses, email addresses, and mobile phones;
 - c. Increase collected feedback for all the JHMC operating units by making them the source of the CSM forms that can be filled up immediately after transactions, and dropped in appropriate boxes at the JHMC lobby;
 - d. Intensify promotion of awareness on the Citizens Charter and CSM 2024 among internal and external clients.
 5. Establish a system of monitoring and evaluating the implementation of CY 2023 and CY 2022 JHMC Continuous Improvement Plans.

Annex A-1

Minimum Sample and Response Rates for External Services by Operating Unit

Specific services availed	Transactions	Sample @95% CF & 5% MOE	Responses	Response Rate
ASD – Human Resource Division			3	N/A
Preparation of Last Pay of Separated Employees			1	
Request for Human Resource Documents, Records or Certifications by Former JHMC Personnel			1	
Others: Career inquiry			1	
ASD – Information and Communications Technology Division			5	N/A
Request of JHMC Records/Documents			3	
Others: RMS Inquiry			2	
Business Development Department	20	19	19	100.00%
Eco-Walk and Photoshoot Bookings at the Historical Core			6	
Events Planning and Management			10	
Others: Business/Restaurant			1	
EAMD – Environment Management Division	59	51	24	47.06%
Fireworks Display Permit Within the John Hay Special Economic Zone (JHSEZ)			1	
Issuance of Certificate of Environment Compliance (CEC) for Food - Related Establishment, New Application			2	
Issuance of Certificate of Environment Compliance (CEC) for Food - Related Establishment, Renewal Application			15	
Issuance of Certificate of Environment Compliance (CEC) for Non Food - Related Establishment, New Application			1	
Issuance of Certificate of Environment Compliance (CEC) for Non Food - Related Establishment, Renewal Application			5	
EAMD – Land and Asset Management Division	45	40	30	75.00%
Issuance of Certificate of Coverage (COC)			8	
Others: Consultation (BSP, Inquiries, etc.)			22	
EAMD – Project Management Division			5	N/A
Request for Payment by Qualified Infrastructure Service Providers - Final Billing			2	
Others: (Conditional Permit)			2	

Specific services availed	Transactions	Sample @95% CF & 5% MOE	Responses	Response Rate
Finance Services Department	88000	382	811	212.30%
Collection of Entrance Fees at the Historical Core			711	
Collection of Permit Fees and Other Payments From Locators, Residents, etc.			100	
Office of the Building Official	105	83	16	19.28%
Issuance of Certificate of Annual Electrical and/or Mechanical Inspection			15	
Issuance of Building Permit for New Application or Repair/Alteration			1	
Safety and Security Department				
Request for Security Assistance to External Personnel/Agencies			1	N/A
Special Economic Zone Administration Department	5101	357	246	68.91%
Application for Accreditation and Permit to Operate (PTO) - New			8	
Application for Renewal of Certificate of Accreditation and Permit to Operate (PTO)			42	
Application for a Temporary Permit to Operate (TPTO) for Locators			23	
Application for Gate pass, Local Purchase Form and Permit to Bring-In for Locators			102	
Application for Gate pass, Local Purchase Form and Permit to Bring-In for Exhibitors, Bazaars and Stakeholders			42	
Application for Permit to Bring-Out for Locators — Local Articles for Permanent Pull-out			3	
Application for Permit to Bring-out for Locators — Temporary Transfer			4	
Application for Permit to Bring-Out for Stakeholders			1	
Request for Overtime from Locators			1	
Request for Overtime from Stakeholders			2	
Others: Checking out LR-Finance Analyst, Various GSD-related activities (delivery of office supplies, area inspection for janitorial services, etc.), OSAC permit processing			1	
Others:			9	
Not Indicated			11	N/A
Total Result	93330	933	1171	125.51%


Annex A-2

Minimum Sample and Response Rates for Internal Services by Operating Unit

Specific services availed	Transactions	Sample @95% CF & 5% MOE	Responses	Response Rate
ASD – General Services Division			24	N/A
Travel Request (Within 50-km Radius)			1	
Service Request			20	
Job Order Request			3	
ASD – Human Resource Division			1	N/A
Request for Human Resource Documents, Records or Certifications by Current JHMC Personnel			1	
ASD – Information and Communications Technology Division			10	N/A
Request for ICT Service/s			7	
Request for Repairs of ICT Equipment			2	
Request for Web Posting			1	
EAMD – Environment Management Division			1	N/A
Others: Nursery management			1	
EAMD – Project Management Division				
Request for Technical Documents			3	N/A
Finance Services Department			4	N/A
Reimbursements by Employees for Official Disbursements Through Check Payments			1	
Reimbursements by Employees for Official Disbursements Through the Petty Cash Fund			1	
Cash advance			2	
Legal Department			6	N/A
Certification of various legal documents			1	
Others: Contract drafting, Legal opinion, Review of demand letter			5	
Office of the Corporate Secretary			5	
Request for Issuance of Secretary's Certificate			5	
Total Result			62	N/A

Annex B-1

CSM Survey Used, Onsite Services (English and Tagalog)

	JOHN HAY MANAGEMENT CORPORATION	Document Code	JHMC-General-Form 004
	CUSTOMER SATISFACTION MEASUREMENT FORM	Revision Number	4
	INTERNAL FORM	Page Number	1 of 1
		Effectivity Date	03 October 2023

HELP US SERVE YOU BETTER!

This Client Satisfaction Measurement (CSM) tracks the customer experience of government offices. Your feedback on your recently concluded transaction will help this office provide a better service. Personal information shared will be kept confidential and you always have the option to not answer this form.

Client type: Citizen Business Government (Employee or another agency)






Date: _____ Sex: Male Female Age: _____

Region of residence: _____ Service Availed: _____

INSTRUCTIONS: Check mark () your answer to the Citizen's Charter (CC) questions. The Citizen's Charter is an official document that reflects the services of a government agency/office including its requirements, fees, and processing times among others.

- CC1 Which of the following best describes your awareness of a CC?
- 1. I know what a CC is and I saw this office's CC.
 - 2. I know what a CC is but I did NOT see this office's CC.
 - 3. I learned of the CC only when I saw this office's CC.
 - 4. I do not know what a CC is and I did not see one in this office. (Answer 'N/A' on CC2 and CC3)
- CC2 If aware of CC (answered 1-3 in CC1), would you say that the CC of this office was ...?
- 1. Easy to see
 - 2. Somewhat easy to see
 - 3. Difficult to see
 - 4. Not visible at all
 - 5. N/A
- CC3 If aware of CC (answered codes 1-3 in CC1), how much did the CC help you in your transaction?
- 1. Helped very much
 - 2. Somewhat helped
 - 3. Did not help
 - 4. N/A


INSTRUCTIONS:
For SQD 0-8, please put a check mark () on the column that best corresponds to your answer.

	 Strongly Disagree	 Disagree	 Neither Agree nor Disagree	 Agree	 Strongly Agree	N/A Not Applicable
SQD0. I am satisfied with the service that I availed.						
SQD1. I spent a reasonable amount of time for my transaction.						
SQD2. The office followed the transaction's requirements and steps based on the information provided.						
SQD3. The steps (including payment) I needed to do for my transaction were easy and simple.						
SQD4. I easily found information about my transaction from the office or its website.						
SQD5. I paid a reasonable amount of fees for my transaction. (If service was free, mark N/A.)						
SQD6. I feel the office was fair to everyone, or "walang palakasan", during my transaction.						
SQD7. I was treated courteously by the staff, and (if asked for help) the staff was helpful.						
SQD8. I got what I needed from the government office, or (if denied) denial of request was sufficiently explained to me.						

Suggestions on how we can further improve our services (optional):

Email address (optional): _____

THANK YOU!

	JOHN HAY MANAGEMENT CORPORATION	Document Code	JHMC-General-Form 004
	CUSTOMER SATISFACTION MEASUREMENT FORM	Revision Number	4
		Page Number	1 of 1
	INTERNAL FORM	Effectivity Date	03 October 2023

TULUNGAN MO KAMI MAS MAPABUTI ANG AMING MGA PROSESO AT SERBISYO!

Ang Client Satisfaction Measurement (CSM) ay naglalayong masubaybayan ang karanasan ng taumbayan hinggil sa kanilang pakikitransaksyon sa mga tanggapan ng gobyerno. Makatutulong ang inyong kasagutan ukol sa inyong naging karanasan sa kakatapos lamang na transaksyon, upang mas mapabuti at lalong mapahusay ang aming serbisyo publiko. Ang personal na impormasyon na inyong ibabahagi ay mananatiling kumpidensyal. Maaari ring piliin na hindi sagutan ang sarbey na ito.

Uri ng Kliyente: Mamamayan Negosyo Gobyerno (Empleyado o Ahensya)






Petsa: _____ Kasarian: Lalaki Babae Edad: _____

Rehiyon: _____ Uri ng transaksyon o serbisyo: _____

PANUTO: Lagyan ng tsek (✓) ang iyong sagot sa mga sumusunod na katanungan tungkol sa Citizen's Charter (CC). Ito ay isang opisyal na dokumento na naglalaman ng mga serbisyo sa isang ahensya/opisina ng gobyerno, makikita rito ang mga kinakailangan na dokumento, kaukulang bayarin, at pangkabuuang oras ng pagproseso.

- CC1 Alin sa mga sumusunod ang naglalarawan sa iyong kaalaman sa CC?
- 1. Alam ko ang CC at nakita ko ito sa napuntahang opisina
 - 2. Alam ko ang CC pero hindi ko ito nakita sa napuntahang opisina
 - 3. Nalaman ko ang CC nang makita ko ito sa napuntahang opisina
 - 4. Hindi ko alam kung ano ang CC at wala akong nakita sa napuntahang opisina (Lagyan ng tsek ang 'N/A' sa CC2 at CC3 kapag ito ang iyong sagot)
- CC2 Kung alam ang CC (Nag-tsek sa opsyon 1-3 sa CC1), masasabi mo ba na ang CC nang napuntahang opisina ay...
- 1. Madaling makita
 - 2. Medyo madaling makita
 - 3. Mahirap makita
 - 4. Hindi makita
 - 5. N/A
- CC3 Kung alam ang CC (nag-tsek sa opsyon 1-3 sa CC1), gaano nakatulong ang CC sa transaksyon mo?
- 1. Sobrang nakatulong
 - 2. Nakatulong naman
 - 3. Hindi nakatulong
 - 4. N/A

PANUTO: Para sa SQD 0-8, lagyan ng tsek () ang hanay na pinakaangkop sa iyong sagot.

	 Lubos na hindi sumasang ayon	 Hindi sumasang ayon	 Walang kinikilingan	 Sumasang -ayon	 Labis na sumasang ayon	N/A Not Applicable
SQD0. Nasiyahan ako sa serbisyo na aking natanggap sa napuntahan na tanggapan.						
SQD1. Makatwiran ang oras na aking ginugol para sa pagproseso ng aking transaksyon.						
SQD2. Ang opisina ay sumusunod sa mga kinakailangang dokumento at mga hakbang batay sa impormasyong ibinigay.						
SQD3. Ang mga hakbang sa pagproseso, kasama na ang pagbayad ay madali at simple lamang.						
SQD4. Mabilis at madali akong nakahanap ng impormasyon tungkol sa aking transaksyon mula sa opisina o sa website nito.						
SQD5. Nagbayad ako ng makatwirang halaga para sa aking transaksyon. (Kung ang serbisyo ay ibinigay ng libre, maglagay ng tsek sa hanay ng N/A.)						
SQD6. Pakiramdam ko ay patas ang opisina sa lahat, o "walang palakasan", sa aking transaksyon.						
SQD7. Magalang akong trinato ng mga tauhan, at (kung sakali ako ay humingi ng tulong) alam ko na sila ay handang tumulong sa akin.						
SQD8. Nakuha ko ang kinakailangan ko mula sa tanggapan ng gobyerno, kung tinanggihan man, ito ay sapat na ipinaliwanag sa akin.						


Mga suhestiyon kung paano pa mapapabuti pa ang aming mga serbisyo (opsyonal): _____

Email address (opsyonal): _____

MARAMING SALAMAT!

Annex B-2

CSM Survey Used, Online Services (English and Tagalog)

	JOHN HAY MANAGEMENT CORPORATION	Document Code	JHMC-General-Form 004
	CUSTOMER SATISFACTION MEASUREMENT FORM	Revision Number	4
	INTERNAL FORM	Page Number	1 of 1
		Effectivity Date	03 October 2023

HELP US SERVE YOU BETTER!

This Client Satisfaction Measurement (CSM) tracks the customer experience of government offices. Your feedback on your recently concluded transaction will help this office provide a better service. Personal information shared will be kept confidential and you always have the option to not answer this form.

Client type: Citizen Business Government (Employee or another agency)

Date: _____ Sex: Male Female Age: _____






Region of residence: _____ Service Availed: _____

INSTRUCTIONS: Check mark () your answer to the Citizen's Charter (CC) questions. The Citizen's Charter is an official document that reflects the services of a government agency/office including its requirements, fees, and processing times among others.

- CC1 Which of the following best describes your awareness of a CC?
1. I know what a CC is and I saw this office's CC.
 2. I know what a CC is but I did NOT see this office's CC.
 3. I learned of the CC only when I saw this office's CC.
 4. I do not know what a CC is and I did not see one in this office. (Answer 'N/A' on CC2 and CC3)
- CC2 If aware of CC (answered 1-3 in CC1), would you say that the CC of this office was ...?
1. Easy to see 4. Not visible at all
 2. Somewhat easy to see 5. N/A
 3. Difficult to see
- CC3 If aware of CC (answered codes 1-3 in CC1), how much did the CC help you in your transaction?
1. Helped very much 3. Did not help
 2. Somewhat helped 4. N/A

INSTRUCTIONS:


For SQD 0-8, please put a **check mark ()** on the column that best corresponds to your answer.

						N/A Not Applicable
SQD0. I am satisfied with the service that I availed.						
SQD1. I spent a reasonable amount of time for my transaction.						
SQD2. The office followed the transaction's requirements and steps based on the information provided.						
SQD3. The steps (including payment) I needed to do for my transaction were easy and simple.						
SQD4. I easily found information about my transaction from the office or its website.						
SQD5. I paid a reasonable amount of fees for my transaction. (If service was free, mark N/A.)						
SQD6. I am confident my online transaction was secure.						
SQD7. The office's online support was available, and (if asked questions) online support was quick to respond.						
SQD8. I got what I needed from the government office, or (if denied) denial of request was sufficiently explained to me.						

Suggestions on how we can further improve our services (optional):

Email address (optional): _____

THANK YOU!

	JOHN HAY MANAGEMENT CORPORATION	Document Code	JHMC-General-Form 004
	CUSTOMER SATISFACTION MEASUREMENT FORM	Revision Number	4
		Page Number	1 of 1
	INTERNAL FORM	Effectivity Date	03 October 2023

TULUNGAN MO KAMI MAS MAPABUTI ANG AMING MGA PROSESO AT SERBISYO!

Ang Client Satisfaction Measurement (CSM) ay naglalayong masubaybayan ang karanasan ng taumbayan hinggil sa kanilang pakikitransaksyon sa mga tanggapan ng gobyerno. Makatutulong ang inyong kasagutan ukol sa inyong naging karanasan sa katapos lamang na transaksyon, upang mas mapabuti at lalong mapahusay ang aming serbisyo publiko. Ang personal na impormasyon na iyong ibabahagi ay mananatiling kumpidensyal. Maaari ring pilin na hindi sagutan ang sarbey na ito.

Uri ng Kliyente: Mamamayan Negosyo Gobyerno (Empleyado o Ahensya)






Petsa: _____ Kasarian: Lalaki Babae Edad: _____

Rehiyon: _____ Uri ng transaksyon o serbisyo: _____

PANUTO: Lagyan ng **tsek (✓)** ang iyong sagot sa mga sumusunod na katanungan tungkol sa Citizen's Charter (CC). Ito ay isang opisyal na dokumento na naglalaman ng mga serbisyo sa isang ahensya/ opisina ng gobyerno, makikita rito ang mga kinakailangan na dokumento, kaukulang bayarin, at pangkabuuang oras ng pagproseso.

- CC1 Alin sa mga sumusunod ang naglalarawan sa iyong kaalaman sa CC?
- 1. Alam ko ang CC at nakita ko ito sa napuntahang opisina
 - 2. Alam ko ang CC pero hindi ko ito nakita sa napuntahang opisina
 - 3. Nalaman ko ang CC nang makita ko ito sa napuntahang opisina
 - 4. Hindi ko alam kung ano ang CC at wala akong nakita sa napuntahang opisina (Lagyan ng tsek ang 'N/A' sa CC2 at CC3 kapag ito ang iyong sagot)
- CC2 Kung alam ang CC (Nag-tsek sa opsyon 1-3 sa CC1), masasabi mo ba na ang CC nang napuntahang opisina ay...
- 1. Madaling makita 4. Hindi makita
 - 2. Medyo madaling makita 5. N/A
 - 3. Mahirap makita
- CC3 Kung alam ang CC (nag-tsek sa opsyon 1-3 sa CC1), gaano nakatulong ang CC sa transaksyon mo?
- 1. Sobrang nakatulong 3. Hindi nakatulong
 - 2. Nakatulong naman 4. N/A

PANUTO: Para sa SQD 0-8, lagyan ng **tsek ()** ang hanay na pinakaangkop sa iyong sagot.

	 Lubos na hindi sumasang ayon	 Hindi sumasang ayon	 Walang kinikilingan	 Sumasang -ayon	 Labis na sumasang ayon	N/A Not Applicable
SQD0. Nasiyahan ako sa serbisyo na aking natanggap sa napuntahan na tanggapan.						
SQD1. Makatwiran ang oras na aking ginugol para sa pagproseso ng aking transaksyon.						
SQD2. Ang opisina ay sumusunod sa mga kinakailangang dokumento at mga hakbang batay sa impormasyong ibinigay.						
SQD3. Ang mga hakbang sa pagproseso, kasama na ang pagbayad ay madali at simple lamang.						
SQD4. Mabilis at madali akong nakahanap ng impormasyon tungkol sa aking transaksyon mula sa opisina o sa website nito.						
SQD5. Nagbayad ako ng makatwirang halaga para sa aking transaksyon. (Kung ang serbisyo ay ibinigay ng libre, maglagay ng tsek sa hanay ng N/A.)						
SQD6. Tiwala ako na ligtas ang online transaksyon ko (integridad)						
SQD7. SQD7. Ang opisina ay mayroong online support, na kung saan mabilis tugunan ang ano mang katanungan.						
SQD8. Nakuha ko ang kinakailangan ko mula sa tanggapan ng gobyerno, kung tinanggihan man, ito ay sapat na ipinaliwanag sa akin.						

Mga suhestiyon kung paano pa mapapabuti pa ang aming mga serbisyo (opsyonal):

Email address (opsyonal): _____

MARAMING SALAMAT!

Annex B-3
CSM Survey Used, Web Format Incorporating Onsite & Online Services
Availed (English and Tagalog) Accessible Through QR Code

JHMC CUSTOMER SATISFACTION MEASUREMENT, CY 2023

INTERNAL SERVICES

<p><i>English version</i></p>  <p>https://forms.gle/XDpPNpUv3j6nPFsk9</p>	<p><i>Tagalog version</i></p>  <p>https://forms.gle/3hekxK5Fu5rBg98d9?hl=tl</p>
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EXTERNAL SERVICES

<p><i>English version</i></p>  <p>https://forms.gle/CGR59s3WPRH7G4nc8</p>	<p><i>Tagalog version</i></p>  <p>https://forms.gle/pSP8UspbhCziSmoY8?hl=tl</p>
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NOTE: To ensure your privacy, we suggest that you copy the URL and paste it on your browser (Firefox, Chrome, Edge or Opera) in GUEST, PRIVATE, SECRET or INCOGNITO mode.

2023 Customer Satisfaction Measurement Survey - EXTERNAL SERVICES

This Customer Satisfaction Measurement (CSM) tracks the customer experience of government offices. Your feedback on your recently concluded transaction will help this office provide a better service. Personal information shared will be kept **confidential**.

* Indicates required question

1. Date availed of the transaction

Respondent's Profile

Your responses below will help us to tailor improve our services to suit your needs.

2. Category (Please select one) *

Check all that apply

- Business Locator
- Event Organizer
- Tourists
- JHSEZ Residents
- JHRA Residents
- Other Stakeholders

3. Type of Client (Please select one) *

Check all that apply

- Citizen
- Business
- Government (Employee or another agency)

4. Sex:

Check all that apply

- Male
- Female

5. Age:

<https://docs.google.com/forms/d/1eN6LFjcmw54zjd8NqMhVrmLjwxB8Y193GxYQGGU/edit>

1/13

9. CC2: If aware of CC (answered 1-3 in CC1), would you say that the CC of this office was ...? * (Please select one)

Check all that apply

- 1. Easy to see
- 2. Somewhat easy to see
- 3. Difficult to see
- 4. Not visible at all
- 5. NA (if you answered 4 in CC1)

10. CC3: If aware of CC (answered codes in CC1), how much did the CC help you in your transaction ...? * (Please select one)

Check all that apply

- 1. Helped very much
- 2. Somewhat helped
- 3. Did not help
- 4. NA (if you answered 4 in CC1)

Skip to question 11

JHMC External Services

11. JHMC Office you transacted with: *

Mark only one oval.

- (a) Administrative Services Department – Human Resource Division Skip to question 12
- (b) Administrative Services Department – Information and Communications Technology Division Skip to question 13
- (c) Business Development Department Skip to question 14
- (d) Environment and Asset Management Department – Environment Management Division Skip to question 15
- (e) Environment and Asset Management Department – Land and Asset Management Division Skip to question 16
- (f) Environment and Asset Management Department – Project Management Division Skip to question 17
- (g) Finance Services Department Skip to question 18
- (h) Office of the Building Official Skip to question 19
- (i) Safety and Security Department Skip to question 20
- (j) Special Economic Zone Administration Department Skip to question 21

(a) Administrative Services Department – Human Resource Division

<https://docs.google.com/forms/d/1eN6LFjcmw54zjd8NqMhVrmLjwxB8Y193GxYQGGU/edit>

3/13

6. Region of residence: *

Mark only one oval.

- Region I – Ilocos Region Skip to question 8
- Region II – Cagayan Valley Skip to question 8
- Region III – Central Luzon Skip to question 8
- National Capital Region Skip to question 8
- Region IV A- CALABARZON Skip to question 8
- Region IV B – MIMAROPA Region Skip to question 8
- Region V – Bicol Region Skip to question 8
- Region VI – Western Visayas Skip to question 8
- Region VII – Central Visayas Skip to question 8
- Region VIII – Eastern Visayas Skip to question 8
- Region IX – Zamboanga Peninsula Skip to question 8
- Region X – Northern Mindanao Skip to question 8
- Region XI – Davao Region Skip to question 8
- Region XII – SOCCSKSARGEN Skip to question 8
- Region XIII – Caraga Skip to question 8
- CAR – Cordillera Administrative Region Skip to question 8
- BARMM – Bangsamoro Autonomous Region In Muslim Mindanao Skip to question 8
- Outside the Philippines Skip to question 7

Untitled Section

7. Country of Residence *

Skip to question 8

The Citizen's Charter of JHMC

INSTRUCTIONS: Check mark (✓) your answer to the Citizen's Charter (CC) questions. The Citizen's Charter is an official document that reflects the services of a government agency/office including its requirements, fees, and processing times among others.

8. CC1: Which of the following best describes your awareness of a CC? (Please select one) *

Check all that apply

- 1. I know what a CC is and I saw this office's CC.
- 2. I know what a CC is but I did NOT see this office's CC.
- 3. I learned of the CC only when I saw this office's CC.
- 4. I do not know what a CC is and I did not see one in this office. (Answer 'NA' on CC2 and CC3)

<https://docs.google.com/forms/d/1eN6LFjcmw54zjd8NqMhVrmLjwxB8Y193GxYQGGU/edit>

2/13

12. Transaction/Service availed: *

Mark only one oval.

- 1. Preparation of Last Pay of Separated Employees
- 2. Request for Human Resource Documents, Records or Certifications by Former JHMC Personnel
- 3. Request for Certificate of Appearance (CA) by JHMC Visitors, Clients, Stakeholders, Etc. Option 1

Skip to question 22

(b) Administrative Services Department – Information and Communications Technology Division

13. Transaction/Service availed:

Mark only one oval.

- 1. Request of JHMC Records/Documents

Skip to question 23

(c) Business Development Department

14. Transaction/Service availed:

Mark only one oval.

- 1. Eco-Walk and Photohoot Bookings at the Historical Core
- 2. Events Planning and Management
- 3. Handling and Implementation of Process for Venue Booking at the Historical Core

Skip to question 23

(d) Environment and Asset Management Department – Environment Management Division

<https://docs.google.com/forms/d/1eN6LFjcmw54zjd8NqMhVrmLjwxB8Y193GxYQGGU/edit>

4/13

12/15/23, 2:51 PM 2023 Customer Satisfaction Measurement Survey - EXTERNAL SERVICES

15. Transaction/Service availed:
Mark only one oval.

- 1. Endorsement to DENR-CAR, of Applications for Tree Cutting/Pruning/Lightbulbing Permit Affected by New Developments Within the John Hay Special Economic Zone (JHSEZ)
- 2. Endorsement for Emergency Tree Cutting/Pruning/Retrieval Permit Within Camp John Hay
- 3. Endorsement for Sanitation Tree Cutting/Pruning Within Camp John Hay
- 4. Permit to Bring Out Forest Products Services Rendered to All Who Desire to Benefit From Available Firewood for Family and Other Social/Cultural Occasions
- 5. Fireworks Display Permit Within the John Hay Special Economic Zone (JHSEZ)
- 6. Issuance of Certificate of Environment Compliance (CEC) for Food - Related Establishment, New Application
- 7. Issuance of Certificate of Environment Compliance (CEC) for Food - Related Establishment, Renewal Application
- 8. Issuance of Certificate of Environment Compliance (CEC) for Non Food - Related Establishment, New Application
- 9. Issuance of Certificate of Environment Compliance (CEC) for Non Food - Related Establishment, Renewal Application

Skip to question 22

(e) Environment and Asset Management Department – Land and Asset Management Division

16. Transaction/Service availed:
Mark only one oval.

- 1. Issuance of Certificate of Coverage (COC)

Skip to question 22

(f) Environment and Asset Management Department – Project Management Division

17. Transaction/Service availed:
Mark only one oval.

- 1. Request for Payment by Qualified Infrastructure Service Providers - Progress Billing
- 2. Request for Payment by Qualified Infrastructure Service Providers - Final Billing

Skip to question 22

(g) Finance Services Department

<https://docs.google.com/forms/d/1eN6LjFrcmW54zjd8NqMhVrmLjnw8BY193GxYOG0U/edit> 5/13

12/15/23, 2:51 PM 2023 Customer Satisfaction Measurement Survey - EXTERNAL SERVICES

18. Transaction/Service availed:
Mark only one oval.

- 1. Collection of Entrance Fees at the Historical Core
- 2. Collection of Permit Fees and Other Payments From Locators, Residents, etc.

Skip to question 22

(h) Office of the Building Official

19. Transaction/Service availed:
Mark only one oval.

- 1. Issuance of Building Permit for New Application or Repair/Alteration
- 2. Issuance of Certificate of Occupancy
- 3. Issuance of Certificate of Annual Electrical and/or Mechanical Inspection

Skip to question 22

(i) Safety and Security Department

20. Transaction/Service availed:
Mark only one oval.

- Request for Security Assistance to External Personnel/Agencies

Skip to question 22

(j) Special Economic Zone Administration Department

<https://docs.google.com/forms/d/1eN6LjFrcmW54zjd8NqMhVrmLjnw8BY193GxYOG0U/edit> 6/13

12/15/23, 2:51 PM 2023 Customer Satisfaction Measurement Survey - EXTERNAL SERVICES

21. Transaction/Service availed:
Mark only one oval.

- 1. Application for Accreditation and Permit to Operate (PTO) - New
- 2. Application for Renewal of Certificate of Accreditation and Permit to Operate (PTO)
- 3. Application for a Temporary Permit to Operate (TPTO) for Locators
- 4. Application for a Temporary Permit to Operate (TPTO) for Exhibitors and Bazaars
- 5. Application for Gate pass, Local Purchase Form and Permit to Bring-In for Locators
- 6. Application for Gate pass, Local Purchase Form and Permit to Bring-In for Exhibitors, Bazaars and Stakeholders
- 7. Application for Permit to Bring-Out for Locators — Local Articles for Permanent Pull-out
- 8. Application for Permit to Bring-Out for Locators — Temporary Transfer
- 9. Application for Permit to Bring-Out for Stakeholders
- 10. Request for Overtime from Locators
- 11. Request for Identification Card (ID) for JHSEZ Employees
- 12. Request for Manpower from Accredited/Registered Business Enterprises (RBEs)
- 13. Request for an Orientation on CREATE, Accreditation Policy, Labor Center Policy, CAD 2-98 and OSAC Manual
- 14. Request for Creation of Account in SEZSIS
- 15. Application for New Certificate of Registration
- 16. Application for Renewal of Certificate of Registration
- 17. Application for Certificate of Entitlement to Tax Incentives (CET1)
- 18. Application for Certificate of Authority to Import
- 19. Application for Import Permit (AIP)
- 20. Declaration of Admission of Articles Inside JHSEZ (DAA)
- 21. Permit to Bring-Out Imported Articles (PBO-IA)
- 22. Permit to Bring-Out Tax Exempt Vehicle (PBO-TEV)
- 23. Application for Request for Clearance
- 24. Request for Overtime from Stakeholders

Skip to question 22

Level of Satisfaction for the services availed of:

22. Mode of service availed: *

Mark only one oval.

- Onsite Services
- Online Services Skip to question 24

ONSITE SERVICES

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12/15/23, 2:51 PM 2023 Customer Satisfaction Measurement Survey - EXTERNAL SERVICES

23. INSTRUCTIONS: For SQD 0-8, please put a check mark (✓) on the column that best corresponds to your answer.

Mark only one oval per row.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Applicable
SQD0. I am satisfied with the services that I availed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SQD1. I spent a reasonable amount of time for my transaction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SQD2. The office followed the transaction's requirements and steps based on the information provided.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SQD3. The steps (including payment) I needed to do for my transaction were easy and simple.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SQD4. I easily found information about my transaction from the office or its website.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SQD5. I paid a reasonable amount of fees for my transaction. (If service was free)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Strongly Disagree Disagree Neither Agree or Disagree Agree Strongly Agree

SQD6. I was satisfied with the service that I received.

SQD7. I spent a reasonable amount of time for my transaction.

SQD8. The office followed the transaction's requirements and steps based on the information provided.

SQD9. The steps (including payment) I needed to do for my transaction were easy and simple.

SQD4. I easily found information about my transaction from the office's website.

SQD5. I paid a reasonable amount of fees for my transaction.

Step to question 25

ONLINE SERVICES

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24. INSTRUCTIONS: For SQD 6-8, please put a check mark (✓) on the column that best corresponds to your answer.

Mark only one oval per row.

Strongly Disagree Disagree Neither Agree or Disagree Agree Strongly Agree Not Applicable

SQD6. I am satisfied with the service that I received.

SQD7. I spent a reasonable amount of time for my transaction.

SQD8. The office followed the transaction's requirements and steps based on the information provided.

SQD9. The steps (including payment) I needed to do for my transaction were easy and simple.

SQD4. I easily found information about my transaction from the office's website.

SQD5. I paid a reasonable amount of fees for my transaction.

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Strongly Disagree Disagree Neither Agree or Disagree Agree Strongly Agree

SQD6. I am satisfied with the service that I received.

SQD7. The office followed the transaction's requirements and steps based on the information provided.

SQD9. The steps (including payment) I needed to do for my transaction were easy and simple.

SQD4. I easily found information about my transaction from the office's website.

SQD5. I paid a reasonable amount of fees for my transaction.

Step to question 25

25. Suggestions on how we can further improve our services (Optional):

26. Email address/mobile phone number (Optional):

THANK YOU SO MUCH!

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Annex C

Citizens Charter Results, by Type of Clients

CC1: Awareness of the JHMC CC by Type of Client

Category	1. I know what a CC is and I saw this office's CC.	2. I know what a CC is but I did NOT see this office's CC.	3. I learned of the CC only when I saw this office's CC.	4. I do not know what a CC is and I did not see one in this office.	Total
Business Locator	63.31%	7.79%	8.77%	20.13%	308
Event Organizer	27.78%	5.56%	16.67%	50.00%	18
Tourists	53.54%	8.75%	11.61%	26.09%	664
Other Stakeholders	69.47%	4.21%	9.47%	16.84%	94
JHMC Employee	82.26%	4.84%	4.84%	8.06	57
Valid n=1,141	673 58.98%	90 7.85%	118 10.38%	260 22.12%	1,141 100.00%

CC2: Visibility of the JHMC CC by Type of Client

Category	1. Easy to see	2. Somewhat easy to see	3. Difficult to see	4. Not visible at all	N/A	Total
Business Locator	66.45%	9.30%	3.99%	0.33%	19.93%	301
Event Organizer	31.25%	18.75%			50.00%	16
Tourists	60.13%	14.91%	2.68%	2.51%	19.77%	598
Other Stakeholders	72.63%	5.26%	1.05%	1.05%	20.00%	94
JHMC Employee	85.96%	10.53%		3.51%		57
Valid n=1,066	682 63.98%	131 12.29%	29 2.72%	19 1.78%	205 19.23%	1066 100.00%

CC3: Helpfulness of the JHMC CC by Type of Client

Category	1. Helped very much	2. Somewhat helped	3. Did not help	N/A	Total
Business Locator	66.45%	12.96%	0.33%	20.27%	301
Event Organizer	37.50%	6.25%		56.25%	16
Tourists	61.01%	15.29%	2.02%	21.68%	596
Other Stakeholders	72.63%	4.21%		23.16%	94
JHMC Employee	98.21%	1.79%			56
Total	693	136	13	221	1063
Valid n=1,063	65.19%	12.79%	1.22%	20.79%	100.00%

Comments/Suggestions for Improvement of JHMC Services

Locators

Areas of improvement	Frequency	Comments/Suggestions
Good services	21	<ol style="list-style-type: none"> 1. Good service. Just continue what you are doing. 2. Marks good. 3. No problem w/ their services (2x) 4. Ok naman lahat ng services nila (5x) 5. Sana po ay maipagpatuloy ang maayos na serbisyo. 6. Service is exceptional from guards to all staff. 7. They are all accommodating and assistive 8. Staff do accommodate their clients well. 9. Thank you so much for accommodating us. 10. Thank you! (2x) 11. Good service. 12. Maayos po naman ang processing with regards to PTO especially website na ang panukala nila. (Minsan lang po ay hindi gumagana ang website).
Need to improve/ Upgrade SEZRIS Online Portal	17	<ol style="list-style-type: none"> 1. Minsan lang po ay hindi gumagana ang website. 2. Areas for improvement are on the SEZRIS website as sometimes the website is down and we have no access. 3. At times medyo hassle ang pag process online then mag-antay ng feedback before processing. 4. Di maayos ang online transaction ng PBI/PBO, laging sira ang online nila. 5. JHMC website must be available at all times to avoid delays of deliveries. 6. Please update SEZRIS account to a newer version if possible.

Areas of improvement	Frequency	Comments/Suggestions
		<ol style="list-style-type: none"> 7. Sana maayos na po yung online system ni SEZRIS since lage siyang offline at mahirap buksan kahit na sa incognito chrome namin siya e open. 8. Sana po any maayos na ang SEZRIS. 9. SEZRIS website cannot be accessible sometimes. 10. The website sometimes have problem to process LPF like this month of November. 11. Upgrade SEZRIS. 12. Your portal is not easy to use (4x) 13. The JHMC website also has security issues. I have difficulty opening the website using the chrome browser. 14. Also improve the SEZRIS because it is usually a down system.
One-stop shop/accessibility of cashier	13	<ol style="list-style-type: none"> 1. No Cashier to pay to. Only BDD was present (because of their Christmas party). They should have put a memo that transactions are not available during their Christmas party at lunchtime. 2nd time to happen in 2 weeks. Tanggalin ninyo na yung "No Noonbreak" policy ninyo. 2. No one was in for the transaction at 12:05 Offline online transaction and access to payment so far 3. Minsan mahirap ma contact office nila for other questions per CEC. 4. Gawin opisina ang OSAC office for payment para di mahirapan ang locators ng Ayala. 5. Di maayos ang online transaction ng PBI/PBO, laging sira ang online nila. 6. Maibalik po sana sa Custom sa pagbabayad ng LPF/Gatepass. 7. Mas madali magbayad sa Custom para hindi malayo. 8. We suggest that the payment will be back at the Custom office because your new JHMC office is too far I suggest that somehow the processes and payments will eventually become a one stop shop. 9. One stop shop. 10. Bumalik po sana sa customs sa pagbabayad ng LPF/gatepass para hindi po malayo sa amin lalo na po na nasa gate 1 po kami. 11. Dapat sa dati po yong pagbabayaran ng LPF. sa dati sana. 12. Allow payment at Customs Office every weekdays please Gate pass required we paid even if just to

Areas of improvement	Frequency	Comments/Suggestions
		<p>bring in equipment in buildings requiring company's services.</p> <p>13. We suggest that the payment will be back at the Custom Office because your new JHMC office is too far.</p>
Very long processing time	10	<ol style="list-style-type: none"> 1. About payment of fees, it would be much better if there were online payment options available. Transactions would be much better. 2. At times medyo hassle ang pag process online then mag-antay ng feedback before processing. 3. JHMC website must be always available to avoid delays of deliveries. 4. Kung renewal ang PTO, dapat ang requirements na lang PTO ang kukunin na pang-approve ng permit. Wala na yung ibang requirements. Ang gamit natin permit ay two from Baguio (permit to business) and sa JHMC (permit to operate). 5. Minsan mahirap ma contact office nila for other questions per CEC. Late magbigay ng certificate kahit na processed at bayad mo na ito. Dapat pagkabayad, issue ka agad ang CEC for locators. 6. Some of the employees working at the respective offices needed for PTO renewal are not helpful. Their attitude is more like "Why don't you know what you are doing?" Instead of being just helpful to the locators. I have encountered a few with this attitude. In addition, most of the fees that need to be paid for every renewal are not explained to the locators. We don't know what it's for and why the fee is so high. 7. Renewing the PTO takes a lot of effort and patience from every locator plus it costs a lot. I wish this could be simplified and some tests can be done every other year instead of yearly especially when nothing has changed. (an example is the Megger test, environmental compliance, it has to be done yearly when all the equipment in the store is the same) getting permits and the like for delivery/repairs is also so difficult. We have stores in SM malls and transacting with them is so much easier. 8. This is tiring takes our time. (2x) 9. Tuloy-tuloy lang po ang pagkakaroon ng meeting every quarter. Agenda kaysa sa mga bagong kaalaman sa loob ng JHMC. 10. We hope hindi kami maihirapan sa requirements namin for PTO like CEC and our contract.

Areas of improvement	Frequency	Comments/Suggestions
Very long processing time	10	<ol style="list-style-type: none"> 1. About payment of fees, it would be much better if there were online payment options available. Transactions would be much better. 2. At times medyo hassle ang pag process online then mag-antay ng feedback before processing. 3. JHMC website must be always available to avoid delays of deliveries. 4. Kung renewal ang PTO, dapat ang requirements na lang PTO ang kukunin na pang-approve ng permit. Wala na yung ibang requirements. Ang gamit natin permit ay two from Baguio (permit to business) and sa JHMC (permit to operate). 5. Minsan mahirap ma contact office nila for other questions per CEC. Late magbigay ng certificate kahit na processed at bayad mo na ito. Dapat pagkabayad, issue ka agad ang CEC for locators. 6. Some of the employees working at the respective offices needed for PTO renewal are not helpful. Their attitude is more like "Why don't you know what you are doing?" Instead of being just helpful to the locators. I have encountered a few with this attitude. In addition, most of the fees that need to be paid for every renewal are not explained to the locators. We don't know what it's for and why the fee is so high. 7. Renewing the PTO takes a lot of effort and patience from every locator plus it costs a lot. I wish this could be simplified and some tests can be done every other year instead of yearly especially when nothing has changed. (an example is the Megger test, environmental compliance, it has to be done yearly when all the equipment in the store is the same) getting permits and the like for delivery/repairs is also so difficult. We have stores in SM malls and transacting with them is so much easier. 8. This is tiring takes our time. (2x) 9. Tuloy-tuloy lang po ang pagkakaroon ng meeting every quarter. Agenda kaysa sa mga bagong kaalaman sa loob ng JHMC. 10. We hope hindi kami maihirapan sa requirements namin for PTO like CEC and our contract.

Areas of improvement	Frequency	Comments/Suggestions
Payment options	8	<ol style="list-style-type: none"> 1. I suggest that somehow the processes and payments will eventually become a one-stop shop. 2. With regard to payment of fees, it would be much better if there were online payment options available. transactions would be much better. 3. E-payment, please. (2x) 4. Allow payment at the Customs office every weekday please. 5. The permits can now be done online, request the payment can also be done online. 6. Bank-to-bank transfer/online payment for all permits/services availed. 7. Allow payment at Customs every weekday please. 8. Having online payment options make the transaction easier.
Simplify/Reduce documentary requirements	8	<ol style="list-style-type: none"> 1. Kung renewal ang PTO, dapat ang requirements na lang pto ang kukunin na pang-approve ng permit. Wala na yung ibang requirements. Ang gamit natin permit ay two from Baguio (permit to business) and sa JHMC (permit to operate). 2. Some of the employees working at the respective offices needed for PTO renewal are not helpful. Their attitude is more like "why don't you know what you are doing?" Instead of being just helpful to the locators. I have encountered a few with this attitude. 3. Renewing the pto takes a lot of effort and patience from every locator plus it really costs a lot. I wish this can be simplified and some tests can be done every other year instead of yearly especially when nothing has changed. (example is the megger test, environmental compliance, it has to be done yearly when all the equipment in the store are the same) getting permits and the like for delivery/ repairs is also so difficult. We have stores in SM malls and transacting with them is so much easier. 4. We hope hindi kami maihirapan sa requirements namin for PTO like CEC and our contract 5. Need to lessen the requirements. 6. Simplify requirements for PTO 7. The processing of PTO have a lot of requirements. 8. We do hope na ma grant na yung PTO namin. God bless.

Areas of improvement	Frequency	Comments/Suggestions
Fairness of fees	5	<ol style="list-style-type: none"> 1. In addition, most of the fees that need to be paid every renewal are not explained to the locators. We don't know what it's for and why the fee is so high. 2. Gate pass required we paid even if just to bring in equipment in buildings requiring company's services. 3. Big and small volume of product have same fee - not fair. One thousand pesos fee during holidays is too much for us smaller businesses. 4. Gatepass is too much expensive. 5. Kung mas mababa pa sana ang singil ng lahat ng permit.
Frontline/Security Issues	6	<ol style="list-style-type: none"> 1. Some of the employees working at the respective offices needed for PTO renewal are not helpful. Their attitude is more like "Why don't you know what you are doing?" Instead of being just helpful to the locators. I have encountered a few with this attitude. 2. In addition, most of the fees that need to be paid for every renewal are not really explained to the locators. We don't know what it's for and why the fee is so high. 3. Renewing the PTO takes a lot of effort and patience from every locator plus it really costs a lot. I wish this can be simplified.. getting permits and the like for delivery/ repairs is also so difficult. We have stores in SM malls and transacting with them is so much easier. 4. Additionally, they also gave a feedback to John Hay's security saying that they are strict and do not want to cooperate - the security "sometimes" does not believe that they are business owners upon reaching the security check in the entrance of Camp John Hay. 5. Guard service ___ poor -- shouting and raising voice; not explaining procedures well; As if client is stupid enough to understand protocols. I think it is better that the guards are informed as well about these permits because sometimes the problem is not the office but the guards. 6. No one was in for the transaction at 12:05 pm.
Printer for cashier	3	<ol style="list-style-type: none"> 1. Printer for cashier. (2x) 2. Printer for cashier for fast transaction.

Areas of improvement	Frequency	Comments/Suggestions
Improvement of facilities	2	<ol style="list-style-type: none"> 1. Client suggests that the road that leads to the back of the bldg a across the entrance of Concentrix needs improvement as it currently is not paved and this impacts their logistics to deliver goods to the enterprise. 2. Maintain the cleanliness of the place
Free water, Free sticker for members (locators?)	2	<ol style="list-style-type: none"> 1. Free drinking water. 2. Provide stickers to all members.
Continue quarterly meetings with Locators	1	<ol style="list-style-type: none"> 1. Tuloy-tuloy lang po ang pagkakaroon ng meeting every quarter. Agenda kaysa sa mga bagong kaalaman sa loob ng JHMC.

Other stakeholders and Event Organizers

Areas of improvement	Frequency	Comments/Suggestions
Good services	9	<ol style="list-style-type: none"> 1. It's more fun here. Keep it up. 2. Keep up the good work. 3. No comment; staff is accommodating. 4. Service rendered by mark was very exemplary. 5. Very informative and friendly. 6. Staff are truly accommodating and helpful. 7. Thank you. 8. They are very good and kind and entertaining their clients. 9. Very thankful.
Very long processing time	3	<ol style="list-style-type: none"> 1. Ang tagal ma approved ng letter (2x) 2. Recommend to have a fast approval of letter for not to delay of projects.

Areas of improvement	Frequency	Comments/Suggestions
One-stop shop/ Accessibility of cashier	2	1. Customs permit and payment/checking should be a one stop shop process (2x)
Need to improve/ Upgrade SEZRIS Online Portal	1	1. I hope we can empower the transactions via online also.
Others	1	1. Just more CCTV cam for more chance to see what happens in the workplace

Tourists

Areas of improvement	Frequency	Comments/Suggestions
Good services & facilities	30	<ol style="list-style-type: none"> 1. 100/100 excellent customer service everyone was friendly & approachable. 2. Accommodating and welcoming tour guide, did her best and shared knowledge to us. She's the best! 3. Accommodating! 4. All good. 5. As a history major, the historical trail must be maintained regularly. Nevertheless, historically accurate and informative! 6. Commendations on residence discount. 7. Entrance staff was good. 8. Good job. 9. Good service! 5 stars. 10. Good services. 11. Great experience. 12. Maganda po ang serbisyo at maganda ang tanawin. 13. Nice environment, clean facilities.

Areas of improvement	Frequency	Comments/Suggestions
		<p>14. No comment at all, Thank you for accommodating.</p> <p>15. No need for improvements, its good the way it was.</p> <p>16. Nothing more cuz i've experienced satisfying services from each of the staffs.</p> <p>17. Ok po ang pagtanggap.</p> <p>18. Service is ok as it is.</p> <p>19. Staff are very friendly, very accommodating, Thank you and more power.</p> <p>20. Very beautiful and clean.</p> <p>21. Very accommodating.</p> <p>22. The service was good.</p> <p>23. I had fun inside and I'd definitely go back here.</p> <p>24. The staff were very kind.</p> <p>25. Very accommodating staff.</p> <p>26. Very good.</p> <p>27. Malinis pa yung house. (?)</p> <p>28. Very nice place and relaxing.</p> <p>29. Very nice, approachable staff, nice view.</p> <p>30. Thank <3 keep up the good work.</p>
Fix/Improve facilities	13	<ol style="list-style-type: none"> 1. As a history major, the historical trail must be maintained regularly. Nevertheless, historically accurate and informative! 2. Baggage counter. 3. Better accessibility/better transportation. 4. CR is clean and with water! Liberty loop really beautiful. 5. Gravel stones slippery for kids. 6. (Maybe you can lower the price,) it's nice that you adopted PWD ramps since not many places in the philippines do. 7. More improvement, faucet draining, interior beautification, light (christmas light)

Areas of improvement	Frequency	Comments/Suggestions
		<ul style="list-style-type: none"> 8. Need pa e improve yung sa secret garden kasi ang plain ng ambiance. 9. Slippery steps. 10. Suggestion to have a baggage counter. 11. The PWD ramp was difficult to walk on Water station inside. 12. Water station inside 13. Water stations.
Need for better signages/ maps, info	11	<ul style="list-style-type: none"> 1. As a history major, the historical trail must be maintained regularly. Nevertheless, historically accurate and informative! 2. Historical signage was good. 3. Add map/brochure of area. 4. Make the CC more visible. 5. Make the CC more visible especially at the front of the office. 6. More historical facts about camp John Hay. 7. Provide maps. 8. QR code for attraction. 9. Signages. 10. Someone avails the services for her, and no guide around/ no guide, needs more information. 11. There should be a map of the Historical Core.
Fairness of fees	10	<ul style="list-style-type: none"> 1. Commendations on residence discount. 2. Maybe you can lower the price. 3. 40-50 pesos entrance fee or just lower the entrance fee in general. 4. (Ang baho ng CR, ang layo pa.) Ang mahal pa naman ng singil. 5. (Pota CR not working;) Fees too high. 6. Lower payment to get in and make discounts for others.

Areas of improvement	Frequency	Comments/Suggestions
		<ol style="list-style-type: none"> 7. Lower the entrance fee. 8. Medyo mahal entrance fee. 9. Price (entrance fee) got more expensive. 10. The price i paid isn't worth the experience.
Dirty/Non-functioning CR	10	<ol style="list-style-type: none"> 1. Ang baho ng CR, ang layo pa. Ang mahal pa naman ng singil. Pota. 2. Untidy comfort room and not accessible. 3. More improvement, faucet draining, interior beautification, light (christmas light). 4. Comfort room (3x) 5. CR broken. 6. Every places needs public CR. 7. Please make sure the bathroom equipment is working. 8. Tissues.
Payment options	6	<ol style="list-style-type: none"> 1. Ecash payment; cr broken. 2. E-payment please. 3. E-payment (gcash). 4. Gcash, paymaya. 5. The office should have enough coins or change during the morning to not delay the transactions Transaction took long. 6. Ecash payment;
Need for better frontline services	7	<ol style="list-style-type: none"> 1. Transaction took long. 2. Someone avails the services for her, and no guide around/ no guide, needs more information. 3. Maging maunawain at mapag – pasensya. 4. Paper wrist band, calendar hehe!! 5. Polite and friendly staff. 6. Security staff in main gate of camp john hay should talk to tourist nicely instead of shouting. 7. Stamp in the hands for the guards to see who paid.

Areas of improvement	Frequency	Comments/Suggestions
More flowers	6	<ol style="list-style-type: none"> 1. Need pa e improve yung sa secret garden kasi ang plain ng ambiance. 2. Add more flowers in secret garden. 3. More flowers in the secret garden. 4. More plants to view. 5. Paki dagdagan po yong bulaklak sa secret garden po. Thank <3 keep up the good work. 6. Plant more flowers/plants.
Open up more areas/trails	6	<ol style="list-style-type: none"> 1. Keep the areas open as some are closed. 2. Limited indoor activities. 3. Make more spot for photo ops. Thank you. 4. Open some of the closed trails. 5. Some places are not open. 6. The secret garden is not open/path is closed.
Need for tour guide	5	<ol style="list-style-type: none"> 1. Someone avails the services for her, and no guide around/ no guide, needs more information. 2. A need for your guide in the house to explain. 3. A tour guide of the place for 1st timers would be a great addition for the attraction Additional tour guide or staff to assist tourist. 4. Tour guide about what camp John Hay was.
Add more shops/ stalls	5	<ol style="list-style-type: none"> 1. Build some coffee shops. 2. More tourist destination like stall. 3. Provide or at least build food stalls or cafe inside within the vicinity. 4. Stalls in the middle of the trail to buy waters. 5. Tree top - bring it back.
Preserve the area	1	<ol style="list-style-type: none"> 1. As a history major, the historical trail must be maintained regularly. Nevertheless, historically accurate and informative!

Areas of improvement	Frequency	Comments/Suggestions
		2. Maganda po ang serbisyo at maganda ang tanawin.