Republic of the Philippines
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JHMC

JOHN HAY MANAGEMENT CORPORATION

a member of The BCDA Group

CLIENT SATISFACTION MEASUREMENT REPORT
2024 (1ST Edition)

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John Hay Management Corporation Customer Satisfaction Measurement for CY 2024

CONDUCT OF THE JOHN HAY MANAGEMENT CORPORATION CUSTOMER SATISFACTION MEASUREMENT FOR CY 2024

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*The consultant's report does not necessarily reflect the view/s of the John Hay Management Corporation and cannot be held liable for the contents.

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ABBREVIATIONS

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 Action 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

EXECUTIVE SUMMARY

The John Hay Management Corporation (JHMC) conducted the Client Satisfaction Measurement (CSM) for 2024 to evaluate service quality, stakeholder engagement, and areas requiring improvement. This initiative aligns with the directives of the Anti-Red Tape Authority (ARTA) and national policies aimed at enhancing government service efficiency. The study gathered feedback from internal and external clients, including government agencies, locators, tourists, and business stakeholders within the John Hay Special Economic Zone (JHSEZ). By assessing these perspectives, JHMC aimed to measure overall client satisfaction and identify key areas that need strategic improvements. The CSM focused on eight key Service Quality Dimensions (SQDs): Responsiveness, Reliability, Access & Facilities, Communication, Costs, Integrity, Assurance, and Outcome. Each of these dimensions plays a crucial role in determining the efficiency, accessibility, and transparency of JHMC services. The findings indicate an overall satisfaction rating of 95.13%, classified as "Outstanding". This suggests that JHMC's stakeholders generally approve of the services provided, but there remain areas for enhancement to improve the overall experience.

Breaking down the satisfaction levels, the highest ratings were observed in Reliability (96.68%), Assurance (96.48%), and Integrity (96.21%) which were categorized as "Outstanding." These results demonstrate a strong level of trust in JHMC's ethical standards, transparency, and ability to provide secure and reliable services. Other service dimensions, such as Outcome (95.22%), Access and Facilities (94.36%), and Communication (94.41%) also received an **"Outstanding"** rating indicating that clients generally found service dependable and effective. However, Costs (91.84%) received the lowest rating, suggesting that some clients found service fees to be unclear or less affordable. While Responsiveness (94.17%) was rated positively, there were minor concerns that indicated room for improvement in how efficiently and promptly services are delivered.

In addition to the numerical ratings, qualitative feedback from respondents highlighted specific areas where service improvements are necessary. Many clients praised JHMC staff for their hospitality, responsiveness, and efficiency, noting that customer service remains a strong asset of the organization. However, concerns were raised regarding facility maintenance, particularly restrooms, accessibility for senior citizens, and signage for easier navigation. Waste management was another recurring issue, with many respondents requesting more trash bins and improved cleanliness throughout the JHSEZ. Additionally, some respondents suggested enhancements to the natural landscaping and greenery, emphasizing the need for better-maintained gardens, more scenic attractions, and clearer walking paths.

Other feedback focused on navigation and accessibility, with several respondents requesting a shuttle service, better road infrastructure, and clearer maps for tourists. Payment transactions also emerged as a concern, with some respondents finding the process inconvenient and suggesting a more efficient and streamlined system.

In response to these findings, JHMC has outlined several key initiatives to improve service delivery and enhance stakeholder satisfaction. Planned infrastructure

upgrades include the installation of smart street lighting in JHSEZ, enhancements to the Historical Core and Secret Garden, and ongoing maintenance of tourist facilities to improve visitor comfort. JHMC has also committed to improving communication and stakeholder engagement through quarterly Locators' Meetings, enhanced online information accessibility, and expanded digital engagement efforts. Additionally, the organization plans to streamline operational processes by simplifying payment systems, improving waste management, and strengthening environmental conservation efforts.

The 2024 CSM survey results reaffirm JHMC's commitment to service excellence, stakeholder engagement, and continuous improvement. While the majority of respondents expressed high satisfaction, targeted improvements in cost transparency, responsiveness, and facility enhancements will help further elevate service quality. Through strategic infrastructure development, operational efficiency, and stakeholder-focused initiatives, JHMC aims to enhance the overall client experience, ensuring that the JHSEZ remains a model for sustainable and client-centric development.

I. PROJECT OVERVIEW

The Institution: John Hay Management Corporation

The John Hay Management Corporation (JHMC) stands as a vital steward of one of the Philippines' most historically significant landmarks, Camp John Hay. As a Government-Owned and Controlled Corporation (GOCC) and a subsidiary of the Bases Conversion and Development Authority (BCDA), JHMC was established to oversee the transformation of John Hay Air Station, a former U.S. military rest and recreation facility, after its turnover to the Philippine government. This transition was formalized through Presidential Proclamation No. 198, issued on June 29, 1993, marking the beginning of a new chapter in the site's history (Presidential Proclamation No. 198, 1993).

The transformation of John Hay Air Station was not just a change in management but a significant shift in the use and purpose of the land. What was once an exclusive facility for military personnel became a space for tourism, environmental conservation, and economic development. This shift required careful planning to balance preservation with progress, ensuring that the historical significance of the area was maintained while opening opportunities for sustainable growth.

Following its conversion, the facility was renamed Camp John Hay and designated as a tourism, human resource development, and forest watershed reservation site. Recognizing the necessity of structured management, Executive Order (EO) No. 103 was issued in 1993 to establish the John Hay Development Corporation (JHDC), which became the implementing arm of BCDA. JHDC was tasked with the development, leasing, operation, and maintenance of all establishments and facilities within the camp (Executive Order No. 103, 1993).

A significant development occurred in 1994 with the issuance of EO No. 31, which amended the original executive order and expanded JHDC’s responsibilities to include the former Wallace Air Station in Poro Point, La Union. This expansion resulted in the creation of the John Hay Poro Point Development Corporation (JPDC), extending its scope beyond Baguio City. That same year, Proclamation No. 420 established the JHSEZ, officially designating portions of the former Camp John Hay Reservation as a tourism and investment hub. The primary objective of the JHSEZ was to lease certain portions of land to private investors for development, fostering a family-oriented tourism complex, sustainable forest watershed management, and a human resource development center (Proclamation No. 420, 1994).

The establishment of JHSEZ was a strategic move to attract investments while ensuring that the natural beauty and ecological importance of Camp John Hay were preserved. Investors were encouraged to develop properties that complemented the site's historical and environmental significance, leading to a carefully curated tourism complex that emphasized sustainability and responsible

stewardship. The government continued refining these administrative structures in 2002 through EO No. 132, which renamed JPDC as the JHMC. This reorganization allowed JHMC to focus exclusively on Camp John Hay while creating the Poro Point Management Corporation (PPMC) to oversee developments in Poro Point (Executive Order No. 132, 2002).

Today, JHMC remains the estate administrator of the JHSEZ, ensuring compliance with development regulations and enforcing the Implementing Rules and Regulations (IRR) of the zone. In addition to its regulatory role, JHMC plays a crucial part in preserving Camp John Hay's forest reservation and regulating the sustainable use of its unleased areas (JHMC Annual Report, 2020). The careful regulation of Camp John Hay's development is a testament to JHMC's commitment to sustainability. By enforcing stringent environmental guidelines, JHMC ensures that new projects align with the principles of eco-tourism and sustainable economic growth, preserving the delicate balance between nature and human activity.

JHMC envisions to develop and transforms Camp John Hay into a premier ecotourism and investment destination in the Philippines. This Vision includes the preservation of historical and cultural landmarks while fostering investments through innovative approaches and economic growth, all within a framework of strong environmental protection (JHMC Vision Statement, 2024). To fulfill this Vision, JHMC adheres to its Mission of people empowerment in the JHMC to be stewards of the forest watersheds with effective regulations to transform Camp John Hay into premier ecotourism and investment destination in the Philippines.

Beyond its economic and environmental responsibilities, JHMC plays an essential role in promoting heritage conservation and tourism. Camp John Hay is a renowned tourist destination, attracting visitors to its Historical Core, a living museum that showcases the camp's rich history. Among the key attractions are the Bell House Museum, a well-preserved colonial-style house that once served as the vacation home of U.S. military officials, and the Bell Amphitheater, a scenic open-air venue used for cultural performances and gatherings. Visitors can also explore the History Trail, a two-kilometer pathway winding through lush pine forests, offering a glimpse into the past. Another unique attraction is the Cemetery of Negativism, a symbolic site representing the burial of negative thoughts and attitudes in a lighthearted manner (Department of Tourism, 2019).

By maintaining these historical sites, JHMC ensures that visitors experience a blend of cultural education and leisure. The preservation of these landmarks not only honors the past but also creates a meaningful tourist experience that resonates with local and international visitors alike. Through its efforts, JHMC continues to balance economic development, environmental conservation, and historical preservation. By ensuring that Camp John Hay remains a model for sustainable tourism and investment, JHMC upholds its commitment to fostering a thriving, culturally rich, and environmentally responsible destination for future generations (BCDA Report, 2021).

ARTA and the Client Satisfaction Measurement

The Client Satisfaction Measurement (CSM) is a fundamental initiative aimed at assessing the level of satisfaction among stakeholders who have completed transactions with government agencies. This mechanism is aligned with Section 20 of Republic Act (RA) 11032, also known as the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, which amended Section 10 of RA 9485, the Anti-Red Tape Act of 2007 (Republic Act No. 11032, 2018). By institutionalizing feedback mechanisms, the CSM seeks to ensure the continuous enhancement of service delivery in government institutions, as mandated under Section 3 of RA 11032.

The implementation of CSM is rooted in the IRR of RA 11032, which stipulate that all government agencies must integrate feedback mechanisms and client satisfaction measurement into their process improvement efforts IRR of RA 11032, 2018). This directive emphasizes the importance of collecting and analyzing client feedback to identify areas that require enhancement and to maintain a high standard of service efficiency.

To further streamline and standardize the application of CSM across various government entities, the ARTA–issued Memorandum Circular No. 2022-05 on September 20, 2022 (ARTA Memorandum Circular No. 2022-05, 2022). This memorandum requires agencies to conduct systematic client satisfaction measurement by gathering structured feedback from stakeholders who have completed their transactions. In addition, to provide more detailed guidelines, the Governance Commission for Government-Owned or Controlled Corporations (GCG) and ARTA released Joint Memorandum Circular No. 1 in 2023. This supplemental guide outlines the best practices and methodologies for the effective execution of CSM, ensuring that government-owned and controlled corporations (GOCCs) adhere to a harmonized approach in evaluating client satisfaction (Joint Memorandum Circular No. 1, 2023).

The primary objective of the CSM is to determine the extent to which clients are satisfied with the services provided by JHMC. It aims to measure the efficiency, effectiveness, and overall service experience offered by the agency. The evaluation covers various dimensions of service delivery, ensuring a comprehensive understanding of the client's perspective.

The CSM focuses on key dimensions that reflect the quality of service delivery. These include:

1. **Responsiveness**, which assesses the agency's ability to address client concerns and provide timely assistance;
2. **Reliability**, which measures the consistency and dependability of services;
3. **Access and facilities**, which evaluate the adequacy and convenience of infrastructure, digital platforms, and physical accessibility;

4. **Communication**, ensuring that information is conveyed clearly and transparently;
5. **Costs**, which focus on the affordability and transparency of service-related fees;
6. **Integrity**, which measures ethical conduct, accountability, and adherence to anti-corruption principles;
7. **Assurance**, which gauges the competence, courtesy, and credibility of personnel; and,
8. **Outcome**, which assesses the overall impact and effectiveness of the services rendered.

The CSM serves as a vital monitoring and evaluation tool for assessing the relationship between GOCCs, such as JHMC, and their stakeholders. Through this initiative, the agency can capture tangible and concrete data regarding government service delivery, identify key areas that require improvement, and implement data-driven policy and procedural enhancements. Additionally, CSM ensures that government agencies comply with national standards for efficient public service, promoting transparency, accountability, and customer-oriented service improvement (JHMC Annual Report, 2023).

To uphold the objectivity, reliability, and expertise of the assessment process, JHMC has engaged a third-party service provider to administer the CY 2024 CSM. This independent organization is responsible for designing and distributing the client satisfaction survey, processing and analyzing responses, and generating comprehensive reports on service performance. By outsourcing this evaluation to a specialized entity, JHMC guarantees the integrity and credibility of the CSM process, ensuring that findings remain impartial and actionable.

By embedding CSM into its operational framework, JHMC reaffirms its commitment to delivering transparent, client-focused, and continuously improving public service. The insights gathered from this initiative will not only enhance service delivery but also strengthen the trust and confidence of stakeholders in the agency's ability to provide efficient, reliable, and high-quality government services.

Measures, Indicators and Components: Overview of Results

Table 1: *Aggregate Summary of CSM Survey Results*

Particulars	Overall Rating	Adjective Rating
Overall Satisfaction	**95.13%**	**Outstanding**
Satisfaction with Responsiveness	94.14%	Very Satisfactory
Satisfaction with Reliability	96.68%	Outstanding
Satisfaction with Access and Facilities	94.36%	Very Satisfactory
Satisfaction with Communication	94.41%	Very Satisfactory

Satisfaction with Costs	91.84%	Very Satisfactory
Satisfaction with Integrity	96.21%	Outstanding
Satisfaction with Assurance	96.48%	Outstanding
Satisfaction with Outcome	95.22%	Outstanding

The CSM Survey Results indicate an overall satisfaction rating of 95.13%**,** which falls under the "Outstanding" category. This suggests that the majority of respondents had a highly positive experience with the services provided. Breaking down the specific areas of evaluation, Satisfaction with Reliability (96.68%)**,** Assurance (96.48%), Integrity (96.21%), and Outcome (95.225) all received Outstanding ratings. These results highlight that clients find the agency's services to be efficient, dependable, and cost-effective**,** with well-maintained facilities that contribute to a positive experience. In addition, these results demonstrate a strong level of trust and confidence in the agency's ethical standards, transparency, and ability to provide secure and reliable services.

In contrast, Satisfaction with Access and Facilities (94.36%), Communication (94.41%), Responsiveness (94.14%), and Cost (91.84%) was rated as "Very Satisfactory", indicating that while the agency is meeting expectations in this area, there is still room for improvement. Enhancing communication channels, responsiveness to inquiries, and clarity of information could help elevate this rating in future assessments.

Overall, these findings reflect a well-performing organization that consistently meets or exceeds client expectations. However, strategic improvements in communication and engagement efforts could further enhance service quality and elevate overall satisfaction levels to an Outstanding rating in future evaluations. By addressing these areas, the agency can continue to strengthen client trust, efficiency, and service excellence.

As to the awareness of the Citizen's Charter, the results are: a.) CC awareness score – 86.44%; b.) CC visibility score – 75.04%; and, c.) CC helpfulness – 58.92%. Further details on these are illustrated in Table 14.

II. SCOPE AND DELIMITATIONS

A. Period Covered

The *JHMC CSM* encompasses the entire period from **January 2024 to December 2024**. As part of this initiative, data collection was actively conducted to ensure comprehensive and up-to-date insights into stakeholder satisfaction. This process involves gathering structured feedback from clients who have completed transactions with JHMC, enabling the organization to assess service efficiency, identify areas for improvement, and implement data-driven enhancements in line with national standards for public service delivery.

B. Geographic and Office Coverage

This survey covered the entire area operated and maintained by JHMC. It covered a variety of stakeholders, including locators operating within the premises, walk-in clients who sought various services from the GOCC–tourists visiting the Historical Core, and other external stakeholders. The tourists were primarily those who explored key attractions within the designated camp areas, such as the Bell House, the amphitheater, and the Cemetery of Negativity.

In addition to these groups, the survey also included other critical stakeholders, such as local government units (LGUs) and non-locators who engage with JHMC through specific services. These services included the issuance of permits for activities such as the removal of forest products or the transportation of construction materials and equipment into the John Hay Special Economic Zone (JHSEZ).

In compliance with the ARTA, the survey gathered client satisfaction feedback from both external and internal sources. Internal clients were defined as JHMC personnel who utilized the corporation's various services within its operating units. This comprehensive approach was intended to ensure that feedback was collected from a wide spectrum of individuals and organizations interacting with JHMC, providing a holistic view of its service quality and areas for improvement.

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

Table 2: *List of External Services and Disaggregated Transactions*

External Services	Responses	Total Transactions
Preparation of Last Pay of Separated Employees	0	0
Request for Human Resource Documents, Records, or Certifications by Former JHMC Personnel	0	0
Request for Certificate of Appearance (CA) by JHMC Visitors, Clients, Stakeholders, Etc.	0	0
Request of JHMC Records/ Documents	0	0
Eco-Walk and Photoshoot Bookings at the Historical Core	20	63
Events Planning and Management	20	47
Handling and Implementation of Process for Venue Booking at the Historical Core	20	47
Endorsement to DENR-CAR of Applications for Tree Cutting/Pruning/Earthballing Permit Affected by New Developments within the John	0	1

Hay Special Economic Zone (JHSEZ)		
Endorsement for Emergency Tree Cutting/Pruning/ Retrieval Permit Within Camp John Hay	0	16
Endorsement for Sanitation Tree Cutting/Pruning Within Camp John Hay	0	2
Permit to Bring out Forest Products Services Rendered to All Who Desire to Benefit From Available Firewood for Family and Other Social/ Cultural Occasions	9	9
Fireworks Display Permit Within the John Hay Special Economic Zone (JHSEZ)	4	8
Issuance of Certificate of Environment Compliance (CEC) for Food-Related Establishment, New Application	60	62
Issuance of Certificate of Environment Compliance (CEC) for Food-Related Establishment, Renewal Application		
Issuance of Certificate of Environment Compliance (CEC) for Non Food-Related Establishment, New Application		
Issuance of Certificate of Environment Compliance (CEC) for Non Food-Related Establishment, Renewal Application		
Issuance of Certificate of Coverage (COC)	8	79
Request for Payment by Qualified Infrastructure Service Providers – Progress Billing	0	3
Request for Payment by Qualified Infrastructure Service Providers – Final Billing	3	2
Collection of Entrance Fees at the Historical Core	800	30,213
Collection of Permit Fees and Other Payments from Locators, Residents, etc.	363	1,351
Handling of Whistleblowing Reports from GCG or Other Alternative Channels	0	1
Application for a Building Permit for Locators With Contract Between BCDA and/or JHMC	0	2
Application for a Building Permit for Locators Without Contract Between BCDA and/or JHMC	0	2
Application for Repair and Maintenance of A Residential Building	9	12
Application for An Accessory Permit	0	0

Application for a Certificate of Occupancy	0	2
Application for Repair of Building or Structure	0	1
Application for a Temporary Sign Permit	0	9
Issuance of a Certificate of Annual Inspection	73	56
Request for Security Assistance to External Personnel/Agencies	1	9
Application for Accreditation and Permit to Operate (PTO) – New	3	3
Application for Accreditation and Permit to Operate (PTO) – Renewal	56	70
Application for Temporary Permit to Operate (TPTO) for Locators	122	153
Application for Temporary Permit to Operate (TPTO) for Bazaars	222	81
Application for Gate pass, Local Purchase Form and Permit to Bring-In for Locators, Exhibitors, Bazaars and Stakeholders	359	5,596
Application for Permit to Bring-out for Locators – Local Articles for Permanent Pull-out	81	117
Application for Permit to Bring-out for Locators – Temporary Transfer	54	54
Application for Permit to Bring-Out for Stakeholders	0	0
Request for Overtime from Locators	0	0
Request for Identification Card (ID) for JHSEZ Employees	0	11
Request for Manpower from Accredited/Registered Business Enterprises (RBEs)	0	0
Request for an Orientation on CREATE, Accreditation Policy, Labor Center Policy, CAO 2-98 and OSAC Manual	0	11
Request for Creation of Account in SEZRIS	0	0
Application for New Certificate of Registration	0	0
Application for Certificate of Entitlement to Tax Incentives (CETI)	0	0
Application for Import Permit (AIP)	0	0
Declaration of Admission of Articles Inside JHSEZ (DAA)	0	0
Permit to Bring-Out Tax Exempt Vehicle (PBO-TEV)	0	0
Application for Request for Clearance	0	0
Request for Overtime from Stakeholders	0	0
Total	**2,287**	**38,093**

Table 3: *List of Internal Services and Disaggregated Transactions*

Internal Services	Responses	Total Transactions
Request for Travel Authorization (Beyond 50-km Radius)	200	204
Travel Request (Within 50-km Radius)	979	986
Service Request	342	346
Job Order Request	57	57
Property Borrowing	10	10
Fuel Withdrawal	31	31
Request for Human Resource Documents, Records or Certifications by Current JHMC Personnel	57	61
Request for Foreign Travel Authority (FTA) by Current JHMC Personnel	14	14
Request for Human Resource Extra Copy or Certified Copy of Pay Slip by Current JHMC Personnel	0	0
ICT Services: Request for ICT Service/s Request for Document Scanning Request for Repairs of ICT Equipment	158	314
Request for ICT Equipment Borrowing	15	15
Request for Web Posting	203	203
Request for Records Archival	0	0
Request for Documents and/or Records	29	29
Issuance of Certificate of Coverage (COC)	0	72
Request for Technical Documents	6	6
Request for Support Services	0	0
Legal Services: Request for Filing/Handling of Cases (Litigation) Request for Filing/Handling of CBAO Cases Request for Contract Preparation for Extension/Renewal Request for Legal Opinion and Contract Review Request for Preparation of Contract/Agreement Request for Preparation/ Review of Various Legal Documents Request for Preparation/ Review of Letters and Correspondences	4	133
Request for Issuance of Secretary's Certificate	107	121

Request for Assistance	0	0
Request for Security Assistance to JHMC Employees/Department/Division/Unit/Office	104	130
Total	**2,316**	**2,883**

Table 4: *List of Services with No Recorded Transactions*

Services with No Recorded Transactions

External Services

Preparation of Last Pay of Separated Employees
Request for Human Resource Documents, Records, or Certifications by Former JHMC Personnel
Request for Certificate of Appearance (CA) by JHMC Visitors, Clients, Stakeholders, Etc.
Request for JHMC Records/ Documents
Application for An Accessory Permit
Application for Permit to Bring-Out for Stakeholders
Request for Overtime from Locators
Request for Manpower from Accredited/Registered Business Enterprises (RBES)
Request for Creation of Account in SEZRIS
Application for New Certificate of Registration
Application for Certificate of Entitlement to Tax Incentives (CETI)
Application for Import Permit (AIP)
Declaration of Admission of Articles Inside JHSEZ (DAA)
Permit to Bring-Out Imported Articles (PBO-IA)
Permit to Bring-Out Tax Exempt Vehicle (PBO-TEV)
Application for Request for Clearance
Request for Overtime from Stakeholders

Internal Services

Request for Human Resource Extra Copy or Certified Copy of Pay Slip by Current JHMC Personnel
Request for Repairs of ICT Equipment
Request for Records Archival
Request for Support Services
Request for Assistance

D. The Sampling Information

Government agencies shall determine the minimum number of respondents per service using the calculator, which can be accessed through: http://tinyurl.com/CSMsamplesize. Sample size per service is a function of number of transactions annually, confidence interval, and margin of error. The conduct of CSM continued even if the minimum sample has been reached.

Table 5: *Comparative List of Population and Sample for External Services and Internal Services*

External Services	Total Transactions	Minimum Number of Respondents
Preparation of Last Pay of Separated Employees	0	0
Request for Human Resource Documents, Records, or Certifications by Former JHMC Personnel	0	0
Request for Certificate of Appearance (CA) by JHMC Visitors, Clients, Stakeholders, Etc.	0	0
Request of JHMC Records/ Documents	0	0
Eco-Walk and Photoshoot Bookings at the Historical Core	63	54
Events Planning and Management	47	42
Handling and Implementation of Process for Venue Booking at the Historical Core	47	42
Endorsement to DENR-CAR of Applications for Tree Cutting/Pruning/Earthballing Permit Affected by New Developments within the John Hay Special Economic Zone (JHSEZ)	1	1
Endorsement for Emergency Tree Cutting/Pruning/ Retrieval Permit Within Camp John Hay	16	15
Endorsement for Sanitation Tree Cutting/Pruning Within Camp John Hay	2	2
Permit to Bring out Forest Products Services Rendered to All Who Desire to Benefit From Available Firewood for Family and Other Social/ Cultural Occassions	9	9
Fireworks Display Permit Within the John Hay Special Economic Zone (JHSEZ)	8	8

Issuance of Certificate of Environment Compliance (CEC) for Food-Related Establishment, New Application	62	54
Issuance of Certificate of Environment Compliance (CEC) for Food-Related Establishment, Renewal Application		
Issuance of Certificate of Environment Compliance (CEC) for Non Food-Related Establishment, New Application		
Issuance of Certificate of Environment Compliance (CEC) for Non Food-Related Establishment, Renewal Application		
Issuance of Certificate of Coverage (COC)	79	66
Request for Payment by Qualified Infrastructure Service Providers – Progress Billing	3	3
Request for Payment by Qualified Infrastructure Service Providers – Final Billing	2	2
Collection of Entrance Fees at the Historical Core	30,213	379
Collection of Permit Fees and Other Payments from Locators, Residents, etc.	1,351	299
Handling of Whistleblowing Reports from GCG or Other Alternative Channels	1	1
Application for a Building Permit for Locators With Contract Between BCDA and/or JHMC	2	2
Application for a Building Permit for Locators Without Contract Between BCDA and/or JHMC	2	2
Application for Repair and Maintenance of A Residential Building	12	12
Application for An Accessory Permit	0	0
Application for a Certificate of Occupancy	2	2
Application for Repair of Building or Structure	1	1
Application for a Temporary Sign Permit	9	9
Issuance of a Certificate of Annual Inspection	56	49
Request for Security Assistance to External Personnel/Agencies	9	9
Application for Accreditation and Permit to Operate (PTO) – New	3	3
Application for Accreditation and Permit to Operate (PTO) – Renewal	70	59

Application for Temporary Permit to Operate (TPTO) for Locators	153	110
Application for Temporary Permit to Operate (TPTO) for Bazaars	81	67
Application for Gate pass, Local Purchase Form and Permit to Bring-In for Locators, Exhibitors, Bazaars and Stakeholders	5,596	360
Application for Permit to Bring-out for Locators – Local Articles for Permanent Pull-out	117	90
Application for Permit to Bring-out for Locators – Temporary Transfer	54	47
Application for Permit to Bring-Out for Stakeholders	0	0
Request for Overtime from Locators	0	0
Request for Identification Card (ID) for JHSEZ Employees	11	11
Request for Manpower from Accredited/Registered Business Enterprises (RBEs)	0	0
Request for an Orientation on CREATE, Accreditation Policy, Labor Center Policy, CAO 2-98 and OSAC Manual	11	11
Request for Creation of Account in SEZRIS	0	0
Application for New Certificate of Registration	0	0
Application for Certificate of Entitlement to Tax Incentives (CETI)	0	0
Application for Import Permit (AIP)	0	0
Declaration of Admission of Articles Inside JHSEZ (DAA)	0	0
Permit to Bring-Out Tax Exempt Vehicle (PBO-TEV)	0	0
Application for Request for Clearance	0	0
Request for Overtime from Stakeholders	0	0
Total	**38,093**	**1,820**

Internal Services	Total Transactions	Minimum Number of Respondents
Request for Travel Authorization (Beyond 50-km Radius)	204	133
Travel Request (Within 50-km Radius)	986	277
Service Request	346	182
Job Order Request	57	49
Property Borrowing	10	10
Fuel Withdrawal	31	29
Request for Human Resource Documents, Records or Certifications by Current JHMC Personnel	61	53
Request for Foreign Travel Authority (FTA) by Current JHMC Personnel	14	14
Request for Human Resource Extra Copy or Certified Copy of Pay Slip by Current JHMC Personnel	0	0
ICT Services: Request for ICT Service/s Request for Document Scanning Request for Repairs of ICT Equipment	465	211
Request for ICT Equipment Borrowing	15	14
Request for Web Posting	203	133
Request for Records Archival	0	0
Request for Documents and/or Records	29	27
Issuance of Certificate of Coverage (COC)	72	61
Request for Technical Documents	6	6
Request for Support Services	0	0
Legal Services: Request for Filing/Handling of Cases (Litigation) Request for Filing/Handling of CBAO Cases Request for Contract Preparation for Extension/Renewal Request for Legal Opinion and Contract Review Request for Preparation of Contract/Agreement Request for Preparation/ Review of Various Legal Documents Request for Preparation/ Review of Letters and Correspondences	133	99
Request for Issuance of Secretary's Certificate	121	92
Request for Assistance	0	0
Request for Security Assistance to JHMC Employees/Department/Division/Unit/Office	130	97
Total	**2,883**	**1,487**

III. METHODOLOGY AND IMPLEMENTATION

The approach in implementing the CSM takes a scientific/statistical approach as illustrated in Figure 1. It begins with the identification of an appropriate and representative sample and ends with a validation to cross-check quantitative survey results with qualitative responses.

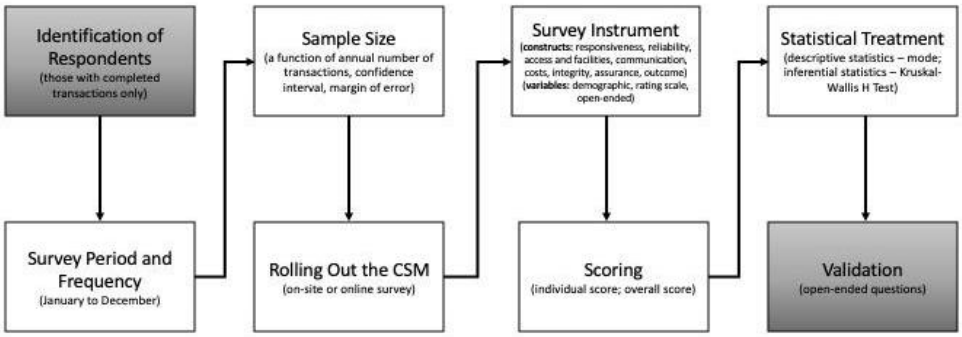

Figure 1. *Methodological design.*

A. Identification of Respondents

The first step to implementing a harmonized CSM is to identify eligible respondents. Government agencies shall administer the CSM to all clients with completed transactions. Those with completed multiple transactions will have the opportunity to accomplish the CSM for each availed service.

B. Survey Period, Frequency, and Implementation

The CSM shall be conducted after each completed transaction. A transaction is considered complete when the final step of the service availed as per the Citizen's Charter of the government agency is accomplished. The CSM shall be conducted between January to December of each year.

The CSM survey was conducted in both English and Tagalog Versions, either on-site or online. Either approach required the confidentiality of respondents.

C. The Survey Instrument

The ARTA questionnaire asked for the clients' demographic information 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 with the following eight Service Quality Dimensions (SQDs):

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

The survey instrument will contain open-ended questions. The optional open-ended questions appear at the end of the survey instrument to provide additional qualitative remarks or feedback not covered/captured by previous questions.

D. Scoring System

The CSM shall use a five-point Likert scale to measure the SQDs. Government agencies may utilize numbers/smileys/emoticons to correspond scales for better visualization and to prevent confusion on the corresponding rating. The scale is as follows: (1) strongly disagree; (2) disagree; (3) neutral; (4) agree; (5) strongly agree.

Table 6. Scoring scale and rating/responses

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

From the responses for each rating scale question, the percentage of respondents that rated Agree and Strongly Agree shall be used to get each SQD's score. A scale question that has two or more answers shall void.

Overall, the percentage of respondents that rated Agee and Strongly Agree for all eight SQDs will be used to compute the overall score. Government agencies shall strive to achieve an overall score of 80% or higher (i.e., satisfactory) or higher as per the following scores: (1) below 60.0% is Poor; (2) 60.0% to 79.9% is Fair; (3) 80.0% to 89.9% is Satisfactory; (4) 90.0% - 94.9% (Very Satisfactory); (5) 95.0 to 100% is Outstanding.

Table 7. Overall percentage scores and adjectival rating

Percentage	***Rating***
Below 60.0%	Poor
60.0% - 79.9%	Fair
80.0% - 89.9%	Satisfactory
90.0% - 94.9%	Very Satisfactory
95.0% - 100%	Outstanding

E. Statistical Treatment

In painting a picture of a government agency's SQD performance, both descriptive and inferential statistics would be implemented.

Descriptive Statistics.

Because most, if not all, relevant variables are nominal- and ordinal-level variables, the standard measures of central tendency, except the mode, would not be very useful in examining and evaluating the characteristics of both individual and group enterprises (i.e., first objective). To address this, frequency distribution and cross-tabulations would be the core of this study's descriptive statistics.

Given the nature of the data that this study will gather, it is best to present descriptive statistics in a cross-tabulation and present the results of the entire group of observations and results from subgroups (Lind et al., 2006). Technically, by constructing a two- (or more) dimensional table that counts the number of observations that have the particular traits listed in the table's columns of the table, the first objective of this study can be achieved because relationships within the data can be probed that cannot be captured by unidimensional frequency distribution. For instance, we can cross-tabulate by region, by enterprise, and by gross sales to see which enterprise in which region generated more gross sales. Alternatively, we can cross-tabulate across locale and demographics. There are multiple possibilities depending on the relevant information desired to be analyzed.

Inferential Statistics.

To address the objective of observing noteworthy similarities and differences between individual and group enterprises, as well as significant advantages and disadvantages of the two (i.e., second objective), non-parametric statistical tests are utilized due to the level of measurement of the variables contained in the survey instrument (i.e., nominal and ordinal). Likewise, by using non-parametric statistical treatments, the assumptions of normality, required sample size, and data distribution are not obligatory (Glen, n.d.).

Non-parametric statistical treatments are appropriate for this study. For this purpose, the Kruskall-Wallis *H* Test. The software SPSS will be used to conduct the inferential statistical treatments.

Second, the Kruskall-Wallis *H* Test (i.e., the non-parametric counterpart of the parametric one-way ANOVA test) is used to establish whether the medians of two or more groups are different (Zaiontz, n.d.). To put it simply, this is used to determine if there are any significant difference between groups. This will generate information to address the second objective and research questions 4 and 5.

Null hypothesis: Equal population medians (i.e., no significant difference between groups)
Alternative hypothesis: Unequal population medians (i.e., significant difference between groups)

F. Validation

Upon completion of the statistical treatments, results would be evaluated and interpreted statistically and practically. However, it is important that statistical results are matched and cross-checked with the responses on open-ended questions. This is an essential step to: (1) enrich the

interpretation and explanation of statistical results, and (2) sort out the unexplained nuisances of the statistical results. The combined statistical and validation results would allow this study to holistically address its objective of identifying policy and/or program recommendations on ensuring the success of the individual and group enterprises (i.e., third objective).

G. Ethical Considerations and Data Confidentiality

In conducting the study on customer satisfaction measurement CY 2024, the highest ethical standards and procedures shall be guaranteed in the pertinent activities of the research project. Since human beings are the primary participants and institutional documents are the sources of information, the research shall draw a set of relevant, appropriate, and acceptable guidelines.

The research considers the following principles of ethics in the measurement of client's satisfaction:

Table 8: *Ethical Principles and Considerations*

Ethical Principles	***Translation and Application to the Research Project***
Non-maleficence and Beneficence	There are no unforeseen risks or harm that the participants may experience. While their individual narratives may affect their understanding of their experience and relationship, the focus group discussion shall become a safe space to share experiences. No risk or harm will be experienced by the participants during the duration of the focus group discussion. Their anonymity is ensured, and an information session will serve as debriefing to process possible doubts in their current living situation after the discussions. At the same time, a minimal bother fee covering possible income loss and transportation expenses will be given to the participants. The study also hopes that the narrative inquiry in the form of a focus group discussion would allow participants to have a collective understanding of their

	experiences and validation of their current living situation as accepted in today's society.
Free and Informed Consent	The involvement of the participants shall be voluntary and must not be against their will. Before the survey administration, the study will be explained in detail to the participants, and their rights as participants will be discussed. They will be asked to sign an informed consent form to signify their voluntary participation to the project. The participants may choose to not participate from the study at any point of the focus group discussion, and they will not be forced to share stories that they are not comfortable to share.
Privacy and Confidentiality	The study shall abide by the provisions of the Republic Act No. 10173 or known as the Data Privacy Act of 2012. Any information and data obtained from the participants and relevant stakeholders shall be protected by this law. The research shall treat every information obtained in the survey as confidential. The data will be kept by ACERT for a period of two years starting after the completion of the project. Only the processed data will be turned over to JHMC towards translating information for public consumption and policy directions. In the event that data will be used for presentation, publication, and future research projects, identities of the participants will remain anonymous.

IV. RESULTS AND DISCUSSION

A. Demographic Profile

Table 9: *Respondent's Profile by Client Type*

Type of Clients	Responses	Percentage
Citizen	1,406	30.55
Business	843	18.31
Government	2316	51.14
Total	**4,603**	**100**

Table 9 presents the respondent profile categorized by client type. The data reflects a total of 4,603 respondents, segmented into three primary client groups: Citizens, Businesses, and Government entities. The majority of responses came from Government clients, accounting for 2,316 responses, which represent 51.14% of the total. This indicates a strong participation rate from government-associated respondents, suggesting their significant involvement in the surveyed context.

Citizens form the second-largest group, with 1,406 responses, comprising 30.55% of the total. This substantial proportion highlights active engagement from individual members of the public, reflecting their interest or stake in the subject matter of the survey. Business clients constitute the smallest segment, with only 843 responses, representing 18.31% of the total. This minimal percentage may indicate lower participation from the business sector, which could be due to varying factors such as relevance, outreach effectiveness, or differing priorities within the business community.

Overall, the data illustrates a respondent profile heavily dominated by Government and Citizen clients, with Businesses playing a relatively minor role. This distribution provides insights into the demographics of the respondents, potentially guiding future engagement strategies to ensure more balanced representation across client types.

Table 10: *Respondent's Profile by Sex*

Sex	**Total Number**	**Percentage**
Male	2,230	48.45
Female	2,343	50.90
Not indicated	30	0.65
Total	**4,603**	**100**

Table 10 outlines the respondent profile categorized by sex, with a total of 4,603 participants. The data reveals a significant gender disparity, with female respondents comprising the majority. A total of 2,343 females participated, accounting for 50.90% of the total responses. This dominant percentage suggests strong engagement from female participants, possibly indicating their heightened interest or involvement in the subject matter of the survey.

Male respondents accounted for 2,230 of the totals, representing 48.45%. Although significantly lower than the female participation rate, this figure still reflects a considerable proportion of the overall responses, showcasing male engagement in the surveyed topic. Additionally, 30 respondents, equivalent to 0.65% of the total, did not indicate their sex. This category might include individuals who preferred not to disclose their gender or those who chose not to answer the question. The presence of this group highlights the importance of

offering inclusive options in demographic surveys to respect respondents' privacy and preferences.

Overall, the data demonstrates a female-majority respondent profile, with males and non-indicated categories contributing to a lesser extent. This distribution can provide valuable insights for analyzing trends and tailoring future outreach strategies.

Table 11: *Respondent's Profile by Age*

Age	Overall	Percentage
19 or lower	431	9.36
20 -34	2,098	45.58
35 - 49	1,521	33.04
50 - 64	340	7.39
65 or higher	81	1.76
Not Included	132	2.87
Total	**4,603**	**100**

Table 11 presents the respondent profile categorized by age, with a total of 4,603 participants. The data indicates that the majority of respondents fall within the 20–34 age group, accounting for 2,098 individuals, which represents 45.528% of the total. This dominant age bracket suggests that young adults are highly engaged in the services and experience visiting the different spots in Camp John Hay. The second-largest age group is 35–49, with 1,521 respondents, making up 33.04% of the total.

This substantial participation indicates active involvement from middle-aged individuals, contributing significantly to the overall dataset. Respondents aged 19 or younger account for 431 responses, representing 9.36%. This shows a moderate level of engagement from the younger demographic. Meanwhile, individuals aged 50–64 contributed 340 responses, comprising 7.39% of the total, and those aged 65 or older accounted for only 81 responses, making up just 1.76%. This suggests minimal participation from older age groups, possibly due to varying interests or accessibility factors. Additionally, 132 responses, equating to 2.87%, did not include age information. This reflects the importance of optional demographic fields to respect respondent privacy. Overall, the data highlights strong participation from younger and middle-aged groups.

Table 12: *Respondent's Profile by Region of Origin*

Region of Residence	Overall	Percentage
Cordillera Administrative Region	2,806	60.96
Region I – Ilocos Region	230	5.00

Region II – Cagayan Valley	66	1.43
Region III – Central Luzon	96	2.09
National Capital Region	858	18.64
Region IV A- CALABARZON	107	2.32
Region IV B – MIMAROPA	21	0.46
Region V – Bicol Region	60	1.30
Region VI – Western Visayas	55	1.19
Region VII – Central Visayas	23	0.50
Region VIII – Eastern Visayas	10	0.22
Region IX – Zamboanga Peninsula	9	0.20
Region X – Northern Mindanao	5	0.11
Region XI – Davao Region	16	0.35
Region XII – SOCCSKSARGEN	13	0.28
Region XIII – Caraga	3	0.07
Bangsamoro Autonomous Region in Muslim Mindanao	0	0.00
Outside the Philippines	16	0.35
Not Indicated	209	4.54
Total	**4,603**	**100**

Table 12 presents the respondent profile based on the region of residence, with a total of 4,603 participants. The majority of respondents, 2,806 individuals or 60.96% of the total, are from the Cordillera Administrative Region. This dominant representation suggests a strong regional engagement, possibly due to the survey's relevance to this area. The National Capital Region (NCR) accounts for the second-largest group, with 858 respondents, representing 18.64%. This indicates notable participation from the country's central urban hub, reflecting its diverse and dense population. The "Not Indicated" category includes 209 responses, making up 4.54% of the total, highlighting a significant number of participants who did not disclose their region of residence.

B. Citizen's Charter

Table 13: *Respondent's Profile by Region of Origin*

Citizen's Charter Answers	**Responses**	**Percentage**
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	3,442	74.78
2. I know what a CC is but I did not see this office's CC.	426	9.25
3. I learned of the CC only when I saw this office's CC.	111	2.41

4. I do not know what a CC is and I did not see this office's CC.	624	13.56
CC2. If aware of CC, would you say that the CC of this office was…?		
1. Easy to see	3,454	75.04
2. Somewhat easy to see	454	9.86
3. Difficult to see	33	0.72
4. Not visible at all	144	3.13
5. Not Applicable	518	11.25
CC3. If aware of CC, how much did the CC help you in your transaction?		
1. Helped very much	2,712	58.92
2. Somewhat helped	987	21.44
3. Did not help	59	1.28
4. Not Applicable	845	18.36

Table 13 presents the respondents' awareness, visibility, and perceived usefulness of the Citizen's Charter (CC) based on a total number of responses across three key questions.

In **CC1**, out of 4,603 valid responses, a majority (3,442 or 74.78%) indicated that they know what a Citizen's Charter is and have seen it in the office. This reflects strong awareness and visibility of the CC within the organization's physical environment. Another 9.25% (426 respondents) were familiar with the CC concept but had not seen it posted in this specific office, suggesting potential inconsistencies in placement or signage across different locations. Meanwhile, 13.56% (624 respondents) reported not knowing what a Citizen's Charter is and never having seen one, which highlights a need for improved communication, education, and outreach efforts to ensure all clients are informed.

For **CC2**, Among the 4,603 respondents who answered this item, 75.04% (3,454 respondents) said the CC was easy to see, and 9.63% (454 respondents) found it somewhat easy to see. These figures suggest generally positive visibility outcomes. However, a small but important proportion of respondents expressed difficulty: 3.13% (144) said the CC was not visible at all, and 0.72% (33) rated it as difficult to see. The 11.25% (518 respondents) who selected "Not Applicable" likely overlap with those who were unaware of the CC in the first place, reinforcing the relationship between visibility and awareness.

CC3, from 4,603 responses, 2,712 or 58.92% reported that the Citizen's Charter helped them very much during their transactions, showing that the CC plays a valuable role in client experience. An additional 21.44% (987 respondents) said the CC somewhat helped, and only 1.28% (59 respondents) found it not helpful at all. A significant portion (18.36% or 845 respondents)

selected "Not Applicable," likely because they were unaware of the CC or had not engaged with services requiring its use.

C. Service Quality Dimensions

Table 14.1: *Summary of Results on Service Quality Dimensions (External)*

	NA	SA	A	NA/D	D	SD	Total Responses	Overall
SQD0	11	1631	520	97	16	12	2287	**94.51%**

SQDs	NA	SA	A	NA/D	D	SD	Total Responses	Overall
SQD1 Responsiveness	22	1602	561	63	7	32	2287	**95.50%**
SQD2 Reliability	30	1676	483	69	9	20	2287	**95.66%**
SQD3 Access and Facilities	32	1493	580	155	9	18	2287	**91.93%**
SDQ4 Communication	42	1333	740	107	53	12	2287	**92.34%**
SQD5 Costs	34	1659	408	58	119	9	2287	**91.74%**
SQD6 Integrity	24	1603	553	43	56	8	2287	**89.51%**
SQD7 Assurance	14	1501	662	60	45	5	2287	**90.96%**
SQD8 Outcome	327	1092	738	45	44	41	2287	**327%**
Overall	**525**	**11959**	**4725**	**600**	**342**	**145**	**18296**	**93.88%**

Table 14.2: *Summary of Results on Service Quality Dimensions (Internal)*

	NA	SA	A	NA/D	D	SD	Total Responses	Overall
SQD0	6	1790	483	8	3	26	2316	**98.40%**

SQDs	NA	SA	A	NA/ D	D	SD	Total Responses	Overall
SQD1 Responsiveness	147	1512	499	22	99	37	2316	**92.72%**
SQD2 Reliability	146	1613	508	16	10	23	2316	**97.74%**

SQD3 Access and Facilities	758	1252	273	10	0	23	2316	**97.88%**
SDQ4 Communicatio n	587	1390	289	18	4	28	2316	**97.11%**
SQD5 Costs	2316	0	0	0	0	0	2316	**96.15%**
SQD6 Integrity	199	1543	515	28	7	24	2316	**97.21%**
SQD7 Assurance	181	1582	508	21	1	23	2316	**97.89%**
SQD8 Outcome	486	1516	263	24	4	23	2316	**97.21%**
Overall	**4768**	**10442**	**2871**	**139**	**125**	**183**	**18528**	**96.75%**

Table 14.3: *Summary of Results on Service Quality Dimensions (External and Internal)*

	NA	**SA**	**A**	**NA/D**	**D**	**SD**	**Total Responses**	**Overall**
SQD0	17	3421	1003	105	19	38	4603	**96.47%**

SQDs	**NA**	**SA**	**A**	**NA/D**	**D**	**SD**	**Total Responses**	**Overall**
SQD1 Responsiveness	169	3114	1060	85	106	69	4603	**94.14%**
SQD2 Reliability	176	3289	991	85	19	43	4603	**96.68%**
SQD3 Access and Facilities	790	2745	853	165	9	41	4603	**94.36%**
SDQ4 Communication	629	2723	1029	125	57	40	4603	**94.41%**
SQD5 Costs	2350	1659	408	58	119	9	4603	**91.74%**
SQD6 Integrity	223	3146	1068	71	63	32	4603	**96.21%**
SQD7 Assurance	195	3083	1170	81	46	28	4603	**96.48%**
SQD8 Outcome	813	2608	1001	69	48	64	4603	**95.22%**
Overall	**5345**	**22367**	**7580**	**739**	**467**	**326**	**36824**	**95.13%**

Interpretations:

SQD0 – General Service Quality

- 94.51% (external) and 98.40% (internal) ratings indicate that internal clients have a very high perception of overall service quality, while external clients also express strong satisfaction.
- The high number of Strongly Agree (SA: 3,114) and Agree (A: 1,060) responses suggests a consistently positive external and internal experience.
- Minimal disagreement (D: 106, SD: 69) among internal respondents further affirms service quality.
- These results demonstrate that JHMC is effective in service delivery, especially among internal clients.

SQD1 – Responsiveness

- 95.50% (external) and 92.72% (internal) and indicate that both groups generally perceive JHMC as responsive to client needs.
- The high ratings from (SA: 3,289) and (A: 991) suggest timely and helpful service delivery.
- Minimal disagreement (D: 19, SD: 43), indicating room for improvement in handling client concerns promptly.
- While responsiveness is rated positively, optimizing response systems can further enhance client experience.

SQD2 – Reliability

- 95.50% (external) vs 97.74% (internal) suggests that both groups generally perceive JHMC as reliable.
- The high ratings, both external and internal reflecting trust in consistent service delivery.

SQD3 – Access and Facilities

- 91.93% (external) and 97.88% (internal) ratings highlight generally positive perceptions regarding accessibility and facility adequacy.
- A high number of "Not Applicable" responses internally (NA: 790) suggests not all clients engage with physical facilities regularly.
- Minimal disagreement (D: 9, SD: 41) indicates that users who accessed the facilities were mostly satisfied.
- Improving visibility and accessibility of facilities may increase usability and satisfaction for both groups.

SQD4 – Communication

- 92.34% (external) vs 97.11% (internal) reflects a strong internal communication system but noticeable external challenges.
- External clients reported considerable disagreement (D:57, SD: 40), indicating difficulty in accessing or understanding information.
- High satisfaction is shown through (SA: 2,723) and (A: 1029), but enhancements in public-facing communication are needed.
- Enhancing clarity, responsiveness, and accessibility of information for external stakeholders is recommended.

SQD5 – Costs

- 91.74% (external) show general satisfaction with the perceived cost of services.
- External clients raised concerns (D: 119, SD: 9), highlighting opportunities to clarify pricing structures or reduce certain fees.
- Cost transparency and flexible payment options can improve perceptions further.

SQD6 – Integrity

- 95.27% (external) and 97.21% (internal) show strong confidence in JHMC's ethical standards and fair dealings.
- Low disagreement rates suggest high trust across client groups, with (SA: 3,146) and (A: 1,068) leading the scores.
- These findings affirm the perception of JHMC as an organization committed to fairness and accountability.

SQD7 – Assurance

- 95.16% (external) and 97.89% (internal) ratings indicate strong confidence in the competence and professionalism of staff.
- Very high agreement levels (SA: 3,083, A: 1,170) and minimal dissatisfaction (D: 46, SD: 28) reinforce this positive view.
- Assurance scores show that clients feel secure and supported throughout their transactions.

SQD8 – Outcome

- 93.37% (external) and 97.21% (internal) indicate that most clients, especially internal, believe they received the intended service outcomes.
- A large portion of external respondents marked "Not Applicable" (NA: 327), possibly reflecting services that don't have immediate or tangible outcomes.
- These scores highlight that JHMC's services generally meet expectations, though clearer communication on results may help external clients feel more satisfied.

Table 15: *Summary of Results on Service Dimensions (External Respondents)*

External Services	**NA**	**SA**	**A**	**NA/D**	**D**	**SA**	**Total Responses**	**Overall**
Preparation of Last Pay of Separated Employees	0	0	0	0	0	0	0	**0%**
Request for Human Resource Documents, Records, or Certifications by Former JHMC Personnel	0	0	0	0	0	0	0	**0%**
Request for Certificate of Appearance (CA) by JHMC Visitors, Clients, Stakeholders, Etc.	0	0	0	0	0	0	0	**0%**
Request of JHMC Records/ Documents	0	0	0	0	0	0	0	**0%**

Eco-Walk and Photoshoot Bookings at the Historical Core	5	58	77	12	4	4	160	**87.10%**
Events Planning and Management	2	112	31	10	4	1	160	**90.51%**
Handling and Implementation of Process for Venue Booking at the Historical Core	2	112	29	10	4	3	160	**89.24%**
Endorsement to DENR-CAR of Applications for Tree Cutting/Pruning/Earthballing Permit Affected by New Developments within the John Hay Special Economic Zone (JHSEZ)	0	0	0	0	0	0	0	**0%**
Endorsement for Emergency Tree Cutting/Pruning/ Retrieval Permit Within Camp John Hay	0	0	0	0	0	0	0	**0%**
Endorsement for Sanitation Tree Cutting/Pruning Within Camp John Hay	0	0	0	0	0	0	0	**0%**
Permit to Bring out Forest Products Services Rendered to All Who Desire to Benefit From Available Firewood for Family and Other Social/ Cultural Occasions	13	0	57	2	0	0	72	**96.61%**
Fireworks Display Permit Within the John Hay Special Economic Zone (JHSEZ)	0	0	32	0	0	0	32	**100.00%**
Issuance of Certificate of Environment Compliance (CEC) for Food-Related Establishment, New Application	10	240	168	42	11	9	480	**86.81%**
Issuance of Certificate of Environment Compliance (CEC) for Food-Related Establishment, Renewal Application								

Issuance of Certificate of Environment Compliance (CEC) for Non Food-Related Establishment, New Application								
Issuance of Certificate of Environment Compliance (CEC) for Non Food-Related Establishment, Renewal Application								
Issuance of Certificate of Coverage (COC)	10	24	26	2	2	0	64	**92.59%**
Request for Payment by Qualified Infrastructure Service Providers – Progress Billing	0	0	0	0	0	0	0	**0%**
Request for Payment by Qualified Infrastructure Service Providers – Final Billing	4	0	17	1	1	1	24	**85.00%**
Collection of Entrance Fees at the Historical Core	94	4945	942	197	151	71	6400	**93.36%**
Collection of Permit Fees and Other Payments from Locators, Residents, etc.	259	459	1998	139	47	2	2904	**92.89%**
Handling of Whistleblowing Reports from GCG or Other Alternative Channels	0	0	0	0	0	0	0	**0%**
Application for a Building Permit for Locators With Contract Between BCDA and/or JHMC	0	0	0	0	0	0	0	**0%**
Application for a Building Permit for Locators Without Contract Between BCDA and/or JHMC	0	0	0	0	0	0	0	**0%**
Application for Repair and Maintenance of A Residential Building	7	44	18	1	2	0	72	**95.38%**
Application for An Accessory Permit	0	0	0	0	0	0	0	**0%**
Application for a Certificate of Occupancy	0	0	0	0	0	0	0	**0%**

Application for Repair of Building or Structure	0	0	0	0	0	0	0	**0%**
Application for a Temporary Sign Permit	0	0	0	0	0	0	0	**0%**
Issuance of a Certificate of Annual Inspection	29	0	456	31	45	23	584	**82.16%**
Request for Security Assistance to External Personnel/Agencies	0	8	0	0	0	0	8	**100.00%**
Application for Accreditation and Permit to Operate (PTO) – New	0	16	8	0	0	0	24	**100.00%**
Application for Accreditation and Permit to Operate (PTO) – Renewal	25	129	256	33	5	0	448	**91.02%**
Application for Temporary Permit to Operate (TPTO) for Locators	7	854	95	0	17	3	976	**97.94%**
Application for Temporary Permit to Operate (TPTO) for Bazaars	10	1568	151	25	15	7	1776	**97.34%**
Application for Gate pass, Local Purchase Form and Permit to Bring-In for Locators, Exhibitors, Bazaars and Stakeholders	0	2739	39	50	31	13	2872	**96.73%**
Application for Permit to Bring-out for Locators – Local Articles for Permanent Pull-out	38	448	106	45	3	8	648	**90.82%**
Application for Permit to Bring-out for Locators – Temporary Transfer	10	203	219	0	0	0	432	**100.00%**
Application for Permit to Bring-Out for Stakeholders	0	0	0	0	0	0	0	**0%**
Request for Overtime from Locators	0	0	0	0	0	0	0	**0%**
Request for Identification Card (ID) for JHSEZ Employees	0	0	0	0	0	0	0	**0%**
Request for Manpower from Accredited/Registered Business Enterprises (RBEs)	0	0	0	0	0	0	0	**0%**

Request for an Orientation on CREATE, Accreditation Policy, Labor Center Policy, CAO 2-98 and OSAC Manual	0	0	0	0	0	0	0	**0%**
Request for Creation of Account in SEZRIS	0	0	0	0	0	0	0	**0%**
Application for New Certificate of Registration	0	0	0	0	0	0	0	**0%**
Application for Certificate of Entitlement to Tax Incentives (CETI)	0	0	0	0	0	0	0	**0%**
Application for Import Permit (AIP)	0	0	0	0	0	0	0	**0%**
Declaration of Admission of Articles Inside JHSEZ (DAA)	0	0	0	0	0	0	0	**0%**
Permit to Bring-Out Tax Exempt Vehicle (PBO-TEV)	0	0	0	0	0	0	0	**0%**
Application for Request for Clearance	0	0	0	0	0	0	0	**0%**
Request for Overtime from Stakeholders	0	0	0	0	0	0	0	**0%**

Table 16: *Summary of Results on Service Dimensions (Internal Respondents)*

Internal Services	**NA**	**SA**	**A**	**NA/D**	**D**	**SA**	**Total Responses**	**Overall**
Request for Travel Authorization (Beyond 50-km Radius)	433	636	483	18	4	26	1600	**95.89%**
Travel Request (Within 50-km Radius)	2096	4531	1043	48	24	90	7832	**97.18%**
Service Request	628	1445	601	21	34	7	2736	**97.06%**
Job Order Request	110	300	39	2	4	1	456	**97.98%**
Property Borrowing	15	60	5	0	0	0	80	**100.00%**
Fuel Withdrawal	39	203	6	0	0	0	248	**100.00%**
Request for Human Resource Documents, Records or Certifications by Current JHMC Personnel	113	262	51	12	8	10	456	**91.25%**
Request for Foreign Travel Authority (FTA) by Current JHMC Personnel	14	98	0	0	0	0	112	**100.00%**

Request for Human Resource Extra Copy or Certified Copy of Pay Slip by Current JHMC Personnel	0	0	0	0	0	0	0	**0%**
ICT Services: Request for ICT Service/s Request for Document Scanning Request for Repairs of ICT Equipment	278	583	333	25	28	17	1264	**92.90%**
Request for ICT Equipment Borrowing	20	76	24	0	0	0	120	**100.00%**
Request for Web Posting	587	1006	26	1	2	2	1624	**99.52%**
Request for Records Archival	0	0	0	0	0	0	0	**0%**
Request for Documents and/or Records	72	90	56	2	10	2	232	**72%**
Issuance of Certificate of Coverage (COC)	0	0	0	0	0	0	0	**0%**
Request for Technical Documents	3	29	16	0	0	0	48	**100.00%**
Request for Support Services	0	0	0	0	0	0	0	**0%**
Legal Services: Request for Filing/Handling of Cases (Litigation) Request for Filing/Handling of CBAO Cases Request for Contract Preparation for Extension/Renewal Request for Legal Opinion and Contract Review Request for Preparation of Contract/Agreement Request for Preparation/ Review of Various Legal Documents Request for Preparation/ Review of Letters and Correspondences	6	13	11	1	1	0	32	**92.31%**
Request for Issuance of Secretary's Certificate	205	495	127	8	10	11	856	**95.55%**
Request for Assistance	0	0	0	0	0	0	0	**0%**

Request for Security Assistance to JHMC Employees/Department/Division/Unit/Office	149	615	50	1	0	17	832	**97.36%**

Table 17: *Summary of Narratives and Feedback*

Quality of Service	23	All good.
		Keep up the good customer service. Customer service is the main property.
		Keep up good customer service
		The place is good and staff are responsible, good job!
		Excellent!
		Stay hospitable and always be kind
		We enjoyed the tour the place is breathtaking
		Nice staffs
		It's a good thing you have a tour guide, we explored the whole place every view
		Very good, no comments so far
		Nice staffs and accommodating to guests
		Everyone is hospitable. keep it up
		Keep up good customer service (3)
		Keep up the good customer service. Customer service is the main property.
		The caretaker and guard are accommodating and courteous
		The place is good and staff are responsible, good job!
		Thankful for the easy cashless transactions
		We enjoyed the tour the place is breathtaking
		Tourists must be provided with maps so that we won't get lost and feel confused with it
		Thankful for the easy cashless transactions
Facilities Maintenance	22	Hot/Cold faucets are mismatched, Toilets seats are not sturdy and are already broken, lights are not placed efficiently
		There's no Wi-Fi and other kinds of ATM Machine. the waze navigation to camp john hay is also unavailable
		Hawakan sa stairs pababa. The rest is good!
		Please make/craft needs for photoshoots
		Please repair the water heater
		Install waiting sheds, guides for the elderlies and PWDs, informative posters around the area. The management needs to renovate by repainting the bell house

		I suggest having a coffee vending machine
		Public toilets; cleanliness
		Please have picture stands/phone holders for travelling
		Transportations and comfort rooms
		Shuttle service/car for senior citizens
		Improve comfort rooms (9x)
		Install waiting sheds, guides for the elderlies and PWDs, informative posters around the area. The management needs to renovate by repainting the bell house
		Have a tent that can be used by tourists as a shed during sudden rainfall
Waste Management	17	More garbage bins (14x)
		More trashcan around the picnic area
		Cleaning maintenance/the parking is spacious unlike during the month of May
		I think they should focus more on adding trashcans since the only available ones are very far and too much of a hassle to access
Environment and Landscaping	10	Gardening/landscaping of the area is in progress. I hope to see more flowers on our next visit (4x)
		The grass are tall
		Plant more flowers in secret garden
		Sustain the environment
		Waiting Sheds because it's hard to go up and down in hills
		Plant flowers in the side of the pavement
		More attraction, put handrails on downhill paths, discounted entrance fee
Prices/Value for Visit	4	The ice cream is very expensive, 50-90 Php per cup is not worth its amount
		CJH is somewhat a little expensive and so maybe lowering the prices for the stay
		Lower the entrance fee for adults
		I agree with all prices except the ice cream
Accessibility and Navigation	15	Free e-jeep services (10x)
		Free tables
		Small family can’t enjoy the fees, more bathrooms, and free tables with lower fees for locals)
		Water refilling stations, more parking space
		It would be nicer if the seats/tables didn't have fees, tourists wouldn't want to come back.

		Shuttle service/car for senior citizens
Recreational Activities	9	Have cart or bike
		More activities like electric scooter
		Improvement of playground station for the kids
Accessibility and Signage	2	The signages are very helpful in navigating
		Please make signages bigger
Advertisement	3	Enhance advertisements about tourist spots
		Maybe shuttle service and improved advertisements kasi kahit super ganda ng place if 'di ka familiar 'di mo ma-e-enjoy
Payment Transaction	10	No finance staff to issue official receipt at CCA (2x)
		Payment transaction not suitable, not good not good
		Cashier needs a custom office for faster transaction not convenient for us specially time many guests
		No person in charge of isulong of ofisial RC in companions then moral pipe sale and service
		Inconvenient payment of permit
		Very hard payment. balik-balik 1st transaction
		The payment area was too far, maybe they can change the location of the payment area to those that are near to most of the locators in the core. Thats all.
		About transaction of payment, need to improve because how about us in transportation. Need to put at least 1 of driver if necessary
		Wala pong cashier sa custom. Mahirap po magbayad. Malayo po, galing pa po ako sa ayala.
		Payment inconvenience
Discounts	4	Kapag nag show ng ID sana may discounts
		Please discount locals (3x)

The feedback from respondents was organized into the following areas for improvement related to service quality, facilities, waste management, and other aspects of the overall visitor experience. Many participants expressed satisfaction with the quality of service, noting the staff's hospitality, good customer service, and well-managed tours. Comments encouraged maintaining these positive standards and enhancing guest support through measures such as providing maps to help tourists navigate easily. Concerns about facilities maintenance were frequent, focusing on issues like broken toilet seats, mismatched faucets, lack of Wi-Fi, insufficient transportation options for senior citizens, and the need for waiting sheds. Suggestions included repairing water heaters, adding vending machines, improving comfort rooms, and

enhancing public rest areas with shelters and guides for the elderly and persons with disabilities.

Waste management was another common concern, with multiple requests for additional garbage bins, especially around picnic areas, to maintain cleanliness. Environmental and landscaping suggestions emphasized the desire for more flowers, improved gardening, better-maintained grassy areas, and enhanced scenic views. Accessibility and navigation issues were raised, including requests for free e-jeep services, more bathrooms, free tables, and better parking spaces. Payment transactions were criticized for being inconvenient, with recommendations to improve the payment process and relocate payment stations for easier access. Some feedback also addressed pricing concerns, recreational activity suggestions, and the provision of discounts for locals and specific groups.

V. AGENCY ACTION PLAN IN 2023

In response to the findings of the JHMC CSM 2023, the agency took decisive actions to address key areas for improvement. These actions aimed to enhance service delivery, strengthen stakeholder engagement, and improve overall customer experience. The following agency actions were highlighted:

A. Integration of Stakeholder Feedback in Strategic Planning

JHMC recognized the importance of stakeholder insights and incorporated respondent suggestions into its corporate planning activities. These suggestions were carefully analyzed and integrated into strategic initiatives to improve facilities and services, making the area more attractive to tourists and enhancing the overall visitor experience.

B. Strengthened Communication and Stakeholder Engagement

To foster stronger relationships with stakeholders, JHMC sustained its efforts to effectively communicate its plans and programs to tourists, locators, and the general public. These engagements promoted greater appreciation, acceptance, and cooperation on initiatives that ensure the welfare of all concerned.

- The agency conducted Annual Locators' Meetings, providing a platform for dialogue and collaboration between JHMC and the locators within the John Hay Special Economic Zone (JHSEZ).
- Regular updates and consultations were carried out to keep stakeholders informed and aligned with ongoing and future projects.
- Special engagements and public consultations were conducted to address concerns, gather feedback, and enhance transparency in decision-making.

C. Continuous Enhancement of Digital Presence

Recognizing the growing need for accessible and up-to-date information, JHMC further upgraded and updated its official website to enhance user experience and serve as a reliable and comprehensive source of information.

- Improvements focused on website functionality, accessibility, and content accuracy, ensuring that tourists, locators, and other stakeholders could easily obtain relevant information about JHMC's facilities, protocols, and services.
- The website was regularly reviewed and refined as part of Management Committee Meetings, Performance and Management Reviews, Departmental Meetings, and Process Review sessions.
- The digital platform was enhanced to provide more interactive features, real-time updates, and user-friendly navigation to better serve visitors and stakeholders.

Implementation of Recommended Actions

JHMC responded proactively to these recommendations by incorporating them into various aspects of its operations and long-term planning:

1. Infrastructure Development and Facility Enhancements

The feedback from stakeholders significantly influenced the JHMC Strategic Plan 2024-2028, leading to the inclusion of several key infrastructure projects aimed at improving the visitor experience and enhancing the overall appeal of JHSEZ. The approved projects include:

- Installation of Smart Street Lighting within JHSEZ to enhance safety, security, and aesthetics.
- Enhancement of the Historical Core to preserve and promote the cultural heritage of the area.
- Development and Beautification of the Secret Garden, making it a more inviting and relaxing space for tourists.
- Ongoing Repairs and Maintenance of key tourist facilities to improve amenities and ensure a comfortable experience for visitors.

These projects reflect JHMC's commitment to sustainable development and continuous improvement in the quality of its facilities and services.

2. Strengthening Stakeholder Communication and Engagement

In line with the recommendations, JHMC reinforced its stakeholder communication strategies to ensure that locators, business operators, and visitors remain well-informed and engaged.

- The Quarterly Locators' Meetings were actively conducted through the Special Economic Zone Administration Department (SEZAD), providing an avenue for discussion on relevant issues, policy updates, and business concerns.
- JHMC also expanded its communication initiatives through digital and social media platforms, offering real-time updates, announcements, and event coverage.
- The agency continued to build partnerships and collaborations with local businesses and government agencies to enhance service delivery.

3. Digital Transformation and Website Optimization

Recognizing the critical role of digital platforms, JHMC maintained its focus on continuously improving its online presence.

- The official JHMC website underwent structural and content upgrades to enhance its functionality, usability, and reliability.
- Regular content reviews and updates were implemented to ensure accuracy, timeliness, and completeness of information.
- The agency explored the integration of new digital features to enhance user engagement, such as online services, interactive maps, and feedback mechanisms.

Sustaining Excellence in Service Delivery

JHMC remains steadfast in its commitment to continuous improvement and service excellence**.** By consistently acting on stakeholder feedback, enhancing communication efforts, and leveraging technology, the agency aims to not only sustain its Very Satisfactory rating but also elevate its service standards to achieve an Outstanding rating in the coming years.

Through strategic planning, stakeholder engagement, and digital innovation, JHMC continues to uphold its mission of providing exceptional service and a world-class environment for tourists, locators, and the wider community.

VI. DIRECTIONS AND IMPROVEMENTS: WAYS FORWARD

I. Preliminaries

A. **JHMC Customer Satisfaction Measurement (CSM) 2023 Results**

1. Respondents expressed a high level of satisfaction with JHMC services.
2. JHMC received a Very Satisfactory rating, highlighting effective service delivery.
3. This rating reflects JHMC's commitment to service quality, operational efficiency, and responsiveness to client needs.
4. The rating indicates that JHMC has successfully met client expectations but must continue refining its services to sustain or improve its performance.

B. **Commitment to Continuous Improvement**

1. JHMC must continue using client feedback to refine its strategies.
2. Ongoing improvements will contribute to the government's broader mission of service excellence.
3. Client feedback serves as a valuable tool for identifying areas that need enhancement, ensuring that JHMC remains adaptive to stakeholder needs.

II. Key Improvement Areas for 2025

A. **Strengthening Public Awareness of the JHMC Citizens Charter (CC)**

1. Ensuring compliance with R.A. 11032 (Ease of Doing Business and Efficient Government Service Delivery Act).
2. Enhancing visibility through:
- Laminated posters in office spaces.
- Interactive digital kiosks in visitor areas.
3. Improving public access to service guidelines for greater transparency and efficiency.
4. The Citizens Charter provides stakeholders with clear expectations on services, processing times, and requirements. Increased awareness ensures accountability and promotes ease of transactions.

B. **Enhancing JHMC Services, Systems, and Facilities Based on Stakeholder Feedback**

1. **Enhancing Responsiveness**
- Reduce bureaucracy by minimizing permit requirements.
- Expedite SEZ forms and CEC contract processing.
- Implement flexible payment hours, including uninterrupted noon services and select holiday transactions.
- Ensure faster response times to letters and inquiries.
- A streamlined and efficient process reduces waiting times and enhances overall satisfaction for clients and business locators.

2. **Improving Infrastructure and Visitor Amenities**

- Upgrade public comfort rooms (faucets, drainage, lighting, etc.).
- Enhance Secret Garden and hiking trails with improved landscaping.
- Expand tourist access to scenic areas to boost tourism.
- Develop new attractions (e.g., photography zones, adventure trails, eco-tourism experiences).
- Install free drinking water stations and hydration points along trails.
- Allocate space for coffee shops, food kiosks, and souvenir stalls.
- Improve safety measures (e.g., PWD ramps, non-slip pathways, security CCTV).
- Introduce baggage storage services for visitors.
- Enhance entrance procedures with paper wristbands and hand-stamp payment verification.
- Repave access roads for smoother logistics for locators.
- Upgraded amenities and enhanced tourism attractions improve visitor experiences and boost economic activities in the John Hay Special Economic Zone (JHSEZ).

C. **Strengthening Communication and Visitor Engagement**

1. Upgrade the JHMC website and SEZRIS system for:
- Improved speed, accessibility, and user experience.
2. Increase the number of tourist aides to provide:
- Maps, brochures, QR codes, and historical insights.
3. Deploy in-house guides at historical sites (e.g., Bell House Museum).
4. Improve stakeholder communication through more frequent locator meetings and better inquiry handling.
5. Digital upgrades and human interaction improvements create a more seamless and informative experience for visitors and stakeholders, leading to higher satisfaction.

D. **Expanding Payment Services and Reducing Costs**

1. Diversify payment methods, including:
- E-payment solutions (bank deposits, GCash, PayMaya).
- Reposition the permit and gate pass payment center for easier access.
- Establish a One-Stop-Shop for permit applications and transactions.
2. Adjust fees for greater affordability and convenience:
- Align entrance fees with service improvements.
- Lower permit costs for locators and event organizers.
- Reduce public comfort room fees.
3. Install an on-site printer to assist with cashier transactions.
4. Review and rationalize gate pass fees, ensuring fairness, especially on holidays.
5. More payment options, fee adjustments, and transaction efficiency improvements encourage smoother and more transparent financial transactions.

E. **Improving Service Reliability and Security**

1. Enhance security guard training on:
- JHMC operations and protocols.
- Customer service etiquette to ensure professional interactions.
2. Address Fair or Satisfactory ratings in web portal usability and ICT services.
3. Implement targeted improvements to enhance digital platforms for easier access by locators and tourists.
4. Properly trained security personnel create a safe and welcoming environment for visitors, while digital improvements enhance accessibility.

III. Enhancing the Customer Satisfaction Measurement (CSM) Process

A. **Refining Data Collection for More Accurate Feedback**
1. Replace Region of Residence with Province for better classification.
2. Expand response categories to include:
- Locators, Event Organizers, Tourists, Government, Residents, Suppliers, Contractors.
3. Ensure comprehensive stakeholder contact information is updated.

4. More specific response categories and updated contact details improve data accuracy, leading to better decision-making.

B. **Increasing Feedback Submission and Awareness**
1. Distribute CSM forms at all JHMC units with designated drop boxes.
2. Strengthen awareness campaigns for the Citizens Charter and CSM process.
3. Encouraging feedback collection ensures a more comprehensive understanding of client needs, helping JHMC adapt accordingly.

IV. Monitoring and Evaluation System for Continuous Improvement

A. **Tracking the Progress of Improvement Plans**
1. Monitor the implementation of planned enhancements.
2. Measure the impact of newly introduced initiatives using updated CSM results.
3. Identify further adjustments needed to sustain high service quality.
4. A structured monitoring system allows JHMC to ensure that proposed improvements are implemented effectively.

V. Commitment to Excellence and Future Goals

A. **JHMC's Very Satisfactory Rating in 2024**
1. Demonstrates success in high-quality service delivery.
2. Reflects a positive experience for clients and stakeholders.

B. **Future Commitments**
1. Pursue service excellence through:
- Continuous upgrades and innovation.
2. Strengthen public engagement by fostering transparency and responsiveness.
3. Enhance facilities and infrastructure to boost tourism and economic growth.
4. Expand digital transformation efforts for seamless transactions and real-time access.

C. **Long-Term Vision**
1. Maintain the Very Satisfactory rating and strive for Outstanding classification.
2. Continue delivering world-class services in the John Hay Special Economic Zone.
3. JHMC is committed to sustained excellence, with a long-term goal of becoming an industry leader in service quality.

VII. REFERENCES

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VIII. APPENDICES

CHECKLIST OF MATERIALS

John Hay Management Corporation –
Customer Satisfaction Measurement CY 2024

Kindly check the following materials before the implementation of instruments. Ensure that the same materials are completely returned in the kit after the data-gathering procedures.

Material/s	***Quantity***		***Check Mark****	***Remarks***
	Before	***After***		
Survey Sheet				
Informed Consent (Survey)				
Communication to LGU				
Attendance Sheet (Survey)				
Plastic Envelope				
Research Protocol				
Writing Pen				
Research Manual				

*Put a check mark if quantity before and after is the same while indicate an explanation in the remarks any discrepancy of materials.

Enumerator: **Validated by:**

_____ _____

Signature over Printed Name Signature over Printed Name

DATA-GATHERING PROTOCOL

John Hay Management Corporation –
Customer Satisfaction Measurement CY 2024

In administering the program evaluation instruments, it is mandatory to observe the following process and reminders:

1. Check the data-gathering **tool kit** provided. The tool kit should contain (a) survey sheets; (b) informed consent for survey; (c) Interview guide questions; (d) letter/arrangement for local stakeholders; (e) attendance sheets for survey; and (g) attendance sheet for FGD. Accomplish the **checklist** before and after the administration of instruments.

2. At the venue, gather and settle all the participants. A **short discussion** about the evaluation initiative (the research project) should be explained.

3. Upon manifestation of willingness to participate, **administer the informed consent for survey**. Each respondent should include their names and contact information.

4. Collect the informed consent in exchange for the survey sheet. **Guide the respondents in answering the survey sheet.** All the respondents present can answer the survey sheet all together.

5. Collect the survey sheets after the respondents have accomplished them. **Make sure that the respondents answered all items and components of the survey.** It is extremely required that no item/s shall be left not answered.

8. At the start of every interview, **explain to the participants how will they participate in the discussion**. Collect the accomplished informed consent. Make sure the names and contact information were written in the consent form.

8. In conducting the interviews, **make the necessary introduction and identification of participants**. End the discussion with summative thoughts from the participants. Make sure that the interview guide questions were all tackled.

9. **Interview** relevant stakeholders if available.

9. Thank all the respondents and participants at the end of every instrument administration. Do not forget to take pictures for documentation purposes.

10. **Accomplish the materials checklist form**. Return all the materials in the kit accordingly.

INFORMED CONSENT

Title of the Third Party Evaluation Project:
John Hay Management Corporation –
Customer Satisfaction Measurement CY 2024

Program Evaluation Consultant
Mark Anthony M. Velasco and the Asian Center of Education, Research, and Training for Innovation

Consulting Agency
John Hay Management Corporation (JHMC) – Baguio City, CAR, Philippines

1. Purpose of the CSM:
The conduct of the customer satisfaction measurement is one of the important monitoring and evaluation tool to measure the relationship between GOCCs where John Hay Management Corporation (JHMC) belongs, and its stakeholders-clients. Specifically, the CSM intends to capture tangible and concrete data-information on how government agencies deliver their services.

2. Terms and Duration of Participation
You are asked to join the study as a respondent in the self-administered questionnaire. This activity will focus on key experiences that you encounter with the different *John Hay Management Corporation*.

3. Risks/Confidentiality
Your participation in the study will be treated with utmost confidentiality. Any information collected from you will be used in light of the academic requirements of the proponent. Also, your safety is also my primary concern. The study ensures that there will be no risk to encounter during the process of data collection.

4. Compensation
The activity is purely voluntary in nature and there will be no monetary remuneration other than my sincerest gratitude for your time and effort. Your participation will be highly appreciated.

5. Inquiries

If you have any question/s on the administration of the survey question or the study in general, please do not hesitate to contact the research proponent through the following information:

Mark Anthony M. Velasco
(09178542734) or
John Hay Management Corporation

Confirmation

Name of Respondent: _____
Signature: _____
Date: _____
Contact Information: _____

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	 Strongly Agree	 Agree	 Neither Agree nor Disagree	 Disagree	 Strongly Disagree
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.						
SQD9. *How would you rate your overall experience.*						

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

_____

_____

_____

Email address (optional): _____

THANK YOU!