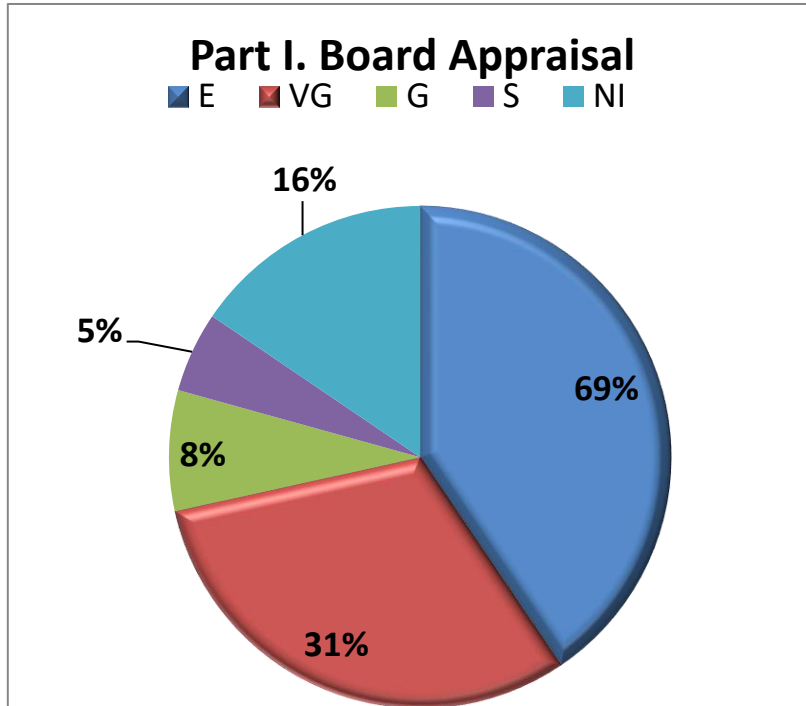


**Philippine Postal Corporation
BOARD PERFORMANCE ASSESSMENT
2024**



**Part I:
Board Appraisal**

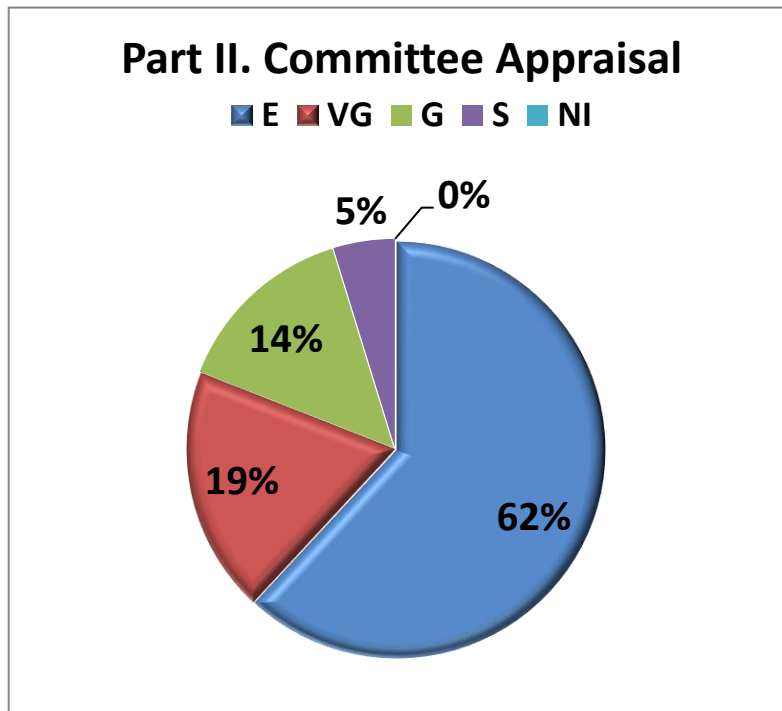
	Excellent	Very Good	Good	Satisfactory	Needs Improvement	Comment
1. The Board, as a whole possessed the right skills and background for the current issues facing the Corporation	4	1	-	1	1	<ul style="list-style-type: none"> The Board, through some members, had the required strategic and business management skills and experience to properly manage PHLPost and deal with the issues it faced. But it had little skill and experience to plot the right future for PHLPost as GOCC Mix of people with accrual PHLPost experience and

						with professionals from the private sector who can contribute to profitability
2. The Board has sufficient diversity and independence among its directors, allowing it to constructively challenge one another and management in carrying out respective function and duties aligned with the Corporation`s strategic directions.	4	1	1	1	-	<ul style="list-style-type: none"> • Yes, it did have enough and a healthy level of diversity • A good mix of technical, financial and legal expertise and experience
3. The Board receives ongoing education, allowing directors to stay up to date with developments and to understand their impact.	1	4	-	-	2	<ul style="list-style-type: none"> • None. We only attended a GCG governance compliance seminar
4. The frequency, duration and scheduling of Board meetings per year were adequate to ensure proper coverage of the Board`s responsibilities.	4	1	1	1	-	<ul style="list-style-type: none"> • Yes, there was enough frequency. Given the problems of PHLPost it needed more attention. However, there was a limit to the number of meetings covered by per diems • Enough and good timing
5. Directors receive adequate materials before the Board meeting.	4	2	1	-	-	<ul style="list-style-type: none"> • Yes, we got board/committee materials ahead of time but often not meaningful enough to study the issues • Agenda and materials are sent to directors in the week prior to a board meeting

6. Meetings are effective with sufficient materials, limited presentation, and an atmosphere that encourages open dialogue.	2	2	2	1	-	
7. The Board has regular executive or private sessions to allow directors to discuss sensitive topics.	2	2	1	-	2	<ul style="list-style-type: none"> I raised that concern many times. Certain topics and issues were too sensitive to be discussed with a gallery of non-Board members in attendance. Only Chairman Planas implemented it. Later I was sure there were private meetings, but it didn't have all directors in attendance.
8. The Board receives appropriate information on industry trends and business environment to enable it to have sufficient insight when considering management's propose plan/strategy.	1	4	-	-	2	<ul style="list-style-type: none"> I tried to include external trends and issues that I thought were relevant to the meeting topics. I am not sure the others in the board appreciated or even understood it.
9. The Board evaluates the proposed plan/strategy including key assumptions, major risks, and required resources, and addresses critical issues.	2	3	-	-	2	<ul style="list-style-type: none"> Management was very tactical, and the Board wasn't in a position to challenge and improve the proposed courses of action. And what was discussed and agreed at the Board/Committee level was not carried out by Management many times If not enough presenters are asked to come back with the required information, data or materials

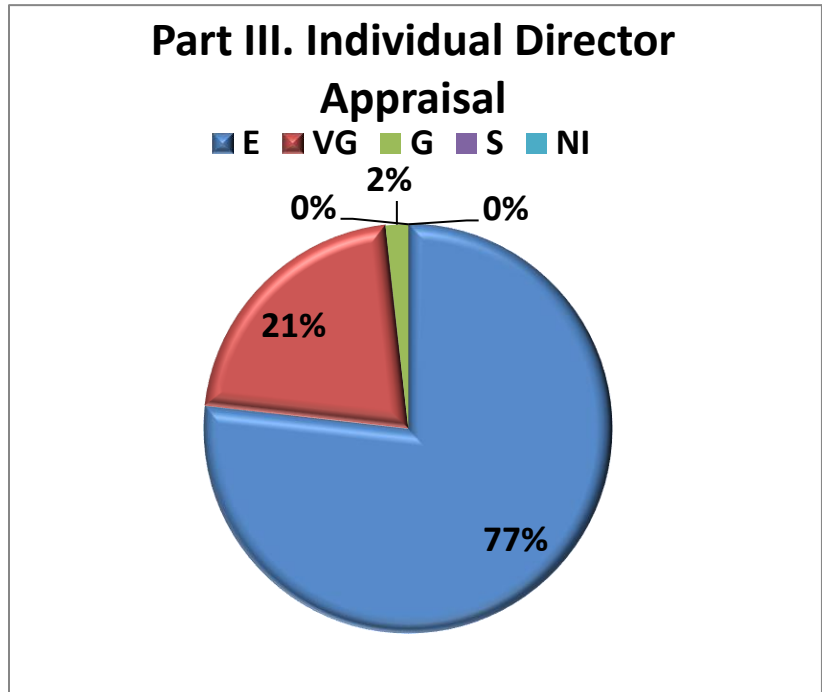
<p>10. The Board constructively debates proposed plan/strategy before granting approval.</p>	3	2	-	-	2	<ul style="list-style-type: none"> • There were little meaningful debates. Not all Board members had the ability to focus and understood the key issues • Each director is given a chance to voice an opinion or suggestion or question
<p>11. The Board monitors the continued viability of the plan/strategy ensuring that it is can adjust as needed to respond to the evolving environment.</p>	1	4	1	-	1	<ul style="list-style-type: none"> • Yes, the Board monitored the business plans as they were carried out
<p>12. The Board thoroughly reviews major capital expenditures before approval and evaluates ultimate outcomes.</p>	4	1	-	2	-	<ul style="list-style-type: none"> • Mostly. But in some cases, certain capex were skirted around the Board by invoking the lower expense signing limits of management officers • Back up data always required from the presenters
<p>13. Directors strengthen the tone at the top by clearly demonstrating the required ethical values.</p>	2	3	1	-	1	<ul style="list-style-type: none"> • Yes
<p>14. The Board regularly reviews and approves the Corporation`s vision, mission and value statements to ensure continued relevance and applicability thereof</p>	2	3	-	-	2	<ul style="list-style-type: none"> • No

<p>15. The Board demonstrates commitments to good corporate governance practices and provides oversight to ensure that the Corporation is operated in moral, legal, and ethical manner.</p>	5	-	1	-	1	<ul style="list-style-type: none"> • Yes, but certain things get hidden from the radar of the Board.
<p>16. The Board ensures that the Corporation has a sound and effective internal control system in place, and understands Management's role implementing such system.</p>	3	2	-	-	2	<ul style="list-style-type: none"> • Certain things are able to slip through



**Part II:
Committee Appraisal**

	Excellent	Very Good	Good	Satisfactory	Needs Improvement	Comment
1. The delegation of power from the Board to its Committee is appropriate.	5	1	1	-	-	<ul style="list-style-type: none"> • Yes, it was sufficient • Committees are also independent. Each one is given a committee to chair
2. The Committees regularly provide a report to the full Board and sufficiently update the Board on recent developments or such other matters that may require the Board action.	4	2	1	-	-	<ul style="list-style-type: none"> • Minutes and agenda of committee meetings are always reported to the Board
3. The frequency of meetings for each Committee is sufficient, allowing its member to perform their responsibilities according to the functions of the Committee.	4	1	1	1	-	<ul style="list-style-type: none"> • The meetings of the Committee are not sufficient. Needs additional meeting • Some issues required deeper and more extensive discussion • Always reviewing in detail and encouraging exchanges of ideas and opinions



PART III: Individual Director Appraisal

	Excellent	Very Good	Good	Satisfactory	Needs Improvement	Comment
1. I understand and faithfully uphold the vision, mission, values and strategies of the Corporation.	6	1	-	-	-	<ul style="list-style-type: none"> • Yes, I do understand it well • I initiated the return of a profitable program of PHLPost- The Postal ID. I monitor it and support management when needed. I report to the board regularly on its progress
2. I keep myself updated on the latest best practices in corporate governance and ensure I abide by them.	4	3	-	-	-	<ul style="list-style-type: none"> • Yes

3. I avoid entering into situations where I may be placed in a conflict of interest with that of the Corporation and I promptly disclose any conflict, which may occur.	5	2	-	-	-	<ul style="list-style-type: none"> • Yes. I am always conscious of the issue
4. I have a good record of Board and Committee meeting attendance.	7	-	-	-	-	
5. I come to Board/Committee meetings on time, prepared and knowledgeable about the topics to be discussed.	6	1	-	-	-	<ul style="list-style-type: none"> • I ask questions if necessary from a resource person before a board or committee meeting
6. I actively participate in Board/Committee discussions with a sense of independence and objectivity.	6	1	-	-	-	<ul style="list-style-type: none"> • I always maintain an independent role and always ask questions when necessary, even if they are on opposite views
7. I am aware of all policies and procedures the Board is subjected to and actively adopt these in my function as a member of the Board.	2	4	1	-	-	<ul style="list-style-type: none"> • There is always room to learn
8. I am committed to accomplish all duties and responsibilities of a director and member of my Committee/s, and will perform in the best interest of the Corporation.	7	-	-	-	-	<ul style="list-style-type: none"> • With focus on the core business of PHLPost and making recommendations, new ways and means to ensure profitability

A. I believe the Board should focus on the following priorities for the upcoming year:

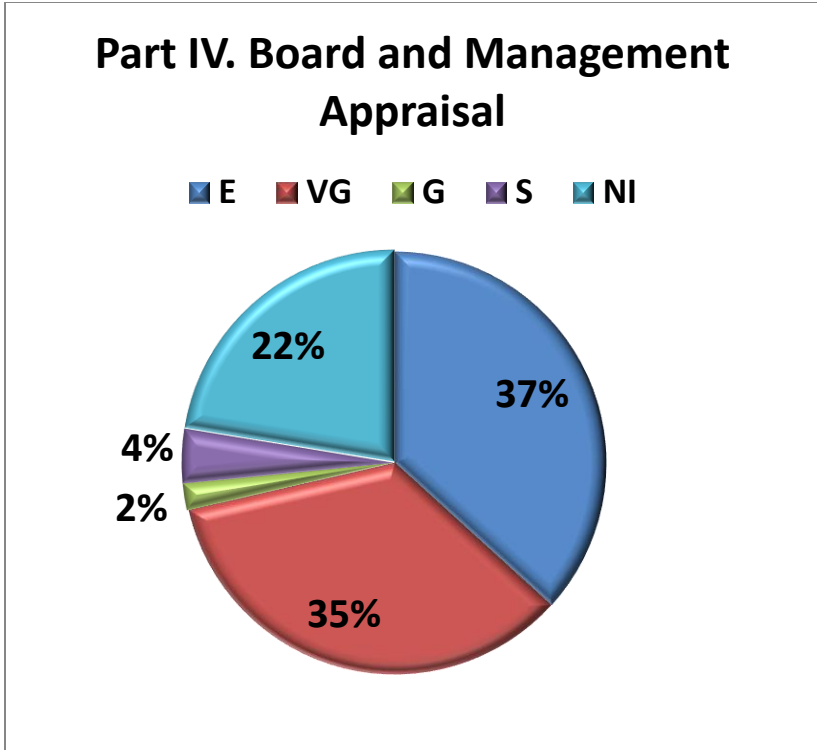
1. Mail Operations improvement.
2. Revenue generation
3. Full recovery of receivable accounts
4. Significantly improve the company's service reliability and integrity

5. Bring down Fixed Costs to a level appropriate with lower transaction volumes
6. Remove unproductive, incompetent, dishonest people
7. The Board should focus on improving profitability by streamlining its operations in order to reduce expenses, enhance productivity, and improve delivery times of goods and services.
8. The Board should strictly implement good governance practices to ensure transparency, accountability, and integrity in its operations.
9. The Board should now start to study the best model of implementing Change Management process through the review of its business operations and practices together with the organizational structure in order that the change management process will be aligned to the Mission, Vision and Values as well as strategies of the organization. The change management process should also include culture change in order to change the habits and mindset of employees necessary of keeping up the changing needs of the organization vis a vis the working environment it operates.
10. Explore on income generating activities
11. Keep management and personnel on their toes
12. Strategic Management Directions
13. Business Plan
14. Concentrate all efforts on the core business as a Post Office
15. Reduce financial deficit
16. Maintain focus on projects that actually are making money and find ways and means to increase the revenues being generated.

B. Are there changes that would improve the Board`s effectiveness that you would suggest?

1. Increase the frequency of Board meetings
2. Fixed term for Directors and subject them to a Performance Review

3. Get more directors from the private sector with relevant and useful experiences and competencies
4. It is equally important to introduce some changes in the management team and Board of Directors composition of people with the right skills, knowledge, and educational background as well as mindset.
5. The changes of the Board composition should be thoroughly reviewed and properly vetted in order to avoid hiring members of the Board of Directors who are not apt for the job. As much as practicable, there should be no frequent changes in the Board composition to ensure continuity in the programs and activities of the organization.
6. Make members of the Board undergo training and seminar to be updated
7. Promote positive argumentation and debate
8. Always make the company's welfare in focus
9. Clarify responsibilities of APMGs
10. Have all Department Heads be the ones to make presentations and answer on queries and not delegate them to subordinates.



**PART IV:
Board and Management Appraisal**

	Excellent	Very Good	Good	Satisfactory	Needs Improvement	Comment
1. The Board is comfortable with Management's (i.e., including Postmaster General & CEO) plans to implement the approved strategy, goals and targets and is confident and satisfied in Management's ability to carry out its responsibilities in the interest of the Corporation.	2	3	-	-	1	<ul style="list-style-type: none"> Senior Management's competence is questionable
2. Management has in place an effective process to identify risks and assess their potential impact.	1	4	-	-	2	<ul style="list-style-type: none"> They don't have a risk management process

3. Management informs the Board of all keys risks and the Board is confident management addresses them appropriately.	2	3	-	-	2	<ul style="list-style-type: none"> • No, they don't.
4. The Board Sufficiently challenges and supports Management.	4	1	1	-	1	<ul style="list-style-type: none"> • Yes, the Board challenges Management but Management often carries on independent of what the Board directs • Management is always questions and supported. If necessary the Board asks for further clarifications.
5. The Board is effective in monitoring Management`s implementation of the Corporation`s strategy.	3	2	-	-	2	<ul style="list-style-type: none"> • Not many in the Board can diver deep into the issues, and to read and understand what the resulting numbers actually mean • Having regular board meetings make this possible
6. There is open-line of communication and constructive interaction between Directors and Management.	4	1	-	1	1	<ul style="list-style-type: none"> • Yes, it appears to be the case • Very open to each other and supportive
7. The Board continually monitors Management`s performance against clear and measurable objectives, providing constructive feedback and reinforces Management`s role in setting the tone at the top.	2	3	-	1	1	<ul style="list-style-type: none"> • The Board says one thing while Management implements something else