



06 May 2021

MS. BERNADETTE ROMULO-PUYAT

Secretary, Department of Tourism and TPB Chairperson

MS. MARIA ANTHONETTE C. VELASCO-ALLONES

Chief Operation Officer (COO)

TOURISM PROMOTIONS BOARD (TPB)

4/F Legaspi Towers, 300 Roxas Boulevard
Manila

**RE : VALIDATION RESULT OF THE 2019
PERFORMANCE SCORECARD OF TPB**

Dear Secretary Romulo-Puyat and COO Velasco-Allones,

This is to formally transmit the validation result of TPB's 2019 Performance Scorecard. Based on the Governance Commission's validation of the GOCC's documentary submissions, TPB gained an over-all score of **73.01%** (See **Annex A**). The same is to be posted in TPB's website, in accordance with Section 43 of GCG Memorandum Circular (M.C.) No. 2012-07¹.

In relation to the grant of the 2019 Performance-Based Bonus (PBB) to eligible officers and employees, TPB fails to satisfy the requirements of GCG M.C. No. 2019-02², particularly the achievement of a weighted-average score of at least 90% in its 2019 Performance Scorecard. In this regard, the Board is reminded that any unilateral action to release the PBB will be considered as a violation of the Board's fiduciary duty to protect the assets of the GOCC as provided under Section 19 of Republic Act No. 10149³.

Consequently, pursuant to GCG M.C. No. 2018-04⁴, failure to qualify for the PBB means that the Appointive Members of the Governing Board of TPB shall not be qualified to receive the Performance-Based Incentive (PBI).

FOR TPB'S INFORMATION AND GUIDANCE.

Very truly yours,

cc: COA Resident Auditor - TPB

¹ Code of Corporate Governance for GOCCs, dated 28 November 2012.

² INTERIM PERFORMANCE-BASED BONUS.

³ GOCC GOVERNANCE ACT OF 2011.

⁴ INTERIM PERFORMANCE-BASED INCENTIVE (PBI) SYSTEM FOR APPOINTIVE DIRECTORS OF GOCCS COVERED BY GCG FOR 2016 AND FOR THE YEARS THEREAFTER.

**TOURISM PROMOTIONS BOARD (TPB)
Validation Result of 2019 Performance Scorecard**

Component					TPB Submission		GCG Validation		Supporting Documents	GCG Remarks		
Objective/Measure	Formula	Wt.	Rating Scale	2019 Target	Actual	Rating	Actual	Rating				
CUSTOMERS / STAKEHOLDERS	SO 1	Top of Mind Travel Destination										
	SM 1	Increase Number of International Visitors from TPB Key Markets (12 Key Markets plus Overseas Filipino Markets) ¹	Absolute Number	10%	Below 5.7 million = 0% 5.7 million – 6.4 million = 5% 6.5 million – 7 million = 8% Above 7 million = 10%	Above 7 Million	7,219,098 visitor arrivals (January to December 2019)	10%	7,219,098	10%	Visitor Arrivals to the Philippines by Country of Residence 2019 (Report by Department of Tourism) DOT Memorandum dated 27 February 2019	Target met. During the target-setting, Germany was included as one of the 12 key markets, however, per DOT Memorandum dated 27 February 2019, the German market was transferred back to DOT while the Indian market was turned over to TPB.
	SM 2	Generate Return on Marketing Investment (ROMI) of TPB Domestic and International Marketing and Promotions Projects	(Benefit-Cost) / Cost ²	10%	Below 1179% = 0% 1179% to 1189% = 5% 1190% to 1200% = 8% Above 1200% = 10%	Above 1200%	Benefits Generated: ₱10,254,532,552.40 Budget Utilized: ₱163,104,338.33 ROMI: 6,187.10%	10%	6,147.39%	10%	List of Domestic and International Marketing and Promotions Projects Terminal/ Accomplishment Reports Disbursement Vouchers and Budget Utilization/	Target met. The GCG-validated accomplishment was computed based on benefits generated equal to ₱10,254,532,552.40 and cost amounting to ₱164,141,131.01. Refer to Appendix 1 .

¹ Malaysia; Singapore; China; Hong Kong; Japan; Korea; Taiwan; Canada; USA; India; United Kingdom; Australia; and Overseas Filipinos (including Macau, Mexico, and Australasia/Pacific)

² Where: Benefit = values generated out of sales (e.g. Tour packages sold, etc.); i.e. but does not include private sector participation fees paid to TPB)

Cost = project fund expended by TPB

Component					TPB Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective/Measure	Formula	Wt.	Rating Scale	2019 Target	Actual	Rating	Actual	Rating			
									Obligation Requests		
SM 3	Generate Return on Marketing Investment (ROMI) of TPB Marketing Communications Projects	(Media Values – Media Spend) / Media Spend ³	10%	Below 96.34% = 0% 96.34% to 123% = 5% <u>124%</u> to 150% = 8% Above 150% = 10%	Above 150%	Media/PR Values: ₱8,204,735.00 Budget Utilized: ₱676,656.16 ROMI: 1,112.54%	10%	1,112.54%	10%	List of Marketing Communications Projects Accomplishment / Terminal Reports Disbursement Vouchers and Budget Utilization/ Obligation Requests	Target met.
SM 4	Number of TPB-Assisted Events/Projects held Outside of the Philippines	Absolute Number	10%	Below 15 = 0% 15 to 44 = 5% 45 to 75 = 8% Above 75 = 10%	75	53	8%	54	8%	List of TPB-assisted Events/ Projects held Outside of the Philippines Terminal Reports Accomplishment Reports Project Brief Forms Budget Breakdown	Target not met. One (1) event entitled “Philippine Tourism Fair Caravan 2019” held in Malaysia on November 2019 was not included in the reported accomplishment.
SO 2	Increase Number of Events										

³ Where: Media Values = impression, reach, etc.; Media Spend = cost paid for placements, etc.

Component					TPB Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective/Measure	Formula	Wt.	Rating Scale	2019 Target	Actual	Rating	Actual	Rating			
SM 5	Number of TPB-Assisted Domestic and International Events held in the Philippines Including Won Bids	Absolute Number	10%	(Actual / Target) x Weight	355	179	5.04%	178	5.01%	List of TPB-Assisted Domestic and International Events held in the Philippines including Won Bids Terminal Reports Accomplishment Reports	Target not met. One (1) reported project from the Korea Department was not provided with supporting documents, hence was excluded in the validated accomplishment.
SO 3 Improve Customer Satisfaction Rating											
SM 6	Percentage of Satisfied Customers	Number of Respondents who gave at least Satisfactory Rating / Total Number of Respondents	10%	(Actual / Target) x Weight If less than 80% = 0%	90%	94% of respondents gave a Satisfactory Rating	10%	Result not acceptable	0%	CSS Final Report Fifteen (15) Accomplished Survey Questionnaires	TPB implemented hybrid data collection for the exhibitors (telephone and face-to-face interviews) and attendees (intercept, telephone, and face-to-face interviews), which is not in accordance with the GCG Standard Methodology. In addition to this adverse finding, the Governance Commission noted that data gathering was done until 07 February 2020.
Sub-total			60%				53.04%		43.01%		

Component					TPB Submission		GCG Validation		Supporting Documents	GCG Remarks		
Objective/Measure	Formula	Wt.	Rating Scale	2019 Target	Actual	Rating	Actual	Rating				
FINANCIAL	SO 4	Efficient Utilization of Corporate Operating Budget										
	SM 7	Utilization of Corporate Operating Funds	Total Obligations (net of PS) / Total COB as approved by the DBM (net of PS)	10%	All or Nothing	Not lower than 90% but not exceeding 100%	92% utilization as of 2019	10%	95%	10%	TPB Report on Budget Utilization DBM-Approved Corporate Operating Budget Statement of Appropriations, Allotments, Obligations, Disbursements and Balances as of 31 December 2019	Target met. The GCG-validated accomplishment was computed based on total budget (net of PS) of ₱1,617,259,000 and total obligations (net of PS) amounting to ₱1,537,778,917.
	SO 5	Develop Supplemental Revenue Sources										
SM 8	Revenue from TPB Business Development Initiatives	Actual Amount	10%	(Actual / Target) x Weight If below ₱173,500 = 0%	₱275,000	₱2,051,816.07	10%	₱2,052,816.07	10%	Summary of Revenues from Business Development Initiatives Copies of the Official Receipts and Deposit Slips	Target exceeded by 646%. For this measure, TPB's revenue comes from the sale of Coffee Table Book. Note: The summary indicated that the purchase of De La Salle University Dasmariñas was worth ₱3,000 but the official receipt showed that the purchase was worth ₱4,000, hence, the adjustment in the	

		Component				TPB Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective/Measure		Formula	Wt.	Rating Scale	2019 Target	Actual	Rating	Actual	Rating			
											GCG-validated accomplishment.	
		Sub-total	20%				20%		20%			
INTERNAL PROCESS	SO 6	Quality Management System										
	SM 9	Attain ISO Certification	Actual Accomplishment	10%	All or Nothing	Maintain ISO 9001:2015 Certificate	Surveillance Audit conducted on 09 Dec. 2019 Audit conclusion: Certification Continuation	10%	Maintained ISO 9001:2015 Certification	10%	Certificate of Registration issued by Certification International Letter from Certification International dated 06 January 2020	Target met.
			Sub-total	10%				10%		10%		
LEARNING & GROWTH	SO 7	Develop a Highly Competent and Professional Workforce										
	SM 10	Improve Competency of the Organization	Number of employees meeting competency standards / Total number of employees for the year	10%	All or Nothing	Improvement in the Competency Baseline of the Organization ⁴	2018 (Baseline): 93% 2019: 94% 1% improvement	10%	<i>Unverifiable</i>	0%	Competency Assessment Reports for 2018 and 2019 COA Annual Audit Report – Executive Summary	The initially reported accomplishment of 94% excludes the competency for Records Management. TPB submitted a revised organization-wide competency level of 91.22% which now includes the competency of

⁴ The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

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

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

Validation Result 2019 Performance Scorecard (Annex A)

Component					TPB Submission		GCG Validation		Supporting Documents	GCG Remarks
Objective/Measure	Formula	Wt.	Rating Scale	2019 Target	Actual	Rating	Actual	Rating		
									Sample of Training Certificates	<p>Records Management and covers a total of 103 employees. The said assessment result excluded the COO and 4 newly-hired employees.</p> <p>However, it should be noted that this measure captures the holistic implementation of the competency framework covering hiring, training, and promotion of employees, among others. Hence, while the 4 employees may not be covered by on the job assessment, the assessment conducted during the hiring process will be used as baseline for the 4 employees. Noting that TPB was unable to present one, it may be concluded that the competency framework did not capture TPB's hiring process.</p> <p>In addition to the above findings,</p>

Validation Result 2019 Performance Scorecard (Annex A)

Component					TPB Submission		GCG Validation		Supporting Documents	GCG Remarks	
Objective/Measure			Formula	Wt.	Rating Scale	2019 Target	Actual	Rating			Actual
											inconsistencies were noted in the initial and revised submissions of the 2018 competency baseline for four employees, refer to Appendix 2 .
			Sub-total	10%				10%		0%	
			TOTAL	100%				93.04%		73.01%	

Strategic Measure 2: Generate Return on Marketing Investment (ROMI) of TPB Domestic and International Marketing and Promotions Projects

Program / Project / Activity	TPB-Reported ¹			GCG Validated		
	Business Generated	Budget Utilization	ROMI	Business Generated	Budget Utilization	ROMI
Philippine Business Mission to Malaysia and Singapore 2019	₱64,297,076.40	₱2,289,704.23	2708.10%	₱64,297,076.40	2,327,442.40	2662.56%
Cebu Pacific Eagle Wings Awards Sponsorship	₱10,781,009.60	₱498,417.00	2063.05%	₱10,781,009.60	498,417.00	2063.05%
ASEAN Tourism Forum (ATF) 2019	₱202,758,365.70	₱12,751,673.66	1490.05%	₱202,758,365.70	12,080,556.80	1578.39%
Australia Media Familiarization Tour	₱27,787,463.65	₱252,391.20	10909.68%	₱27,787,463.65	252,391.20	10909.68%
Twin-Destination (Philippines and Korea) Familiarization Tour	₱54,537,013.10	₱428,966.34	12613.59%	₱54,537,013.10	428,966.34	12613.59%
Diveplanit Educational Familiarization Tour	₱9,314,179.46	₱359,427.84	2491.39%	₱9,314,179.46	359,427.84	2491.39%
Product Update for Australian Tour Wholesalers	₱2,080,783,193.17	₱496,134.65	419298.89%	₱2,080,783,193.17	496,134.65	419298.89%
Flight Centre World Travel Expo 2019	₱68,195,359.10	₱2,230,281.85	2957.70%	₱68,195,359.10	2,230,281.85	2957.70%
Oztek Dive Conference and Exhibition 2019	₱34,496,578.52	₱2,603,956.42	1224.78%	₱34,496,578.52	2,603,956.42	1224.78%
Diving & Resort Travel Expo (DRT) 2019 Malaysia	₱35,696,098.54	₱1,731,248.11	1961.87%	₱35,696,098.54	1,861,455.46	1817.64%
Malaysia International Dive Expo (MIDE) 2019	₱72,640,137.96	₱2,449,924.08	2865.00%	₱72,640,137.96	2,402,281.57	2923.80%
SPH Golf Travel Fair 2019	₱76,059,623.14	₱1,225,547.73	6106.17%	₱76,059,623.14	1,315,521.26	5681.71%
Asia Dive Expo (ADEX) 2019	₱160,660,848.25	₱4,034,321.16	3882.35%	₱160,660,848.25	4,976,576.48	3128.34%
Taiwanese Dive Agents and Media Fam Tour in Manila and Puerto Galera	₱4,675,717.20	₱958,195.30	387.97%	₱4,675,717.20	958,195.30	387.97%
Taiwan Golf Familiarization Tour	₱24,679,684.80	₱1,872,764.56	1217.82%	₱24,679,684.80	1,872,764.56	1217.82%
Diving, Resort and Travel Show- Taiwan	₱62,749,159.20	₱4,319,204.17	1352.79%	₱62,749,159.20	4,412,082.72	1322.21%
Diving, Resort and Travel Expo-Shanghai	₱99,686,640.00	₱4,976,284.41	1903.23%	₱99,686,640.00	4,976,284.41	1903.23%
TPB/DOT & PAL Fukuoka Agents Familiarization Trip	₱33,707,793.60	₱324,719.20	10280.60%	₱33,707,793.60	324,719.20	10280.60%

¹ Based on TPB's submission dated 07 September 2020. Barcode No. 2020-010349.

Program / Project / Activity	TPB-Reported ¹			GCG Validated		
	Business Generated	Budget Utilization	ROMI	Business Generated	Budget Utilization	ROMI
TPB-PDOT Osaka-Air Asia Japan Bloggers Familiarization Tour on Manila and Boracay	₱8,061,999.84	₱949,876.00	748.74%	₱8,061,999.84	949,876.00	748.74%
TPB-PDOT Osaka-PAL Osaka Travel Agents Familiarization Tour of Manila and Bohol	₱17,935,200.00	₱422,480.30	4145.22%	₱17,935,200.00	422,480.30	4145.22%
TPB/DOT Tokyo Cebu Pacific Philippine Fun Instagram Ambassadors Familiarization Trip (Manila & Davao Leg)	₱9,138,115.35	₱222,000.00	4016.27%	₱9,138,115.35	376,000.00	2330.35%
Adventure King Familiarization Trip	₱4,300,000.02	₱509,928.00	743.26%	₱4,300,000.02	509,928.00	743.26%
TPB/DOT Tokyo Media Familiarization Trip in Manila and Boracay	₱6,244,971.48	₱1,271,983.47	390.96%	₱6,244,971.48	1,271,983.47	390.96%
Philippines-On-Wheels 2019 Consumer Activation	₱249,903,911.00	₱9,594,010.55	2504.79%	₱249,903,911.00	9,594,010.55	2504.79%
TPB/DOT Korea- Surfing the Philippines	₱5,400,000.00	₱1,116,711.60	383.56%	₱5,400,000.00	1,116,711.60	383.56%
KBS2 TV "Real Live" Program: Sensory Trip to the Philippines	₱123,584,400.00	₱775,863.00	15828.64%	₱123,584,400.00	775,863.00	15828.64%
Co-Marketing Activity with PADI Asia Pacific 2019	₱6,105,600.00	₱330,000.00	1750.18%	₱6,105,600.00	330,000.00	1750.18%
DOT Korea-Air Busan Joint Promotion via Online Channels and Partner Online Travel Agents	₱585,727,110.28	₱2,875,754.70	20267.77%	₱585,727,110.28	2,875,754.70	20267.77%
DOT Korea-Jeju Air Joint Promotion Campaign 2019	₱748,042,809.70	₱1,543,962.42	48349.55%	₱748,042,809.70	1,543,962.42	48349.55%
Joint Social Commerce Promotion with Travel Agents and Tour Operators in Korea "Marketing Partnership between PDOT-Korea and Lotte JTB"	₱18,490,069.57	₱3,066,000.00	3486.18%	₱18,490,069.57	₱3,066,000.00	3486.18%

Program / Project / Activity	TPB-Reported ¹			GCG Validated		
	Business Generated	Budget Utilization	ROMI	Business Generated	Budget Utilization	ROMI
Joint Social Commerce Promotion with Travel Agents and Tour Operators in Korea "Marketing Partnership between PDOT-Korea and RedCap"	₱35,052,114.78			₱35,052,114.78		
Joint Social Commerce Promotion with Travel Agents and Tour Operators in Korea "Marketing Partnership between PDOT-Korea and JK Travel"	₱6,833,116.52			₱6,833,116.52		
Joint Social Commerce Promotion with Travel Agents and Tour Operators in Korea "Marketing Partnership between PDOT-Korea and YooHan Travel"	₱15,371,426.09			₱15,371,426.09		
Joint Social Commerce Promotion with Travel Agents and Tour Operators in Korea "Marketing Partnership between PDOT-Korea and HanJin Travel"	₱11,093,544.35			₱11,093,544.35		
Joint Social Commerce Promotion with Travel Agents and Tour Operators in Korea "Marketing Partnership between PDOT-Korea and No.1 Tours"	₱23,111,874.78			₱23,111,874.78		
HanaTour International Travel Show (HITS) 2019	₱888,690,400.00	₱14,632,353.18	5973.46%	₱888,690,400.00	14,632,353.18	5973.46%
Business and Luxury Travel Market, Outbound Travel Mart and Sales Mission to Ahmedabad and Kolkata	₱24,367,068.00	₱3,151,115.14	673.28%	₱24,367,068.00	2,963,522.68	722.23%
World Travel Market 2019	₱297,883,371.76	₱40,182,768.07	641.32%	₱297,883,371.76	40,182,768.07	641.32%

Program / Project / Activity	TPB-Reported ¹			GCG Validated		
	Business Generated	Budget Utilization	ROMI	Business Generated	Budget Utilization	ROMI
Philippine Sales Mission to United Kingdom	₱7,580,664.00	₱901,312.24	741.07%	₱7,580,664.00	901,312.24	741.07%
Familiarization Trip: Sky Bird Travel and Tours Agents and PAL Representatives from New York and San Francisco	₱8,770,356.00	₱544,000.00	1512.20%	₱8,770,356.00	544,000.00	1512.20%
Location Scout for Almost Paradise- an American Television Series	₱206,680,000.00	₱840,171.00	24499.75%	₱206,680,000.00	840,171.00	24499.75%
4th Regional Travel Fair	₱34,640,859.49	₱4,161,183.67	732.48%	₱34,640,859.49	4,319,597.41	701.95%
Incentive Travel and Conventions, Meetings (IT&CM) China 2019	₱513,664,331.40	₱4,390,498.04	11599.45%	₱513,664,331.40	4,390,458.04	11599.56%
Successful Meetings University 2019 and MICE Sales Calls in New York	₱284,115,743.20	₱641,248.44	44206.66%	₱284,115,743.20	641,230.58	44207.89%
MICE Arabia & Luxury Travel (MALT) Congress 2019	₱362,113,221.60	₱840,738.53	42970.85%	₱362,113,221.60	840,738.53	42970.85%
IMEX Frankfurt 2019	₱2,039,868,595.00	₱11,533,059.23	17587.14%	₱2,039,868,595.00	11,533,059.23	17587.14%
IBTM Americas 2019 and Sales Presentation in Mexico	₱405,884,520.00	₱4,987,383.08	8038.23%	₱405,884,520.00	2,605,446.86	15478.31%
The Meetings Show 2019	₱19,853,250.00	₱4,674,114.97	324.75%	₱19,853,250.00	4,928,045.39	302.86%
Incentive, Business Travel & Meetings (IBTM) World 2019	₱162,517,966.80	₱6,610,115.95	2358.63%	₱162,517,966.80	7,608,402.30	2036.03%
TOTAL	₱10,254,532,552.40	₱164,571,793.49	6131.04%	₱10,254,532,552.40	₱164,141,131.01	6147.39%

Strategic Measure 10: Improve Competency of the Organization

Competencies	Employee No. 78 ¹					
	Initial Version ²			Re-computed Version ³		
	Competency Requirement	Competency Level	Competency Level / Competency Requirement	Competency Requirement	Competency Level	Competency Level / Competency Requirement
Communicating Effectively	2	1	0.50	3	2	0.67
Flexibility	2	1	0.50	3	3	1.00
Innovation	2	2	1.00	3	2	0.67
Interpersonal Effectiveness	2	2	1.00	3	3	1.00
Professionalism	2	2	1.00	3	3	1.00
Cross-Cultural Knowledge, Awareness and Sensitivity	2	2	1.00	3	3	1.00
Market Research and Analysis	2	2	1.00	3	2	0.67
Marketing Proficiency and Expertise	2	1	0.50	3	2	0.67
Partnering and Networking	2	2	1.00	3	3	1.00
Planning and Executing	2	1	0.50	0	0	0.00
Project Management	2	2	1.00	3	3	1.00
Building Commitment	0	0	0.00	3	3	1.00
Delivering and Managing Performance	0	0	0.00	3	3	1.00
Managing Resources	0	0	0.00	3	3	1.00
Strategic Thinking	0	0	0.00	3	2	0.67
Total No. of Competencies	11			14		
Sum of Required Competency Levels	9			12.33		
Actual Competency Level	0.82			0.88⁴		

¹ Employee number based on 29 January 2021 submission. Barcode No. 2020-001780. Full name of the employee was indicated in the submitted assessment reports.

² 07 September 2020 submission. Barcode No. 2020-010349

³ 29 January 2021 submission. Barcode No. 2020-001780.

⁴ Adjusted to correct result based on the formula: sum of required competency levels / total number of competencies. The TPB report shows an actual competency level = 1.12. Upon review, it was found out that the formula used 11 as the divisor instead of 14.

Competencies	Employee No. 79					
	Initial Version			Re-computed Version		
	Competency Requirement	Competency Level	Competency Level / Competency Requirement	Competency Requirement	Competency Level	Competency Level / Competency Requirement
Communicating Effectively	2	1	0.50	3	2	0.67
Flexibility	2	1	0.50	3	3	1.00
Innovation	2	2	1.00	3	2	0.67
Interpersonal Effectiveness	2	1	0.50	3	3	1.00
Professionalism	2	1	0.50	3	3	1.00
Cross-Cultural Knowledge, Awareness and Sensitivity	2	1	0.50	3	3	1.00
Market Research and Analysis	2	2	1.00	3	2	0.67
Marketing Proficiency and Expertise	2	1	0.50	3	2	0.67
Partnering and Networking	2	2	1.00	3	3	1.00
Planning and Executing	2	2	1.00	0	0	0.00
Project Management	2	2	1.00	3	3	1.00
Building Commitment	0	0	0.00	3	3	1.00
Delivering and Managing Performance	0	0	0.00	3	3	1.00
Managing Resources	0	0	0.00	3	3	1.00
Strategic Thinking	0	0	0.00	3	2	0.67
Total No. of Competencies	11			14		
Sum of Required Competency Levels	8			12.33		
Actual Competency Level	0.73			0.88⁵		

⁵ Adjusted to correct result based on the formula: sum of required competency levels / total number of competencies. The TPB report shows an actual competency level = 1.12. Upon review, it was found out that the formula used 11 as the divisor instead of 14

Competencies	Employee No. 80					
	Initial Version			Re-computed Version		
	Competency Requirement	Competency Level	Competency Level / Competency Requirement	Competency Requirement	Competency Level	Competency Level / Competency Requirement
Communicating Effectively	2	1	0.50	3	2	0.67
Flexibility	2	1	0.50	3	3	1.00
Innovation	2	1	0.50	3	2	0.67
Interpersonal Effectiveness	2	2	1.00	3	3	1.00
Professionalism	2	2	1.00	3	3	1.00
Cross-Cultural Knowledge, Awareness and Sensitivity	2	2	1.00	3	3	1.00
Market Research and Analysis	2	2	2.00*	3	2	0.67
Marketing Proficiency and Expertise	2	2	1.00	3	2	0.67
Partnering and Networking	2	1	0.50	3	3	1.00
Planning and Executing	2	1	0.50	0	0	0.00
Project Management	2	2	1.00	3	3	1.00
Building Commitment	0	0	0.00	3	3	1.00
Delivering and Managing Performance	0	0	0.00	3	3	1.00
Managing Resources	0	0	0.00	3	3	1.00
Strategic Thinking	0	0	0.00	3	2	0.67
Total No. of Competencies	11			14		
Sum of Required Competency Levels	9.50			12.33		
Actual Competency Level	0.86			0.88⁶		

*Copied from the report. Wrong formula used.

⁶ Adjusted to correct result based on the formula: sum of required competency levels / total number of competencies. The TPB report shows an actual competency level = 1.12. Upon review, it was found out that the formula used 11 as the divisor instead of 14

Competencies	Employee No. 81					
	Initial Version			Re-computed Version		
	Competency Requirement	Competency Level	Competency Level / Competency Requirement	Competency Requirement	Competency Level	Competency Level / Competency Requirement
Communicating Effectively	2	3	1.50	3	2	0.67
Flexibility	2	2	1.00	3	3	1.00
Innovation	2	2	1.00	3	2	0.67
Interpersonal Effectiveness	2	3	1.50	3	3	1.00
Professionalism	2	3	1.50	3	3	1.00
Cross-Cultural Knowledge, Awareness and Sensitivity	2	3	1.50	3	3	1.00
Market Research and Analysis	2	2	2.00*	3	2	0.67
Marketing Proficiency and Expertise	2	2	1.00	3	2	0.67
Partnering and Networking	2	3	1.50	3	3	1.00
Planning and Executing	2	2	1.00	0	0	0.00
Project Management	2	3	1.50	3	3	1.00
Building Commitment	0	0	0.00	3	3	1.00
Delivering and Managing Performance	0	0	0.00	3	3	1.00
Managing Resources	0	0	0.00	3	3	1.00
Strategic Thinking	0	0	0.00	3	2	0.67
Total No. of Competencies	11			14		
Sum of Required Competency Levels	15			12.33		
Actual Competency Level	1.36			0.88⁷		

*Copied from the report. Wrong formula used.

⁷ Adjusted to correct result based on the formula: sum of required competency levels / total number of competencies. The TPB report shows an actual competency level = 1.12. Upon review, it was found out that the formula used 11 as the divisor instead of 14