GOVERNMENT & PUBLIC-SECTOR SUPPORT · PHILIPPINES

The determination-accuracy standard: the executive economics of government & public-sector support outsourcing to the Philippines.

An analysis of why cases handled is a volume vanity metric, how determination accuracy and citizen resolution — never case throughput — decide the true cost of a program-support operation once wrong eligibility determinations, appeals, reopened cases, and constituent complaints are counted, and the vendor-selection discipline that determines the case right and resolves the citizen.

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ABOUT THIS SERIES — VOLUME 97

Every public-sector support proposal is priced per case handled, because volume is easy to count. This volume is about the only outcome a program's integrity and a constituent's trust actually depend on: the case determined correctly against the rules, the citizen resolved, and the record protected. The gap between handling a case and determining it accurately is where wrong eligibility calls, appeals, and reopened cases live. Offshore support here covers permissible, non-restricted citizen-service tiers; sensitive and regulated workloads remain onshore. The full series lives at piton-global.com.

THE PITON-GLOBAL LEADERSHIP TEAM

About the authors

John Maczynski

Chief Executive Officer

John has bought public-sector support capacity for three decades, and learned that the fast operation that handles every case and gets the determination wrong is the most expensive one an agency or its prime contractor can hire — because a wrong eligibility call is a benefit wrongly denied or wrongly paid, an appeal to adjudicate, and a constituent who has lost trust in the program. His standing question ignores the cases-closed report: of the cases you handled, how many were determined correctly, resolved for the citizen, and clean on the record? Applied at PITON-Global, that question is what clients get on every public-sector sourcing decision — personally, with no account layer in between.

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Ralf has spent twenty-five years running Philippine public-sector and citizen-services floors, and he judges a program-support team by its determination accuracy and appeal-overturn rate, not its cases-per-day: whether the eligibility call was right and the citizen resolved, or the case reopened on appeal. The citizen contract in Section 3 codifies what he learned rebuilding teams that closed cases fast and got the determination wrong. He now reads public-sector providers the way he once ran them — from the appeal-overturn log and the record-integrity audit backward.

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ABOUT PITON-GLOBAL

PITON-Global is a buyer-side advisory practice, Manila-based since 2001, that has never operated a delivery floor or taken a placement commission. Its stock-in-trade is knowing the Philippine provider market at the operating level — 1,000+ mapped operations, re-verified continuously, including each public-sector team's real determination accuracy and appeal-overturn record rather than its cases-per-day headline — and converting that knowledge into a shortlist of six to ten genuinely qualified partners per engagement. Buyers from Tripadvisor, Garmin, TSYS, HealthPartners, Yetipay, Workrise, and Norman Disney & Young have run their searches through the practice.

SECTION 01

Executive summary

−57%	**99%+**	**−60%**	**6.2×**
Fully-loaded cost per accurately-determined case vs. US onshore	Determination-accuracy rate on vetted teams, up from 85–92%	Reduction in appeals and reopened cases on vetted teams	First-year ROI, reconstructed case (Section 6)

A public-sector support engagement is bought on the price per case and paid for on the determinations it gets wrong. The vendor reports hundreds of thousands of cases handled at a fraction of the onshore cost; the agency or its prime finds the eligibility calls decided wrong — benefits denied to the qualified and paid to the ineligible — the appeals those wrong calls generate, the cases reopened when a determination will not stand, and the constituents whose trust in the program erodes with every mishandled interaction. The operation closed its cases and the program inherited an appeals backlog, an improper-payment problem, and a constituent-trust deficit. The gap between handling a case and determining it accurately is where the real cost of cheap public-sector support hides, because a wrongly-determined case is not throughput delivered — it is a citizen wronged and a determination that will come back.

The Philippines — English-fluent, service-oriented, with a deep public-program and case-management talent pool — is where permissible citizen-service tiers are delivered with the most determination-accuracy discipline, because that pool can run the rules-based eligibility determination, empathetic citizen resolution, and record protection that accuracy demands. Five findings:

1. **Cases handled is the industry's most flattering number.** Any floor can close a case and log it. Vetted teams are measured on outcome: determination accuracy, citizen resolution, and appeal-overturn rate. Weak providers quote a low per-case price the program repays in wrong determinations, appeals, and lost trust. Section 2 shows the gap.

2. **The accurate determination, not the fast close, is the product.** A case that serves the citizen and holds up comes from applying the eligibility rules correctly, resolving the constituent's actual need, and documenting the determination to a defensible record — not from clearing a case queue. Teams that determine accurately close once; teams that close loosely deny the qualified, pay the ineligible, and trigger appeals that cost more than the case.

3 **A wrong determination cuts both ways — wrongly denied and wrongly paid.** Deny a qualified citizen and you harm the person the program exists to serve and invite an appeal; approve an ineligible one and you create an improper payment the program must claw back. Vetted teams hold determination accuracy above 99% precisely because both tails cost — the benefit wrongly withheld and the dollar wrongly paid.

4 **The appeal and the reopened case, not the interaction, are what cost.** A case determined wrong costs the appeal to adjudicate, the case to reopen and rework, and the improper payment to recover — many times the per-case saving. Teams that determine accurately cut appeals and resolve citizens the first time, and that avoided rework and protected trust — not the offshore rate alone — is where the case study's return is built.

5 **Contract on the accurately-determined case, not the handled one.** The contracting failure of public-sector support is paying per case and hoping the determination is right and the record clean. Vetted deals price against determination-accuracy floors, appeal-overturn ceilings, and record-integrity standards, making the accurate determination the team's problem, which is where it belongs.

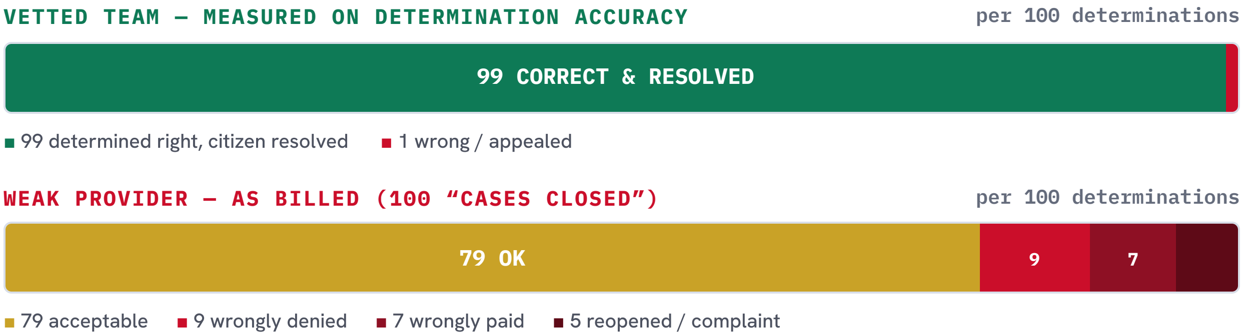
The intended reader is a program director, agency operations executive, or government prime-contractor lead buying citizen-service support per case and paying for it in wrong determinations, appeals, and lost constituent trust. Sections 2–4 separate the teams that determine accurately from the teams that close cases; Sections 5–7, the method and the proof.

SECTION 02

The volume mirage: cases handled versus accurately determined

Figure 1 reads one thousand determinations as a single 100-unit outcome ribbon — the same caseload seen two ways: as the cases-closed report a weak vendor bills, and as the determination-accuracy reality the appeals docket and the improper-payment ledger experience. The cases-handled number is identical in spirit to a chatbot's containment rate — a figure engineered to look like output while wrong calls, appeals, and reopened cases accumulate underneath.

FIG. 1 — 1,000 DETERMINATIONS AS A 100-UNIT OUTCOME RIBBON



Every case was “closed” — yet 9 in 100 wrongly denied a qualified citizen, 7 wrongly paid the ineligible, and 5 came back as a reopen or complaint. The ribbon the program lives with is not the one on the invoice.

Left: PITON-Global engagement instrumentation, 2025–26, determinations QA-audited. Right: composite of pre-engagement vendor reporting reviewed in diligence.

The economics follow the determination accuracy, not the case count. On the vetted ribbon, ninety-nine of every hundred determinations are correct and the citizen is resolved, so appeals stay rare and improper payments near zero; on the weak ribbon, the cheap per-case price wrongly denies nine, wrongly pays seven, and reopens five — paying in appeals, clawbacks, and eroded trust at once. A low per-case price that mis-determines is not a saving; it is harm to citizens and improper payments, delayed and compounding. The determination-accuracy audit — accuracy rate, appeal-overturn, record integrity — is the cheapest due-diligence instrument in this paper.

SECTION 03

The citizen contract: determine it accurately, resolve the citizen, protect the record

Figure 2 lays out the three clauses of a working public-sector support contract — the machinery a floor read verifies before any per-case price is believed.

FIG. 2 — THE CITIZEN CONTRACT, AS OPERATED ON VETTED TEAMS

DETERMINE IT ACCURATELY

Every case is decided against the program's eligibility rules and policy on the evidence submitted, with the documentation verified and an edge or ambiguous case escalated to a caseworker rather than guessed to close it. The determination is made right at the source, so the citizen is neither wrongly denied nor wrongly paid.

RESOLVE THE CITIZEN

The constituent's actual need is resolved on the interaction — the benefit explained, the status given, the next step clear — in plain language and with the patience a public program owes the public, so the citizen leaves informed rather than routed in a circle. Resolution is the program keeping its promise to the person it exists to serve.

PROTECT THE RECORD

Citizen PII is handled under strict access controls and the determination is documented to a defensible, auditable record that holds on appeal and on oversight review — with an accuracy report the agency can read. A protected record is what lets a determination stand and a program survive an audit, which is the only outcome public trust actually feels.

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THE ACCURATELY-DETERMINED CASE

99%+ DETERMINATION ACCURACY · CITIZEN RESOLVED · RECORD DEFENSIBLE

Cases are determined correctly, citizens are resolved, and records hold up — so wrong determinations and improper payments fall, appeals drop, and constituent trust recovers. The operation gets cheaper per accurately-determined case and more trustworthy at the same time, which is the entire promise of outsourcing permissible citizen-service tiers to people who measure determination accuracy, not cases handled.

Operating parameters from PITON-Global public-sector engagements, 2025–26. Sensitive and regulated workloads remain onshore; offshore covers permissible citizen-service tiers under agency direction.

In diligence, the contract is tested from the determination's side: pull closed cases and re-determine a sample against the eligibility rules to measure true accuracy; read the appeal-overturn log; audit record integrity and PII handling. Perhaps one team in ten survives it cleanly. Steps 3 and 5 of the framework exist to find that one before the contract does — because everything in Table 3 of Section 6 depends on determination accuracy, not cases handled.

SECTION 04

Cost and performance: cost-per-accurately-

determined-case economics and benchmarks

TABLE 1 — FULLY-LOADED COST PER ACCURATELY-DETERMINED CASE: THREE OPERATING MODELS (2026)		
OPERATING MODEL	COST / CASE	VS. US BASELINE
US onshore in-house / prime-staffed team	$17.80	baseline
Low-cost offshore case mill (per-case)	$12.10	–32%
Vetted Manila team — accurate, resolved, defensible	**$7.65**	**–57%**

Basis: PITON-Global engagement pricing 2025–26; cost per accurately-determined case = fully-loaded operating cost divided by cases determined correctly, resolved, and defensible (wrong, appealed, and reopened excluded); the case mill looks cheap per case but appeals, clawbacks, and reopened cases lift its true cost per accurate determination; US comparator fully-loaded in-house/prime-staffed cost.

TABLE 2 — PUBLIC-SECTOR SUPPORT BENCHMARKS, VETTED VS. BASELINE (2025–26)			
METRIC	VETTED TOP TIER	BASELINE	EXECUTIVE READING
Determination-accuracy rate	**99%+**	85–92%	The only case number trust follows
First-contact citizen resolution	**90%+**	62–74%	Resolved, or routed in a circle
Appeals & reopened cases vs. baseline	**–60%**	baseline	“Determine it accurately” — held or not
Improper-payment rate	**<1%**	4–8%	Right dollar, or a clawback
Record-integrity & PII-control audit	**Full**	Partial	Holds on oversight, or exposed

Source: PITON-Global public-sector engagement data 2025–26; baseline = typical pre-engagement operations billed on cases handled.

The strategic read: the case mill's –32% per case is a false economy — appeals, clawbacks, and reopened cases lift its true cost per accurate determination far above the per-case gap, and a benefit wrongly denied to a citizen in need is a cost no rate recovers. The vetted Manila team's –57% is real because it is measured where the value is: the case determined correctly, the citizen resolved, the record defensible. Buy on cases handled and you buy the weak ribbon of Figure 1; buy on cost-per-accurately-determined-case and you buy determination accuracy — the same discipline every volume in this series keeps arriving at from a different door.

SECTION 05

Sourcing discipline: the 7-Step Vendor Vetting Framework, applied to public-sector support

Public-sector diligence adds one hard requirement to every step: a per-case price is real only when the determination accuracy behind it survives a re-determination against the eligibility rules — and only when record-integrity and PII controls prove the workload is permissible offshore. The funnel below is representative of a 60–120-seat citizen-services search.

FIG. 3 — THE 7-STEP FRAMEWORK AS A PUBLIC-SECTOR FUNNEL			
	STEP	WHAT IT ELIMINATES IN A PUBLIC-SECTOR SEARCH	FIELD REMAINING
1	**Requirements definition**	Throughput-first scoping: fixes the determination-accuracy floor, the first-contact-resolution target, the appeal-overturn ceiling, and the record-integrity and PII standard the program must meet by case type	1,000+
2	**Market mapping**	Case mills: operations that bill closed volume and treat wrong determinations and appeals as the client's problem, and generalist floors with no public-program or case-management depth	~46
3	**Capability screening**	Teams without the machinery: audited determination-accuracy history, a rules-based eligibility workflow, a QA and appeal-defense loop, and coverage across your program rules and case types	~13
4	**Compliance & security audit**	Impermissible workloads & weak governance: data-residency and PII controls, offshore-permissibility by program, access controls and audit trails, SOC 2 scope covering the case-management stack	~7
5	**Operational diligence**	The re-determination: re-decide a sample of closed cases against the eligibility rules for true accuracy; read the appeal-overturn and reopen logs; audit record integrity; interview on how they handle an edge determination	4–6
6	**Competitive RFP & negotiation**	Per-case pricing: finalists bid against determination-accuracy floors, first-contact-resolution targets, and appeal-overturn ceilings — all carrying credits for cases that come back wrongly determined	2–3
7	**Transition & launch governance**	Cold start: the team calibrates against your program rules, case types, and systems on a sample before it owns live cases, with the accuracy floor and PII controls certified before steady state, PITON-Global embedded buyer-side	1

Field-remaining counts represent a 60–120-seat citizen-services search, PITON-Global engagements 2024–26.

The standing guarantees hold: **vendor neutrality** — PITON-Global operates no case floors, determines no eligibility, and takes no placement economics, so the shortlist reflects audited determination-accuracy performance, not inventory; **right-sizing** — teams for whom your program is a flagship account. Six to ten genuinely qualified providers, delivered within 48–72 hours, free to the buyer, competing through a fully transparent, fair, comprehensive, and highly competitive RFP.

SECTION 06 · ANONYMIZED CASE STUDY

Re-basing the operation on determination accuracy: a 90-seat citizen-services rebuild, reconstructed

Engagement GV-083 is a US government prime contractor — running roughly 620,000 citizen-service cases a year across a benefits-program helpline and eligibility-intake desk — that had offshored the permissible tier to a per-case vendor. The case price was excellent; the determinations were not: determination accuracy sat near 88%, appeals were climbing, improper payments were flagged in an oversight review, and constituent complaints were rising. The program director wanted the arbitrage without the wrong determinations and the trust erosion. Identifying details are anonymized under NDA; only offshore-permissible case types were in scope.

SELECTION (WEEKS 0–8, RE-DETERMINATIONS)

Requirements fixed a 99% determination-accuracy floor, a 90% first-contact-resolution target, and an appeal-overturn ceiling, with mandatory record-integrity and PII controls and a rules-based eligibility workflow. Mapping produced 46 claimants; the machinery screen — audited accuracy, eligibility workflow, QA loop, program coverage — left 13; the compliance-and-permissibility audit left 7. Blind re-determinations of each finalist's closed cases against the rules shortlisted 5. A Manila team won priced against determination accuracy and appeal overturn, with a re-determination written into the reporting spec.

TRANSITION (MONTHS 2–7, CALIBRATED FIRST)

The team calibrated against the program's eligibility rules, case types, and case-management system on sample cases before owning live determinations; the accuracy floor was certified in month 3, PII controls from day one. The QA-and-education loop fed caseworker feedback continuously. By month 7 determination accuracy reached 99.1%, first-contact resolution hit 90%, appeals and reopened cases fell 60%, and improper payments dropped below 1%. PITON-Global chaired the determination-accuracy review board to steady state.

TABLE 3 — GV-083 FIRST-YEAR VALUE BUILD-UP (US$)		
VALUE COMPONENT	YEAR 1	BASIS
Labor arbitrage on the 90-seat operation	$2.34M	168.8k productive hrs × ($23.40 – $9.55)
Improper payments avoided (accurate determinations)	$0.74M	Wrongly-paid dollars prevented at the source
Appeals & reopened-case cost removed	$0.32M	Adjudication and rework volume removed
Resolution & complaint-handling value	$0.20M	Higher first-contact resolution, fewer escalations
Gross value created	**$3.60M**	
Less: engagement & transition costs	($0.58M)	Calibration, QA-loop build, case-system integration; advisory fee $0 (provider-paid model)
Net value ÷ cost = first-year ROI	6.2×	$3.60M ÷ $0.58M

Figures rounded; accuracy, appeal, and improper-payment effects audit-verified. Method in Methodology & notes.

Sixty-five percent arbitrage, thirty-five percent from avoided improper payments, removed appeals, and better resolution — a typical split for the series, earned because the operation was re-based on determination accuracy rather than case volume. Every line traces to a diligence step: the accuracy floor to Step 1, the accuracy-based pricing to Step 6, the eligibility-and-QA workflow to Step 3's contract. The program director's line at the year-one review: "The case price barely moved. What moved is that citizens get the right answer the first time — and the appeals stopped coming back."

SECTION 07

The executive playbook: governance for the first 180 days

A public-sector support transition succeeds when the team is measured and paid on determination accuracy and citizen resolution — client in command throughout.

DAYS 0–30

Define accuracy, contract on it

Set the determination-accuracy floor, the first-contact-resolution target, and the appeal-overturn and record-integrity thresholds with program leadership before launch, and document the eligibility rules and PII controls by case type. Contract against determination accuracy and citizen resolution — never per case alone — with floors and ceilings carrying credits. Stand up the re-determination audit as the program's arbiter of truth.

DAYS 30–90

Calibrate, prove the floor

Calibrate the team against your eligibility rules, case types, and case-management system on sample cases before it owns live determinations; certify the accuracy floor, the QA loop, and the PII controls. Switch on the QA-and-education loop from day one. Publish the program dashboard: determination accuracy, first-contact resolution, appeal-overturn rate, improper-payment rate, record integrity.

DAYS 90–180

Own live cases, certify steady state

Hand live determinations to the team only after it holds the accuracy floor and appeal-overturn ceiling. Review the accuracy board monthly with the appeal-overturn and improper-payment trends on the table. Certify steady state on two months at floor including a rules-update or open-enrollment cycle; hand over on documented criteria; keep the quarterly re-determination audit standing.

THE FIVE FAILURE MODES WE ARE HIRED TO PREVENT

Paying per case while determinations are wrong · closing cases instead of determining them accurately · routing citizens in a circle instead of resolving them · placing impermissible or PII-sensitive workloads offshore · owning live cases before accuracy and controls are proven. All five are settled at selection and contract.

The public-sector argument, in one sentence: a closed case is activity and an accurately-determined one is a citizen served right and a dollar spent right, and a vetted Philippine team delivers −57% cost per accurately-determined case with 99%+ determination accuracy, appeals cut by three-fifths, and improper payments held under 1% — for buyers who re-determine the accuracy instead of counting cases handled, place only permissible tiers offshore, and compete the finalists through a fully transparent, fair, comprehensive, and highly competitive RFP. Anyone can close a case. We make sure you buy the team that determines it right and serves the citizen.

METHODOLOGY & NOTES

How the numbers were built

Accuracy and appeal figures (Fig. 1, Table 2) derive from engagement instrumentation in PITON-Global public-sector engagements, 2025–26. Determination accuracy is measured by re-determining a sample of closed cases against the eligibility rules; first-contact resolution, appeal-overturn rate, improper-payment rate, and record integrity are measured against the client's pre-engagement baseline. The weak-provider column is a composite of pre-engagement vendor reporting reviewed in diligence, shown for contrast.

Cost-per-accurately-determined-case figures (Table 1) are fully loaded — wages, benefits and statutory charges, facilities, secure-facility and case-management technology, management and QA overhead including eligibility reviewers and appeal-defense specialists, attrition-driven recruiting — divided by cases determined correctly, resolved, and defensible, with wrong, appealed, or reopened cases excluded from the denominator; US comparators reflect fully-loaded in-house/prime-staffed cost on the same basis. An accurately-determined case is decided correctly against the rules, resolves the citizen, and holds on appeal.

The case study (GV-083) is anonymized under NDA; volumes and dates are generalized, figures rounded, and only offshore-permissible case types were in scope. Accuracy, appeal, and improper-payment effects are audit-verified; the improper-payments-avoided line reflects wrongly-paid dollars prevented, and the appeals-removed line is a conservative estimate. ROI = net first-year value ÷ all engagement-related client costs. PITON-Global's advisory fee is provider-paid and appears at $0 in the client cost base; neutrality safeguards are documented at piton-global.com.

Market context draws on IBPAP reporting and PITON-Global's proprietary provider mapping (1,000+ operations; determination accuracy and appeal performance re-verified May 2026). Sensitive, classified, and residency-restricted government workloads remain onshore; this analysis addresses only permissible citizen-service tiers delivered under agency direction. Estimates and projections are PITON-Global analysis and should be cited as such. The full series is available at piton-global.com.

Would your provider's case price survive a re-determination audit?

Forty-five minutes with John will tell you. Free to buyers, strictly vendor-neutral — a determination-accuracy-verified shortlist within two to three business days.

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