PROGRAM TITLE

HUMAN RESOURCES

PROCESS TITLE

Learning and Development

1. SCOPE

This policies and procedures manual establishes policies, systems, procedures and controls on learning and development. All duties and responsibilities stated in this manual are not exclusive to the personnel’s designated responsibilities in this process title.

1. OBJECTIVES

* To establish and develop annual learning and development programs that promotes professional growth of employees, increase job satisfaction and successful business operations of the Company.
* To clearly define the duties and responsibilities of all personnel involved in this process title.

1. PERSONNEL INVOLVED
   1. HR Learning and Development Specialist
      1. Identifies and assess learning needs within the Company.
      2. Conducts training need analysis.
      3. Coordinates with department managers.
      4. Prepares Annual Training Plan (ATP).
      5. Conducts and/or facilitates implementation of training programs.
      6. Evaluates programs and obtains feedbacks through written program evaluation sheets.
      7. Prepares Program Summary and Evaluation Report (PSER).
      8. Receives evaluation report from concerned department head on the effectiveness of training programs to concerned employees three (3) months after the training program.
      9. Takes appropriate actions and ensures effectiveness of training programs to concerned employees.
   2. HR Manager
      1. Reviews, evaluates and signs for recommending approval of ATP.
      2. Oversees overall implementation of training programs.
      3. Reviews, evaluates and notes on the PSER.
      4. Notes on the evaluation report from concerned department head on the effectiveness of training programs to concerned employees three (3) months after the training program.
   3. President
      1. Approves ATP.
      2. Notes on the PSER.
   4. Concerned Department Head
      1. Monitors, observes and evaluates effect on employees three (3) months after the training program.
      2. Prepares and submits evaluation report to HR Department on the effectiveness of training programs to employees.
2. POLICIES
   1. **General**
      1. The Company shall develop and maintain a strong culture of learning and continuing professional development and shall be actively participated by all levels of officers and employees within the Company.
      2. Learning and development programs shall be conducted by subject matter experts (SMEs) employed by the Company unless no person in the Company’s employ is qualified to conduct such program or it is reasonably justified that such programs are better delivered or conducted by outside SMEs.
      3. The HR Department shall develop the requirements and accreditation process of Company SMEs. A certification shall be issued by the HR Learning and Development Specialist and HR Manager certifying that such employee have undergone the necessary requirements and accreditation process of SMEs.
      4. Employees may avail of external trainings and seminars conducted by SMEs outside the Company, such as those required by profession and other regulatory bodies, provided the following are met:

* Such training or seminar is related to their function or required for renewal of their professional license;
* The knowledge to be acquired from attending such training or seminar will benefit or contribute to the operations of the Company;

Moreover, only those costs and expenses that are directly attributable to the training or seminar shall be supported by the Company (i.e., training/seminar fee, transportation, food, accommodation, *etc*.)

* + 1. External trainings and seminars availed by employees shall be supported by a duly approved letter of request addressed to the concerned department head and a copy thereof shall be furnished to the HR Department.
  1. **Learning Need Analysis and Development of Annual Training Plan** 
     1. Learning need analysis shall be properly coordinated with the concerned department managers and executives. The HR Learning and Development Specialists shall be responsible for identifying and assessing the learning needs at the Company level, departmental level and individual employee level.
     2. Every year, the HR Department, through the Learning and Development Specialists, shall develop an Annual Training Plan (ATP) for the following calendar year. This shall be submitted to the President for approval on or before the end of the third quarter of the calendar year. The ATP must include, at a minimum, the following elements:
* Goals
* Objectives
* Performance measures
* Expected outcomes
* Subject matter experts (SMEs)
* Methods
* Timelines
* Budgeted costs
  + 1. Identified training programs shall be classified as follows:

|  |  |  |
| --- | --- | --- |
| **Scope level** | **Competency Level** | **Program Classification** |
| * Company * Departmental * Individual | * Executive * Managerial * Supervisory * Rank and file | * Core * Technical * Leadership and management * Personality and values * Customer service relationship * Others |

* + 1. The HR Manager shall properly review and evaluate the ATP before signing and recommending for approval to the President.
    2. The Company shall develop, select and plan those methods that are effective, cost efficient, interactive and conforms with latest technological advancements.
    3. While the quality of the training programs is of primary importance to the Company, its cost shall not outweigh the benefits derived from such program.
    4. Any learning activities or training programs conducted for the following calendar year but not identified, budgeted and included in the ATP shall be duly documented and justified in writing.
  1. **Implementation, Monitoring and Evaluation**
     1. A program evaluation sheet shall be prepared and distributed to all attendees to rate and evaluate the program. The results of the evaluation shall be taken into account for subsequent re-trainings and related programs.
     2. The evaluation shall include, at a minimum, the following information:
* Overall rating for effectiveness and efficiency of the program;
* Learnings and insights acquired from the program;
* Comments and suggestions to the program;
* Evaluation on the subject matter experts who conducted the program
  + 1. The concerned department head shall monitor, observe and evaluate the effect on employees three (3) months after the training programs. Such evaluation shall be properly documented and communicated, in writing, to the HR Department for review and evaluation.

1. PROCEDURES

| Learning Need Analysis and development of Annual Training Plan | | | |
| --- | --- | --- | --- |
| Step No. | Activity | Personnel  Involved | Business  Forms |
| 1 | Identify and assess learning needs within the Company. | HR Learning and Development Specialist |  |
| 2 | Conduct learning need analysis. | HR Learning and Development Specialist |  |
| 3 | Coordinate with Department Managers. | HR Learning and Development Specialist |  |
| 4 | Prepare Annual Training Plan.  The ATP must include, at a minimum, the following:   * Goals * Objectives * Performance measures * Expected outcomes * Subject matter experts (SMEs) * Methods * In-house and external programs * Budgeted costs   Moreover, training programs shall be classified into core, technical, leadership/management, personality/values and customer service relations programs. This should also be further classified based on difficulty levels like executives, managerial, supervisory and rank and file. | HR Learning and Development Specialist | Duly prepared ATP |
| 5 | Review, evaluate and signs for recommending approval of ATP. | HR Manager | Duly prepared and reviewed ATP |
| 6 | Approve ATP. | President | Duly prepared, reviewed and approved ATP |

| Implementation and Program Evaluation | | | |
| --- | --- | --- | --- |
| Step No. | Activity | Personnel  Involved | Business  Forms |
| 1 | Conduct and/or facilitate implementation of training programs. |  |  |
| 2 | Oversees overall implementation of training programs. |  |  |
| 3 | Evaluate programs and obtain feedbacks through written evaluation sheets. |  |  |
| 4 | Prepare Program Summary and Evaluation Report (PSER). |  | Duly prepared PSER |
| 5 | Review and notes on the PSER. |  | Duly prepared and noted PSER |
| 6 | Notes on the PSER. |  | Duly prepared and noted PSER |

| Monitoring and Evaluation of Employees | | | |
| --- | --- | --- | --- |
| Step No. | Activity | Personnel  Involved | Business  Forms |
| 1 | Monitor, observe and evaluate effect on employees three (3) months after the program. | Concerned Department Head |  |
| 2 | Prepare evaluation report. | Concerned Department Head | Duly evaluation report |
| 3 | Receive evaluation report. | HR Learning and Development Specialist |  |
| 4 | Notes on the evaluation report. | HR Manager | Duly noted evaluation report |
| 5 | Take appropriate actions and ensure effective of training programs to employees. | HR Learning and Development Specialist |  |

1. FLOWCHARTS
   1. Learning Need Analysis and Development of Annual Training Plan



* 1. Implementation and Program Evaluation



* 1. Monitoring and Evaluation of Employees



1. BUSINESS FORMS
   1. Annual Training Plan (Sample)



No. of copies - 1

Explanation - This is prepared every calendar year and should be submitted to the President on or before the end of the third quarter of the calendar year.

Prepared by - HR Learning and Development Specialist

Recommending approval - HR Manager

Approved by - President

Distribution - HR Department

* 1. Program Evaluation Sheet (Sample)



No. of copies - 1

Explanation - This is prepared and filled-out by the trainees to evaluate the program.

Prepared by - Trainees

Evaluated by - HR Learning and Development Specialist

Distribution - HR Department

1. EFFECTIVITY

This Policies and Procedures Manual shall take effect upon approval and shall supersede any memorandum/SOP inconsistent with this Policies and Procedures Manual. Any changes to the manual shall comply with the policies and procedures indicated in the process title *“Amendment of Manual”*.