



Republic of the Philippines  
**PHILIPPINE HEALTH INSURANCE CORPORATION**

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**CORPORATE ORDER**  
No. 2018-0090

**FOR : ALL PHILHEALTH EMPLOYEES**

**SUBJECT : Learning and Development Management System**

**I. RATIONALE**

The Corporation recognizes the importance of its human resources in the attainment of its goals and targets. It is critical that employee performance and productivity be improved through human resource development and training, including the continuing education of professionals. Further, PhilHealth commits and inspires shared responsibility with its employees in contributing to their development.

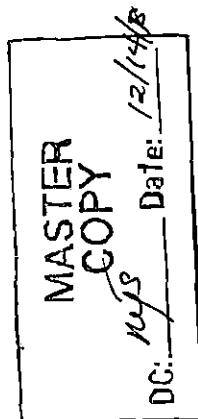
This corporate order establishes the guidelines in the management of training program and activities in the Corporation, in line with the additional provisions on the Civil Service Commission's training guidelines and recommendations, and the Quality Management System's Audit observations under the training program of PhilHealth.

**II. LEGAL BASES**

Executive Order No. 292 (The Revised Administrative Code of 1987) Book V, Chapter 5, Section 30, Career and Personnel Development state that the development and retention of a competent and efficient work force in the public service is a primary concern of government. It shall be the policy of the government that a continuing program of career and personnel development be established for all government employees at all levels. An integrated national plan for career and personnel development shall serve as the basis for all career and personnel development activities in the government.

In the same Order, Section 31 Career and Personnel Development Plans state that each department or agency shall prepare a career and personnel development plan which shall be integrated into a national plan by the Commission. Such career and personnel development plans which shall include provisions on merit promotions, performance evaluation, in-service training, including overseas and local scholarships and training grants, job rotation, suggestions and incentive award systems, and such other provisions for employees' health, welfare, counselling, recreation and similar services.

Omnibus Rules Implementing Book V of Executive Order No. 292 and other Pertinent Civil Service Laws, Rule VIII, Section 1 state that every official and employee of the government is an asset or resource to be valued, developed and utilized in the delivery of basic services to the public. Hence the development and retention of a highly competent and professional workforce in the public service shall be the main concern of every department or agency. Every department or agency shall therefore establish a continuing



program for career and personnel development for all agency personnel at all levels, and shall create an environment or work climate conducive to the development of personnel skills, talents and values for better public service.

### III. OBJECTIVES

To realize and achieve PhilHealth's Vision, Mission and Goals, and to ensure that the Corporation is capable of fulfilling its mandate in accordance with Republic Act 10606, the Corporation shall pursue the development of human resource through the implementation of a strong policy that provides training opportunities for all its employees as well as builds human resources capability towards optimizing personnel development and upgrading individual competencies that ensure effective job performance and organizational productivity as public servants and PhilHealth employees.

The Learning and Development Management System shall serve to:

- A. Align learning and development efforts with the organizational goals of PhilHealth;
- B. Institutionalize competency-based framework in PhilHealth's learning and development management system (LDMS);
- C. Integrate and synchronize LDMS in all PhilHealth's HR systems and corporate planning and budget cycles;
- D. Ensure available and equal learning development opportunities in PhilHealth;
- E. Provide employees with venues to acquire new knowledge and new skills, and produce meaningful, lasting changes in the participants' attitude and behavior;
- F. Integrate gender, equal opportunity principles and governance perspective in the LDMS; and
- G. Provide clear roles and responsibilities for all key players involved in the LDMS.

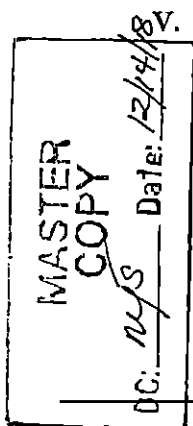
### IV. SCOPE

The LDMS shall cover all HRD-related activities in the Corporation. These shall include all training activities, seminars, workshops and orientations that are intended to enhance the competency of the employees.

This shall not cover the strategic and operational planning and evaluation/assessment workshops, writeshops, fora, summit and similar activities conducted by various business process owners to discuss/gather inputs from concerned organizational units/external clients for purposes of developing/improving/communicating policy/standards, systems, performance, etc....

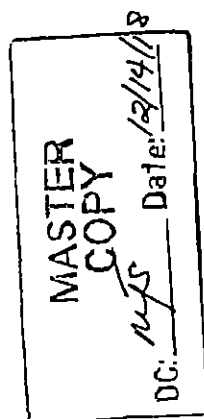
### V. DEFINITION OF TERMS

- A. After Training Report (ATR) - a comprehensive narrative discussion containing the participant's insights, learning, and assessment of the training attended.
- B. Annual Learning and Development Plan (ALDP) – refers to the consolidated, planned and prioritized internal training programs for the year, both centralized and decentralized. This is prepared by the Human Resource Department (HRD) on an annual basis as a result of the process of conducting a Learning Needs Analysis (LNA)



with approval of management and funded under the Corporate Operating Budget (COB).

- C. Coaching – a one-to-one development process and as relationship between an individual and a coach, with specific objectives and goals. The coach provides advice and guidance that aims to help the individual develop skills, improve performance and enhance the quality of his/her career.<sup>1</sup>
- D. Continuing Professional Development (CPD)<sup>2</sup> – the inculcation of advanced knowledge, skills and ethical values in a post-licensure specialization or in an inter- or multi-disciplinary field of study, for assimilation into professional practice, self-directed research and lifelong learning.
- E. Convention<sup>3</sup> – A formal meeting of members, representatives or delegates and professionals called by the professional organizations where the Corporation/employee is a member, such as but not limited to medical specialty societies, the Integrated Bar of the Philippines (IBP), Philippine Institute of Certified Public Accountants (PICPA), Association of Government Accountants of the Philippines (AGAP), Philippine Association for Government Budget Administration (PAGBA), People Management Association of the Philippines (PMAP), Philippine Society for Training and Development (PSTD), Fund Managers Association of the Philippines (FMAP), among others
- F. Echo Session – refers to an activity wherein the employee-participant shares or transfers the significant knowledge, skills, attitudes (KSAs) that he/she gained from the training program to his/her co-employees.
- G. External Training – refers to local training activities initiated, organized, offered as public offerings (not exclusive to PhilHealth), and conducted by training institutions/firms other than PhilHealth
- H. Internal Training – refers to training activities that are initiated, organized and conducted exclusively for PhilHealth employees utilizing internal (within PhilHealth) or external expert/s in the field as trainers/facilitators/speakers. These may be classified as either Central Office (CO) Initiated or PhilHealth Regional Office (PRO) Initiated:
  - 1. CO Initiated – training activities organized by HRD where participants are either Central Office or PRO employees or both.
  - 2. PRO Initiated – training activities initiated/implemented at the PRO level.
- I. Learning and Development Management System (LDMS) refers to all training-related policies and procedures in pursuance of the thrust of developing competencies of all employees whether Regular, Contractual, or Casual through training and development. This is formerly referred to as the Training Policies and Procedures.
- J. Mentoring – these interventions refer to constructed development programs for the benefit of identified employees. It helps employees focus on both short and long-term



<sup>1</sup> CSC PRIME HRM Job Aids Glossary of Useful Terms

<sup>2</sup> page 2 of Professional Regulation Commission Resolution No. 1032 Series of 2017 Implementing Rules and Regulations (IRR) of Republic Act No. 10912, known as the "Continuing Professional Development (CPD) Act of 2016"

<sup>3</sup> <http://www.thefreedictionary.com/convention>

professional/personal goals. A mentor is often a person who is at least one level higher in the organization than the targeted employee, and is not within the mentee's direct supervisory line of management.<sup>4</sup>

- K. Onboarding – the process of acclimating and welcoming new employees into an organization by providing them with the tools, resources, and knowledge to become successful and productive. This is a broader, more long-term process than Orientation in terms of helping new employees acclimate smoothly, so that they can become an engaged part of the team.<sup>5</sup>
- L. Return of Investment (ROI) - is a performance measure used to evaluate the efficiency of an investment or to compare the efficiency of a number of different investments. This measures the amount of return of investment relative to the investment cost.
- M. Training (or learning and development) – any process of an instructional nature directed by a structured learning process or sessions to develop, improve or enhance the behavior, attitude and skill, knowledge and capability of an individual to perform better on the job. This is considered as a learning and development intervention. It does not include the following activities:
  - 1. Work Planning Sessions: Strategic, Operations, Financial Planning, Work/Function & Role-Clarification Workshops;
  - 2. Performance Assessments: Quarterly, Midyear or Annual;
  - 3. Rest & Recreation Activities/Corporate Outing;
  - 4. Annual Forums (i.e. IT, Info Officers, Budget Officers, Accountants, Legal Officers, Doctors, etc.); and
  - 5. Consultative Workshops/ Writeshops.

## VI. GUIDELINES IN THE CONDUCT OF INTERNAL/IN-HOUSE TRAINING

PhilHealth Philosophy on learning is reflected in the beliefs that...

- A. Its work force is indisputably its principal resource;
- B. This resource could be optimized if their competencies were developed in congruence with the constant upgrading of tools and technology and the sustained enhancement of systems and procedures;
- C. A well-designed and competently-managed L&D system constitutes a mechanism and instrument that harnesses the work force's skills and unleashes their potentials;
- D. An excellently-executed L&D program opens participants to experiences that facilitates learning;
- E. An effective L&D program must align the participants' learning with the corporation's strategic goals;
- F. The best L&D program, at all levels, from beginner to refresher, must be viewed as a prime opportunity to underscore the organization's vision and values; and

<sup>4</sup> CSC PRIME HRM Jon Aids Glossary of Useful Terms  
<sup>5</sup> CSC PRIME HRM Jon Aids Glossary of Useful Terms

- G. If an organization's objective - and it is the corporation's objective — is to implement change, everyone in it should be involved.
- H. For maximum benefit to the individual participants and the organization, training must be positive, practical, and immediately applicable
- I. The benefits of training are enhanced considerably if management actively participates at all stages of the training process, and visibly supports the work place application of completed training programs; and
- J. An effective training program is an instrument of transformation for personal, interpersonal, and organizational effectiveness.

## VII. LEARNING AND DEVELOPMENT MANAGEMENT SYSTEM FRAMEWORK

PhilHealth shall implement LDMS as an integrated system that shows the interrelationship of all organizational elements and processes that deal with the administration and execution of the institution's learning and development function.

The LDMS framework illustrated below shall be adopted.

A. GOVERNANCE	B. PLANNING	C. L&D OPERATIONS
1. President and Chief Executive Officer 2. Human Resource Personnel Development Committee 3. Head of Department/ Office 4. HR Learning and Development Team and PRO HR Counterparts 5. International and Local Engagement Department (ILED)	1. Corporate Strategic Planning 2. Strategic L&D Plan 3. Annual L&D Plan and Budget 4. L&D Implementation Plan 5. L&D Monitoring and Evaluation	1. Learning Needs Assessment 2. L&D Program 3. L&D Implementation 4. L&D Monitoring and Evaluation
D. SUPPORT SYSTEMS		
1. L&D Records Information System (LDRIS) 2. L&D Resource Center (LDRC)		

### A. GOVERNANCE

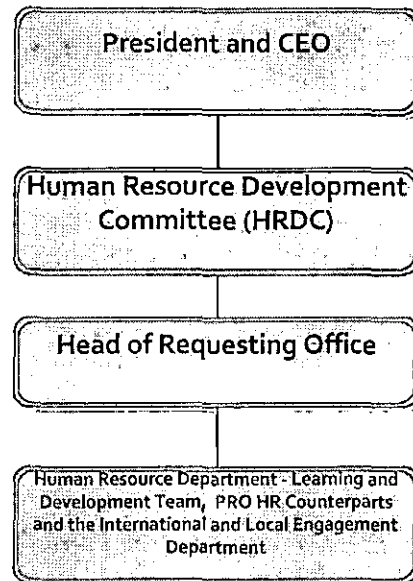
The governance component is the overall structure that sets policies, determines budget and oversees the learning and development function in the organization. It defines responsibility centers and the roles of key players in employee learning and development.

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### 1. Functions

The development of an employee is a collective responsibility of the employee, the management, the supervisor and the HRD Learning and Development Team. Therefore, each has its own duties to undertake to realize this endeavor.

### 2. Structure



### 3. Roles and Responsibilities

Responsibility Center	Composition/Roles and Responsibilities								
PCEO (Head of Agency)	a. Approves the Annual Learning and Development Plan (ALDP) per recommendation of HRDC; b. Approves L&D Activities which are not included in the ALDP; and c. Approves the attendance of employees to L&D Programs. He/she may also designate the EVP/COO or the SVP for Management Services Sector as approving authority.								
HR Development Committee	a. The HRDC shall be composed of the following: <table border="1"> <thead> <tr> <th>Designation</th><th>Composition</th></tr> </thead> <tbody> <tr> <td>Chairperson</td><td>Chief Operating Officer/Executive Vice President</td></tr> <tr> <td>Vice Chairperson</td><td>Senior Vice President for the Management Services Sector*</td></tr> <tr> <td>Members</td><td>Senior Manager, Human Resource Department or alternate**</td></tr> </tbody> </table>	Designation	Composition	Chairperson	Chief Operating Officer/Executive Vice President	Vice Chairperson	Senior Vice President for the Management Services Sector*	Members	Senior Manager, Human Resource Department or alternate**
Designation	Composition								
Chairperson	Chief Operating Officer/Executive Vice President								
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Responsibility Center	Composition/Roles and Responsibilities				
	<table border="1" data-bbox="544 260 1355 442"> <tr> <td data-bbox="544 260 727 362"></td><td data-bbox="727 260 1355 362">Senior Manager, International and Local Engagement Department or alternate**</td></tr> <tr> <td data-bbox="544 362 727 442"></td><td data-bbox="727 362 1355 442">President of Employee Association or alternate***</td></tr> </table> <p data-bbox="544 442 1355 476">*Presiding Officer in the absence of the Chairperson</p> <p data-bbox="544 476 1355 510">**Recommended by HRDC, subject to approval of the President and CEO</p> <p data-bbox="544 510 1355 544">***Officially designated by the President of the Employee Association</p> <p data-bbox="544 544 1355 578">b. The jurisdiction of the HRDC will cover the following:</p> <ol data-bbox="544 578 1355 1247" style="list-style-type: none"> <li data-bbox="544 578 1355 895">i. All foreign funded scholarship programs involving learning and development or capacity building involving competencies and performance of employees such as but not limited to courses leading to a degree, attendance to learning and development activities through conferences, conventions, and observation tours, poster/paper presentations wherein PhilHealth will be sending learners/trainees and scholars.</li> <li data-bbox="544 895 1355 1077">ii. Availment of local scholarship programs (leading to a degree) offered by non-government institutions and government agencies, e.g. CSC, DOST, TESDA, local universities, colleges and other educational institutions; and,</li> <li data-bbox="544 1077 1355 1247">iii. Attendance to local external trainings, conferences, conventions and the like, which exceeds the allowable limit in terms of the number of participants, registration fees and /or duration of such activities.</li> </ol> <p data-bbox="544 1247 1355 1281">c. The HRDC is a recommendatory body to the President and CEO. It shall perform the following duties and functions, to wit:</p> <ol data-bbox="544 1281 1355 1914" style="list-style-type: none"> <li data-bbox="544 1281 1355 1530">i. Develop/review guidelines/policy for screening and evaluation of nominees/applicants to both foreign and local training, development programs, scholarships and fellowships;</li> <li data-bbox="544 1530 1355 1803">ii. Guided by the relevant policy and standards including this order, evaluate participation of employees for attendance to learning and development programs, scholarships and fellowships both foreign and local, and recommend to the President and CEO the most qualified nominee for approval, unless the funding agency explicitly identified specific employee for their program, which is non-negotiable;</li> <li data-bbox="544 1803 1355 1914">iii. Observe equity principle in the selection of participants in both local, international and capacity building events for Central Office and PhilHealth Regional Office officers and</li> </ol>		Senior Manager, International and Local Engagement Department or alternate**		President of Employee Association or alternate***
	Senior Manager, International and Local Engagement Department or alternate**				
	President of Employee Association or alternate***				

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Responsibility Center	Composition/Roles and Responsibilities
	<p>employees;</p> <p>iv. May interview candidates and/or the Head of the concerned organizational unit to ascertain the significance of the training/scholarship to the candidates' duties and responsibilities.</p> <p>v. Review and approves the relevance of the recommended re-entry action plan of the selected candidates.</p> <p>vi. Submit recommended actions to the President and CEO which may be any of the following:</p> <p>a) Recommend approval of attendance to learning and development needs or PhilHealth's representation to local and international activities relevant to the corporation</p> <p>b) Recommend shortlist of 2 to 3 participants from which the President can select his/her choice;</p>
<p>Head of Department/Office – Executive Managerial Officer (EMO) as Head of Requesting Office and Division/Section /Unit Heads (Supervisors)</p>	<p>a. Determine competencies required in the jobs of his/her supervisees;</p> <p>b. Assess the level of performance of his/her supervisees and identify the gaps between the standard and actual levels of performance;</p> <p>c. Propose learning activities, e.g., coaching, buddy system, cross-posting, job rotation, training, etc... that will address the competency and performance gaps of all his/her staff;</p> <p>d. Discuss and agree with his/her supervisee the performance and competency development plan before submitting the same to the HRD;</p> <p>e. Ensure that sending staff to learning and development programs are compliant with the relevant government rules and regulations as well as corporate policies and standards/protocols, including this order</p> <p>f. Motivate his/her supervisees and give them full support in the development of the career of his/her supervisees;</p> <p>g. Manage the schedule of sending staff to internal and/or external trainings and take care of the workload distribution within his/her Office/Department/Unit, ensuring that operations will not be hampered during the attendance of staff to learning and development programs;</p> <p>h. Observe equity and equal opportunity principle in nominating staff to L&amp;D opportunities through in-house programs, local and international scholarship grants, conventions, and the like; and</p> <p>i. Collaborate with the HRD L&amp;D Team to ensure that L&amp;D plan for his/her staff will be effectively and efficiently implemented,</p>

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Responsibility Center	Composition/Roles and Responsibilities
	applied, monitored and evaluated.
HRD - Learning and Development Team	<ul style="list-style-type: none"> <li>a. Design, lead and manage the conduct of Learning Needs Assessment (LNA);</li> <li>b. Prepare the Corporate Learning and Development Plan and Budget based on the LNA results and in accordance with the corporate calendar, rules and regulations for planning and budget;</li> <li>c. Design and manage internal L&amp;D activities (those intended for PhilHealth employees utilizing internal PhilHealth subject matter experts and external experts as resource persons);</li> <li>d. Identify courses appropriate for the competencies in PhilHealth, prepare list of the identified courses with course description, objectives and targeted competencies;</li> <li>e. Conduct in-house training of employees in the Central Office and all EMOs in the Corporation;</li> <li>f. Monitor and evaluate training programs of PhilHealth;</li> <li>g. Develop standards for the maintenance/updating of database on employee competencies, all internal and external L&amp;D activities, including all training design and materials, training reports, venues, catering services, consulting groups, details on participating individuals; and</li> <li>h. Serve as technical support team/secretariat to the HR Development Committee (HRDC). Specifically, it shall perform the following HR activities: <ul style="list-style-type: none"> <li>i. Bring requests/invitations and attendance/participation of officers and staff to capacity building events/activities to the attention of the HRDC, specifically those that are beyond the existing corporate rules and regulations;</li> <li>ii. Identify the appropriate office/s or organization units to source potential nominees on the basis of the program's objectives, desired outcomes, qualifications and other requirements vis-à-vis the functional statements of the Offices/Departments;</li> <li>iii. Disseminate to concerned organizational units the scholarship and/or training offerings detailing the qualification, nominating requirements, deadline of submission, among others;</li> </ul> </li> <li>i. Require the submission of re-entry action plan mutually agreed by the nominee and endorsing officer. Without the proposed re-entry action plan, the nominee of the concerned office shall not be included in the evaluation by the HRDC;</li> <li>j. Coordinate with ILED to ascertain foreign funding support and the number of candidates that may be accommodated by the funding agency/donor;</li> <li>k. Receive and screen nominees officially endorsed/recommended</li> </ul>

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Responsibility Center	Composition/Roles and Responsibilities
	<p>by the department/office concerned. In addition to the program requirements, the eligibility of candidates/nominees shall be governed by the qualifications prescribed under the corporate policy and standards on education and learning &amp; development programs for PhilHealth;</p> <ol style="list-style-type: none"> <li>l. Prepare and provide materials to the HRDC including the list of qualified candidates and pertinent information needed in the review and selection of participants to the local and foreign learning and development programs, including education;</li> <li>m. Set/arrange HRDC meetings, prepare resolutions, minutes of meetings and the requisite Corporate Personnel Order to implement the participation and travel of selected nominee indicating therein the required service obligation, if applicable;</li> <li>n. Prepare the requisite service obligation contract for the signature of official or employee concerned and the highest 3rd level officer responsible for human resource management; and,</li> <li>o. Inform concerned parties of the results of the HRDC deliberation and the decision of the President and CEO.</li> <li>p. In instances when the period required by the partner institutions for submission of nominee/s to learning and development programs/events is not sufficient for HRD to disseminate the invitation and the HRDC to screen nominees, HRD shall directly coordinate with the EVP/COO to seek the name of possible participants for selection of the President and CEO.</li> <li>q. Prepare and submit training reports to the President and CEO and the EVP/COO thru the MSS and HRD</li> <li>r. Maintain/update database on employee competencies, all internal and external L&amp;D activities, including all training design and materials, training reports, venues, catering services, consulting groups, details on participating individuals</li> </ol>
PRO HR Counterparts	<ol style="list-style-type: none"> <li>a. Lead in the conduct of Learning Needs Assessment (LNA) in the PROs, in collaboration with the HRD;</li> <li>b. Prepare and submit to the HRD the L&amp;D Plan and Budget for PRO based on the LNA results and in accordance with the corporate calendar and rules and regulations for planning and budget;</li> <li>c. Conduct internal training of employees in the PRO;</li> <li>d. Prepare HRDC materials for the L&amp;D activities of the PRO and submit the same to the HRD for HRDC deliberation;</li> <li>e. Guided by the standards set by the Corporation, maintain/update database on PRO employee competencies, all internal and external L&amp;D activities conducted in the PROs, including all training design and materials, training reports, venues, catering services, consulting groups, details on participating individuals; and</li> <li>f. Monitor and evaluate training programs for the PRO.</li> </ol> <p>Within the standard turn-around-time to be set by the</p>

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Responsibility Center	Composition/Roles and Responsibilities
	Corporation, prepare and submit training reports to the President and CEO and the EVP/COO thru the MSS and HRD
ILED	<p>Consistent with its organizational function, the ILED shall:</p> <ol style="list-style-type: none"> <li>Continuously source funding/donor agencies both local and international for possible funding of PhilHealth's learning and development needs;</li> <li>Thoroughly study the learning and development plan of the Corporation and identify all possible funding/donor agencies both local and international sources</li> <li>Cultivate a proactive relationship with funding/donor agencies to ensure that PhilHealth is given slots in their scholarships and training programs.</li> <li>Proactively coordinate and negotiate with funding donor/agency to ensure, if necessary, the extension of the deadlines, additional slots and funding support for cost of travel and other related items;</li> <li>Inform the concerned institutions as to the official candidates/nominees of the Corporation, among others;</li> <li>Comply with reportorial requirements of the funding agencies, in close coordination with the HRD;</li> <li>Within seven (7) working days upon approval, submit to HRD for proper recording in the HRIS the list of scholars and trainees who were approved by funding agencies to avail of their scholarships/training programs and other similar learning and development support</li> <li>Subject to approval of the EVP/COO and the PCEO, set standards in the selection of representatives/delegates, evaluates and process the same for all invitations to local and international activities/events that are not training and education by nature such as invitation to join discussion meetings, presentation of best practices for benchmarking on policies/processes/standards and requests for Resource Speaker from PhilHealth. These processing need not pass through the HRD, for efficiency.</li> </ol>

## B. PLANNING

### 1. Corporate Strategic Planning

Periodically, management revisits the PhilHealth Strategy Map or the Medium-Term Development Plan (MTDP), which puts together the thrusts for the next years and how to achieve them. This process is a product of careful study by the Executive/Managerial Officers as to the results/outcomes of the implementation of previous plan. This document shall serve as basis for PhilHealth's Strategic Learning and Development Plan.

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2. Strategic Learning and Development Plan (SLDP)

The HRD in collaboration with the PRO HRU and all Executive /Managerial Officers shall develop the 3-Year SLDP based on a comprehensive employee learning needs assessment and analysis. This plan shall ensure that employees understand and manifest the key actions for every the desired competencies of the Corporation. Further, it intends to provide the necessary L&D activities pertaining to business process area and functional competencies of PhilHealth. In the ideal future state, the plan shall gear towards filling in the competency gaps between employees' competency inventory and their job competency requirements.

3. Annual L&D Plan (ALDP)

From the SLDP and in collaboration with all Executive/Managerial Officers and PRO HR Units, the HRD shall prepare the ALDP and budget before July of every year. The ALDP shall contain the schedule of activities that the HRD and PRO HR Units shall conduct for each year, reflecting as well the projected budget for each learning and development activity.

The ALDP shall be subject to the review and validation of HRPDC and approval of the President and CEO. The said approval of the President and CEO signifies authority to conduct the planned L&D activities.

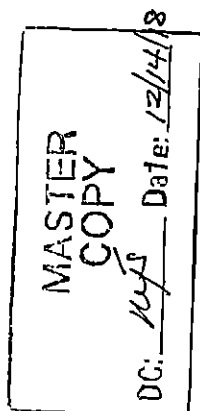
4. Implementation Plan

From the approved ALDP, the HRD shall prepare the following documents:

- a. Office/Department L&D Plan (OLDP) – outlines the L&D activities of the department to answer the prioritized competency needs of the employee
- b. Individual L&D Plan (ILDLP) – outlines the individual's L&D needs for career growth and enhancement based on competency assessment and performance data. It also reflects the competencies to be enhanced as agreed upon by the Executive/Managerial Officer or the Supervisor and his/her staff including the desired behavioral change upon completion of the learning and development program/s.
- c. Training Course Details to include Course Description, Objectives and Targeted Competencies

5. Monitoring and Evaluation

During the Planning Phase, the monitoring mechanisms shall be designed to track the reaction of the participants immediately after the L&D activity, learning, behavior, results and outcomes to ensure the success of the objectives is achieved.



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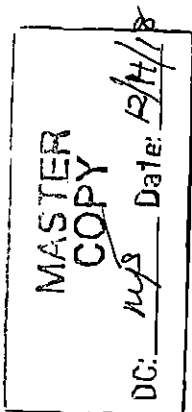
## C. LEARNING AND DEVELOPMENT OPERATIONS

### 1. Learning Needs Assessment (LNA)

- a. PhilHealth shall conduct LNA to assess the organization's competency enhancement needs before L&D solutions are designed, budgeted and delivered.
- b. The LNA involves thorough analysis of the organization's direction/ thrust, Annual Work and Financial Plan (AWFP), business process model, competency model and, performance measures and standards. This is the organizational analysis phase. The output of the LNA will be a document that specifies answers these questions:
  - a. Who needs the training?
  - b. Why do people need the training?
  - c. What skills need imparting?
  - d. When will they need the new skills?
  - e. Where the training may be conducted? And
  - f. How may the new skills be imparted?
- c. The HRD shall be the Lead Office in the LNA process ensuring that all the Department/Office Heads concerned are involved and the output is approved by the President and CEO thru the HRDC. The outputs in this phase shall be referred to as the Learning Needs Assessment Report and the Annual L&D Plan.
- d. There are three levels of LNA that shall be conducted in the Corporation. These are organization, functional and individual.
  - i. An organization level LNA shall be used to determine the core competency level of the employees. Low level competencies shall be addressed by the courses designed based on the PhilHealth core competencies.
  - ii. Functional level LNA shall be conducted to identify competency level by business process area based on the PhilHealth competency model, particularly the business process area specific (BPA specific) and cross business process area (cross-BPA) competencies. This shall determine functional training programs that must be prioritized for conduct for the year.
  - iii. An individual level LNA is also considered as the employee competency inventory and assessment. It assesses the competency level of the employees vis-a-vis the required competencies of their respective job titles. This level of LNA surfaces specific learning needs to address the employee's competency gaps.

Another process in determining individual LNA is the employee performance appraisal. Wherein manager/supervisor shall discuss L&D needs during the final part of the performance appraisal discussion in accordance with the Strategic Performance Management System or SPMS process. Annually, all employees undergo a competency assessment through the "Alamin ang Kakayahan, Pagbutihin at Panatilihin (AKaPP)" Survey that shall gauge the level of their competencies. The result of the survey shall be one of the bases used to determine and propose the L&D interventions as discussed and agreed upon by the staff and his/her

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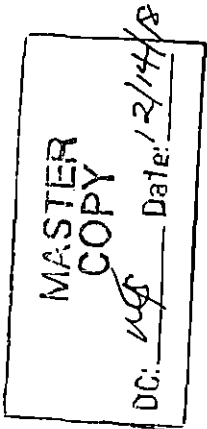
supervisor during the performance appraisal. The agreed L and D intervention recorded in the performance report of the employee shall include the competency and performance area that requires improvement, the proposed actual development activities, resource requirements, expected outcomes and the agreed time frame in which the development outcome will be achieved.

Other bases for the individual level LNA can be interviews/surveys with supervisors/managers; interviews/surveys with employees and/or clients; employee performance appraisal documents; customer complaints; critical incidents and; product/service quality data.

## 2. Learning and Development Program

The HRD shall ensure that appropriate L&D interventions are available for all the competencies required from the employees. As such, the following programs shall be developed, maintained/updated and conducted based on the result LNA:

- a. PhilHealth Employees Public Service Effectiveness Courses\*
  - i. Values Orientation Program (includes Ethics and Code of Conduct for Public Servants and Employees)
  - ii. Training for Social Health Insurance Education Series (SHInES)
  - iii. Basic and Advance Orientation on Human Resource Policies and Standards
    - a) Basic Orientation<sup>6</sup>
      - 1) The PhilHealth Organization and where his/her unit belongs
      - 2) PhilHealth Board of Directors and Officials
      - 3) Policy on Leave, Attendance and Payroll
      - 4) Policy on Uniform and appropriate Corporate Attire
    - b) Advance Orientation<sup>7</sup> includes in-depth policies and standards on the following facets of the human resource management and development
      - 1) Recruitment, Selection and Placement
      - 2) Career Development and Succession Planning
      - 3) Training and Development Opportunities
      - 4) Compensation and Benefits
      - 5) Employee Welfare and Services
        - a. Clinic
        - b. Day Care
        - c. PS We Care
        - d. Sports and recreation policy and standards
        - e. Loans Processing Procedure
      - 6) Strategic Performance Management System
      - 7) Labor Management Relations/Public Sector Unionism
      - 8) Employee Discipline (Grievance Machinery/CSC Rules on Administrative Cases in the Civil Service, CODI etc...)
      - 9) Employee Separation/Outplacement Program



<sup>6</sup> HRD and PRO HRU conducts basic orientation upon assumption to duty of the employee

<sup>7</sup> HRD and PRO HRU conducts advance orientation within the first six (6) months upon assumption to duty of the new employee

10) Human Resource Department/PRO HRU Organizational Structure  
and Point Persons for HR Services

b. Ladderized HR L&D Programs

i. Intrapersonal Competencies

- a) Personal Mastery\*
- b) Managing Personal Finances\*
- c) Stress Management
- d) Pre-retirement Seminar
- e) Livelihood Seminars and Workshops

ii. Interpersonal Competencies

- a) Interpersonal and Client Effectiveness\*
- b) Psychological First Aid Training
- c) Life Saver Course
- d) Social Grace and Personality Development Course\*

iii. Organizational Competencies

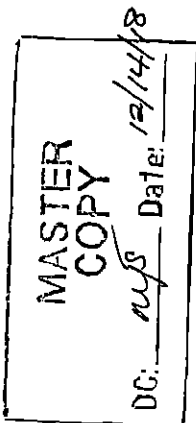
- a) Organizational and Team Effectiveness\*
- b) Quality Management System and Ease of Doing Business\*
- c) Managing Your Boss\*

iv. Leadership and Managerial Competencies

- a) Strategic Management Course for EMOs and Board of Directors
- b) Nurturing a Culture of Accountability\*
- c) Transformational Leadership (for employees who are at supervisory, executive/managerial and Board of Director level)\*\*
- d) Basic Coaching Skills
- e) Advanced Coaching Skills
- f) Executive Mentors Program
- g) Basic Counseling Skills for Executives
- h) Change Management and Communication Strategy
- i) Conflict Management\*\*
- j) Career and Succession Planning for Managers and Leaders
- k) Crisis Management
- l) Board of Directors Training Program

c. Functional and Job Competencies Training and Development Program  
through any or combination of the following means:

- i. On-the-Job Orientation to be conducted by the Head of Office concerned
- ii. Buddy System Approach where newly assigned employees will be assigned a buddy who is already at the proficient level of job competencies
- iii. Coaching and Mentoring where newly assigned employees will be assigned a trained coach and mentor to ensure that the desired employee development is achieved within a prescribed time/period.



- iv. Job Cross Posting where the employee will be assigned to a different organizational unit identified by the Head of Office and the HRD within a specific period only, in order to gain the competencies required.
- v. Attendance to appropriate In-House Training as indicated in the Annual Training Calendar such as:

- a) Cross-BPA Programs\*

- 1) Basic and advanced computer skills
- 2) Basic and advanced written communication skills
- 3) Basic and advanced verbal/ oral communication skills for speakers and presenters
- 4) Skills Training for Public Relations and Networking
- 5) Training on Completed Staff Work
- 6) Corporate Responsibility and Disaster Management Programs

- b) BPA-Specific/ Job-Specific Training Programs\*\*\*

- 1) Core Processes

- (i) Training on Membership and Collection Processes and Standards
- (ii) Training on Health Care Provider Relations Processes and Standards
- (iii) Training on Benefit Development and Management
- (iv) Training for Frontline Services, Processes, Rules and Regulations on Client Servicing/Management

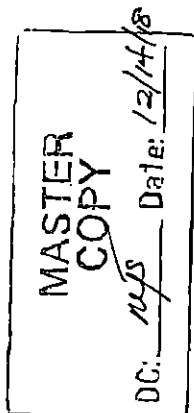
- 2) Critical Support Processes

- (a) Training on Strategic Management and Risk-Based Planning and Budgeting
- (b) Training on Policy Research and Program Development, Monitoring and Evaluation
- (c) Training on Information Systems and Information Technology Processes and Standards
- (d) Training on Fund Management Processes and Standards
- (e) Training on Marketing and Corporate Communications
- (f) Training for Legal Processes and Standards
- (g) Training for Internal Auditing Processes and Standards
- (h) Training on Physical Resource and Infrastructure Processes and Standards including office administration
  - (i) Training for Drivers
  - (ii) Training for Executive Assistants
  - (iii) Training for Office Administration
  - (iv) Training on 5S and Records Management System
- (j) Training on Human Resource Management and Development
- (k) Training of Trainers and Resource Persons

\* programs for onboarding

\*\* additional onboarding programs for leaders

\*\*\* course included in the onboarding depending on the business



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process where the new employee belong

- d. Attendance to External Training in case an In-House Training Program is not available.
- e. Participation in Local and Scholarship Program for Educational Advancement

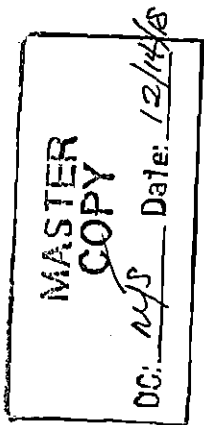
The HRD shall develop/outsourced the development of the needed L&D Programs/Courses, curriculum and training materials for the use of trainers and facilitators.

### 3. Learning and Development Implementation

- a. Upon approval of the L&D Plan and Budget, the HRD shall disseminate to all concerned Offices/Departments/PhilHealth Regional Offices the following:
  - 1. Approved Annual Learning and Development Plan
  - 2. Office/Department Learning and Development Plan
  - 3. Individual Learning and Development Plan
  - 4. Training Calendar
  - 5. Course Description, Objectives and Target Competencies

#### b. INTERNAL TRAINING

- 1. Determination of Participants to Training
  - a) Based on the individual LNA, the HRD prepares list of participants per in-house L&D Program. The list of participants shall be sent to the Head of concerned Department/Office for confirmation/concurrence.
  - b) The Head of the Office/Department (at the EMO level) shall officially confirm to HRD the attendance of their staff members to the L&D programs using the prescribed form to be issued by the HRD for this purpose.
  - c) The Heads of the Office/Department shall ensure that the L&D program to be attended by his/her staff will have a direct application to his/her job.
  - d) The HRD L&D Team/PRO HR Counterparts shall ensure that equal opportunity to training activities are extended to all employees with special considerations e.g. with disabilities.
  - e) The recommended L&D participants who cannot attend the L&D activity due to valid reason must inform his/her immediate executive/managerial officer, copy furnished the HRD, in writing his/her intention to decline before the schedule of the activity including the name of the recommended substitute.
  - f) The immediate executive/managerial officer shall validate the veracity of the reason for non-availability of the staff to attend L&D and write memo request to HRD endorsing the recommendation either to deny



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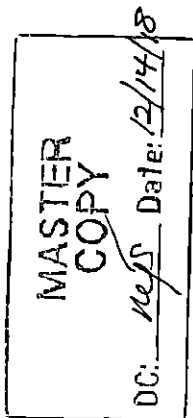
or approved the request with corresponding name of replacement within his/her team, to ensure that the investment made by the Corporation will not be put to waste. An accomplished recommendation form shall be attached to the memo for replacement of attendee/s.

For PWDs who opt not to attend L&D program, a memo shall be sent to HRD thru his/her immediate executive/managerial officer stating a valid reason why the attendance to L&D is not possible, including his/her proposed alternative L&D initiatives to enhance his/her competencies. The HRD shall then evaluate the request and take appropriate action to address the valid concern.

2. The HRD shall prepare the L&D Proposal for the In-House L&D programs with the following contents:
  - a) Rationale;
  - b) Workplace Development
  - c) Objectives/Learning Objectives;
  - d) Competency being Developed
  - e) Risks Identification
  - f) Number of Target Participants;
  - g) Course Content;
  - h) Methodology;
  - i) Duration, Date & Venue;
  - j) Training Resource-provider; and
  - k) Detailed Breakdown of Budgetary requirements/cost and source.

See Annex A for L&D Proposal Form

3. HRD shall develop pool of Trainers and Resource Speakers/Subject Matter Experts who shall be tapped for in-house L&D programs
4. For conformity with the standards of the L&D activities to be implemented in the PROs, the HRD shall provide the Trainers/Resource Persons/Resource Speakers a copy of the L&D design, session guide and L&D modules to the trainers in the PROs. Training of Trainers (TOT) shall also be conducted for new L&D programs to be conducted to the PROs.
5. After the conduct of the TOT, the PRO Trainers may propose enhancements on the training structured learning experiences and presentation materials that will suit well to the culture of their respective regional offices. The proposed enhancements shall be submitted to the HRD two (2) week before the conduct of the program for clearance, ensuring that the course design and objectives will be achieved with the proposed modification/s. The HRD may call a videoconference or a face-to-face meeting with the concerned Trainers/Resource Persons/Resource Speaker to discuss and evaluate the proposed modifications before a clearance will be granted.



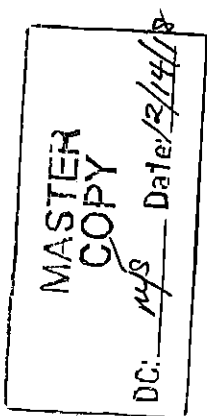
6. Issuance of Corporate Personnel Order

HRD shall prepare Corporate Personnel Order containing the final list of participants to the L&D programs. It shall specifically contain the names of all participants, title of the L&D program, its final schedule, venue, number of Resource Persons/Speakers and Facilitators. The following shall be the signatories to the CPO:

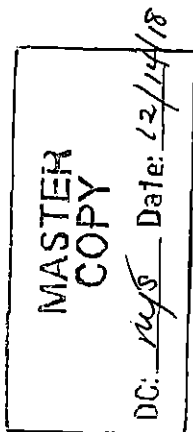
- a) HRD Learning and Development Team Head as the Originator;
- b) Division Head for HR Programs and Standards and HRD Head as the reviewers
- c) Head of the Comptrollership Department as reviewer (only if the program entails budget utilization)
- d) Head of the Management Services Sector as the Approving Authority;
- e) Once approved, the Physical Resources and Infrastructure Department thru the Records Section shall release the CPO through the official Corporate email addressed to all email users.

7. Establishment/Selection of Venue/Arrangement of Accommodation of Participants

- a) The HRD shall propose design and amenities for L&D facilities and learning resource center and submit the same to the PRID for physical layout and construction/renovation/rental, whichever is practicable, subject to budget, procurement, accounting and auditing rules and regulations.
- b) In terms of venue and accommodation of participants, the L&D program may be conducted either inside the PhilHealth facilities or external venue. However, as much as possible, all L&D programs shall be held within PhilHealth L&D facilities. Only in cases when PhilHealth facilities are not available or cannot accommodate the L&D programs due to requirements of its design or number or participants that an external venue shall be chosen. HRD shall issue a certification if an external venue is recommended as to the training design or if the PhilHealth training facility is not available.
- c) In case of training activities that need be conducted outside PhilHealth facilities, priority shall be given to government and DOT-accredited training institutions and venues (e.g. DAP, TESDA, National Computer Center, CSI etc...) that fits the design of the L&D programs.
- d) The HRD and PRO-HR Unit shall evaluate the appropriateness of the venue based on training design, cost, availability of training aids and equipment, accessibility, cleanliness, and quality of food served and other documentary requirements as well as the prescribed process in the procurement law.



8. For reasons other than those stated above, the approval of the conduct of training outside of PhilHealth premises shall be on a case-to-case basis subject to submission of proper justification and approval of the Chief Operating Officer (COO).
9. In terms of venue and accommodation of participants, the L&D program may be classified as Live-in or Live-out arrangement.
  - a) For the participants, secretariat members and resource persons shall be allowed to avail of live-in arrangement if the design of the program requires participants to extend the L&D activities at night until 10:00 pm.
  - b) For L&D programs not requiring extension of activities at night but with participants who are considered on travel, the HRD may arrange for the accommodation within the same building/location as the L&D program venue or to other nearby hotel/lodging facilities, in case there are no more available rooms in the former. Participants who may opt to stay in other hotel/lodging establishments shall arrange their own accommodation. Those employees who will fall in any of the following may be allowed live-in accommodation for the duration of the L&D programs:
    - i. PRO employees attending a centralized L&D Programs in Metro Manila/NCR or other locations which will consider their attendance as travel due to its distance from their Office
    - ii. Central Office employees attending training programs conducted outside Metro Manila/NCR or to other locations which will consider their attendance as travel due to its distance from their Office;
    - iii. L&D Programs conducted within 50 kilometer radius from Office location but requires the extension of activities beyond the regular office hours based on the approved L&D design;
    - iv. Local Health Insurance Office (LHIO) employees attending PRO Initiated training programs (i.e. training sessions to be conducted at the PRO while LHIO participants shall be billeted in a hotel/lodging house)
  - c) For Live-out L&D Programs where L&D activities shall be conducted outside PhilHealth facilities as required in the approved L&D design but no overnight accommodations for participants are necessary, the members of the secretariat may be allowed to stay overnight to provide time late night meetings, documentations and for early preparations the next day.

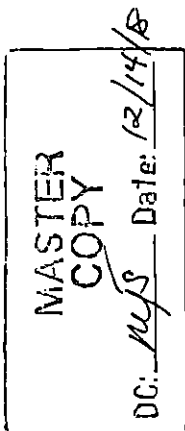


#### 10. Provision of PhilHealth Service Vehicle to Participants

- a) Participants to L&D activities who will arrive by air transportation shall be supported with PhilHealth service vehicle from the airport directly to the venue. Participants from the host Office shall be supported with PhilHealth service vehicle from the Office to the venue except when the venue is within the vicinity of the PhilHealth office.
- b) For those who will avail of the service vehicle, confirmation shall be given to L&D Staff assigned at least three (3) days before the scheduled departure to allow lead time for the HRD/PRO HRU to coordinate with the Motor pool the itineraries and the number of service vehicles needed. Those who were not able to confirm in advance shall proceed to the venue on their own, ensuring that they will arrive on time.
- c) The PRID shall ensure that provision of service vehicle shall be made in close coordination with the L&D staff and that all the listed passengers are present in their scheduled time of departure. It shall also set quality standards and evaluation tools for the Motor pool staff to ensure that the service vehicles are clean, in good running condition, sufficiently fueled and ready to leave at least thirty (30) minutes to one (1) hour before the scheduled departure.

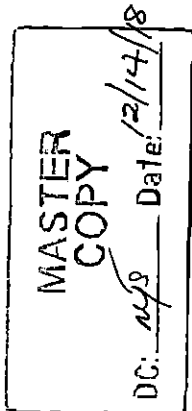
#### 11. Selecting Training Institutions/Resource Persons

- a) The L&D programs may be conducted or facilitated by other training institutions/providers. When selecting training institutions, the HRD shall prioritize the CSC-accredited training providers.
- b) If a non-accredited training institution shall be chosen, a justification must be issued and a registration from the Securities and Exchange Commission must be required.
- c) The nature of engagement of professional services of training resource providers/speakers/ facilitators shall determine the allowable cost as payment for professional services applicable for either Training Institution/Firm or Individual Expert lecturer/Trainers.
  - i. A "package-deal" engagement shall refer to contracting-out of the entire implementation of the training to include module and instructional materials development exclusively for PhilHealth, conduct of pre-training needs analysis for customization of the course, actual conduct of the course including provision of subject matter experts and training assistants, and post training or after sales activities such as After Training Report with recommendations, Training Effectiveness, etc. In this case, payment shall be on a per day basis for a class with a minimum of twenty five (25) participants in the amount of maximum sixty thousand pesos (Php 60,000) inclusive of tax. This engagement may be allowed for a maximum of five (5) days training. A



package-deal engagement may apply to an independent individual or a firm.

- ii. Engagement with individual expert-professional resource-provider not as a "package-deal" engagement shall refer to services to be rendered by an individual as expert lecturer/resource person in the field. This type of engagement shall be paid an honorarium on a per hour basis subject to National Budget Circular No. 2007-1<sup>8</sup> dated April 23, 2007 or pertinent provisions as amended by the Department Budget and Management (DBM).
- iii. Resource Speakers/Resource Persons/Subject Matter Experts who will be invited from other government agencies will be paid honorariums prescribed by the Department of Budget and Management (DBM).
- iv. Tokens shall be given to resource persons who do not accept honorariums as acknowledgement of their participation in the training activity, chargeable to the contingency fund.
- v. The HRD shall require the following documents from the external resource speakers:
  - 1) For individual Subject Matter Expert-lecturers/Resource Person:
    - (a) Comprehensive resumes;
    - (b) An invitation letter from PhilHealth addressed to the selected Resource speaker;
    - (c) Letter of acceptance from the Resource Speaker/Resource Person
  - 2) For training institutions:
    - (a) Company Profile
    - (b) Training Proposal
    - (c) Facilitator's/Session Guide
    - (d) Comprehensive resume of Resource Speaker/Resource Person
- d) An employee of the corporation who must have completed a training course for Trainers and is a known Subject Matter Expert may be tapped as resource speaker for a training program. Rendition of service as Resource Person shall be considered additional performance points if the subject matter is not related to the function of his/her Office/Department and falls beyond the duties and responsibilities of his/her opposition. Hence, HR Officers who are formally trained as Trainers and requested to facilitate training/workshops for other Office/Department shall be considered part of his/her regular function. If the Trainers on the other hand is frontline officer who will be requested to be a resource person for Planning process because



<sup>8</sup> DBM Budget Circular No. 2007-1 dated April 23, 2007 Guidelines on the Grant of Honoraria to Lecturers, Resource Persons, Coordinators and Facilitators

of his/her known competency and experience, the said service shall be deemed additional task in the performance evaluation report.

## 12. Issuance of Certificates

a) The four (4) types of Training Certificates issued by HRD/PRO HRU as follows:

i. **Certificate of Training Completion**, which shall be issued to participants who have attended at least ninety percent (90%) of the total L&D hours, and have taken the pre-test and passed the post-test (80% of the test items) administered by the trainer/s and/or have submitted the required report/paper and the like as part of the completion of the L&D program;

ii. **Certificate of Attendance**, which shall be issued to participants who attended the training but was not able to reach ninety percent (90%) of the total training hours. The actual hours attended shall be indicated in the certificate. This shall also be issued to those participants who were not able to pass the post-test or not able to submit report/document requirements in lieu of the post-test (if applicable);

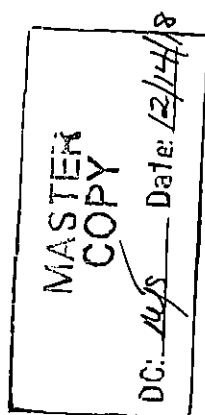
iii. **Certificate of Recognition**, which shall be issued to resource persons/speakers who have satisfactorily delivered their module/s; and;

iv. **Certificate of Eligibility to the Resource Speakers Pool**, which shall be issued to participants who have satisfied the following conditions:

- (a) completed one hundred percent (100%) of the required total training hours to be determined by the HRD;
- (b) must have passed a certification course for Trainers from a reputable training institution recognized by the government

b) The training certificates must be in accordance with the format/requirements prescribed under the issuance/policy on the Corporate Identity Manual. The signatories for the issuance of certificates shall be as follows:

Office	Rank-and-File Participants	Executive/Managerial Participants
Central Office	<ul style="list-style-type: none"> <li>Head of the Training Institution/Resource Speaker (for non-training institution)</li> <li>HRD Manager</li> </ul>	<ul style="list-style-type: none"> <li>Head of the Training Institution/Resource Speaker (for</li> </ul>



Office	Rank-and-File Participants	Executive/Managerial Participants
PROs (Training exclusive for one PRO) PRO (Training for two or more PROs)	<ul style="list-style-type: none"> <li>Head of Management Services Sector (MSS)</li> <li>Head of PRO</li> <li>Area Vice President</li> <li>Head of MSS</li> <li>EVP/COO</li> </ul>	<ul style="list-style-type: none"> <li>non-training institution)</li> <li>EVP</li> <li>President and CEO</li> </ul>

13. All activities proposed by Office/Department with training component should be evaluated and cleared with HRD/PRO HRU prior to its conduct to determine if the program can be considered as L&D activities, based on the requirements of the CSC PRIME - HRM.

14. Training programs shall be conducted during working days. However, employees assigned as front liners, such as but not limited to those assigned in the Local Health Insurance Offices, PhilHealth Business Centers and PhilHealth Express, may be scheduled to attend internal training activities during Saturdays and be considered as overtime services subject to the conditions of the appropriate Corporate Order on the matter. This shall also apply to the officers/employees assigned as Resource Speakers/Facilitators/Secretariat for L&D program/s.

15. Prescribed herein are the levels of authority for the approval of trainings:

Activity	Approving Officers
International Training (within or outside the country)	<ul style="list-style-type: none"> <li>Sector Head Concerned</li> <li>Human Resource Development Committee (HRDC)</li> <li>President and CEO</li> </ul>
Local L&D Activities such as workshops/ seminars/conventions/conferences that are training in nature	<ul style="list-style-type: none"> <li>Executive/Managerial Officer/s concerned</li> <li>HRD Head</li> <li>Sector Head for Management Services Sector</li> </ul>
Non-PhilHealth initiated (Continuing Professional Education and Nonprofessional Training/Seminars/Workshop/Conventions/(MCLE, PICPA, PMAP, AGAP, GACPA, PMA, PHA, PAGBA, AGIA, etc.) within the corporate prescribed rate	
Government initiated Trainings (CSC, COA, etc)	

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Activity	Approving Officers
Others within the prescribed training fees set by the Corporation	
Others not covered by the above	<ul style="list-style-type: none"> <li>▪ Sector Head</li> <li>▪ HRDC</li> <li>▪ President and CEO</li> </ul>

16. The approval of the President and CEO is required for all training activities not included in the approved ATP, subject to the following procedures:

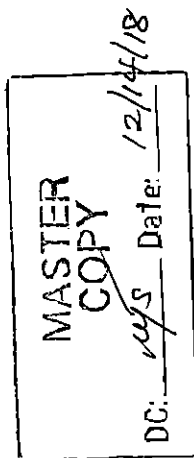
- a) A request for the conduct of other training programs not included in the approved ATP must be submitted to the HRD – Learning and Development Team at least a month before its actual implementation.
- b) If the training request was submitted less than one month prior to its actual implementation or conflicts with the schedule of other training activities, the HRD – Learning and Development Team has the authority to reset or to refuse the proposal.
- c) However, should the training request be approved due to valid reasons, the concerned units must immediately coordinate with the HRD the said training activity for guidance in their preparation of the training proposal and other pre-implementation activities, such as designing of the module, selecting the resource persons/trainers or training institutions and choosing the appropriate venue.
- d) The HRD shall oversee the implementation of the said training and shall evaluate efficacy of the training program.

17. The HRD shall be the Lead Office in the L&D implementation process making sure that all the Department/Office Head concerned are involved in sending their staff to training and are informed of their staff's performance while attending the training program.

#### c. EXTERNAL TRAINING

1. Employees who have been appointed to either career<sup>9</sup> or non-career<sup>10</sup> employees for at least six (6) months may be allowed to participate in conventions, seminars, conferences, symposia and such other activities conducted by non-government organizations or private institutions for a fee, as part of the human resource development program of the

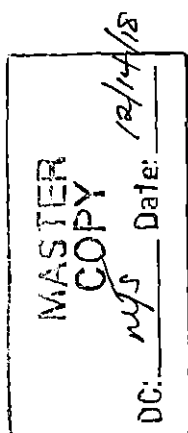
<sup>9</sup> Executive Order No. 292, Book V Section 7  
<sup>10</sup> Executive Order No. 292 Book V Section 9



government attend external training, chargeable to the budget of the Corporation.

2. All requests to attend external training must have the endorsement of the Department/Office Head (Central Office) or PRO Head and evaluated by the HRD/PRO-HRU guided by the following conditions:
  - a. The training design/course content and the expected skills that may be acquired must be relevant to the duties and functions or assigned tasks of the nominee and can be immediately applied to the current job, as reflected in the employee's individual development plan section of his/her the most recent performance evaluation report;
  - b. The identified external training is not available in the list of similar in-house courses;
  - c. The nominee must not have attended any similar training (internal and external) during the last one (1) year period, except when the attendance to such training is within the prescribed training hours reflected in the CSC Qualification Standard for the position that the employee is occupying or to that of the next-higher position within his/her Office/Department. The exemption may also be allowed in cases where the nominee has been reassigned to a new office or designated to a new job assignment. The total number of prescribed training hours for this purpose shall be within the last three (3) years for rank-and-file employees below Division Chief Level and five (5) years for Division Chief and Executive/Managerial Levels from the date of evaluation of request for training.
  - d. Attendance to continuing professional development, conferences, conventions, learning education sessions, and other similar activities for purposes of renewal of license, maintaining membership of good standing to professional organizations, in addition of the knowledge or updates that are relevant and can be applied to the current job is hereby encouraged, however, employees may only attend up to two (2) activities in a year and the subject to the training cost and hours limit.

Attendance to CPEs not relevant to the current position by the employee may be allowed on official time but chargeable to the personal account of the employee.
  - e. Participation to local and international events sponsored either partially or fully by private contractors dealing business or intends to deal business with PhilHealth as well as manufacturers of medicines, medical equipment, and other similar goods and services shall not be allowed;
  - f. The Executive/Managerial Officer shall thoroughly review and endorse the External Training Nomination Form (Annex B) to the HRD/PRO-HRU together with the training course content or syllabus at least fifteen (15) working days prior to the deadline to



register with the training provider or the first day of training program whichever is earlier;

- g. The employee concerned shall prepare the document requirements for the payment/reimbursement/liquidation of the training cost subject to usual accounting and auditing rules and regulations;
- h. The Head of organizational unit concerned shall call a meeting for the conduct of echo session (Notice of Meeting issued copy furnished HRD/PRO HRU). A representative from HRD/PRO-HRU shall randomly attend the scheduled echo session. To ensure its compliance, the head of the organizational unit shall then submit a Certification (Annex C) that the echo session was done, together with the After Training Report (Annex D), copy of the PowerPoint presentation, and, attendance sheet. This echo session must be done within fifteen (15) working days after the last day of the L&D program attended.
- i. When the external training program falls on a Saturday, Sunday or Holiday, it shall not be considered as overtime services nor as entitlement to Compensatory Time-Off (CTO).
- j. Allowable Training Hours  
Each employee may attend to a maximum of two (2) external training or a total of 40 training hours in a year for highly specialized/technical training<sup>11</sup> and attendance to conventions and other similar training and non-training events. Approval of request in excess thereof shall be subject to evaluation of the HRDC and approval of the President and CEO including attendance to the Career Executive Service Board (CESB)-Executive Leadership Program (ELP).
- k. Expense Limit - the maximum allowable rates for external training, which covers the cost per participant per day for registration fees inclusive of instructional materials, certificates, and related items shall be PhP25,000 per employee per year inclusive of tax.<sup>12</sup>
- l. Attendance to training activities with fees in excess of the expense limits shall be borne by the participant/s concerned.
- m. External training held out-of-town shall not be allowed unless there are no other relevant external trainings available as certified by the HRD/PROHRU.

In cases where the external training out-of town is justified, authorized participants may be entitled to travel expenses and allowances as authorized under existing rules and regulations.

<sup>11</sup> CSC MC No. 14, s-2018, Rule VIII, Part IV, Section 69, Illustrative Examples a and b

<sup>12</sup> Office Order 71, s-2012 Re: Omnibus Budget Implementing Guidelines, Rates for the Conduct of External training, p. 16.

n. As far as practicable, PhilHealth officials and employees should avail of the early registration rates to avail of reduced costs of participation in conventions, seminars, conferences and the like.

o. In case of cancellation of the external training, the participant concerned shall submit a memo informing HRD/PRO HRU of the said cancellation copy furnished the Comptrollership Department/PRO Fund Management Section.

p. Processing of External Training Requests

The following shall be the standard protocol in the processing of external training activities:

Activity	Responsible Person or Office	Output/Outcome
a. Source and access training invitations/ program from Civil Service accredited institution, academe, government agencies, professional associations, reputable training institutions, etc...	Employee and Executive/Managerial Officer/Supervisor Concerned; PRO HR Unit	Wide variety of choices & selection of training courses and institution appropriate to the needs of the staff.
b. Source, access & circulate training invitations/ program from Civil Service accredited institution, academe, government agencies, professional associations, reputable training institutions, etc...	HRD-Central Office	
c. Prepare request to attend external training stating the rationale or justification with attachments such as training course content/ syllabus, etc... using the prescribed request	Employee and Executive/Managerial Officer/Supervisor Concerned	Duly accomplished External Training Nomination Form (Annex B) for Evaluation of HRD-CO or HR Unit-PRO

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Activity	Responsible Person or Office	Output/Outcome
form		
d. Evaluate request and prepare Corporate Personnel Order (CPO)	HRD-Central Office; PRO HR Unit	Recommendation & Corporate Personnel Order (if favorable)
e. Recommend Approval of CPO	Sector Head Concerned/VP for Organizational Units without Sector Head, such as Internal Audit Group and Corporate Affairs Group, etc...; Area Vice President concerned for RVP Participants; Area Vice President and RVP for regional participants	
f. Approve CPO	SVP for Management Services Sector	Signed Corporate Personnel Order
g. Prepare document requirements for payment/reimbursement/liquidation of training cost	Employees concerns (signatories based on accounting rules and regulations)	Prescribed form by the Fund Management Sector for payment of training cost.
h. Monitor compliance as to submission of after-training report, conduct of echo session, submission of certificates, etc...	HRD-CO/PRO HR Unit	Training material, Documented sharing of learning experiences through echo sessions, training certificates, training report (using the HRD-prescribed format)

#### 4. Learning and Development Monitoring and Evaluation

- a. Monitoring and Evaluation (M & E) shall be a built-in mechanism to help measure the effect/or impact of a training intervention. It shall help foster accountability, determine whether training programs "make a difference" and give feedback and information to improve service delivery. Monitoring and evaluation mechanisms and criteria should be part of the designing phase of a training course.

- b. The HRD shall be responsible for ensuring that monitoring and evaluation is being conducted consistently and appropriately. All data gathered from the M & E maybe utilized in proposing other interventions to help improve the performance of the employees and the organization.
- c. The Monitoring and Evaluation framework for In-House Learning and Development Programs shall follow the Kirkpatrick's model.
  - i. Level I: Reaction - The participants' reaction is being gauged in this level during and right after the intervention. This is done using the After-Training Evaluation Report (Annex E) where data representing participants' reaction to the program and their planned actions are collected and analyzed.
  - ii. Level II: Learning - This may be done during and right after the intervention to measure the degree learners acquire the intended knowledge, skills and attitude based on their participation in the learning event. Varied techniques may be used such as pre and post-test, learning diaries/journal, and interviews. After the conduct of the L&D program, a report containing the result of the pre and post-test and other evaluation tools used shall be prepared to reflect the extent to which participants acquired knowledge and skills are collected and analyzed.

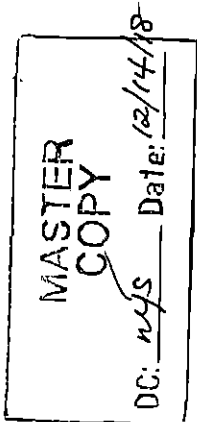
After the training, the training provider shall prepare a training report and submit the same to the HRD/PRO HRU. The training report shall contain the following details:

- a. Title of the training, date and venue
- b. Number of participants who were able to complete the training against the target number
- c. Budget utilized
- d. Objectives achieved
- e. Resource Persons/Trainers observations
- f. Recommended Action Plan
- g. Training Proposal
- h. Corporate Personnel Order
- i. Attendance Sheet
- j. Contract with Training Provider, if applicable
- k. Pre and Post Tests Results and other evaluation tools used in the conducted activity
- l. Post Training Evaluation Form Results
- m. Presentation Slides, Manuals, Handouts, Facilitator/Session Guide, Monitoring and Evaluation Plan
- n. Other relevant documents

Deadline on the submission of the training report to HRD from the Training Providers shall be on the 30<sup>th</sup> working day after the last day of the training program.

- iii. Level III: Behavior Application and Implementation - At this level, the participants' change in observable behavior is being assessed by collecting

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and analyzing data to determine the degree learners apply what they learned during the training and when they are back in their respective offices/departments. This requires feedback from the supervisor and/or colleagues on the learners demonstrated competencies at work.

Administration of Training Effectiveness Survey Form (Annex F) 1-3 months and 4-6 months after the training to be accomplished by the Immediate supervisor of the participant/s and shall be submitted to HRD/PRO HRU on or before the 30<sup>th</sup> working day after the 3 and 6-months monitoring period. The results/output of the implementation of the Re-Entry Action Plan (REAP), if applicable, shall also be submitted to the HRD.

- iv. **Level IV: Results/Impact in the Performance of the Office/Department** - This evaluation is usually done 6-12 months after the training. This involves measuring the impact of the training on the performance of participants at work by collecting and analyzing data that will determine the degree of their application of acquired knowledge and skills that positively influenced the key measures of the office/department where they belong. This can be measured based on Return on Investment (ROI). The ROI is done to measure the impact of the L&D needs converted to monetary values and compared with the fully loaded program cost.

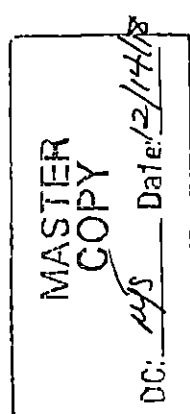
Training Costs of Php5M and up shall be evaluated to this level. Supervisors of the participants shall accomplish the Training Return on Investment (ROI) Evaluation Form (Annex G). Together with the data collected for the Level 4 evaluation, the ROI for the training shall be computed as follows:

$$ROI = \frac{(\text{Program Benefits} - \text{Program Cost})}{\text{Program Costs}} \times 100$$

- d. All External Trainings attended shall also be subjected to various levels of evaluation as follows:

Level of Evaluation	Strategy/Remarks
Level 2: Learning - This shall be done right after the attendance to external training to measure the degree learners acquire the intended knowledge, skills and attitude.	<ul style="list-style-type: none"> <li>The participant submits an After Training Report (ATR) and copies of the training materials to the Human Resource Department (HRD);</li> <li>Conduct echo learning session from this activity within fifteen (15) days after submission of the ATR</li> </ul>
Level 3 Behavior Application and Implementation - At this level, the participants' change in observable behavior is being assessed by collecting and analyzing data to determine the	<ul style="list-style-type: none"> <li>A Training Effectiveness Evaluation Survey Form (Annex F) shall be administered 1-3 months and 4-6 months after the training to be accomplished by the Immediate supervisor of the participant/s and</li> </ul>

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Level of Evaluation	Strategy/Remarks
degree learners apply what they learned during the training and when they are back in their respective offices/departments. This requires feedback from the supervisor and/or colleagues on the learners demonstrated competencies at work.	shall be submitted to HRD/PRO HRU on or before the 30 <sup>th</sup> working day after the 6-month monitoring period.
Level 4 Results/Impact in the Performance of the Office/Department - This evaluation is usually done 6-12 months after the training. This involves measuring the impact of the training on the performance of participants at work by collecting and analyzing data that will determine the degree of their application of acquired knowledge and skills that positively influenced the key measures of the office/department where they belong. This can be measured based on Return on Investment (ROI). The ROI is done to measure the impact of the L&D needs converted to monetary values and compared with the fully loaded program cost.	Training Costs of Php50,000 and up shall be evaluated to this level. Supervisors of the participants shall accomplish the Training Return on Investment (ROI) Evaluation Form. The ROI for the training shall be computed as follows:  $ROI = \frac{(\text{Program Benefits} - \text{Program Cost})}{\text{Program Costs}} \times 100$

## D. SUPPORT SYSTEMS

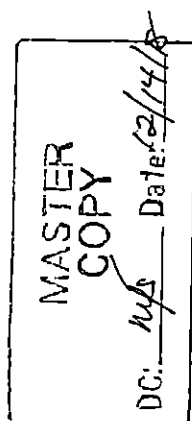
### 1. Learning and Development Records Information System (LDRIS)

a. As one of the support systems, LDMS shall adopt a LDRIS that will house information on employees L&D as well as the materials and the logistics in the L&D operations. Specifically, it shall include databases on the following:

- i. Employees Learning and Development Records
- ii. Employees Competency Profile
- iii. Job-level Competencies
- iv. Caterers
- v. Training Venues/Hotels
- vi. Training Institutions/Resource Persons
- vii. Training proposals
- viii. Facilitator's/Session Guide
- ix. Training Providers engagement documents
- x. Training reports

b. To ensure reliable and updated employees L&D inventory, all employees must submit a copy of their training certificates or diplomas to the HRD together

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with the Course Design and After-Training Reports. Only those training records reflected in the LDRIS shall be considered in the Employees L&D Profile. This will be used in all HR processes particularly in employee career development plan as well as the recruitment, selection and placement.

## 2. Learning and Development Resource Center

The Learning and Development Resource Center (LDRC) is a physical center where all hardcopy of L&D materials, handouts, kits, reading materials and other internal and external training documents/materials shall be kept. It shall also keep all copies of documentation of in-house training activities. As a post-training requirement, participants to external training shall submit to the LDRC an after training report and all materials such as handouts, kits, etc. 30 calendar days after the training activity.

## VIII. MISCELLANEOUS PROVISIONS

- A. All employees regardless of gender, status, disability, religion, ethnicity, or political affiliation should at least avail of 1 L&D intervention per year as indicated in the Annual Training Plan. Promote equal opportunity principles especially in the provision of enabling support through attendance to training and other related activities for differently abled staff to meet targets<sup>18</sup>

B. Contingency

The provision for contingency in the conduct of internal/in-house training activities shall be at 5% of the budget allocation up to a maximum of Php20,000.00 per batch as approved by the Head of the concerned Department/Office. This will cover the following expenditures:

1. food and accommodation expenses of unexpected guests with special participation
2. emergency expenses (fax and photocopying, printing scanning, etc.)
3. expenses of candies, nuts and chips provided during training session
4. token (worth Php2,000 or less) for invited external resource persons not receiving honoraria
5. prizes for early birds, top in pre-test or post-test, ice breakers, structured learning exercise

The above-mentioned expenses are deemed necessary during conduct of training intended to enhance the delivery and execution of HRD/PRO-HRU training programs and activities. The HRD/PRO-HRU is authorized to hold petty cash advance for the purpose.

- C. All training activities, whether internal or external, not included in the ALDP, OLDP and ILDP, but with justification from the proponent unit, shall be forwarded to HRD for evaluation/recommendation to HRDC and approval of the PCEO.

- D. Employees who failed to attend the training shall submit justification within five (5) days from the conclusion of the training. If the absence is found by HRD/PRO HRU

<sup>18</sup> Executive Order No. 60 s. 2016

to be without valid reason, they shall be required to immediately refund the expenses incurred equivalent to the amount of food per day and amount of payment for the training provider per day.

- E. Employees who failed to comply with the after training requirements shall not be allowed to participate/attend training and other developmental activities within six months.
- F. Free training programs that are bundled deliverables from a procured program/system/equipment shall be exempted from the limitations as to training hours, number of participants but will still be subject to the observance of equity in the selection of trainee/s.
- G. Membership and similar fees paid for personal or individual membership in a private organization shall be for the account of the member concerned and shall not be charged to government funds. On the other hand, institutional membership fees, i.e., agency membership may be charged to government funds.
- H. Orientation and Trainings conducted by PhilHealth employees to external stakeholders are not considered as L&D initiatives for employees. Hence, all employees assigned to conduct, facilitate, render service as speaker and provide assistance during these activities shall not be given earned training hours.
- I. All learning and development activities whether in-house/external shall be processed in compliance with the existing relevant rules, regulations and corporate issuances on procurement, accounting and auditing.
- J. The maximum allowable rates for conventions, seminar, conferences, summit, symposia and similar non-training gatherings, with or without CPD credit units sponsored by non-government and private organizations<sup>19</sup> shall be Php 2,000 per day<sup>20</sup> inclusive of tax.

#### IX. REPEALING CLAUSE

All training policies/guidelines not consistent with this Order are hereby repealed / revoked. These are as follows: .

- A. Office Order No. 074, s. 2000 – Training Policies and Procedures
- B. Office Order No. 178, s-2001 – Amendment to Office Order No. 074, s-2000
- C. Office Order No. 0042, s-2004 – Training Management System (Amendments to Office Order No. 074, s-2000 and 178, s-2001)
- D. Office Order No. 0064, s-2004 – Guidelines in the Conduct of Internal/External Workshops Including Assessments/For a/Work Planning Sessions/Orientations/Conventions/Conferences and other Non-Training or Similar Activities

<sup>19</sup> DBM National Budget Circular No. 563 dated April 22, 2016 Guideline on Participation of Government Officials and Employees in Conventions, Seminars, Conferences, Symposia and Similar Non-Training Gatherings Sponsored by Non-Government Organizations or Private Institutions

<sup>20</sup> DBM National Budget Circular No. 563 s. 2016, attendance to conventions, seminars and the like excludes those conducted for training purpose where participants are expected to gain or strengthen skill and technical or management expertise in their areas of endeavor.

- E. Office Order No. 80, s-2008 – New Allowable Rates/Expense Ceilings for Travel, Training and Meetings
- F. Office Order No. 28, s-2010 – Contingency Provision for Training Activities
- G. Office Order No. 36, s-2010 – Responsibilities of Recipients of Local External Training
- H. Office Order No. 13, s-2011 – Amendment to Office Order No. 42, s-2004 re: Training Management System
- I. Office Order No. 41, s-2011 – New Allowable External Training Expenses Limit
- J. Office Order No. 00-61, s-2014 – New Allowable Rates/Expense Ceilings for Travel, Training and Meetings
- K. Corporate Order No. 2016-0055 – Training Management System
- L. Corporate Order No. 2016-0088 Personnel Development Committee: Composition, Duties, Functions and Responsibilities

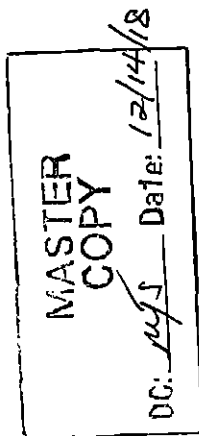
## X. EFFECTIVITY

This order shall take effect immediately.

**ROY B. FERRER, MD, MSC**  
Acting President and Chief Executive Officer (CEO)

**DEC 12 2018**

Date Signed: \_\_\_\_\_



Subject: Learning and Development Management System

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## Learning and Development Proposal for [Training Program Title]

Particulars	Description
Rationale	Contains the reason behind why the training program needs to be conducted
Objectives	Contains what the participants will have achieved/ learned at the end of the training program
Competencies to be improved	Contains the competencies of participants that will be enhanced by attending the training program
Risk Identification	Contains the risks identified in the training program in accordance with Corporate Order No. 2017-0062
Target Participants	Contains the number and type of learners to which the training program is intended for
Date and Venue	Contains when and where the training will be conducted
Resource speaker/s	Contains the profile of the resource speaker/s
Training Design/ Methodology	Contains the course outline/ programme of the training
Training Effectiveness	Contains the measure by which the training program achieved its objectives after the training, after 3-6 months of training and after 6-12 months of training
Total Estimated Budget	Contains the estimated amount to be incurred in the conduct of the training program and the budget source of the training program

Prepared by:

Recommending Approval:

**NAME**

Designation, Department/Office

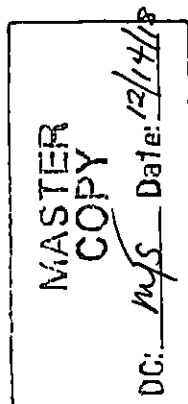
**NAME OF RECOMMENDING OFFICER**

Designation, Group/Sector Head

Approved by:

**NAME OF APPROVING OFFICER**

Designation



12.1



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## EXTERNAL TRAINING NOMINATION FORM

### I. TRAINING INFORMATION

☐ Internal Training

☐ External Training - please attach training invitation & program of activities

☐ Invitation/Brochure

☐ Course Description

**Purpose of External Training:**

☐ Relevance to current job

☐ Maintaining membership to professional organization

☐ Continuing Professional Development (CPD Units)

Training/Course Title: \_\_\_\_\_

Institution: \_\_\_\_\_ Date of Training: \_\_\_\_\_

Venue: \_\_\_\_\_ Training Fee: \_\_\_\_\_

Objectives: \_\_\_\_\_

Competencies and Values to be developed in the Training Program (Please check all that will apply):

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Accountability                   | <input type="checkbox"/> Analytical/Conceptual Thinking                | <input type="checkbox"/> Basic Computer Skills |
| <input type="checkbox"/> Commitment                       | <input type="checkbox"/> Communication Skills                          | <input type="checkbox"/> Conflict Management   |
| <input type="checkbox"/> Creative Thinking                | <input type="checkbox"/> Customer Focus                                | <input type="checkbox"/> Drive for Excellence  |
| <input type="checkbox"/> Flexibility                      | <input type="checkbox"/> Forecasting Skills                            | <input type="checkbox"/> Impact and influence  |
| <input type="checkbox"/> Integrity                        | <input type="checkbox"/> Knowledge of benefits, products & services    | <input type="checkbox"/> People Orientation    |
| <input type="checkbox"/> Professionalism                  | <input type="checkbox"/> Knowledge of business process                 | <input type="checkbox"/> Research Skills       |
| <input type="checkbox"/> Respect for confidentiality      | <input type="checkbox"/> Knowledge of regulations & regulatory req.    | <input type="checkbox"/> Self-confidence       |
| <input type="checkbox"/> Self-development                 | <input type="checkbox"/> Knowledge of standards, policies & procedures | <input type="checkbox"/> Teamwork              |
| <input type="checkbox"/> Time Management                  | <input type="checkbox"/> Public Relations/Networking Skills            | <input type="checkbox"/> Resilience            |
| <input type="checkbox"/> Conflict and Crisis Management   | <input type="checkbox"/> Organizational Communication                  | <input type="checkbox"/> Judgment              |
| <input type="checkbox"/> Critical & Systematic Thinking   | <input type="checkbox"/> Leadership                                    | <input type="checkbox"/> Management            |
| <input type="checkbox"/> Creative Thinking and Innovation | <input type="checkbox"/> Innovation                                    | <input type="checkbox"/> Agility               |
| <input type="checkbox"/> Compassion                       | <input type="checkbox"/> Equity  | <input type="checkbox"/> Social Solidarity     |
| <input type="checkbox"/> Others: _____                    |  |  |

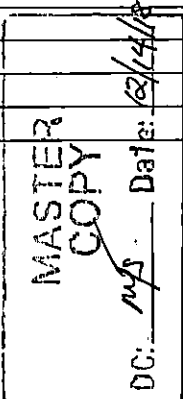
### II. NOMINEE INFORMATION

Name: \_\_\_\_\_ Position: \_\_\_\_\_ Office: \_\_\_\_\_

Telephone no. \_\_\_\_\_ Email Address: \_\_\_\_\_

Present functions, duties and responsibilities:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_



List of training attended in the past year (indicate if internal/external training by placing a check ✓ on the appropriate column below and **exclude** forum/summit, orientation, FGD, meeting, & echo sessions programs):

Training Program Title	Internal	External	No. of Hours	Training Fee

Name & Signature of Nominee \_\_\_\_\_

Name & Signature of Executive/Managerial Officer \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

### III. RECOMMENDED ACTION

<input type="checkbox"/> For Endorsement Justification: _____	<input type="checkbox"/> For Disapproval Justification: _____	<input type="checkbox"/> For Approval Justification: _____	<input type="checkbox"/> For Disapproval Justification: _____
Name & Signature of Immediate Supervisor Date Signed: _____		Name & Signature of Concerned Executive Officer/ Manager in the Central Office Date Signed: _____	

### IV. HRD EVALUATION (To be filled out by the HRD/PRO-HRU)

Requirements	Y	N	n/a	Remarks
1. Attendance is for a local training.				
2. Nominee meets the minimum service requirement.				
3. Has not exceeded the 40 training hours (external training) limit for the current year.				
4. Has not exceeded the maximum allowable (external) training fee for the current year (Php 25,000).				
5. No similar training (internal or external) attended during the last one year period.				
6. Attendance to external training program has no equivalent or related in-house training identified in the approved Annual Training Plan unless the internal training was already conducted and employee was not included as a participant.				
7. Nominee is not banned from attending any training/workshop/seminar/orientation/study grant.				
8. Department/Office/PRO Division/LHIO nomination is within the allowed number of the number of attendees per training at a time.				

☐ Approved

☐ Disapproved due to \_\_\_\_\_

☐ For endorsement to the Personnel Development Committee (PDC) due to \_\_\_\_\_

☐ Others: \_\_\_\_\_

Processed by: \_\_\_\_\_

Name & Signature of HR Staff \_\_\_\_\_ Date: \_\_\_\_\_

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### V. PRO – RVP Approval

☐ For Approval

☐ For Disapproval

Justification: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Name & Signature of Regional Vice President

\_\_\_\_\_  
Date Signed

---

### VI. RESULT OF HRDC EVALUATION (To be filled out by the HRDC Secretariat)

HRDC Resolution No. \_\_\_\_\_ signed by the President and CEO on \_\_\_\_\_

☐ Approved

☐ Disapproved

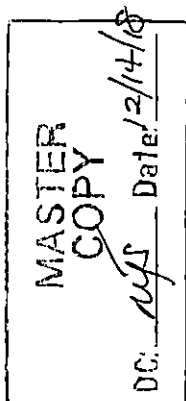
☐ Others: \_\_\_\_\_

Prepared by:

Certified by:

\_\_\_\_\_  
HRDC Secretariat

\_\_\_\_\_  
HRD Senior Manager





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## CERTIFICATE OF CONDUCT OF ECHO SESSION

This is to certify that (Name of Employee) has satisfactorily conducted an echo session as part of the completion of the training program on (Title of Training Program) which the employee attended on (Date of Training Program) in (venue/location of training program).

Done this (date of echo session) at (venue of echo session).

Certified by: \_\_\_\_\_

**Head of Office/Department**  
 Position/Designation

Date: \_\_\_\_\_

**HRD Manager**  
 Position/Designation

Date: \_\_\_\_\_

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X

ANNEX C



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Done this (date of echo session) at (venue of echo session).

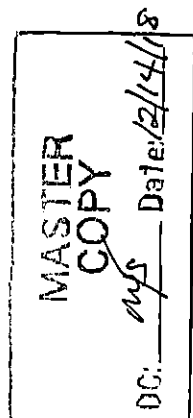
Certified by: \_\_\_\_\_

**Head of Office/Department**  
 Position/Designation

Date: \_\_\_\_\_

**HRD Manager**  
 Position/Designation

Date: \_\_\_\_\_



12:12  
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## AFTER-TRAINING REPORT

Training Title: \_\_\_\_\_

Training Date/s: \_\_\_\_\_

Training Venue: \_\_\_\_\_

### LEARNINGS FROM TRAINING PROGRAM

#### A. TRAINING OBJECTIVES vis-à-vis DEPARTMENT/OFFICE THRUST

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

#### B. NEW KNOWLEDGE/SKILLS/ATTITUDES (KSAs) GAINED

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

#### C. KNOWLEDGE/SKILLS/ATTITUDES (KSAs) REINFORCED

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

#### D. RECOMMENDATIONS FOR THE ORGANIZATION

##### 1. Policy/System/Process/Standard for Development/Enhancement

\_\_\_\_\_

##### 2. Feedback on the Training Program/Provider

☐ Recommended for attendance of other employees

☐ Not Recommended because \_\_\_\_\_

Other Comments/Suggestions: \_\_\_\_\_

Prepared by: \_\_\_\_\_

Name and Signature of Employee

Reviewed by: Immediate Supervisor

Next-higher Supervisor

For HRD/PRO-HRU Use: Received by/Date: \_\_\_\_\_



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[www.philhealth.gov.ph](http://www.philhealth.gov.ph)



## AFTER-TRAINING EVALUATION REPORT

### Title of Training

DATE/ BATCH

**Instructions:** Using a rating scale of 1 – 6, where 1 is the lowest/poorest and 6 is the highest/very satisfactory, rate each item accordingly.

#### COURSE

1. To what extent were your expectations met? ( )
2. To what extent were the topics relevant? ( )
3. How logical was the flow of topics? ( )
4. How appropriate was the pacing of activities? ( )
5. How effective were the methods/strategies used? ( )
6. How effective were the visual aids used? ( )
7. How useful were the handouts given? ( )

#### VENUE

1. Adequacy of space ( )
2. Ventilation ( )
3. Lighting ( )
4. Adequacy of facilities/equipment ( )
5. Suitability for this kind of activity ( )

#### FOOD SERVICE

1. Quality ( )
2. Adequacy ( )
3. Service ( )

### SPEAKERS/FACILITATORS

To what extent did the facilitators and speakers demonstrate:

Name	Speaker	Knowledge Of subject matter	Ability to present views and ideas clearly	Ability to handle questions	Ability to establish rapport with the participants
Name of Resource Speaker/s					

1. What did you like best about this training? Why?

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2. What did you like least about this training? Why?

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3. What would you suggest to improve the conduct of a similar program in the future?

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4. Is there any other feedback that you would like to give?

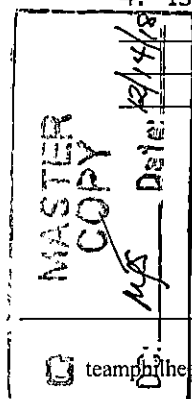
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## TRAINING EFFECTIVENESS EVALUATION SURVEY FORM

(Application and Implementation)

Name of Employee: \_\_\_\_\_

Title of Training: \_\_\_\_\_ Date Conducted: \_\_\_\_\_

I. What are the changes in knowledge, skills, and attitude that took place after the training?  
 Please check all that will apply.

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Accountability                   | <input type="checkbox"/> Analytical/Conceptual Thinking                | <input type="checkbox"/> Basic Computer Skills |
| <input type="checkbox"/> Commitment                       | <input type="checkbox"/> Communication Skills                          | <input type="checkbox"/> Conflict Management   |
| <input type="checkbox"/> Creative Thinking                | <input type="checkbox"/> Customer Focus                                | <input type="checkbox"/> Drive for Excellence  |
| <input type="checkbox"/> Flexibility                      | <input type="checkbox"/> Forecasting Skills                            | <input type="checkbox"/> Impact and influence  |
| <input type="checkbox"/> Integrity                        | <input type="checkbox"/> Knowledge of benefits, products & services    | <input type="checkbox"/> People Orientation    |
| <input type="checkbox"/> Professionalism                  | <input type="checkbox"/> Knowledge of business process                 | <input type="checkbox"/> Research Skills       |
| <input type="checkbox"/> Respect for confidentiality      | <input type="checkbox"/> Knowledge of regulations & regulatory req.    | <input type="checkbox"/> Self-confidence       |
| <input type="checkbox"/> Self-development                 | <input type="checkbox"/> Knowledge of standards, policies & procedures | <input type="checkbox"/> Teamwork              |
| <input type="checkbox"/> Time Management                  | <input type="checkbox"/> Public Relations/Networking Skills            | <input type="checkbox"/> Resilience            |
| <input type="checkbox"/> Conflict and Crisis Management   | <input type="checkbox"/> Organizational Communication                  | <input type="checkbox"/> Judgment              |
| <input type="checkbox"/> Critical & Systematic Thinking   | <input type="checkbox"/> Leadership                                    | <input type="checkbox"/> Management            |
| <input type="checkbox"/> Creative Thinking and Innovation | <input type="checkbox"/> Innovation                                    | <input type="checkbox"/> Agility               |
| <input type="checkbox"/> Compassion                       | <input type="checkbox"/> Equity  | <input type="checkbox"/> Social Solidarity     |
| <input type="checkbox"/> Others: _____                    |  |  |

II. Kindly rate the employee for the following areas using the scale of 1-4 based on the following description:

- 4 Optimal (Expert) : Consistent demonstration of all key actions of the competencies.  
 3 Proficient (Advanced) : Consistent demonstration of most of the key behaviors of the competency  
 2 Intermediate (Enhancing): Overall demonstration of the competency was unsteady and fluctuated from situation to situation. Some key actions were demonstrated but difficulty was seen in bringing demonstration of competencies.  
 1 Novice (Developing) : Demonstration of the competency needed enhancement and was found to be difficult to manifest without concentrated attention.

AREAS FOR EVALUATION	SCALE				REMARKS
	1	2	3	4	Please specify remarks for a rating of 1 and 2.
a. Competencies					
b. Values					
c. Knowledge					
d. Skills					
e. Quality					
f. Output					

III. Was the expected output/action from the employee met? ☐ YES ☐ NO

If yes, please provide details.

Measurable Results After Attending the Training (improvements, application of acquired knowledge and skills, competencies and values developed, etc.)	Date Completed	Remarks

Note: Attach proof of competencies enhanced such as sample output before and after the training or output specified in the REAP and the like.

Name & Signature of Immediate Supervisor: \_\_\_\_\_ Date: \_\_\_\_\_



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## Training Return on Investment (ROI) Evaluation Form

Part A: Title of Training : \_\_\_\_\_  
 Training Period : \_\_\_\_\_ No. of Training Hours : \_\_\_\_\_  
 Name of Participant : \_\_\_\_\_  
 Position : \_\_\_\_\_ Dept./Office/Unit : \_\_\_\_\_

Part B: **COST** AMOUNT

Registration/Training Fee: \_\_\_\_\_  
 Travel Expenses (accommodation, airfare, per diem, if applicable): \_\_\_\_\_  
 Daily Salary x No. of Training Days in Attendance (including travel time, if applicable): \_\_\_\_\_  
**TOTAL COST:** \_\_\_\_\_

Part C: **BENEFIT**

**ACQUIRING COMPETENCY**

1. **Cost Effectivity:**

Cost reduced as a result of the training : \_\_\_\_\_

**\*Observable Behavior (30% of Cost)**  
 (e.g. Increased Willingness or Intent to Perform the Job, etc.)

- Shown Enthusiasm in the Performance of Function

**\*Learning Application (30% of Cost) :** \_\_\_\_\_

- Implementation of REAP  
 - Improved Quality and Efficiency of Output (Present Accomplishment- Previous Accomplishment)

**\*Meeting Needs of Organization (30% of Cost) :** \_\_\_\_\_

- Less Coaching  
 - Minimal Supervision

**\*Other Benefits (10% of Cost) :** \_\_\_\_\_

- Savings on Electricity  
 - Savings on Supplies  
 - Savings on Manpower

**TOTAL**

Monitoring Period (To be monitored by Supervisor)	
1-3 months	4-6 months

**DEVELOPING COMPETENCY**

**EXHIBITING COMPETENCY**

2. **Systems Improvement:**

What is the value benefit of the system/innovation introduced resulting from the knowledge/skills learned in the training activity?

Multiplier Effect:

\*Self-Reliant (able to work without supervision)

\*Able to Coach Others

\*Sustained Productivity

Prepared by: \_\_\_\_\_

Certified by: \_\_\_\_\_

Signature over Printed Name of Supervisor & Date: \_\_\_\_\_

Signature over Printed Name of Exec. Officer/Mngr. & Date: \_\_\_\_\_

