

CORPORATE ORDERNo. 2024-0028

**FOR : ALL PHILHEALTH OFFICES (HEAD OFFICE AND
PHILHEALTH REGIONAL OFFICES) AND
ALL OTHERS CONCERNED**

**SUBJECT : Learning and Development Management System
(LDMS) for PRIME-HRM (Revision 2)**

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/learning and development programs and activities in the Corporation, in line with the Civil Service Commission's Program to Institutionalize Meritocracy and Excellence in the Human Resource Management (PRIME HRM) and the Quality Management System's Audit observations under the training program of PhilHealth.

Executive Order No. 292 (The Revised Administrative Code of 1987) Book V, Chapter 5, Section 30, Career and Personnel Development states that the development and retention of a competent and efficient work force in the public service is a primary concern of the 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 EO, 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.

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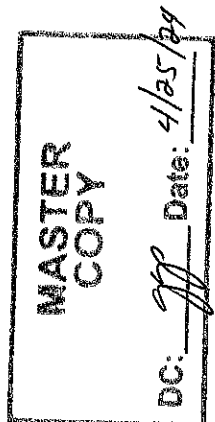
Omnibus Rules Implementing Book V of Executive Order No. 292 and other Pertinent Civil Service Laws, Rule VIII, Section 1 states that every official and employee of the government is an asset or resource to be valued, developed and utilized in the delivery of basic services to the public. Hence the development 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.

II. 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 Nos. 10606 and 11223, otherwise known as the Universal Health Care Act, 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 build human resource 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 aims 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 Human Resource 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.



III. SCOPE

The LDMS shall cover all *career and non-career employees'* HR-related developmental activities in the Corporation. These shall include all training activities, seminars, workshops, orientations, review sessions to pass eligibility or licensure exams that are required to qualify for the next-higher position within the career ladder or to qualify for regular positions for those who are occupying non-regular positions as indicated in the qualification standards of the position. It also includes orientation and seminars for retiring officers and individuals.

This shall not cover the strategic and operational planning and evaluation/assessment workshops, write shops, 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 and communicating policy/standards, systems and performance.

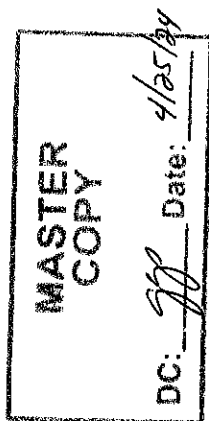
IV. DEFINITION OF TERMS

- 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)** - is 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. Career Employees¹** - are positions in the civil service characterized by (1) *entrance based on merit and fitness to be determined as far as practicable by competitive examination, or based on highly technical qualifications;* (2) *opportunity for advancement to higher career positions;* and (3) *security of tenure.*
- D. Coaching** - a one-to-one development process and a 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.²
- E. Continuing Professional Development (CPD)³** - 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

¹ Sections 7-8- Administrative Code of 1987 - https://lawphil.net/executive/execord/eo1987/eo_292_1987.html

² CSC PRIME HRM Jon Aids Glossary of Useful Terms

³ 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"



learning. *This activity is required for the renewal of professional license, including the mandatory courses for lawyers.*

F. Convention⁴ – 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), Association for Government Internal Auditors, among others.

G. Echo Session – is 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.

H. External Training – are local training *activities/review training class/initiated/organized/offered* as public offerings (not exclusive to PhilHealth), *where participants will earn training hours using methodologies with structured learning experiences/exercises/drills and the activity is* conducted by training institutions/firms/professional organizations/associations/societies other than PhilHealth.

I. Internal/In-House Training – are 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. *This learning intervention uses various approaches and methodologies that follows Kolb's Experiential Learning Theories.* These may be classified as either Head Office (HO) Initiated or PhilHealth Regional Office (PRO) Initiated:

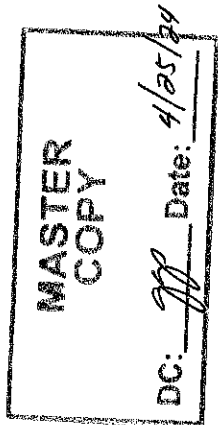
1. HO Initiated – training activities organized by HRD where participants are either Head Office or PRO employees or both.
2. PRO Initiated – training activities initiated/implemented at the PRO level.

J. Kirkpatrick's Model – is the standard for leveraging and validating talent investments. *The four levels of evaluation – Reaction, Learning, Behavior, and Results – form the time-tested and most trusted method of designing, implementing, and evaluating training that produces bottom-line value and organizational mission accomplishment.⁵*

K. Kolb's Experiential Learning Theories - is defined as *"the process whereby knowledge is created through the transformation of experience". This learning experience consists of four stages: Concrete Experience (CE):*

⁴ <http://www.thefreedictionary.com/convention>

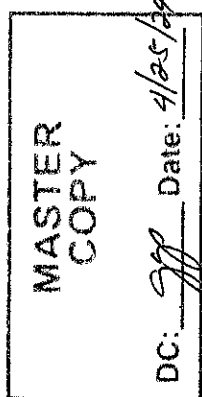
⁵ <https://www.kirkpatrickpartners.com/>



feeling, Reflective Observation (RO): watching, Abstract Conceptualization (AC): thinking, Active Experimentation (AE): doing. These four stages of learning typically move through a cycle that begins with a student having a concrete experience and ends with them actively experimenting with the knowledge they gained.⁶

- L. Learning and Development Management System (LDMS)** – all training-related *and non-classroom type of learning* policies and procedures in pursuance of the thrust of developing competencies of all employees whether Regular, Contractual, or Casual.
- M. Mentoring** – these interventions refer to constructed development programs for the benefit of identified employees. It helps employees focus on both short and long-term professional/personal goals. A mentor is often a person who is at least one level higher in the organization than the targeted employee⁷.
- N. Mixed Virtual Interactive Learning Platform (MVILP)** - this learning type of platform utilizes both the Virtual Interactive Learning Platform and Virtual Interactive Distance Learning Platform format, where the design of the learning course allocates live virtual session/s and other modules through distance learning format. The same with Virtual Interactive Learning Platform, this platform allows the participants to complete the course at their own pace for the distance learning part, within the maximum period provided.
- O. Non-Career Employees⁸** - *are positions expressly declared by law to be in the non-career service; or those who entrance in the service characterized by: (1) entrance on bases other than those of the usual tests of merit and fitness utilized for the career service; and (2) tenure which is limited to a period specified by law, or which is coterminous with that of the appointing authority or subject to his pleasure, or which is limited to the duration of a particular project for which purpose employment was made. (e.g. co-terminus, casual positions)*

Non-Career positions in the Corporation are items with employment status of coterminous⁹ and casuals¹⁰. Those that are hired as Job Order Contracts are not covered by the Civil Service laws and rules thus, not creditable as government service.¹¹
- P. 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



⁶ <https://citt.ufl.edu/resources/the-learning-process/types-of-learners/kolbs-four-stages-of-learning/>

⁷ CSC PRIME HRM Jon Aids Glossary of Useful Terms

⁸ Section 9 – Administrative Code of 1987 https://lawphil.net/executive/execord/eo1987/eo_292_1987.html

⁹ CSC MC 14, s. 2018 – 2017 Omnibus Rules on Appointments and other Human Resource Actions, Revised July 2018, Rule IV, Section 9 d

¹⁰ CSC MC 14, s. 2018 – 2017 Omnibus Rules on Appointments and other Human Resource Actions, Revised July 2018, Rule IV, Section 9.g

¹¹ CSC, COA and DBM Joint Circular No. 1 s. 2017 Section 7 (4)

long-term process than Orientation in terms of helping new employees acclimate smoothly, so that they can become an engaged part of the team.

- Q. Qualification Standards** – refers to the education, training, experience and eligibility required in order to qualify for a vacant position. The qualification standards are either determined by the Civil Service Commission as the minimum requirements or as identified by the Corporation, which the Civil Service Commission approved. It also includes the required certifications/memberships to recognized professional societies/association or similar entities.
- R. Return on 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.
- S. Training or Learning and Development (L&D)** – 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 his/her job well and to meet the qualification standards for the position holder/appointee, including that of the positions identified in the career development plan of the employee/officer and the succession plan. 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,); and
 5. Consultative Workshops/ Write shops.
- T. Virtual Interactive Learning Platform (VILP)** – a type of learning platform that uses an interactive e-learning and development activity, which is conducted via live online system, where Resource Persons, Facilitators and Participants meet, discuss and run the approved learning modules and training exercises.
- U. Virtual Interactive Distance Learning Platform (VIDLP)** – a type of learning platform that uses an interactive e-learning and development activity, which is conducted through an online system, where the Participants register and complete the training course at their own pace, within the maximum period given. In this platform, the training modules, training materials, e-learning materials such as manuals, videos and other learning tools are pre-designed, and tested, ready anytime for officers and employees who need to undergo the training course.

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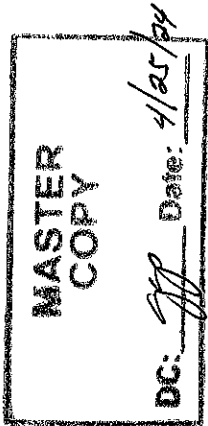
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V. POLICY STATEMENTS

A. Learning and Development Management System Guiding Principles

PhilHealth Philosophy on learning is reflected in the beliefs that:

1. Its workforce is indisputably its principal resource;
2. 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;
3. A well-designed and competently-managed Learning and Development (L&D) system constitutes a mechanism and instrument that harnesses the work force's skills and unleashes their potentials;
4. An excellently-executed L&D program opens participants to experiences that facilitate learning;
5. An effective L&D program must align the participants' learning with the Corporation's strategic goals;
6. 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;
7. If an organization's objective - and it is the Corporation's objective — is to implement change, everyone in it should be involved;
8. For maximum benefit to the individual participants and the organization, training/learning and development must be positive, practical, and immediately applicable;
9. The benefits of training/learning and development are enhanced considerably if management actively participates at all stages of the process, and visibly supports the workplace application of completed programs; and
10. An effective training/learning and development program is an instrument of transformation for personal, interpersonal, and organizational effectiveness.



B. 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.

1. Governance	2. Planning	3. L&D Operations
a. President and Chief Executive Officer b. Human Resource Development Committee c. Head of Department/ Office	a. Corporate Strategic Planning b. Strategic L&D Plan c. Annual L&D Plan and Budget	a. Learning Needs Assessment b. L&D Program c. L&D Implementation d. L&D Monitoring and Evaluation

1. Governance	2. Planning	3. L&D Operations
d. HR Learning and Development Team and PRO HR Counterparts e. International and Local Engagement Department (ILED)	d. L&D Implementation Plan e. L&D Monitoring and Evaluation	
4. Support System		
a. L&D Records Information System (LDRIS) b. L&D Resource Center (LDRC)		

Table 1: Learning and Development Management System Framework

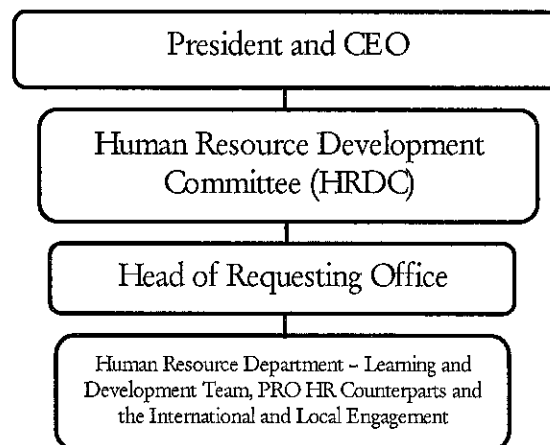
1. Governance

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.

a. Functions

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

b. Structure



c. Roles and Responsibilities

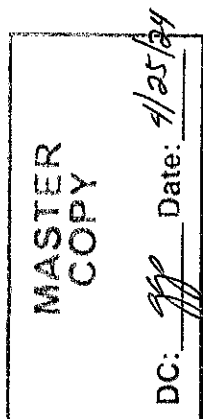
Responsibility Center	Composition/Roles and Responsibilities
c.1. PCEO (Head of Agency)	<i>Review and approve/disapprove the following actions:</i>

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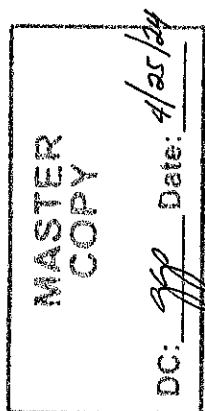
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Responsibility Center	Composition/Roles and Responsibilities										
	<p>c.1.1. <i>Annual Learning and Development Plan (ALDP) per recommendation of HRDC;</i></p> <p>c.1.2. <i>L&D Activities which are not included in the ALDP; and</i></p> <p>c.1.3. <i>Attendance of employees to L&D Programs that exceeds the allowable limits set in this LDMS policy. He/she may also designate the EVP/COO or the SVP for Management Services Sector as approving authority.</i></p>										
c.2. HR Development Committee	<p>c.2.1. The HRDC shall be composed of the following:</p> <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 rowspan="3">Members</td><td>Senior Manager, Human Resource Department or alternate**</td></tr> <tr> <td>Senior Manager, International and Local Engagement Department or alternate**</td></tr> <tr> <td>President of Employee Association or alternate***</td></tr> </tbody> </table> <p>*Presiding Officer in the absence of the Chairperson</p> <p>**Recommended by HRDC, subject to approval of the President and CEO</p> <p>***Officially designated by the President of the Employee Association.</p> <p>c.2.2. The jurisdiction of the HRDC will cover the following:</p> <p>c.2.2.1. All foreign funded learning and development programs that will develop or improve the</p>	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**	Senior Manager, International and Local Engagement Department or alternate**	President of Employee Association or alternate***
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**										
	Senior Manager, International and Local Engagement Department or alternate**										
	President of Employee Association or alternate***										



Responsibility Center	Composition/Roles and Responsibilities
	<p>competencies and performance of employees, which involve courses leading to a bachelor's degree, diploma course, master's degree, doctorate degree, and participation to activities with equivalent training hours, such as but not limited to conferences, conventions, and observation tours, poster/paper presentations, regardless of learning platforms to use.</p> <p>c.2.2.2. Availment of local scholarship programs (leading to a degree) offered by non-government/private institutions and government agencies, e.g. CSC, DOST, TESDA, DAP, local universities, colleges and other educational institutions;</p> <p>c.2.2.3. Attendance to local external trainings, conferences, conventions and the like, with equivalent training hours to earn but exceeding the allowable limit in terms of the number of participants, registration fees and /or duration of such activities; and,</p> <p>c.2.2.4. Review and validate the ALDP prior to approval of the PCEO.</p> <p>c.2.3. The HRDC is a recommendatory body to the President and CEO. It shall perform the following duties and functions, to wit:</p> <p>c.2.3.1. Develops/reviews guidelines/policy for screening and evaluation of nominees/applicants to both foreign and local training, development programs, scholarships and fellowships;</p> <p>c.2.3.2. Guided by the relevant policy and standards including this order, evaluates 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</p>

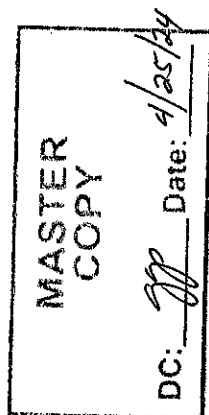


Responsibility Center	Composition/Roles and Responsibilities
	<p>specific employee for their program, which is non-negotiable;</p> <p>c.2.3.3. In cases of limited slots, the HRDC shall observe equity principle in the selection of participants for local, international and capacity building scholarships for Head Office and PhilHealth Regional Office officers;</p> <p>c.2.3.4. In the selection of candidates where there are limited slots for local or foreign scholarships, HRDC may conduct interviews of candidates and/or the Head of the concerned organizational unit to ascertain the significance of the training/education/scholarship to the candidates' duties and responsibilities and approves the relevance of the recommended re-entry action plan of the selected candidates.</p> <p>c.2.3.5. Submit recommended actions to the President and CEO for local and foreign-funded education and training opportunities, which have limited slots. In such cases, the HRDC recommends shortlist of three (3) participants subject to the slots available, from which the President and CEO can select his/her choice.</p> <p>c.2.3.6. <i>Recommendatory to attendance of employees to L&D Programs that exceeds the allowable limits set in this LDMS policy.</i></p>
<p>c.3. Head of Department/ Office – Executive Managerial Officer (EMO) as Head of Requesting Office and Division/Section/Unit Heads (Supervisors)</p>	<p>c.3.1. Determines competencies required in the jobs of his/her supervisees based on the approved position profile or any official document containing the required competencies per position;</p> <p>c.3.2. Assesses the level of performance of his/her supervisees and identify the gaps between the standard and actual levels of performance (using the previous and current relevant learning and development initiatives as bases among others), in accordance with the policy and process on Strategic Performance Management System (SPMS);</p>

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Responsibility Center	Composition/Roles and Responsibilities
	<p>c.3.3. Identifies the learning activities/interventions, e.g., self-study efforts, coaching, buddy system, cross-posting, job rotation, training, that will address the competency and/or performance gaps of all his/her staff in accordance with the staff career development and succession plan;</p> <p>c.3.4. Discusses and agrees with his/her supervisee the performance and competency development plan before submitting the same to the HRD/PRO HRU;</p> <p>c.3.5. Ensures that sending staff to learning and development programs is compliant with the relevant government rules and regulations as well as corporate policies and standards/protocols, including this order.</p> <p>c.3.6. Observes equity and equal opportunity principle in nominating staff to L&D opportunities through in-house programs, local and international scholarship grants, conventions, and the like;</p> <p>c.3.7. Manages 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 staff will attend and participate fully in his/her scheduled training and operations will not be hampered during the attendance of staff to learning and development programs;</p> <p>c.3.8. Motivates his/her supervisees and give them full support in the development of the career of his/her supervisees; and</p> <p>c.3.9. Collaborates with the HRD L&D Team/PRO HRU to ensure that L&D plan for his/her staff will be effectively and efficiently implemented, applied, monitored and evaluated.</p>
c.4. HRD - Learning and Development Team	<p>c.4.1. Designs, leads and manages the conduct of Learning Needs Assessment (LNA);</p> <p>c.4.2. Prepares 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;</p> <p>c.4.3. Designs and manages internal L&D activities (those intended for PhilHealth employees utilizing internal PhilHealth subject matter</p>

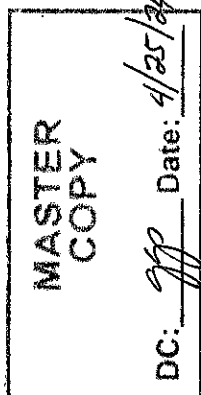


Responsibility Center	Composition/Roles and Responsibilities
	<p>experts and external experts as resource persons);</p> <p>c.4.4. Identifies courses appropriate for the competencies in PhilHealth, prepare list of the identified courses with course description, objectives and targeted competencies;</p> <p>c.4.5. Conducts in-house training of employees in the Head Office and all EMOs in the Corporation;</p> <p>c.4.6. Monitors and evaluates training/learning and development programs of PhilHealth;</p> <p>c.4.7. Develops standards for the maintenance/updating of database on employee competencies, all in-house/internal and external L&D activities, including all training design and materials, training reports, venues, catering services, consulting groups, details on participating individuals; and</p> <p>c.4.8. Serves as technical support team/secretariat to the HR Development Committee (HRDC). Specifically, it shall perform the following HR activities:</p> <p style="padding-left: 40px;">c.4.8.1. Brings 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;</p> <p style="padding-left: 40px;">c.4.8.2. Identifies 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;</p> <p style="padding-left: 40px;">c.4.8.3. Disseminates to concerned organizational units the scholarship and/or training offerings detailing the qualification, nominating requirements, deadline of submission, among others;</p> <p>c.4.9. Requires 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</p>

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Responsibility Center	Composition/Roles and Responsibilities
	<p>concerned office shall not be included in the evaluation by the HRDC;</p> <p>c.4.10. Coordinates with ILED to ascertain foreign funding support and the number of candidates that may be accommodated by the funding agency/donor;</p> <p>c.4.11. Receives and screens nominees officially endorsed/recommended 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 & development programs for PhilHealth;</p> <p>c.4.12. Prepares and provides 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;</p> <p>c.4.13. Sets/arranges 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;</p> <p>c.4.14. Prepares the requisite service obligation contract for the signature of official or employee concerned and the highest 3rd level officer responsible for human resource management;</p> <p>c.4.15. Informs concerned parties of the results of the HRDC deliberation and the decision of the President and CEO.</p> <p>c.4.16. 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.</p> <p>c.4.17. Prepares and submits training reports to the President and CEO and the EVP/COO thru the MSS and HRD</p> <p>c.4.18. Maintains/updates database on employee competencies, all internal and external L&D</p>



Responsibility Center	Composition/Roles and Responsibilities
	activities, including all training design and materials, training reports, venues, catering services, consulting groups, details on participating individuals.
c.5. PRO HR Counterparts	<p>c.5.1. Leads in the conduct of Learning Needs Assessment (LNA) in the PROs, based on the result of competency assessment and performance appraisal;</p> <p>c.5.2. Prepares and submits to the HRD the L&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;</p> <p>c.5.3. Conducts in-house/internal training of employees in the PRO;</p> <p>c.5.4. Prepares HRDC materials for the L&D activities of the PRO and submit the same to the HRD for HRDC deliberation;</p> <p>c.5.5. Prepares documentary requirements to implement the participation and travel of selected nominee indicating therein the required service obligation, if applicable;</p> <p>c.5.6. Guided by the standards set by the Corporation, maintains/updates database on PRO employee competencies, all internal and external L&D activities conducted in the PROs, including all training design and materials, training reports, venues, catering services, consulting groups, details on participating individuals. The database shall be made accessible to the Head Office HRD-Learning and Development Team for quality monitoring purposes;</p> <p>c.5.7. Monitors and evaluates training programs for the PRO; and</p> <p>c.5.8. Submits to HRD all periodic monitoring and evaluation reports on Learning and Development initiatives/activities and budget of the PRO including mid-year and year-end reports.</p>
c.6. ILED	<p>Consistent with its organizational function, the ILED shall:</p> <p>c.6.1. Continuously source funding/donor agencies both local and international for possible funding of PhilHealth's learning and development needs;</p> <p>c.6.2. Thoroughly study the learning and development plan of the Corporation and</p>

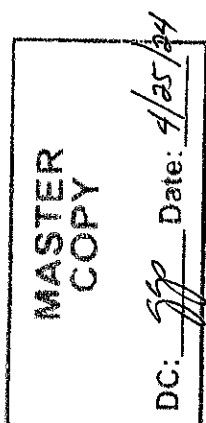
Responsibility Center	Composition/Roles and Responsibilities
	<p>identify all possible funding/donor agencies both local and international sources;</p> <p>c.6.3. Coordinates participation of PhilHealth in international and local social protection related conferences/meetings/training workshops;</p> <p>c.6.4. Cultivates a proactive relationship with funding/donor agencies to ensure that PhilHealth is given slots in their scholarships and training programs;</p> <p>c.6.5. Proactively coordinates and negotiates 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;</p> <p>c.6.6. Informs the concerned institutions as to the official candidates/nominees of the Corporation, among others;</p> <p>c.6.7. Complies with reportorial requirements of the funding agencies, in close coordination with the HRD;</p> <p>c.6.8. Within seven (7) working days upon approval, submits 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;</p> <p>c.6.9. Subject to approval of the EVP/COO and the PCEO, sets standards in the selection of representatives/delegates, evaluates and processes 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.</p>

Table 2: Roles and Responsibilities of L&D Key Players

2. Planning

a. Corporate Strategic Plan

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 the previous plan. This document shall serve as the basis for PhilHealth's Strategic Learning and Development Plan.

b. Strategic Learning and Development Plan (SLDP)

The HRD in collaboration with the PRO HRUs 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 desired competency of the Corporation. Further, it intends to provide the necessary L&D activities pertaining to the business process area and functional competencies of PhilHealth. The plan shall gear towards filling in the competency gaps of employees' competency level and their job competency requirements.

c. Annual L&D Plan (ALDP)

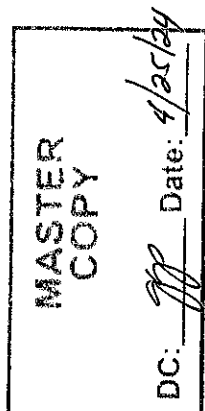
From the SLDP and in collaboration with all Executive/Managerial Officers and PRO HR Units, the HRD shall prepare the corporate-level ALDP and budget following the schedule of the planning and budget every year. The ALDP shall contain the schedule of activities that the HRD and PRO HR Units shall conduct 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 HRDC and approval of the President and CEO. The said approval of the President and CEO signifies authority to conduct the planned L&D activities.

d. L & D Implementation Plan

From the approved ALDP, the following documents shall be prepared:

- d.1. Office/Department L&D Plan (OLDP), which shall be prepared by the Office/Department Head, outlines the L&D activities of the office/department that are responsive to competency needs of the employee.
- d.2. Individual L&D Plan (ILDP), which is prepared by the employee and his/her immediate supervisor, outlines the individual's L&D needs for career growth and enhancement based on competency assessment and performance data. It 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.



- d.3. Training Course Details to include Course Description, Objectives and Targeted Competencies to be prepared by the HRD/PRO HRU.

- e. L & D 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.

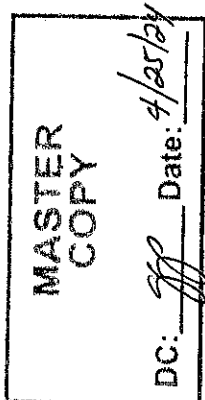
3. Learning and Development Operations

- a. Learning Needs Assessment (LNA)

- a.1. PhilHealth shall conduct LNA to assess the organization's competency enhancement needs before L&D solutions are designed, budgeted and delivered.
- a.2. 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 to the following questions:

- a.2.1. Who needs the training?
- a.2.2. Why do people need the training?
- a.2.3. What skills need imparting?
- a.2.4. When will they need the new skills?
- a.2.5. Where the training may be conducted?
- a.2.6. How may the new skills be imparted?
- a.2.7. How much investment is needed?
- a.3. 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.
- a.4. There are three levels of LNA that shall be conducted in the Corporation. These are organization, functional and individual.
 - a.4.1. An organization level LNA shall be used to determine the competency level of the employees, covering core competencies. Low level competencies shall be addressed by the courses designed based on the PhilHealth core competencies.

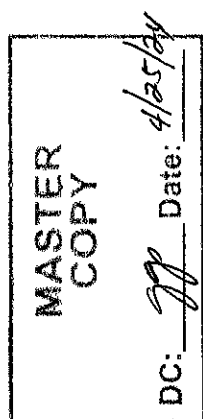


a.4.2. Functional level LNA shall be conducted to identify competency level by business process area based on the PhilHealth competency model, particularly the business process area specific (BPA specific) and cross business process area (cross-BPA) competencies. This shall determine functional training programs that must be prioritized for conduct for the year.

a.4.3. An individual level LNA is also considered as the employee competency inventory and assessment. It assesses the job-level competencies of the employees based on the required competencies for their 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)"¹² Rating that shall gauge the level of their competencies, which covers Core competencies, Business Process Area (BPA)-specific competencies, Cross-BPA Competencies, Leadership competencies and Job-level Competencies. The result of the rating 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 supervisor during the performance appraisal. The agreed L&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.



¹² Corporate Order No. 2016-0094 – Guidelines on the Conduct of Annual Competency Survey Under PhilHealth's Competency Management Program – "Alamin ang Kakayahan, Pagbutihin at Panatilihin (AKaPP)"

b. 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 of LNA:

b.1. PhilHealth Employees Public Service Effectiveness Courses*

b.1.1. Values Orientation Program (includes Ethics and Code of Conduct for Public Servants and Employees)

b.1.2. Training for Social Health Insurance Education Series (SHInES)

b.1.3. Basic and Advance Orientation on Human Resource Policies and Standards

b.1.3.1. Basic Orientation¹³

b.1.3.1.1. PhilHealth Board of Directors and Officials

b.1.3.1.2. Policy on Leave, Attendance and Payroll

b.1.3.1.3. Policy on Uniform and appropriate Corporate Attire

b.1.3.2. Advance Orientation¹⁴ includes in-depth policies and standards on the following facets of the human resource management and development

b.1.3.2.1. Recruitment, Selection and Placement

b.1.3.2.2. Career Development and Succession Planning

b.1.3.2.3. PhilHealth Competency Framework

b.1.3.2.4. Learning and Development Opportunities in PhilHealth

b.1.3.2.5. Compensation and Benefits

b.1.3.2.6. Employee Welfare and Services

b.1.3.2.6.1. Clinic

b.1.3.2.6.2. Day Care

b.1.3.2.6.3. Health Benefits

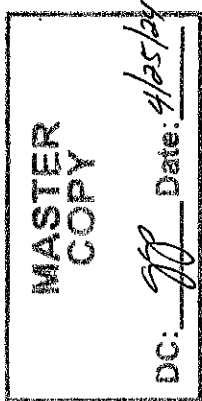
b.1.3.2.6.4. Sports and recreation policy and standards

b.1.3.2.6.5. Loans Processing Procedure

b.1.3.3. Strategic Performance Management System

b.1.3.4. Program on Awards and Incentives for Excellence (PRAISE)

b.1.3.5. Labor Management Relations/Public Sector Unionism



¹³ HRD and PRO HRU conducts basic orientation upon assumption to duty of the employee

¹⁴ HRD and PRO HRU conducts advance orientation within the first six (6) months upon assumption to duty of the new employee

- b.1.3.6. Employee Discipline (Grievance Machinery/CSC Rules on Administrative Cases in the Civil Service, CODI and others)
- b.1.3.7. Employee Separation/Outplacement Program
- b.1.3.8. Employee Separation/Outplacement Program
- b.1.3.9. Human Resource Department/PRO HRU Organizational Structure and Point Persons for HR Services

b.2. Intrapersonal Competencies

- b.2.1. Personal Mastery*
- b.2.2. Managing Personal Finances*
- b.2.3. Stress Management
- b.2.4. Pre-retirement Seminar
- b.2.5. Livelihood Seminars and Workshops

b.3. Interpersonal Competencies

- b.3.1. Interpersonal and Client Effectiveness*
- b.3.2. Psychological First Aid Training
- b.3.3. Life Saver Course
- b.3.4. Social Grace and Personality Development Course*

b.4. Organizational Competencies

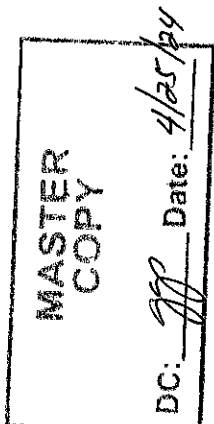
- b.4.1. Organizational and Team Effectiveness*
- b.4.2. Quality Management System and Ease of Doing Business*
- b.4.3. *RA 6713 Code of Ethics and Ethical Standards*
- b.4.4. *RA 3019 Anti-Graft and Corrupt Practices Act*
- b.4.5. *Occupational Safety and Health*
- b.4.3. Managing Up*

b.5. Leadership, Managerial and Supervisory Competencies

- b.5.1. *Strategic Management Course for Executive Managerial Officers (EMO)*
- b.5.2. Nurturing a Culture of Accountability*
- b.5.3. Transformational Leadership (for employees who are at Supervisory, Executive/Managerial
- b.5.4. *Coaching Skills*
- b.5.5. Mentoring Program
- b.5.6. Basic Counseling Skills
- b.5.7. *Managing Staff*
- b.5.8. Change Management and Communication Strategy
- b.5.9. Conflict Management**
- b.5.10. Career and Succession Planning
- b.5.11. Crisis Management

b.6. Functional and Job Competency Development Program through any or combination of the following means:

- b.6.1. On-the-Job Orientation to be conducted by the Head of Office concerned.



- b.6.2. Buddy System Approach where new employees will be assigned a buddy who is already at the proficient level of job competencies.
- b.6.3. Coaching and Mentoring where new employees will be assigned a trained coach and mentor to ensure that the desired employee development is achieved within a prescribed time/period.
- b.6.4. 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.
- b.6.5. Attendance to appropriate In-House Training such as:

- b.6.5.1. Cross-BPA Programs*

- b.6.5.1.1. Basic and advanced computer skills
 - b.6.5.1.2. Basic and advanced written communication skills
 - b.6.5.1.3. Basic and advanced verbal/ oral communication skills for speakers and presenters
 - b.6.5.1.4. Skills in Presentation*
 - b.6.5.1.5. Negotiation Skills*
 - b.6.5.1.6. Training on Completed Staff Work
 - b.6.5.1.7. Corporate Responsibility and Disaster Management Programs

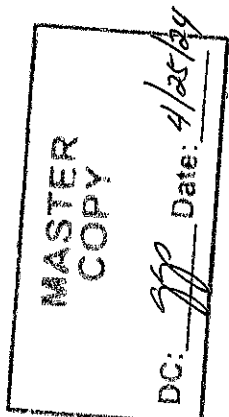
- b.6.5.2. BPA-Specific/ Job-Specific Training Programs***

- b.6.5.2.1. Core Processes

- b.6.5.2.1.1. Training on Membership and Collection Processes and Standards
 - b.6.5.2.1.2. Training on Health Care Provider Relations Processes and Standards
 - b.6.5.2.1.3. Training on Benefit Development and Management
 - b.6.5.2.1.4. Training for Frontline Services, Processes, Rules and Regulations on Client Servicing/Management

- b.6.5.2.2. Critical Support Processes

- b.6.5.2.2.1. Training on Strategic Management and



Risk-Based Planning and
Budgeting

- b.6.5.2.2.2. Training on Policy
Research and Program
Development, Monitoring
and Evaluation
- b.6.5.2.2.3. Training on
Information Systems and
Information Technology
Processes and Standards
- b.6.5.2.2.4. Training on Fund
Management Processes
and Standards
- b.6.5.2.2.5. Training on Marketing and
Corporate Communications
- b.6.5.2.2.6. Training for Legal Processes
and Standards
- b.6.5.2.2.7. Training for Internal
Auditing Processes and
Standards
- b.6.5.2.2.8. Training on Physical
Resource and Infrastructure
Processes and Standards
including office
administration

b.6.5.2.2.8.1. Training
for Drivers

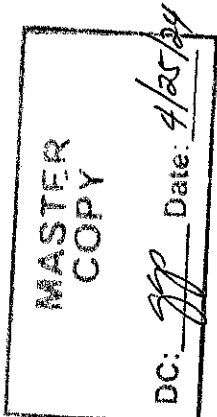
b.6.5.2.2.8.2. Training
for Executive
Assistants

b.6.5.2.2.8.3. Training
for
Administrativ
e Assistants
and Clerks

b.6.5.2.2.8.4. Training on
5S and
Record
Management
System

b.6.5.2.2.8.5. Training
on Human
Resource
Management
and
Development

b.6.5.2.2.8.6. Training of
Trainers and
Resource
Persons



- * Programs for onboarding
- ** Additional onboarding programs for leaders
- *** Course included in the onboarding depending on the business process where the new employee belongs

The HRD may add, delete, separate or combine courses depending on the learning needs assessment conducted and/or for efficiency.

b.7. Attendance to External Training in case an In-House Training Program is not available.

b.8. Participation in Local and Foreign Scholarship Programs for Educational Advancement

The HRD shall prepare a list of courses required for each position in the organization, which shall be done in close coordination with the Business Process Owner and approved through an appropriate corporate issuance signed by the PCEO.

In case of voluminous L&D needs and the in-house L&D Team will not be sufficient to run all the need courses, the HRD/PRO HRU may source and hire a third-party provider with the expertise to develop and conduct the needed L&D Programs/Courses.

To ensure that the learning and development programs/courses are responsive to the needs of the organization, the HRD shall periodically review its design and materials and upgrade the same as necessary.

c. Learning and Development Implementation

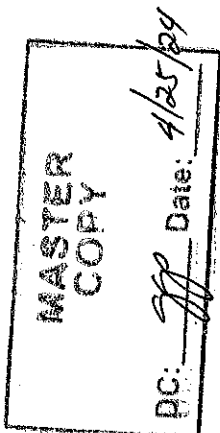
c.1 Upon approval of the L&D Plan and Budget, the HRD shall disseminate to all concerned Offices/Departments/PhilHealth Regional Offices the following:

- c.1.1. Approved Annual Learning and Development Plan
- c.1.2. Learning and Development Calendar
- c.1.3. Course Description, Objectives and Target Competencies

c.2 Internal Training

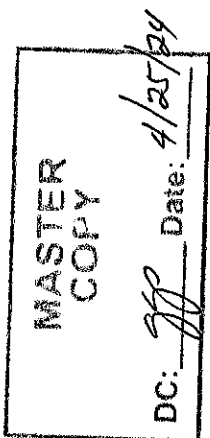
c.2.1. Determination of Participants to Training

c.2.1.1. Based on the individual LNA, the HRD/PRO HRU prepares a list of participants per in-house L&D Program. The list of participants shall be sent to the Head of the Office/Department/PRO Division/Section for confirmation/concurrence.



- c.2.1.2. The Head of the Office/Department (at the EMO Level)/PRO Division/Section Head shall officially confirm to HRD/PRO HRU 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.2.1.3. The Head of Office/Department/PRO Division/Section Head shall ensure that the L&D program to be attended by his/her staff will have a direct application to his/her job, individual career development and succession plan of the organization.
- c.2.1.4. The HRD L&D Team/PRO HR Counterparts shall ensure that equal opportunity to training activities are extended to all employees with special considerations to persons with disabilities.
- c.2.1.5. The recommended L&D participants who cannot attend the L&D activity due to valid reason must inform his/her immediate supervisor and executive/managerial officer, copy furnished the HRD/PRO HRU, in writing his/her intention to decline before the schedule of the activity including the name of the recommended substitute.
- c.2.1.6. The immediate supervisor and 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/PRO HRU endorsing the recommendation either to deny or approved the request with corresponding name of replacement within his/her team, to ensure that the investment made by the Corporation will be maximized. An accomplished recommendation form shall be attached to the memo for replacement of attendee/s and submitted to HRD/PRO HRU at least three (3) working days prior to the conduct of training.

For PWDs who opt not to attend L&D program, a memo shall be sent to HRD/PRO HRU thru his/her immediate supervisor and 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/PRO HRU shall then evaluate the request and take appropriate action to address the valid concern.



c.2.2. The HRD shall prepare the L&D Proposal for the In House/Internal L&D programs with the following contents:

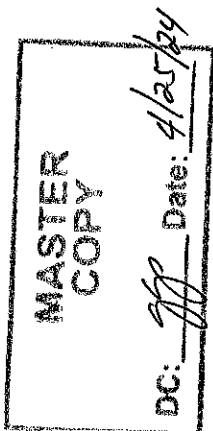
- c.2.2.1. Rationale;
- c.2.2.2. Course Objectives/Learning Objectives;
- c.2.2.3. Minimum Competencies to Develop/Improve
- c.2.2.4. Risks Identified to address through the conduct of the course
- c.2.2.5. Number of Target Participants;
- c.2.2.6. Course Content;
- c.2.2.7. Training Design, Methodologies, Approaches and type of training platform, i.e., classroom type, Virtual Interactive Learning Platform (VILP), Virtual Interactive Distance Learning Platform (VIDLP), Mixed Virtual Interactive Learning Platform (MVILP)
- c.2.2.8. Training Effectiveness Evaluation Tool;
- c.2.2.9. Duration, Target Date & Venue;
- c.2.2.10. Training Resource-provider (if applicable);
- c.2.2.11. Source of Budget with annex showing the Detailed Breakdown of Budget requirements/cost and source of fund; and
- c.2.2.12. Terms of Reference for Third-Party Provider (as applicable)

Annex A for L&D Proposal Form shall be used for a single course. The format may be modified for multiple program proposals as long as the contents are complete and in proper order.

c.2.3. HRD shall develop a pool of Trainers and Resource Speakers/Subject Matter Experts who shall be tapped for in-house L&D programs.

c.2.4. For conformity with the standards of the L&D activities to be implemented in the PROs, the HRD shall make available for reference and use the Trainers/Resource Persons/Resource Speakers a copy of the L&D design, session/facilitator's 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.

c.2.5. 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) weeks 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.

c.2.6. Issuance of Corporate Personnel Order

The HRD/PRO HRU 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 (see Annexes B-1 to B-3) for sample CPOs). Upon approval of the CPO, the Physical Resources and Infrastructure Department (PRID) thru the Records Section or PRO counterpart shall release/issue the CPO.

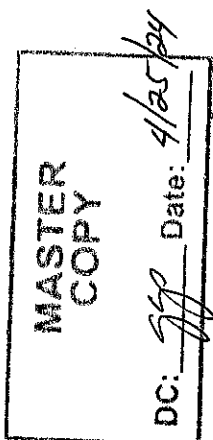
c.2.7. Establishment/Selection of Venue/Arrangement of Accommodation of Participants (For Non-Virtual Training Platform).

c.2.7.1. The HRD shall propose standard 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.

c.2.7.2. In terms of venue and accommodation of participants, L&D programs shall be held within PhilHealth facilities. Only in cases when PhilHealth facilities are not available or cannot accommodate the L&D programs due to requirements of its design and/or number or participants that an external venue shall be chosen. In such cases, the L&D Head in the Head Office or the HRU Head in the PROs shall issue a certificate of non-availability of the training venue or other valid reason.

c.2.7.3. In case of training activities that need to 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 and others) that fits the design of the L&D programs.

c.2.7.4. The HRD/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.

c.2.8. 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 prior to the issuance of Corporate Personnel Order.

c.2.9. In terms of venue and accommodation of participants, the L&D program may be classified as Live-in or Live-out arrangement.

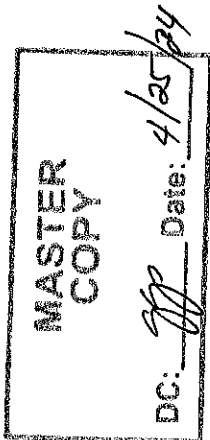
c.2.9.1. For the participants, secretariat members and resource persons shall be allowed to avail of live-in arrangement if the design of the program requires participants to extend the L&D activities at night beyond 7:00 pm but not exceeding 10:00 pm. Hence, participants are required to stay within the training room and/or facility.

c.2.9.2. For L&D programs not requiring extension of activities at night but with participants who are considered on travel, the HRD/PRO HRU 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:

c.2.9.2.1. 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;

c.2.9.2.2. Head 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;

c.2.9.2.3. 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, consistent with section a) of this provision;

c.2.9.2.4. Local Health Insurance Office (LHIO) employees attending PRO-Initiated training programs, which is considered as travel due to its distance from their Office; and

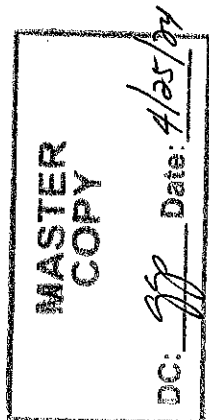
c.2.9.2.5. For Live-out L&D Programs where L&D activities shall be conducted outside PhilHealth facilities as required in the approved L&D design but no overnight accommodations for participants are necessary, the members of the secretariat may be allowed to stay overnight to provide time for late night meetings/debriefings, documentations and early preparations the next day. This provision shall support the quality standard for facilitators that all preparations shall be completed at least thirty (30) minutes to one (1) hour before the start of the training sessions.

c.2.10. Provision of PhilHealth Service Vehicle to Participants

c.2.10.1. Participants shall directly proceed from their residence to the training venue. Those who will arrive by air transportation shall be supported with a PhilHealth service vehicle from the airport directly to the venue.

c.2.10.2. 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 list of passengers and itineraries. 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.2.10.3. The PRID/PRO GSU shall ensure that provision of adequate number of service vehicles (considering the social distancing rule *as applicable*) shall be made in close coordination with HRD/PRO HRU to ensure that all the listed passengers are present at 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.

c.2.10.4. The HRD/PRO HRU shall facilitate provision of service vehicle to participants for training venues to be conducted to locations considered as travel.

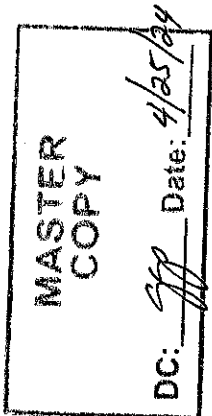
c.2.11. Selecting Training Institutions/Resource Persons

c.2.11.1. The L&D programs may be conducted or facilitated by other training institutions/providers. When selecting training institutions, the HRD/PRO HRU shall prioritize the CSC-accredited training providers.

c.2.11.2. The selection of third party provider shall be in accordance with the prevailing procurement rules and regulations *including the conduct of demo teach with a passing rate 85%. The HRD shall develop a rating sheet for the demo teach.*

c.2.11.3. 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.

c.2.11.3.1. 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, training assistants, and post training or after sales activities such as After-Training Report with recommendations, Training Effectiveness and other requirements as may be determined by the HRD/PRO HRU. In this case, payment shall be on a per day/per hour basis for a class with a minimum of twenty-five (25) participants, in the amount *based on the conducted market survey, in accordance with the procurement policy.*



This engagement may be allowed for a maximum of five (5) days/40-hour training per batch. A package-deal engagement may apply to an independent individual or a firm, regardless of the training platform and methodologies to be utilized.

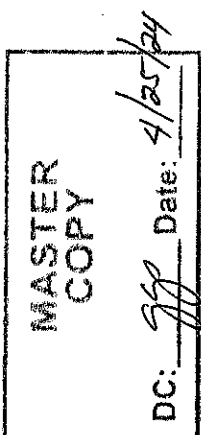
c.2.11.3.2. Engagement with individual expert-professional resource-providers not as a "package-deal" engagement shall refer to services to be rendered by an individual as expert lecturer/resource person in the field. This type of engagement shall be paid an honorarium on a per hour basis subject to National Budget Circular No. 2007-1¹⁵ dated April 23, 2007 or pertinent provisions as amended by the Department Budget and Management (DBM).

c.2.11.3.3. *Resource Speakers/Resource Persons/Subject Matter Experts who will be invited from other agencies will be paid an honorarium as prescribed by the Department of Budget and Management (DBM).*

c.2.11.3.4. Tokens shall be given to resource persons who do not accept honorarium as acknowledgement of their participation in the training activity, chargeable to the contingency fund or any allowable budget source as determined by the Fund Management Sector.

c.2.11.3.5. The HRD shall require the following documents from the external resource speakers:

c.2.11.3.5.1. For individual Subject Matter Expert-lecturers/Resource Person:



¹⁵ DBM Budget Circular No. 2007-1 dated April 23, 2007 Guidelines on the Grant of Honoraria to Lecturers, Resource Persons, Coordinators and Facilitators.

c.2.11.3.5.1.1. Comprehensive resumes;

c.2.11.3.5.1.2. An invitation letter from PhilHealth addressed to the selected Resource speaker;

c.2.11.3.5.1.3. Letter of acceptance from the Resource Speaker/Resource Person

c.2.11.3.5.2. For training institutions:

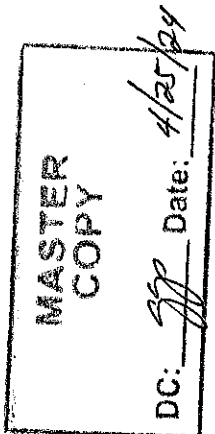
c.2.11.3.5.2.1. Company Profile Training Proposal

c.2.11.3.5.2.2. Facilitator's/Session Guide

c.2.11.3.5.2.3. Comprehensive resume of Resource Speaker/Resource Person

c.2.11.4. 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 Person (RP) for a training program. Rendition of service as RP shall be reflected in his/her performance scorecard and competency assessment result.

c.2.11.5. *All training providers, whether in-house/internal or third party shall be monitored in terms of quality of the pre, during and post conduct of the training program. HRD shall design and develop technical specifications and evaluation form to ensure the quality of trainings to be conducted by the third party.*



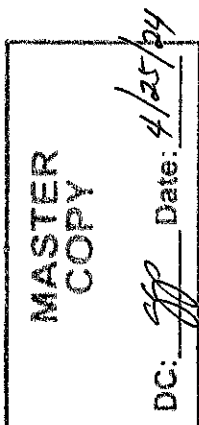
c.2.12. Issuance of Certificates

c.2.12.1. There are four (4) types of Training Certificates issued by HRD/PRO HRU as follows:

c.2.12.1.1. **Certificate of Training Completion**, which shall be issued to participants who have attended at least ninety percent (90%) of the total L&D hours, have taken the pre-test, passed the post-test (80% of the test items) administered by the trainer/s and/or have submitted the report/paper/outputs required by the Resource Person as part of the completion of the L&D program. The total number of training hours, type of training if supervisory, managerial and leadership as well as the brief description of the training shall be indicated in the certificate;

c.2.12.1.2. **Certificate of Attendance**, which shall be issued to participants who attended the training but were not able to reach ninety percent (90%) of the total training hours, either in face-to-face classroom training or virtual training. 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). The actual hours attended and the reason for non-issuance of certificate of completion shall be indicated in the certificate of attendance. For virtual training, the HRD/PRO HRU shall record and certify the attendance as true and correct based on the recording/documentation of the training, such as random photos taken, pre and post-test, submission of required training outputs, video recording and attendance record available in the virtual applications;

c.2.12.1.3. **Certificate of Recognition**, which shall be issued to resource persons/speakers for in-house trainings who have satisfactorily



delivered their module/s, regardless of the training platform utilized; and;

c.2.12.1.4. Certificate of Eligibility to the Resource Speakers Pool, which shall be issued to participants who have satisfied the following conditions:

c.2.12.1.4.1. Completed one hundred percent (100%) of the required total training hours to be determined by the HRD;

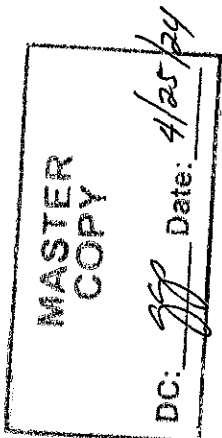
c.2.12.1.4.2. Must have passed a certification course for Trainers either from in-house program or from a reputable training institution recognized by the government

c.2.12.2. The training certificates either in a hard copy form or e-certificate form for online learning courses, must be in accordance with the format/requirements prescribed under the issuance/policy on the Corporate Identity Manual.

c.2.13. All activities proposed by the Office/Department with training components 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. Otherwise, the said activity shall not be credited for training hours and shall not be charged to the training budget.

c.2.14. *Training budget for courses to be conducted by end users other than HRD/PRO HRU shall be allocated in the office of the end user. Consequently, all budget utilization documents shall be reviewed and signed by the Head of Office/Department as end user.*

c.2.15. 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 in-house/internal training activities during Saturdays. *However, such trainings conducted on Saturdays are not considered overtime.* This shall also apply to the officers/employees



assigned as Resource Speakers/Facilitators/Secretariat for L&D program/s.

c.2.16. The approval of the President and CEO is required for all training activities not included in the approved ALDP, subject to the following procedures:

c.2.16.1. A request for the conduct of other training programs not included in the approved ALDP must be submitted and coordinated to the HRD – Learning and Development Team at least a month before its actual implementation for evaluation and for proper endorsement to the HRDC.

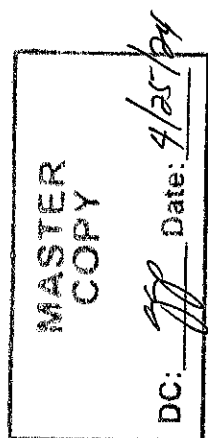
c.2.16.2. If the training request is submitted less than one month prior to its actual implementation or conflicts with the schedule of other training activities, the HRD Learning and Development Team/PRO HRU has the authority to reset or refuse the proposal.

c.2.16.3. Should the training request be approved due to valid reasons, the concerned units must immediately coordinate with the HRD/PRO HRU 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, choosing the appropriate platform and/or venue. In the review of documents, the HRD/PRO HRU shall ensure that the training program is in accordance with the requirements for CSC PRIME HRM and ISO-QMS. Otherwise, the training program shall not be considered as valid.

The HRD/PRO HRU shall oversee the implementation of the said training and shall evaluate efficacy of the training program *through the end user's submitted documents for review, i.e., Training Proposal, Terms of Reference, Training Design, Facilitator's Guide, Terminal Report, Training Effectiveness Evaluation Design.*

c.2.17. 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.2.18. A participant to an in-house/internal training conducted in a classroom type and live virtual platform, is not allowed to leave the training sessions without the permission of the RP



and HR Facilitator-in-Charge for proper recording of time out and time in. In case the participant will be called by his/her Manager/Supervisor while attending training, a Time Out Slip (Annex C) or its equivalent format for live virtual platform shall be filled-out and signed by the latter for proper recording and evaluation of actual time the participant is present in the training sessions. The said slip shall be used as basis for the issuance of Training Certificate or Certificate of Attendance, wherein the total number of hours spent outside of the training session shall be deducted from the total number of training hours, as designed.

c.2.19. *The HRD shall post in its website the schedule of trainings to be conducted by the Head Office and PROs for reference of Officers and Employees.*

c.3 External Training

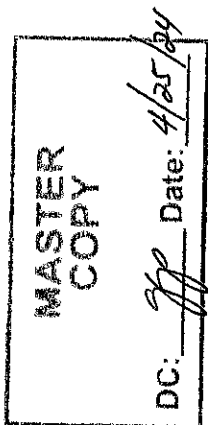
c.3.1. Employees who have been appointed in PhilHealth to either career¹⁶ or non-career¹⁷ employees for at least three (3) months may be allowed to participate in conventions, seminars, conferences, symposia and such other activities conducted by non-government organizations or private institutions for a fee, as part of the human resource development program of the government, chargeable to the budget of the Corporation.

c.3.2. All requests to attend external training must have the endorsement of the Department/Office Head or PRO Head and evaluated by the HRD/PRO-HRU guided by the following conditions:

The training design/course content and the expected skills that may be acquired must be relevant to the position, duties and functions or assigned tasks of the nominee, career development and succession plan, as reflected in the employee's individual development plan section of his/her the most recent performance evaluation report;

c.3.2.1. The identified external training is not available in the list of similar in-house courses or due to limited slots available in the scheduled in-house/internal training, the employee was not nominated as a participant.

c.3.2.2. 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



¹⁶ Executive Order No. 292, Book V Section 7

¹⁷ Executive Order No. 292, Book V Section 7

hours reflected in the CSC Qualification Standard for the position that the employee is occupying or for 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 and such training is necessary for the Officer/Employee to effectively and efficiently perform his/her new assignment.

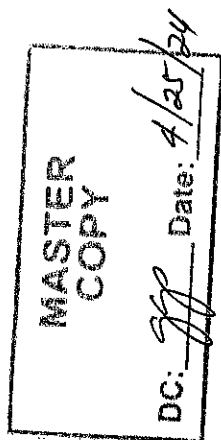
- c.3.2.3. The Corporation encourages attendance to continuing professional development, conferences, conventions, learning education sessions, and other similar activities for purposes of license renewal and for maintaining membership of good standing to professional organizations, which can be applied to the current job. However, participation in such activities may be allowed only twice in a year and shall be subject to the training hours and budget limitations.

Attendance to CPEs, MCLEs or equivalent continuing learning/educational programs that are not relevant to the current position by the employee may be allowed on official time. Hence, the registration costs and other expenses shall be chargeable to the personal account of the employee.

- c.3.2.4. Participation in 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.

- c.3.2.5. The Executive/Managerial Officer shall thoroughly review and endorse the External Training Nomination Form or ETNF (Annex D) of staff members under his/her Office/Department to the HRD/PRO HRU together with the training course content or syllabus.

- c.3.2.6. *The HRD shall evaluate the ETNFs from the Head Office in terms of the relevance of the course through the competencies needed to be developed and the competency improvements offered by the external training course. This course may require the training / course design with course description, course objectives and target*



competencies. The PRO HRUs shall do the same for requests from their respective regional office.

c.3.2.7. *For Officers and employees who are directly reporting to the PCEO/RVP/VP for NCR and PRO III, the ETNF shall pass through the evaluation of the HRD/HRU before the approval of the immediate supervisor.*

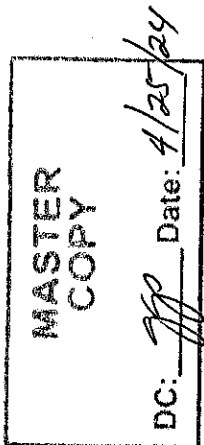
c.3.2.8. *For officers and employees whose next higher supervisor is the PCEO/RVP/VP for NCR and PRO III, the ETNF shall pass through the evaluation of the HRD/HRU before the approval of the next-higher supervisor*

c.3.2.9. The employees concerned shall prepare the document requirements for the payment/reimbursement/liquidation of the training cost, subject to usual accounting and auditing rules and regulations.

c.3.2.10. 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). The echo session must be done *within the calendar year* when the training was attended and may be conducted through a staff meeting or online meeting called by the Head of Office/Department. The Head of the organizational unit shall then submit hard copy and electronic copy of Certification that the echo session was done, using Annex E: Certificate of Conduct of Echo Session (CCES), together with the After-Training Report or ATR (Annex F), Certificate of Training Completion, training materials, copy of the PowerPoint presentation/training manual/complete handouts and Minutes of the Meeting.

c.3.2.11. 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).

c.3.2.12. Allowable Training Hours - Each employee may attend a maximum of two (2) external trainings, not to exceed a total of 40 training hours in a year for highly specialized/technical training, which includes attendance to conventions and other similar non-trainings events. Approval of request



in excess thereof shall be subject to evaluation of the HRDC and approval of the President and CEO.

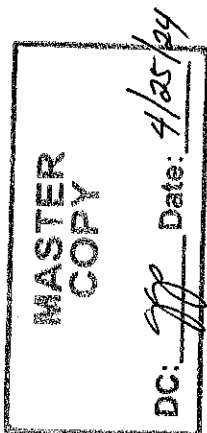
c.3.2.13. Expense Limit - the maximum allowable rates (inclusive of tax) for external training, which covers the cost per participant for registration fees inclusive of instructional materials, certificates, and related items shall be as follows:

c.3.2.13.1. *PhP25,000.00 for non-technical and technical courses; and*

c.3.2.13.2. *PhP 40,000.00 for leadership/ managerial training, diploma courses and highly technical courses, e.g. Training for Actuary, ITIL Standards, Fraud Detection and Prevention, Investment Certification Course, Procurement Specialist Certification Course, Diploma/Certificate in Organization Development*

c.3.2.13.3. *PhP 60,000 for training Courses equivalent to a Masters Degree for purposes of application to Division Chief and Executive-Manual Positions, i.e. CPRO.*

Courses for item c.3.2.13.3 are subject to Service Obligation in accordance with the provisions of the policy on PhilHealth Employees Educational Program. The same shall be paid upon submission of evidence requirement valid for meeting the required Masters Degree education for positions in the Division Chief and Executive-Manual level. In case the employee failed to complete and pass the assessment leading to acquisition of said evidence requirement, the attendance to the course shall be treated as training with a maximum of forty thousand (P40,000.00) course fee to cover training requirements for two (2) years starting the year when the training course was attended and the immediately preceding year. The remaining fees paid by the Corporation including the salaries and benefits received during the study leave used for the action planning or equivalent activities done off-site shall be returned by the participant-employee to the Corporation in



accordance with the prevailing policy on study leave, compensation and benefits.

Amount more than the set limit shall be borne by the Officer/Employee (Non-negotiable).

Courses for items b and c are subject to Service Obligation of one (1) year.

c.3.2.14. Attendance to external training activities with fees in excess of the expense limits shall be borne by the participant/s concerned.

c.3.2.15. For efficiency, external training via virtual/online and online distance learning platforms shall be prioritized since it will not entail travel cost and will be more efficient for the Corporation.

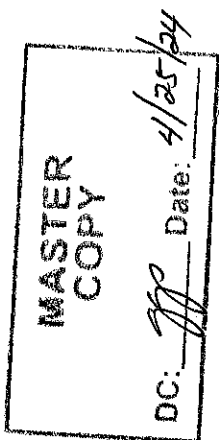
c.3.2.16. *Subject to thorough evaluation*, external training, which entails travel expenses, including accommodation, must meet all of the following conditions:

c.3.2.16.1. *Must be highly technical in nature., e.g., training for actuary, ITIL standards and Fraud Detection and Prevention;*

c.3.2.16.2. *Required in the performance of duties and responsibilities as evidenced in the performance commitment of the nominee;*

c.3.2.16.3. *Necessary in the fulfilment of competency development plan consistent with the approved career pathing and succession plan (applicable to those holding next-in-rank items to critical positions and those who are scheduled to fulfil training requirements for their next higher position as part of their career development plan);*

c.3.2.16.4. *Maximum of two (2) within the department/ shall be nominated. The participants shall conduct echo training in the department/office where they belong to ensure that learnings will be shared within the organization;*



c.3.2.16.5. *Travel expenses shall be charged against the traveling budget of the participant's office/department/PRO; and*

c.3.2.16.6. *No available virtual trainings or in house/ internal training with venue that will not entail travel expenses to be certified separately by the Head of Office/Department /PRO and the HRD/HRU concerned, after their conduct of thorough search through internet, social media, emails and phone coordination with possible training providers*

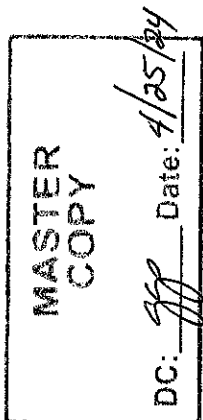
For purposes of determining the availability of trainings within the area, the HRD/PRO HRU shall evaluate the competency needed and search for similar trainings online in terms of course content, training objectives and competencies covered.

c.3.2.17. 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. Hence, identification of needed external training shall be made from the 1st to 2nd quarter of the year or as soon as the training institution's training calendar becomes available.

c.3.2.18. For attendance to external training, the officers and employees shall proceed directly to the training venue. The use of official vehicles to attend external training shall not be allowed.

c.3.2.19. *Those who resigned within 30 days from the day after the last training date shall pay all the expenses including the salaries and benefits equivalent to the total number of training days. The amount shall be deducted from the last salary and other possible sources.*

c.3.2.20. In case of cancellation of the external training, the participant concerned, through their Managers and Supervisors shall submit a memo informing HRD/PRO HRU of the said cancellation, copy furnished the Comptrollership Department and Treasury Department/PRO

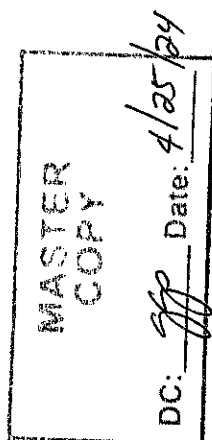


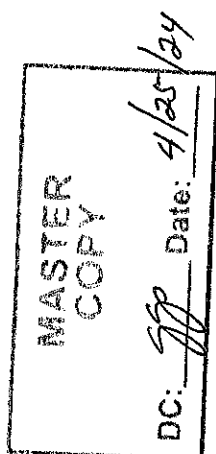
Fund Management Section and Cashiering Unit for proper accounting and collection of the funds as receivable.

c.3.2.21. Processing of External Training Requests

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

Activity	Responsible Person or Office	Output/ Outcome
a. Source and access trng. invitations/ program from Civil Service accredited institution, academe, gov't agencies, professional associations, reputable trng. institutions.	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 trng. invitations/ program from Civil Service accredited institution, academe, gov't agencies, professional associations, reputable training institutions	HRD-Head Office	
c. Prepare request to attend external training stating the rationale or justification with attachments	Employee and Supervisor and Executive/ Managerial Officer Concerned	Duly accomplished ETNF (Annex D) for Evaluation of HRD-CO or HR Unit-PRO





Activity	Responsible Person or Office	Output/ Outcome
such as but not limited to training course content/syllabus, using the prescribed request form		
d. Evaluate request external trainings	HRD for Head Office and HR Unit for PROs	External Training Nomination Form with Evaluation Result or Notice of Disapproved External Training Request Corporate Personnel Order
e. Prepare document requirements for payment/reimbursement/liquidation of training cost	Employees concern (signatories based on accounting rules and regulations)	Prescribed form by the Fund Management Sector for payment of training cost.
f. Monitor compliance as to submission of after-training report, conduct of echo session, submission of certificates, and other requirements.	HRD for Head Office and HR Units for PROs	Training materials, Documented sharing of learning experiences certificates, training report (using the HRD-prescribed format)
g. Submission of Reports to HRD on External	PRO HR Units	Updated list of employees who attended

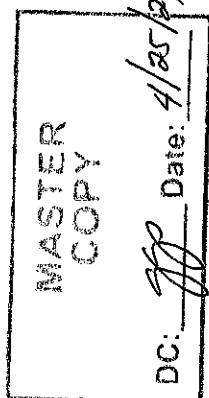
Activity	Responsible Person or Office	Output/ Outcome
Trainings conducted		<p>External Trainings, Title of Trainings, date and number of hours, E-copy of learning materials, after training report with plan of action on how to apply the learnings at work.</p> <p>After 3 to 6 months, report on the status of the training application at work.</p> <p>Report on Return on Investment (as applicable)</p>

Table 3: Standard Protocol in the Conduct of External Training Activities

c.4. Prescribed Signatories for In-House/Internal and External Trainings

The following shall be the prescribed levels of authority for the approval of various documents for trainings/learning and development activities, unless superseded by another corporate issuance:

Particulars	Head Office		Regional Office	
	Recomm- ended by	Approved by	Recomm- ended by	Approved by
1. Corporate Personnel Order (CPO) on Conduct of Internal Training	HRD Head	MSS Head	PRO HRU Head	RVP/ Head of the PRO
2. CPO on Authority to participate/attend External Training	HRD Head	MSS Head	PRO HRU Head	RVP/ Head of the PRO



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Particulars	Head Office		Regional Office	
	Recomm- ended by	Approved by	Recomm- ended by	Approved by
(without travelling expenses)				
3. CPO on Authority to participate/attend External Training (with travelling expenses)	Follow the Delegation of Signing Authority (DSA)			
4. Participation to Trainings Outside the Country for Executive-Managerial Officer (EMO) and Rank-and-File (regulars/casuals/contractual)	HRDC or the EVP/COO for urgent delegation	PCEO	HRDC or the EVP/COO for urgent delegation	PCEO
5. Corporate Personnel Order (CPO) on Participation to Trainings Outside the Country with signed HRDC Resolution	HRD Head	MSS Head	HRD Head	MSS Head
6. CPO for Participation to Internal Trainings Within the PRO				
a. Regional Vice President/Branch Manager	NA	NA	Immediate EMO Supervisor and Area Head	EVP/COO
b. Rank and File including	NA	NA	PRO HRU Head	RVP/Head of the PRO

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Particulars	Head Office		Regional Office	
	Recomm- ended by	Approved by	Recomm- ended by	Approved by
Casual/Co ntractual				
7. CPO for Participation to Internal Trainings Outside PRO but Within the Area				
a. Regional Vice President/B ranch Manager	NA	NA	Immediate EMO Supervisor and Area Head	EVP/ COO
b. Rank and File including Casual/Con tractual	NA	NA	PRO HRU Head who conducted/f acilitated the Training	RVP/ Head of the PRO who conducted /facilitate d the Training
8. CPO for Participation to Internal Trainings Outside the Area				
a. Regional Vice President/B ranch Manager	NA	NA	AVP/Imme diate EMO	EVP/ COO
b. Rank and File including Casual/Con tractual	NA	NA	PRO HRU Head who conducted/f acilitated the Training	RVP of the PRO who conducted /facilitate d the Training
9. Issuance of Certificate of Training Completion (for Internal/In-				

Particulars	Head Office		Regional Office	
	Recomm- ended by	Approved by	Recomm- ended by	Approved by
House Trainings)				
a. EMOS	HRD Head	MSS Head	NA	NA
b. Rank and File including Casuals/ Contractual				
1) Head Office	L&D Team Head/HR Program & Standard Division Head	HRD Head	NA	NA
2) Within the PRO	NA	NA	PRO HRU Head	RVP/ Head of the PRO
3) PROs within the Area	NA	NA	PRO HRU Head who conducted/f acilitated the Training	RVP of the PRO who conducted /facilitate d the Training
4) PROs in different Areas	NA	NA	PRO HRU Head who conducted/f acilitated the Training	RVP of the PRO who conducted /facilitate d the Training
10. Issuance of Certificate of Attendance (for Internal/In- House Trainings)				
a. EMOS	Facilitator	L&D Team Head	NA	NA
b. Rank and File				

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Particulars	Head Office		Regional Office	
	Recomm- ended by	Approved by	Recomm- ended by	Approved by
including Casual/Con tractual				
1) Head Office	HRD Facilitator Assigned	L&D Team Head		
2) Within the PRO	NA	NA	Facilitator	PRO HRU Head
3) PROs within the Area	NA	NA	Facilitator	PRO HRU Head who conducted /facilitate d the Training
4) PROs in different Areas	NA	NA	Facilitator	PRO HRU Head who conducted /facilitate d the Training

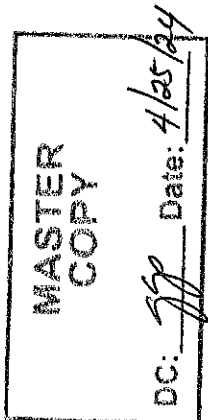
Table 4: Prescribed Signatories for In-House/Internal and External Trainings

For participants who are delegated as signatories as shown in the preceding table, their immediate Head shall be the automatic signatories.

In case the DSA will be revised after the issuance of this Order, it shall be used as the basis for authorized signatories.

d. Learning and Development Monitoring and Evaluation

- d.1 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 achieved its desired result 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.
- d.2 The HRD shall be responsible for ensuring that monitoring and evaluation is being conducted consistently and appropriately. All data gathered from the M & E may be utilized in proposing other



interventions to help improve the performance of the employees and the organization.

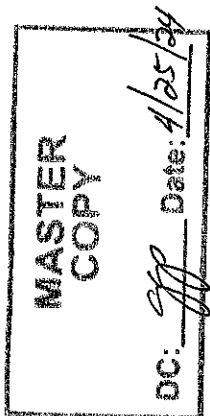
d.3 The Monitoring and Evaluation framework for In-House/Internal Learning and Development Programs shall follow Kirkpatrick's model.¹⁸

d.3.1. 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 or ATER (Annex G) where data representing participants' reaction to the program and their planned actions are collected and analyzed.

d.3.2. 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 conducted by a third-party training provider, the HRD/PRO HRU shall require the former to submit a training report, which shall contain the following details:

- d.3.2.1. Title of the training, date and venue
- d.3.2.2. Number of participants who were able to complete the training against the target number
- d.3.2.3. Budget utilized
- d.3.2.4. Objectives achieved
- d.3.2.5. Competencies covered
- d.3.2.6. Resource Persons/Trainers observations
- d.3.2.7. Recommended Action Plan
- d.3.2.8. Training Proposal
- d.3.2.9. Corporate Personnel Order
- d.3.2.10. Attendance Sheet
- d.3.2.11. Pre and Post Tests Results and/or other evaluation tools used in the conducted activity
- d.3.2.12. Post Training Evaluation Form Results
- d.3.2.13. Presentation Slides, Manuals, Handouts, Facilitator/Session Guide, Monitoring and Evaluation Plan



¹⁸ Kirkpatrick's Model - <https://www.kirkpatrickpartners.com/the-kirkpatrick-model/>

- d.3.2.14. Training Effectiveness Evaluation Form or TEEF (Annex H) and instructions on how to administer, score and analyze result
- d.3.2.15. Other relevant documents

Deadline for the submission of the training report to HRD/PRO HRU shall be within three (3) months after the last day of the training program *or as may be agreed between the Training and HRD/PRO HRU.*

Processing of payment shall be made upon receipt of all required documents and reports.

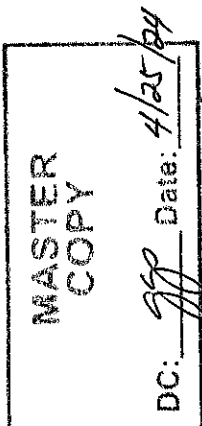
For training conducted in-house with internal resource persons, the training report, which contains the foregoing information/ data shall be prepared by the HRD/PRO HRU, within three (3) months after the last day of the last batch of training.

- d.3.3. Level III: Behavior Application and Implementation - At this level, the participants' change in observable behavior is being assessed by collecting 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.

The HRD/Training Provider shall design and develop Training Effectiveness Evaluation Form/Tool and shall be administer the same before to target respondent/participants to training. The result of which shall serve as baseline data for the Level 3 training evaluation.

Administration of Training Effectiveness Evaluation 1-3 months or 12 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 30th working day after the monitoring period. The results/output of the implementation of the Re-Entry Action Plan (REAP), if applicable, shall also be submitted to the HRD.

- d.3.4. Level IV: Results/Impact in the Performance of the Office/Department - This evaluation is usually done 1 – 2 years 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



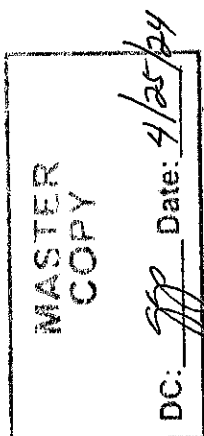
can be measured based on Return on Investment (ROI). The ROI is done to measure the impact of the L&D needs converted to monetary values and compared with the fully loaded program cost.

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 or TROIEF (Annex I). Together with the data collected for the Level 4 evaluation, the ROI for the training shall be computed as follows:

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

- d.4 All External Trainings attended shall also be subjected to various levels of evaluation as follows:

Level of Evaluation	Strategy/Tool/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.	<p>a. The participant submits an After-Training Report (ATR) and copies of the training materials to the Human Resource Department (HRD);</p> <p>b. Conduct echo learning session from this activity</p>
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 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.	<p>a. A Training Effectiveness Evaluation Form shall be administered 1-3 months or 12 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 30th working day after the monitoring period.</p> <p>b. The TEEF shall be designed by the supervisor and / or Head of Office/Department in collaboration with the HRD/PRO HRU.</p>
Level 4: Results/Impact in the Performance of the Office/Department - This evaluation is usually done 1 – 2 years after the training. This involves measuring the	Training Costs of Php50,000 and up shall be evaluated to this level. Supervisors of the participants shall accomplish and submit to HRD/PRO HRU the Training Return on Investment (ROI)



Level of Evaluation	Strategy/Tool/Remarks
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.	<p>Evaluation Form. The ROI for the training shall be computed as follows:</p> $\text{ROI} = \frac{(\text{Program Benefits} - \text{Program Cost})}{\text{Program Costs}} \times 100$

Table 5: Levels of Evaluation for External Trainings

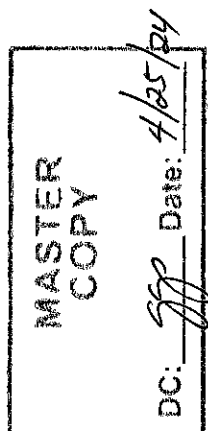
4. Support Systems

a. Learning and Development Records Information System (LDRIS)

a.1. 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:

- a.1.1. Employees Learning and Development Records (Title of the L&D Program/Course Attended, Number of Hours, date attended, nature of training, i.e., supervisory, leadership/managerial)
- a.1.2. Employees Competency Profile
- a.1.3. Job-level Competencies
- a.1.4. Catering Services
- a.1.5. Training Venues/Hotels
- a.1.6. Profile of Training Institutions/Resource Persons/Subject Matter Experts
- a.1.7. Training proposals, Contracts, Memorandum of Agreements and Terms of Reference
- a.1.8. Facilitator's/Session Guide
- a.1.9. Training Providers engagement documents
- a.1.10. Training reports

a.2. To ensure reliable and updated employees L&D inventory, all employees must submit to HRD Learning and Development Team/PRO HRU a hard copy and e-copy of their training certificates or diploma together with the Course Design, After-



Training Reports, Certificate of Echo Session Conducted, copy of training presentation materials and kits. Only those training records reflected in the LDRIS shall be considered in the Employees L&D Profile and as reference for all HR processes particularly in employee career development and succession plan as well as the recruitment, selection and placement. For more than one participant to the same training and training schedule, one (1) hard copy of training presentation materials and kits may be submitted to the HRD/PRO HRU.

b. Learning and Development Resource Center

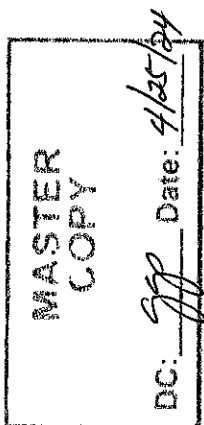
The Learning and Development Resource Center (LDRC) is a physical center where all hardcopy of L&D materials, handouts, kits, reading materials and other internal and external training documents/materials shall be kept. It shall also keep all copies of documentation of in-house training activities. As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

The LDRC shall be accessible to HRD and PRO HRU for maintenance and for employees and their supervisors for viewing purposes only.

C. Miscellaneous Provisions

1. All employees regardless of *physical conditions, age, beliefs, religion, gender/sex, orientation, distinct social/cultural groups, marital status and political affiliation* may avail of L&D intervention as indicated in the his/her Individual Development Plan or Career Development Plan and as indicated in the Succession Plan. In doing so, the Corporation shall promote *and adhere to* equal opportunity principles *per CO No. 2024-0007* especially in the provision of enabling support through attendance to training and other related activities for differently abled staff to meet targets¹⁹.
2. Free trainings, webinars and online learning sessions to be attended during office hours as recommended by the Head of Office/Department, may be allowed on official time, subject to the submission of hardcopy and electronic copy of after-training report, requirements for the echo session and training materials and certificate of completion.
3. 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



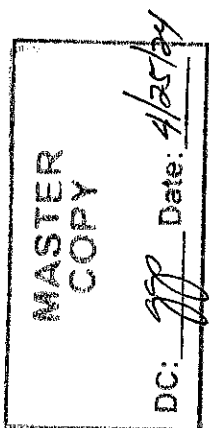
¹⁹ Corporate Order No. 2024-0007 – Policy on Equal Employment Opportunity Principle

Department/Office, subject to changes in the fund management policy of the Corporation. This will cover the following expenditures:

- a. Food and accommodation expenses of unexpected guests with special participation
- b. Emergency expenses (fax and photocopying, printing scanning and the like)
- c. Expenses of candies, nuts and chips provided during training session
- d. Token (worth Php2,000 or less) for invited external resource persons not receiving honoraria
- e. Prizes (food or non-food) for exemplary behavior and performance during trainings such as early birds, top in pre-test or post-test, ice breakers, structured learning exercise, during either face-to-face or virtual sessions.

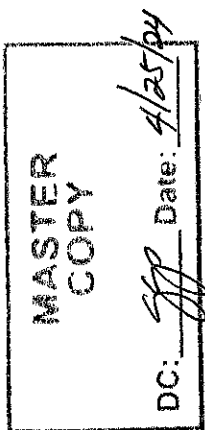
The above-mentioned expenses are deemed necessary during conduct of training intended to enhance the delivery and execution of HRD/PRO-HRU training programs and activities. The HRD/PRO-HRU is authorized to hold petty cash advances for the purpose.

4. All training activities of any type that are not included in the ALDP, OLDP and ILDP, but with justification from the proponent unit, shall be forwarded to HRD for evaluation as to compliance with the standard ISO and PRIME-HRM requirement. HRD shall endorse the same to the HRDC for action and recommendation to the PCEO.
5. Employees who failed to attend the training shall submit justification to his/her Manager thru the immediate supervisor, within three (3) working days from the conclusion of the training. After validation of facts presented by the employee, the Manager shall either recommend approval or denial of the request to the HRD. For the PROs, the justification shall be submitted by the employee concerned to the next-higher supervisor through the immediate supervisor. If the HRD/PRO HRU find the absence to be without valid reason, the concerned employee shall refund the expenses within three (3) months, the incurred equivalent amount for food per day and/or amount of payment for the training provider per day or the registration cost if the training is external in nature.
6. Employees who failed to comply with the after-training requirements *and the submission of the accomplished Training Effectiveness Evaluation Form* shall not be allowed to participate/attend succeeding training and other developmental activities.
7. 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 shall be subject to the



observance of equity in the selection of trainee/s and service obligations as may be determined by the management, upon the recommendation of the HRDC.

8. 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 against government funds. On the other hand, institutional membership fees, i.e., agency membership may be charged to government funds.
9. 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 speakers and provide assistance during these activities shall not be given earned training hours and/or charge their expenses from the training budget.
10. The maximum allowable registration fees/rates for conventions, seminar, conferences, summit, symposia and similar non-training gatherings, with or without CPD credit units sponsored by non-government and private organizations²⁰ shall be Php 2,000 per day²¹ inclusive of tax or as increased through an issuance of another circular superseding DBM National Budget Circular No. 563 dated April 22, 2016. The participants shall shoulder the registration fees in excess of the allowable limit.
11. *To maximize the corporate investment, attendance to Seminars, Conventions, Conferences, Symposium and other similar non-training learning and development interventions that entails travel expenses, including accommodation, must meet all of the following conditions:*
 - a. *Required in the performance of duties and responsibilities as evidenced in the performance commitment of the nominee;*
 - b. *Necessary in the fulfilment of competency development plan consistent with the approved career pathing and succession plan (applicable to those holding next-in-rank items to critical positions and those who are scheduled to fulfil training requirements for their next higher position as part of their career development plan)*
 - c. *Required in the performance of duties and responsibilities as evidenced in the performance commitment of the nominee;*
 - d. *Necessary in the fulfilment of competency development plan consistent with the approved career pathing and succession plan (applicable to those holding next-in-rank items to critical positions and those who are scheduled to fulfil training requirements for their next higher position as part of their career development plan)*
 - e. *No available virtual sessions or in house/ internal training with venue that will not entail travel expenses as certified separately by the*



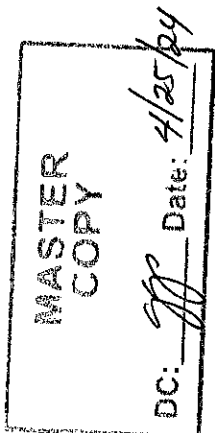
²⁰ DBM National Budget Circular No. 563 dated April 22, 2016 Guideline on Participation of Government Officials and Employees in Conventions, Seminars, Conferences, Symposia and Similar Non-Training Gatherings Sponsored by Non-Government Organizations or Private Institutions

²¹ 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.

- Head of Office/Department /PRO and the HRD/HRU concerned, after their conduct of thorough search through internet, social media, emails and phone coordination with possible training providers.*
- f. Maximum of two (2) within the department/ shall be nominated.*
 - g. The participants shall conduct echo sessions in the department/office where they belong to ensure that learnings will be shared within the organization.*
 - h. Travel expenses shall be charged against the approved budget of the participant's Office/ Department/PhilHealth Regional Office*
12. Expenses for attendance to courses for securing professional/non-professional eligibility, professional license/certificates required of the incumbent of the positions based on the approved qualification standards and career development/succession plan shall be chargeable to the training expenses up to a maximum of two (2) attempts. The Corporation shall pay the first attempt in full amount, the second attempt at 50% of the cost and the succeeding attempts shall be paid in full by the employee/officer.
 13. *Those who are scheduled to retire, either mandatory or optional shall no longer be allowed to attend either internal/in house or external training within six (6) months prior to separation or within one (1) year prior to separation if the training course entails service obligation.*
 14. *HRD shall monitor the quality of the performance of the Resource Persons, facilitators, administrative support team and food service providers. An evaluation form shall be developed by the HRD for the purpose.*
 15. *All in-house and internal training conducts shall be announced through the Flag Ceremony and the official Facebook group for employees to ensure that all Officers and Employees are updated on the L & D Activities of the Corporation.*
 16. All PRO HRUs shall submit to HRD a quarterly report on internal and external training activities conducted, including budget utilization, within 15 working days after the quarter (see attached Annex J for the format and sample reports). In addition, a comprehensive ALDP narrative report shall be submitted to HRD within the first month of the succeeding year. Non-submission of these reports shall be ground for non-approval of the release of training budget for the succeeding year.

D. Annexes

1. *Annex A: L&D Proposal Form*
2. *Annex (B.1 to B.3): Sample Corporate Personnel Orders (CPO)*
3. *Annex C: Time-out Slip*
4. *Annex D: External Training Nomination Form (ETNF)*
5. *Annex E: Certificate of Conduct of Echo Session (CCES)*
6. *Annex F: After-Training Report (ATR)*
7. *Annex G: After-Training Evaluation Report (ATER)*



8. *Annex H: Training Effectiveness Evaluation Form (TEEF)*
9. *Annex I: Training Return on Investment (ROI) Evaluation Form (TROIEF)*
10. *Annex J: Format and Sample Report*

E. The Human Resource Department shall regularly monitor this policy and introduce enhancements as necessary.

VI. PENALTY CLAUSE

Non-compliance of officers and employees to this order shall be dealt with in accordance with 2017 Rules on Administrative Cases in the Civil Service.

VII. REPEALING CLAUSE

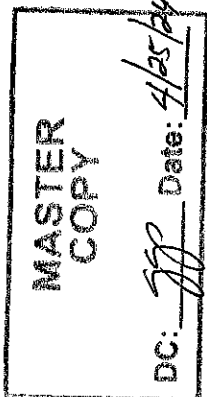
All training policies/guidelines not consistent with this issuance are hereby repealed/revoked upon effectivity of this Corporate Order. Consequently, the Corporate Order 2022-0022 Learning and Development Management System (LDMS) for PRIME-HRM (Revision 1) shall no longer be in effect upon approval of this policy.

VIII. DATE OF EFFECTIVITY

This policy shall take effect on January 1, 2024.


EMMANUEL R. LEDESMA, JR.
President and Chief Executive Officer

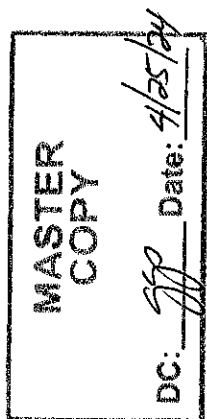
Date signed: 04/18/2024



Learning and Development Management System (LDMS) for PRIME-HRM (Revision 2)

Learning and Development Proposal for [Training Program Title]

- I. **Rationale:**
Contains the reason and importance of the training program to the organization
- II. **Objectives:**
Contains what the knowledge, skills, attitude and behavior the participants will learn at the end of the training program
- III. **Competencies to be Acquired/Improved:**
List of the knowledge, skills and attributes to learn based on the design and conduct of the learning and development program/course
- IV. **Risk Identification:**
Contains the risks identified that can be addressed by the training program
- V. **Target Participants:**
Contains the number and type of learners targeted as participants
- VI. **Date and Venue:**
Contains when and where the training will be conducted
- VII. **Resource speaker/s:**
Contains the profile of the resource speaker/s
- VIII. **Training Design/ Methodology:**
Contains the course outline/ program of the training which includes the modules, sessions, session objectives, abstraction and synthesis, methodology, schedule and other details that ensures the achievement of training objectives and training effectiveness.
- IX. **Training Effectiveness:**
Contains the tools and measures to use to ascertain the effectiveness of the training program, to be administered after a week to six (6) months and after 6 – 12 months.
- X. **Source of Budget:**
Contains details on where the budget for the program/course shall be charged.



Attachment: Estimated amount to be incurred in the conduct of the training program and the budget source of the training program.

Prepared by:

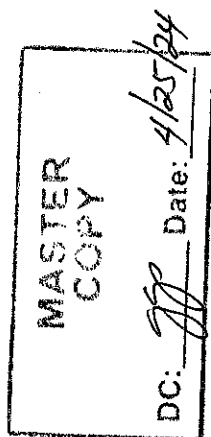
Recommending Approval:

Signature over printed name
Position Title
Department/PRO HRU

Signature over printed name
Head of Office/Department/PRO MSD

☐ **Approved** / ☐ **Disapproved by:**

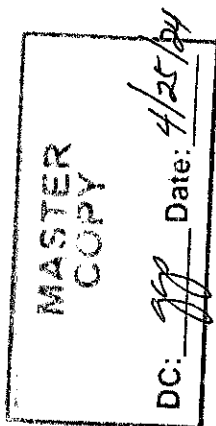
Signature over printed name
Sector Head/RVP
Name of the Sector/PRO



Estimated Budget Expenses (Sample Only)

Program Title: _____

Training Venue and Food (Lunch, AM & PM Snacks) Php 1,500.00 x 33 attendees X 4 days	Php 198,000.00
5% Training Contingency	Php 9,900.00
Honorarium Expenses (Php 60,000.00 per day X 4 days)	Php 240,000.00
TOTAL AMOUNT	Php 447,900.00



Annex B.1: Sample Corporate Personnel Orders (CPO)



Republic of the Philippines
PHILIPPINE HEALTH INSURANCE CORPORATION
Citystate Centre, 709 Shaw Boulevard, Pasig City
(02) 8662-2588 www.philhealth.gov.ph
PhilHealthOfficial X teamphilhealth

14 February 2020

CORPORATE PERSONNEL ORDER

No. _____

SUBJECT : In-House Training on Completed Staff Work

Authority is hereby given to the PhilHealth Regional Office IX employees listed in Annex to attend the "Training on Completed Staff Work" on August 27-28, 2020 (Batch 1) and September 3-4, 2020 (Batch 2) exclusive of travel time to be held at the Garden Orchid Hotel, Zamboanga City.

Completed Staff Work (CSW) is the study of a problem and provision of a solution by a staff in such form that all what remains to be done is to give approval or disapproval of the completed staff action. It is an effective means for motivating people to do their own thinking, developing people's skill and saving executive's time. This also gives responsibility to staff to present all possible options and recommend to the approving authority the best alternative or solution.

Expenses (travelling expenses, training venue, lunch, AM and PM snacks) during the two (2) day activity including engagement fee/cost of the resource person shall be charged to PRO IX Learning & Development budget under Corporate Operating Budget (COB) for CY 2020 (details of the estimated budget expenses attached in the L&D Proposal), subject to the availability of funds and existing accounting and auditing rules and regulations.

Pursuant to Corporate Order No. 2022-0022 re: "Learning and Development Management System for PRIME – HRM (Revision 1)", under Miscellaneous Provisions number 5, Employees who failed to attend the training shall submit justification to his/her Manager thru the immediate supervisor, within three (3) working days from the conclusion of the training. After validation of facts presented by the employee, the Manager shall either recommend approval or denial of the request to the HRD. If the HRD find the absence to be without valid reason, the concerned employee shall refund the expenses within three (3) months, the incurred equivalent amount for food per day and/ or amount of payment for the training provider per day or the registration cost if the training is external in nature.

MASTER
COPY

DC: *JP* Date: *4/25/20*



Any modification in this Order, with no budgetary implication, shall be approved by the Office of the Senior Manager of HRD as per Office Order No. 0144, s. 2013 re: Lifting of Suspension on Participation/ Attendance to Training Activities, Workshops, Seminars, Conventions, Conferences and Other HR Related Activities under Office Order No. 125, s. 2013.

For strict compliance.

DENNIS S. MAS, PhD URP

Senior Vice President

Management Services Sector

Date Signed: _____

SAMPLE

MASTER COPY	DC: <u>gff</u>
	Date: <u>4/25/24</u>

“Annex”

List of Participants

Program Title: Training on Completed Staff Work
Batch 1: August 27-28, 2019

NAME OF PARTICIPANT		OFFICE
1	DELA CRUZ, JUANA	XXXXXX
2		
3		
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27		
28		
29		
30	DELA CRUZ, JUANITO	PRO XXXXX
31	RESOURCE PERSON	
32	FACILITATOR	
33	HRU FACILITATOR	

MASTER
COPY

DC: *JP* Date: *4/25/19*

Annex B.2: Sample Corporate Personnel Order (CPO)



Republic of the Philippines
PHILIPPINE HEALTH INSURANCE CORPORATION
Citystate Centre, 709 Shaw Boulevard, Pasig City
(02) 8662-2588 www.philhealth.gov.ph
PhilHealthOfficial X teamphilhealth

14 February 2020

CORPORATE PERSONNEL ORDER

No. _____

SUBJECT : External Training - Attendance to the 7 Habits of Highly Effective Government Leaders

This is to authorize the attendance of **Mr. Juan dela Cruz**, HRMO I, PRO CAR to the **7 Habits of Highly Effective Government Leaders** to be conducted by the Civil Service Institute on November 4-6, 2020 (exclusive of travel time) in Quezon City.

This training-workshop (24 training hours) is tailor-fit for government leaders in the Philippines and focuses in the fundamentals of leading the modern, mobile knowledge worker. It enables both new and experienced managers acquire a set of tools to help them meet today's management challenges which includes conflict resolution, prioritization, performance management, accountability and trust, execution, collaboration, and team and employment development.

Traveling expenses and registration fee (Php10,000.00 inclusive of VAT) per participant shall be charged against the Corporate Operating Budget (COB) for CY 2020 of the PRO CAR, subject to the availability of funds and usual accounting and auditing rules and regulations. Moreover, preparation of the payment voucher, pre-registration and confirmation of attendance for the activity shall be the responsibility of the participants.

Pursuant to Corporate Order No. 2022-0022 re: "Learning and Development Management System for PRIME – HRM (Revision 1)", the participants are required to do echo-sessions within 2 months or semester after the training. Certificate of Conduct of Echo Session, together with the After Training Report, Certificate of Completion, training materials, copy of the PowerPoint presentation/training manual. Non-compliance with the after training requirements will prohibit the employees to participate/attend succeeding training and other developmental activities.

Lastly, any changes with no budgetary implication shall be approved by the Office of the Senior Manager of HRD as per Office Order No. 0144, s. 2013 re: Lifting of Suspension on Participation/ Attendance to Training Activities, Workshops, Seminars, Convention, Conferences and other HR Related Activities under Office Order No. 125, s. 2013.

For strict compliance.

DENNIS S. MAS, PhD URP

Senior Vice-President

Management Services Sector

Date Signed: _____



Annex B.3: Sample CPO



Republic of the Philippines
PHILIPPINE HEALTH INSURANCE CORPORATION
Citystate Centre, 709 Shaw Boulevard, Pasig City
(02) 8662-2588 @ www.philhealth.gov.ph
PhilHealthOfficial X teamphilhealth

14 February 2020

CORPORATE PERSONNEL ORDER

No. _____

SUBJECT : External Training - Attendance to the 7 Habits of Highly Effective Government Leaders

This is to authorize the following PRO CAR employees to attend the **7 Habits of Highly Effective Government Leaders** to be conducted by the Civil Service Institute on November 4-6, 2020 (exclusive of travel time) in Quezon City:

1. **Dr. June dela Cruz**, MO VII, PRO xxxx
2. **Mr. Joe C. Santos**, CSIO, LHIO xxxx

This training-workshop (24 training hours) is tailor-fit for government leaders in the Philippines and focuses in the fundamentals of leading the modern, mobile knowledge worker. It enables both new and experienced managers acquire a set of tools to help them meet today's management challenges which includes conflict resolution, prioritization, performance management, accountability and trust, execution, collaboration, and team and employment development.

Traveling expenses and registration fee (Php10,000.00 inclusive of VAT) per participant shall be charged against the Corporate Operating Budget (COB) for CY 2020 of the PRO CAR, subject to the availability of funds and usual accounting and auditing rules and regulations. Moreover, preparation of the payment voucher, pre-registration and confirmation of attendance for the activity shall be the responsibility of the participants.

Pursuant to Corporate Order No. 2018-0090 re "Learning and Development Management System (L&DMS)", participants are required to submit an After-Training Report (ATR) and copy of the training materials (hard and scanned copy) to HRU within (15) days after the training. In addition, they are required to echo the learning from this activity within 15 days after submission of the ATR.

Attendance to external training on a weekend including travel time shall not be considered overtime, hence participants will not be entitled to a Compensatory Time Off (CTO).

For strict compliance.

APPROVING OFFICER

Designation, Office

Date Signed: _____





Title of Training: _____ Date: _____

Reason for Leaving the Training Session: (Please check)

_____ a. Urgent Work Assignment as directed by _____ (Name of Manager)

_____ b. Personal Matter

_____ c. Others, please specify details : _____

Time-Out: _____ Time-In: _____ Facilitator In Charge: _____

Total No. of Hours Outside the Training Session: _____

I fully understand that I am required to be present in the training sessions for at least 90% of the total training hours. I also understand that the number of hours I left as indicated in this form shall be automatically deducted from the total training hours, which may result in disqualification for the Certificate of Training Completion.

Signature over Full Name of Participant

Confirmed by:

Signature over Full Name of Manager



Title of Training: _____ Date: _____

Reason for Leaving the Training Session: (Please check)

_____ a. Urgent Work Assignment as directed by _____ (Name of Manager)

_____ b. Personal Matter

_____ c. Others, please specify details : _____

Time-Out: _____ Time-In: _____ Facilitator In Charge: _____

Total No. of Hours Outside the Training Session: _____

I fully understand that I am required to be present in the training sessions for at least 90% of the total training hours. I also understand that the number of hours I left as indicated in this form shall be automatically deducted from the total training hours, which may result in disqualification for the Certificate of Training Completion.

Signature over Full Name of Participant

Confirmed by:

Signature over Full Name of Manager

MASTER
COPY

DC: _____ Date: _____

EXTERNAL TRAINING NOMINATION FORM (ETNF)
I. TRAINING INFORMATION

Training/Course : _____
 Institution : _____ Date of Training : _____
 Venue : _____ Training Fee : _____ Training Hours : _____

Required Attachments:

☐ Invitation/Brochure with Course Description, Objective and Fees ☐ Current AKaPP Result
☐ Signed Career Path/Succession Plan ☐ Signed iLEAP ☐ Others

Purpose of Training:

- ☐ Relevance and applicability to current job
☐ Maintaining membership to professional organization
☐ Continuing Professional Development (CPD Units)

II. NOMINEE INFORMATION

Name : _____ Position : _____
 Office : _____ Office Avaya No : _____ Email Address : _____

Present functions, duties and responsibilities (*Must be consistent with designations and performance commitment*):

1. _____
2. _____
3. _____

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

Training Program Title	Date	Internal	External	No. of Hours	Training Fee

III. ADDITIONAL EVALUATION (To be filled out by the Nominee)

Requirements	Y	N
1. Attendance is for a local training.		
2. Nominee meets the minimum service requirement. (<i>3 months continuous service</i>)*		
3. Has not exceeded the 40 training hours (external training) limit for the current year.		
4. Has not exceeded 2 external trainings limit for the current year.		
5. <i>Has not exceeded the maximum allowable (external) training fee</i>		
6. No similar training (internal or external) attended during the last one year period.		
7. Attendance to external training program has no equivalent or related in-house training identified in the approved Annual Learning & Development Plan unless the internal training was already conducted and employee was not included as a participant.		
8. Nominee is not banned from attending any training/workshop/seminar/orientation/study grant.		
9. Has fully completed the after-training requirements of the previous trainings attended.		

*Per Corporate Order No. 2022-0022, Page 33, Section c.3.1

Name & Signature of Nominee _____

Date: _____

IV. RECOMMENDED ACTION

<p>This is to certify that I have reviewed thoroughly and found the information contained in Sections I – III of this form as true and correct. <i>Further, the learning and Development intervention requested is consistent with the Officer/Employee's Planned Career Development/Succession Plan of the employee and in accordance with the latest ILEAP.</i></p> <p><input type="checkbox"/> For Endorsement <input type="checkbox"/> For Disapproval</p> <p>Justification:</p>	<p>This is to certify that I have reviewed thoroughly the recommendation of the immediate supervisor <i>and found all details in order according to the policy of the LDMS.</i></p> <p><input type="checkbox"/> For Approval <input type="checkbox"/> For Disapproval</p> <p>Justification:</p>
<p>Name & Signature of Immediate Supervisor Date Signed:</p>	<p>Name & Signature of Concerned Executive Officer/Manager in the Head Office / Next-Higher Supervisor in the PRO Date Signed:</p>

V. HR EVALUATION (to be accomplished by HRD/PRO-HRU)

- ☐ For preparation of Corporate Personnel Order
- ☐ For notice of denial due to _____
- ☐ For endorsement to the Human Resource Development Committee (HRDC) due to _____
- ☐ Others: _____

Submitted After-Training Requirements from the previous external training/s attended:

- ☐ After-Training Report
- ☐ Certificate of completion and training materials (hard copy and e-copy)
- ☐ Echo Session Certificate
- ☐ Training Effectiveness Evaluation for the training attended.

If not applicable, state the reason:

Evaluated by:

Name & Signature of L&D Staff

Date: _____

Reviewed by:

Name & Signature of L&D Section Head/HRU Head

Date: _____

Annex E: Certificate of Conduct of Echo Session (CCES)



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), which was attended by (No. of Attendees) from (Office/Unit where the attendees are assigned). Attached are the attendance sheet, photos and/or videos as proof of the conduct of echo session.

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

Certified by: _____

Head of Office/Department

Position/Designation

Date: _____

HRD Representative

Position/Designation

Date: _____



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), which was attended by (No. of Attendees) from (Office/Unit where the attendees are assigned). Attached are the attendance sheet, photos and/or videos as proof of the conduct of echo session.

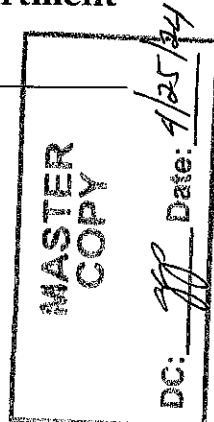
Done this (date of echo session) at (venue of echo session).

Certified by: _____

Head of Office/Department

Position/Designation

Date: _____



HRD Representative

Position/Designation

Date: _____

AFTER-TRAINING REPORT

Training Title: _____

Training Date/s: _____

Training Venue: _____

A. Training objectives and its relevance to the function of the Office/Department

B. Highlights and Insights per Module/Session. (Include details on the new and improved knowledge, skills, attitude and behavior gained and how these learnings can be applied in professional career and /or personal life *to be reflected on the iLEAP form*).

Module/Session 1:

Module/Session 2:

Module/Session 3:

(add as necessary)

C. Policy/System/Process/Project/Standards to be developed/improved by the participant as agreed with the Head of Office/Department (shall be reflected in the performance commitment)

D. Feedback on the Training Program and Training Provider

☐ Recommended for attendance of other employees

☐ Not Recommended because

Other Comments/Suggestions:

USE ADDITIONAL SHEET IF NECESSARY

Prepared by:

Name and Signature of Employee

Reviewed by: Immediate Supervisor

Next-higher Supervisor

For HRD/PRO-HRU Use: Received by/Date: _____

MASTER
COPY

DC: JG Date: 4/25/24

AFTER-TRAINING EVALUATION REPORT (ATER)

Title of Training

DATE/ BATCH

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	Score
1.	To what extent were the course objectives 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?	

	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

To what extent did the speaker/s demonstrate the following:

Name of Speaker/s	Knowledge Of subject matter	Ability to present views and ideas clearly	Ability to handle questions	Ability to establish rapport with the participants	Professional Appearance/Attire & Grooming
Name of Speaker					
Name of Speaker					

FACILITATORS

To what extent did the facilitator/s demonstrate the following:

Observable Behavior	Name of Facilitator:	Name of Facilitator:
1. Able to prepare the training venue (physical or virtual) at least 30 minutes before the start of daily sessions, manages time adequately, monitors attendance and punctuality of participants diligently, maximizes the learning as scheduled.		
2. Ability to anticipate and respond quickly to the training needs & requests of the Resource Person/s and participants within the set/agreed standard limits)		
3. Observed to be wearing the appropriate training attire communicated through memo or advisories or corporate attire in case no memo/advisory released for the purpose		
4. Approachable, has positive mindset, confident, friendly and has good/pleasing communication skills		
5. Able to manage logistics properly, takes care and protects training equipment and materials against risks of damage and loss		

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

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

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

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

OVERALL EVALUATION

☐ Awesome!
 ☐ Very Satisfactory!
 ☐ Satisfactory
 ☐ Fair
 ☐ Poor

MASTER COPY

DC: *gfp* Date: *4/25/24*

Annex H: Training Effectiveness Evaluation Form (TEEF)



TRAINING EFFECTIVENESS EVALUATION FORM (TEEF)

(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?

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 (add specific details)	SCALE				REMARKS/RECOMMENDATIONS
	1	2	3	4	
a. Knowledge					
b. Skills					
c. Attitude					
d. Behavior					
e. Quality of Performance/Deliverables					
f. Volume of Accomplishments					
g. Turn Around Time of Output/Service Delivery					

Other Observations on the performance and behavior of the participant after attending the training course

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

Reviewed and verified by:

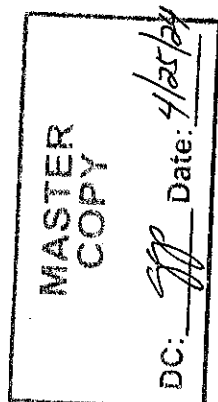
Name & Signature of Immediate Supervisor

Date: _____

Reviewed and confirmed by:

Head of Office/Department

Date: _____



Annex I: Training Return on Investment (ROI) Evaluation Form (TROIEF)



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

- 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% 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

Target Amount

: _____
: _____
: _____
: _____

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

TOTAL

EXHIBITING COMPETENCY

- 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
Instructions:

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

1. For Part A:

- Write the title, period and hours of the training activity.
- Write the name of the participant, position and department/office/unit assignment.

2. For Part B:

- Write the training fee or registration fee.
- Write the total amount of travel expenses charged/paid by the Corporation.
- Compute for the amount of expense base on salary as follows:

Basic Daily Salary x No. of Training Days in Attendance

example

HRMO II basic monthly rate Php 24,200.00

divided by 22 working days in a month= Php 1,100

Php 1,100 x 2 training days = **Php 2,200**

- Get the sum (Total Cost) for Part B.

example

Registration/Training Fee	:	Php	5,000.00
Travel Expenses (if applicable)	:		2,000.00
Daily Salary x No. of Trng. Days:	+		2,200.00
Total Cost	:	Php	9,200.00

3. For Part C:

- Compute for the Cost Effectivity as follows:

a.1. For the Target Benefit column:

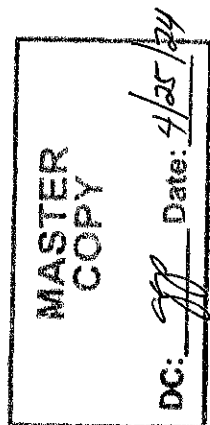
Example

- * Observable Behavior (30% of Cost) $(9,200 \times 30\%) = 2,760.00$
- * Learning Application (30% of Cost) $(9,200 \times 30\%) = 2,760.00$
- * Meeting Needs of Organization (30% of Cost) $(9,200 \times 30\%) = 2,760.00$
- * Other Benefits (10% of Cost) $(9,200 \times 10\%) = 920.00$

a.2. For the Monitoring Period, determine the value of the subordinate's improvement/development based on the criteria. Monitor this for 1-3 months and 4-6 months from the date of the training activity.

- For Systems Improvement, indicate the system/innovation introduced resulting from the knowledge/skills learned by the subordinate-participant from the training activity attended and then identify the value benefit of the system/innovation to the department/office/unit assignment.
Example: Developed an Online Training Request System valued at Php50,000

- Sign the form over printed name and indicate the date.
- Submit the accomplished form to HRD/PRO HRU within 10 working days after the 6-month monitoring period.



[illegible]

DC: gpc Date: 4/25/24



QUARTERLY REPORT FOR EXTERNAL TRAINING
PhilHealth Regional Office _____

Name of Participant	Office	Title of Training	CPO Number	Date of Conduct	Training Hours	Registration Cost	Travelling Expenses	After-Training Requirements completed (Y/N)	REMARKS
TOTAL BUDGET UTILIZATION FOR ____ QUARTER						Total			Remaining Budget for External Training = P xxxxxxx

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DC: gfp Date: 4/25/24



SUMMARY OF QUARTERLY REPORTS
PhilHealth Regional Office _____

	INTERNAL	EXTERNAL
<i>(Note: entries are sample only)</i>		
1st Quarter	19,320.00	23,500.00
2nd Quarter	122,700.00	140,600.00
3rd Quarter	673,900.00	232,530.00
4th Quarter	1,468,550.00	1,097,830.00
TOTAL BUDGET UTILIZATION	2,284,470.00	1,494,460.00
TOTAL BUDGET	3,022,500.00	3,026,000.00
TOTAL BUDGET UTILIZATION	2,284,470.00	1,494,460.00
SAVINGS	738,030.00	1,531,540.00

Prepared by: _____

HRU Head

Date Prepared: _____

Reviewed and Endorsed by: _____

Head, PhilHealth Regional Office

Date Signed: _____

MASTER
COPY

DC: 999 Date: 4/25/24