



AFPGEN

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SAGOT KA NAMIN 24/7

AFP General Insurance Corporation

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I.5 EMPLOYEE TRAINING AND DEVELOPMENT POLICY

I.5.a PURPOSE

AFP General Insurance Corporation is committed to fostering an environment that encourages officers and employees to seek opportunities for professional growth and enrichment. The Company seeks to identify educational, training and development opportunities geared towards optimum improvement of employees' job performance and competencies in current and/or prospective positions.

I.5.b POLICY STATEMENT

It is the policy of the Company to make training and development available to officers and employees to meet organizational and human capital needs for the purpose of building and retaining a skilled and efficient AFPGEN work force.

On this tenet, AFPGEN shall provide its officers and employees with the necessary Training and Development Programs to enable them to function more effectively on the job and open them to new performance patterns based on the possible future directions of the Company.

All Training and Development Programs must be related to and congruent with the vision, mission, core values and performance goals or strategic objectives of AFPGEN.

I.5.c OBJECTIVES

The goal of the Policy is to improve human capital by providing officers and employees with opportunities to gain:

1. Broad knowledge based of their current jobs and duty assignments
2. An understanding of the Company's operational goals and problems in all areas
3. An appreciation of the organizational values to uplift one's morale, understand, own, promote and share the values

4. Professional training in technical, general & leadership skills to avoid knowledge and/or skill obsolescence
5. Current information about skills and knowledge needed for the future; and
6. Quality customer service skills to improve external and internal services of the Company.

I.5.d DEFINITION OF TERMS

1. After-Training Report / After-Seminar Report (ATR / ASR) are reports submitted to the President, thru the EVP/GM, HRD and Immediate Superior in order to provide feedback on the Company-sponsored training/seminar.
2. Annual Training Plan (ATP) is a document that outlines identified needs and describes the strategy for addressing those needs. The ATP includes a Training Needs Assessment, a statement of goals, objectives, and methods for achieving them, the funding necessary to implement the Plan and the detailed Action Plan.
3. Employee Development Plan (EDP) is a written plan used to systematically identify and record appropriate training and developmental activities that enhance or optimize an employee's performance in his or her current job assignment or projected future assignment based on employee's Training Needs and Employee Career Development Assessment
4. Employee Career Development Assessment (ECDA) is a career development plan assessed by the Division Head during the performance appraisal as a possible career movement that the employee may qualify based on his/ her job performance.
5. Evaluation is a systematic process that determines the worth, value or significance of training. Training evaluations measure participants' reactions, the accomplishment of program objectives or performance improvement and ultimately measures the return on training investments translated into company performance.
6. In-House Trainings/Seminars are customized programs or courses designed to meet organizational and employees' needs conducted inside Company premises and intended exclusively for employees.

7. Participants are the employees or officers identified by HRD to attend and participate to approved training or seminar/s after recommendation and endorsement by their respective Supervisors, Managers and or Human Resource Head.
8. Programmed Trainings are trainings that are congruent to the job description of the officer/employee and are offered on a yearly basis.
9. Public or External Trainings/Seminars are packaged programs/courses offered by outside or external training institutions to the public.
10. Training Needs Assessment (TNA) is a systematic method for determining gaps between current and desired performance levels of the employee.
11. Training is a behavioral, cognitive and management development approach provided to participants with the goal to satisfy the Company's need for performance improvement and job enhancement. In the process, stimulate change and professional growth.
12. Behavioral Training Approach is a practical training given to participants specifically on skills development such as games and simulations, behavior-modeling, business games, equipment stimulators, role plays and the like.
13. Cognitive Training Approach is theoretical training given to the participants that can be associated with changes in knowledge and attitude by stimulating learning such as lectures, demonstrations, discussions, Computer Based Training and the like.
14. Management Development Method is a training focusing on Coaching, Mentoring, Job Rotation and the like that attempts to instill sound reasoning process.
15. Training Bond is the amount to be repaid by the officer or employee to the Company representing the actual cost of the training or seminar in case of failure to finish the training/seminar course without valid reason, termination for a cause, resignation prior completion of the training/seminar period, or resignation shortly after finishing the course.
16. Unprogrammed/Unplanned Trainings are those that are congruent to the job description of the officer/employee and is not offered on a yearly basis nor part of the Annual Training Plan (ATP).

I.5.e APPROVING AUTHORITY

All Training and Development activities of the Company shall pass through the recommendation of the EVP/GM prior to submission to the President for his approval.

1. Programmed Trainings

Programmed Public/External Training and Seminars for officers and employees amounting to P10, 000.00 and below shall be subject to the approval of the EVP/GM. Whereas, those amounting to more than P10,000.00 and unplanned shall be placed under the approval of the President.

a. Unprogrammed Trainings

Unprogrammed Public/External Training and Seminars for officers and employees regardless of amount involved shall be approved by the President.

b. In-House Trainings/Seminars

With regards to In-House Trainings and Seminars initiated, developed, and programmed by the Human Resources Department, the same shall be subjected to the recommendation of the EVP/GM prior final approval of the President.

I.5.f DUTIES AND RESPONSIBILITIES

Human Resources Department

1. The Human Resources Department shall encourage and assist officers and employees to attend trainings, conferences, conventions, seminars and workshops aimed at enhancing and increasing their work skills and abilities by:
 - a. Advising them of training opportunities sponsored by the Company;
 - b. Establishing a procedure for the approval of training requests to ensure work-related training; and
 - c. Scheduling an employee or officer for training in accordance with the needs of the Department.
2. Identify the required or desired performance and competencies of the employee through accepted evaluation or assessment tools. Likewise, HR

shall determine the actual or current performance of the employee, the causes or reasons for performance gaps, if there is any and how these gaps may be addressed through training or other methods, such as modification of systems and work procedures.

3. Monitor and ensure successful implementation of each Employee Development Plan (EDP) in consonance with the Annual Training Plan (ATP)
4. Provide at a minimum, On-the-Job Training (OJT) or Work-Related Instruction (WRI) to help employees prepare and perform well in their assigned jobs. The instructions shall include among others, operational goals of the Company, technological skills upgrade, and employee orientation in the case of new employees.
5. Underwrite the training or seminar fees of an officer or employee sent to an approved Public or External Training.
6. Responsible for the conduct and preparation of In-House Trainings or Seminars designed exclusively for officers and employees of the Company.
7. Document completed training/seminar and shall maintain training/seminar records for five (5) years following the completion of the training or seminar activity.
8. Ensure that completed/passed training is entered into the employee's training record in his 201 File and at the Human Resource Information System (HRIS).

Department Heads

1. Ensure that adequate, responsive, and quality training is provided to their subordinates through close monitoring of the Employee Development Plan as duly furnished by HRD.
2. Give full support in achieving successfully the Employee Development Plan of their subordinates directed towards actualization of the company's vision.
3. Propose possible training opportunities for its officers or employees outside of the Company. The Department Head may also request training or seminar that is specific to the Unit or Department. Likewise, the Department Head may make a nomination to HRD for his or her employee to attend a particular training or seminar.

Trainees/Employees

1. Attend all designated training programs as identified in the approved training plan brought about by the competency requirement of the present Job Description, the results of Training Needs Analysis and the performance gaps identified in the Performance Appraisal
2. Accomplish and submit to HRD the After Training or After Seminar Report at the end of any training or seminar attended and/or copy of certification provided by the Training provider
3. Apply in the work setting any skill or knowledge learned from the program attended as may be applicable

I.5.g IMPLEMENTING GUIDELINES

1. The Human Resources Department shall spearhead the conduct of annual Training Needs Analysis with reference to the competencies required by the Job Description, Performance gaps as identified in the Performance Appraisal and the projected competency requirements of the whole organization.
2. The Annual Training Plan will be developed by the Human Resources Department for endorsement of the President to the Board as part of the annual business planning for budget purposes. This shall be composed of the summary of programs classified according to Organizational Sensitivity, Functional and Behavioral, the program descriptions, the provider, the cost and schedule of program run.
3. The Human Resources Department will develop individual profile based on the TNA results as regards possible competency gap on job requirements vis-a- vis training needs and the future competency requirements of the organization.
4. Attendance of employees to training programs whether in-house or public, planned or unplanned may be initiated by the Human Resources Department based on the training plan, the Department Head or the employee himself/herself.
5. Attendance to any training program shall be endorsed by the EVP/GM for approval of the President and CEO.
6. Mission order will be issued to every attendee of training programs or seminar.

7. Company-sponsored training or seminar attended by an officer or employee using Company time shall be considered as actual office hours rendered. Moreover, the time an officer or employee spends at a training or seminar during normal office hours shall be considered as part of his or her normal work hours and shall not be charged to his or her accumulated leave/s or be treated as leave without pay.
8. Allowance and Transportation costs for trainings/seminars by External Training Institutions, provided that it is excluded from the seminar fee, will be subjected to the existing policy on Official Travel
9. All officers and employees shall submit ATRs / ASRs not later than a week after the training/seminar. A photocopy of the certificate must be attached to the report. The ATR/ASR shall have the following format:
 - a. Background of the Training Program
 - b. Learning Points / Discussion
 - c. Assessment of the Training Program
 - d. Recommendation
10. All ATRs/ASRs should be approved by the President through the EVP/GM. Failure to submit said report will be subject to the Code of Conduct and Discipline.
11. All officers and employees who have undergone trainings that require examinations shall not be required to submit ATR or ASR
12. If officer/employee does not pass the required examination of the program, he/she will repay the Company 50% of the training/seminar fee.
13. In the event that the officer/employee fails to take the examination without a valid reason, he/she will repay the Company the whole amount of the training/seminar fee. The Department Head and/or the employee shall then submit a written explanation as to the reason the trainee was not able to take the examination, coursed through the proper authorities.
14. An officer or employee sent to a Public/External Training or Seminar shall be made to sign a Training Bond Agreement. The Agreement shall provide the period of Company service the officer or employee must complete commencing from the last day of the training program to ensure transfer of technology. The actual number of days of training or seminar attended shall be the basis of the holding period as follows:
 - a. 1 year – for a training/seminar fee of P50,000.00 up to P100,000.00
 - b. 2 years – for a training/seminar fee of P 100,001.00 to PhP150,000.00

c. 3 years – for a training/seminar fee of more than PhP150,000.00

15. The employee who attended public or external training or seminar shall cascade the learning from the said seminar to the department members or to those that need the information within one month after the said training or seminar concluded.
16. An officer or employee sent to a Public/External Training or Seminar shall be required to complete and fulfill all requirements of the course. Otherwise, he or she shall be obliged to repay the Company the amount equivalent to the total cost of the training or seminar if the reason for not completing the training/seminar course is not valid and justifiable. The reasons are cited in the Training Bond Agreement for reference and clarification purposes. Further, the defaulting officer or employee shall be dealt with in accordance with the provisions of the Code of Conduct and Discipline.
17. Should the officer or employee who is under a training bond resign or is terminated for cause prior to the completion of the bonded period, he/she will be required to refund the equivalent prorated cost of the training/seminar or the same cost shall be deducted from any benefits due him or her upon separation from service.



LTGEN ALAN R. LUGA AFP(RET)
President and CEO

II. ANNEXES

II.1. Training Bond Agreement



AFP GENERAL INSURANCE CORPORATION TRAINING BOND AGREEMENT

I hereby agree that for having been recommended to attend/participate in the seminar on _____ from _____ to _____ with a seminar/training fee of P _____, which I voluntarily accepted, I shall:

- a. serve the company for at least _____ after completing the seminar/training program
- b. take the examination if there is any or submit an After-Training Report / After-Seminar Report
- c. comply with other seminar requirements

That in case of my failure to pass the course and meet the requirements stated above, I shall refund all the expenses incurred by the company for my attendance to the above seminar/training program.

I also agree that the Administration Division shall have the right to deduct from my payroll the expenses related to the above seminar/training program.

Employee's Signature/Date

Immediate Superior's Signature/Date

EVP/GM Signature/Date

II.2 Employee Development Plan (EDP)



**AFP GENERAL INSURANCE CORPORATION
Employee Development Plan (EDP)**

RATIONALE: AFP General Insurance creates a culture that encourages, supports and invests in the short- and- long term development of employees. The EDP is a professional development plan that aims to ensure that employees are staying current- if not one – step ahead. Employee continuous development must be anchored to AFPGEN’s vision, mission and core values.

Employee:		Date Assessed:		
Current Job Title				
Section 1				
Section 1		Technical Competency Development		
This section is for the development of skills that relate directly to the occupational requirements and mission accomplishment. All training will be design to better equip the employee to perform his/ her daily duties more efficiently				
Job Competency Required	Identified Training Needs	Objectives <small>(please identify which part of the company mission statement would it answers)</small>	Training Schedule	Remarks

Section II. General Competency Development				
This is for the development of interpersonal skills that will directly impact the employee's ability to perform his or her daily duties. These includes, but not limited to communication skills (Oral and written), team building, etc.				
Job Competency Required	Identified Training	Schedule Date	Training Schedule	Remarks

Assessed by: _____
 Human Resource Manager

Approved by: _____
 SVP