



GSIS Government Service Insurance System
Financial Center, Pasay City, Metro Manila 1308

POLICY AND PROCEDURAL GUIDELINES NO.: 289-15

FUNCTIONAL AREA : Human Resources

DISTRIBUTION : All Executives and Employees

SUBJECT : **GSIS EMPLOYEE DEVELOPMENT PROGRAM**

I. BACKGROUND/RATIONALE

GSIS has received various awards in service excellence, the most recent of which was the Seal of Excellence conferred by the Civil Service Commission to the Central Office and various GSIS Branches. GSIS was also recognized as the agency which earned the highest percentage of offices nationwide which were rated "EXCELLENT" in the delivery of frontline services in the Anti-Red Tape Act - Report Card Survey (ARTA-RCS). These achievements are linked to employees' performance which can be sustained and further enhanced through various employee development efforts. For this purpose, the development and retention of highly competent and professional officers and employees is a main and major concern of GSIS as an organization.

Rule VIII (Career and Personnel Development) of the Omnibus Rules Implementing Book V of Executive Order No. 292 mandates and directs every government agency to establish a continuing program for career and personnel development for all agency personnel at all levels; and create a work environment conducive to the development of personnel knowledge, skills and attitudes. In the pursuit of this responsibility, the agency shall prepare a comprehensive training and development plan based on periodic assessment of organizational needs and manpower skills inventory.

The Board of Trustees (BOT) approved Policy and Procedural Guidelines (PPG) No. 245-13 on Interim Policy on Training and Development which provides various learning and development opportunities for GSIS employees. Under Board Resolution (BR) No. 21, s. 2015, the BOT also approved "Building Organizational Talent" as one of the core competencies of GSIS, with the purpose of establishing systems and processes to attract, develop, engage and retain talented individuals to allow the organization to meet current and future business challenges.

In line with these, the Employee Development Program (EDP) is being proposed to cover all developmental interventions and initiatives offered by the Human Resources Office (HRO). It adopts a holistic approach in developing employees to ensure that the development initiatives would reach the right employees. The EDP focuses on: (1) building the necessary skills for current and future positions; (2) addressing competency gaps; and (3) empowering employees to deal with personal challenges that affect their performance in their current jobs.

Furthermore, since the EDP is anchored on the GSIS Competency Framework, it is more extensive in identifying internal candidates for a vacant position. Under the existing practice, whenever there is a vacancy to be filled up, only the next-in-rank employees are invited to apply. With the development of the EDP, employees outside the said organizational unit who meet the Qualification Standards and competency requirement of a vacant position shall also be invited to apply.

II. OBJECTIVES

The EDP aims to:

- A. Provide a structured program of development which shall consist of existing and proposed development mechanisms;
- B. Provide every employee access to development opportunities suited to his/her identified needs for his/her current position and possible career advancement;
- C. Ensure that the development initiatives would reach the right employees and at the same time, ensure the return-on-investment from these programs; and
- D. Provide an updated and efficient database of GSIS officers' and employees' development records.

III. COVERAGE

The EDP shall cover all permanent, temporary, and co-terminus officers and employees of the GSIS.

IV. DEFINITION OF TERMS

- A. **Competency** – refers to the knowledge, skills and attitudes and the application of such knowledge, skills and attitudes within occupation or industry level, to the standard of performance required for a position, which are essential for organizational success.

- B. **Developmental Intervention** – any attempt to improve current and future employee performance and/or competencies by increasing an employee's ability to perform by imparting specific knowledge, skills and attitude to an employee.

V. PROGRAM FRAMEWORK

The EDP provides support to GSIS officers and employees to enhance their performance and competencies for their current positions and to develop competencies that could increase their chances for promotion or prepare them for higher position. The EDP framework organizes the developmental interventions offered by the GSIS according to the career development stage of an employee. It reflects the key activities or support mechanisms available for each stage as follows:

HR SUPPORT PROGRAMS/ENABLING MECHANISM	
Entry <ol style="list-style-type: none"> 1. Organizational Level Orientation 2. Department Level Orientation 3. Values Orientation Program 	Residency <ol style="list-style-type: none"> 1. Continuing Education Program 2. Professional Membership 3. Certificate Course 4. Coaching and Mentoring 5. Pool of Internal Coaches 6. Counselling Services 7. Wellness Program
Establishment <ol style="list-style-type: none"> 1. Training on Organizational Competencies – Individual Contributor 2. Training on Organizational Competencies – Leadership 3. Training on Technical Competencies 	
Advancement <ol style="list-style-type: none"> 1. Career Orientation Seminar 2. Support to Formal Education 3. Growth through Assignment 4. Growth through Short Term Experience <p><i>May include all programs in establishment stage</i></p>	
Exit <ol style="list-style-type: none"> 1. Pre-retirement Seminar 2. Exit Interview 	

A. Entry Stage

The following foundational training programs aim to assist new employees to become productive in their roles and to adapt to the organizational culture and practices:

1. Organization Level Orientation - shall be facilitated by HRO. It aims to introduce employees to the organization as a whole – its mandate, mission, vision and structure. Employees shall be provided with information that can help them integrate smoothly and quickly in the GSIS.

2. Department Level Orientation - shall be facilitated by the Operating Units Concerned (OUCs). It aims to assist new employees identify the importance of their roles within the organization and how their functions affect others. The department level orientation shall have the following components:
 - a. Role of the Position - the responsibilities of the employee;
 - b. Competencies - the knowledge, skills, and attitudes required to accomplish the roles; and
 - c. Systems - the organizational systems and procedures needed to accomplish the roles.
3. Values Orientation Program – shall be facilitated by HRO. It shall contain information on the values and the core competencies of the GSIS. This shall help GSIS officers and employees understand and live the values of the organization.

B. Establishment Stage

This is the stage where support is provided to employees so they can excel in their duties and demonstrate mastery of their jobs. The duration of this stage will depend on each employee's capacity to acquire the necessary competencies to successfully perform the job.

For this purpose, the following are the support mechanisms that shall be offered to GSIS officers and employees:

1. In-house Cuts-Across Training Programs on the Organizational Competencies (for individual contributors) - The HRO shall offer cuts-across training programs that aim to develop the organizational competencies which are most critical to the level and the role of rank-and-file employees in the GSIS.
2. In-house Training Programs on Leadership Competencies (Leadership Development Program) - The HRO shall offer leadership courses for supervisors, managers and executives which are based on the leadership competencies in the GSIS Competency Framework. The programs under this category are as follows:
 - a. *Supervisory Development Program (SDP)* - customized program designed to equip participants with skills to effectively lead their work teams. The courses under SDP shall be based on the most salient needs of the Division Chiefs within the competency framework.

b. *Management Development Program (MDP)* - designed to provide Managers with a broader understanding of management and leadership while aligning their individual aspirations to the organization's goal.

c. *Executive Development Program (EDP)* - designed to prepare Executives for general management responsibilities such as strategy-setting, decision-making and leading effectively. It also aims to instil an understanding of the critical functional areas and their interconnections, as well as develop skills needed to lead cross-functional teams. The courses under EDP shall be based on the most salient needs of the Executives within the competency framework and/or on the business priorities of the GSIS.

3. Training Programs on Technical Competencies. Selected GSIS employees can also attend technical training programs, which are designed to develop and enhance the technical or specialized competencies of the employees. This training program shall be identified or initiated by the OUCs for employees performing specialized or unique functions which are not being performed in any other office. This shall also include the bundled trainings, which may be in the form of certificate course, accreditation training program or user's training that comes with the purchase of products and/or services.

C. **Advancement Stage**. Employees who meet the competency profile and Qualification Standards of their current positions, are encouraged to actively seek development opportunities in GSIS, in coordination with their immediate supervisor and the HRO.

The support mechanisms for this stage is similar to those in the establishment stage but the goal of the support mechanisms in the advancement stage is on enhancing the competencies for a higher position or increasing the chances of the employee for promotion. Further, the following support programs are also available for employees who have a deficiency in the Qualification Standards of a higher position:

1. Career Orientation Seminar - The HRO shall regularly conduct this seminar to orient employees about the types of jobs that are available within the organization and their corresponding qualifications. It shall cover the preparation of a career plan that helps an employee develop a plan of getting to his/her target position in the GSIS.
2. Support to Formal Education - The GSIS shall offer the following support to employees enrolled in university/college to complete a Bachelor's Degree or graduate studies, provided that the profession or field of study to be pursued

is relevant to the business or will redound to the improvement of the delivery of service of the operating unit where the employee belongs:

- a. *Flexi-time Arrangement (FTA)* - Employees enrolled in Bachelor's Degree and graduate studies may observe flexible working hours provided they render at least forty (40) hours a week.
 - b. *Study Leave*¹ - All officials and employees who are scheduled to take the bar or board examinations or complete their master's degree may avail of the study leave subject to the guidelines of the Civil Service Commission on the matter.
3. Growth through Assignment - a formal opportunity for an employee to develop professional knowledge, skills and experience that cannot be gained from his/her normal work activities and may include any of the following:
- a. Designation
 - b. Reassignment
 - c. Task Force Assignment
 - d. Job Rotation
4. Growth through Short Term Experience - may include organizational and extra-organizational events such as facilitating presentations, discussions and professional meetings.
- D. **Residency Stage.** Throughout the worklife or residency of employees in the organization, they shall be offered a wide range of programs designed to provide them with personal enrichment which may increase their ability to be successful and more productive in their jobs. These are as follows:
1. Continuing Education for Professionals (CEP) - Employees holding positions classified as professionals shall be encouraged to attend continuing education programs required in their respective professions.
 2. Personal Enrichment through Membership in Professional Associations - Employees shall be encouraged to join professional associations or a group of professionals within a career field who come together for individual professional development, networking and collaboration.
 3. Certificate Courses - Employees shall be required to take certificate courses to operate certain products or perform specialized functions relevant to the GSIS.

¹ CSC Memorandum Circular 21, s. 2004

4. Coaching and Mentoring – The GSIS shall invest in strengthening its capacity to build a culture of coaching and mentoring in the organization to improve the performance and effectiveness of GSIS officers and employees.
5. Counselling Services – This is being offered by the HRO to help employees cope with emotional and psychological challenges that affect their work performance.
6. Wellness Programs – This is being offered by HRO to improve employee's productivity through health and wellness activities.

E. **Retirement Stage.** The HRO shall help employees prepare for retirement by inviting them to attend Pre-retirement Education Services, which aims to help them gain a better understanding of their retirement options and the common issues and concerns faced by the retirees. Further, employees who will be separated voluntarily shall be required to undergo exit interview.

VI. POLICIES

A. Participation in Training and Other Developmental Programs

1. Training and development programs shall be relevant to the functions of the unit and employee's duties and responsibilities.
2. An employee must be in the service for at least six (6) months prior to attendance to any training, except for foundational training programs.
3. New employees shall complete all foundational training programs within one (1) year from the date of their appointment.
4. Only employees who have completed all the foundational training programs shall be allowed to attend training programs under the establishment stage.
5. For in-house training programs, a Certificate of Completion shall be awarded to participants who have participated in at least 90% of the session and submitted the required output.
6. The cost for mandatory CEP shall be shouldered by the GSIS, while the cost for other CEP courses that are not mandatory nor required by law shall only be shouldered by the GSIS if these courses are necessary for the employee's actual performance of duties and responsibilities, to be determined by the FG concerned and validated by HRO. Otherwise, the employee shall shoulder the fees.

7. Employees must meet the following eligibility criteria for programs under Support to Formal Education:

a. For flexi-time arrangement

- i. Rendered at least two (2) years of service in GSIS;
- ii. Obtained at least satisfactory performance rating for the last two (2) rating periods immediately preceding the application;
- iii. With no pending administrative and/or criminal charges; and
- iv. Without any foreign or local scholarship grant.

Entitlement to the flexi-time arrangement may be revoked anytime in case of Unsatisfactory performance rating.

b. For study leave

- i. Bachelor's degree of the employee must require the passing of the bar or a board licensure examination for the practice of the profession;
- ii. The profession or field of study to be pursued must be relevant to the GSIS mandate, or to the duties and responsibilities of the employee;
- iii. Rendered at least two (2) years of service in GSIS;
- iv. Obtained at least Very Satisfactory performance rating for the last two (2) rating periods immediately preceding the application;
- v. With no pending administrative and/or criminal charges;
- vi. Without any foreign or local scholarship grant; and
- vii. With no outstanding service obligation from any previous training/scholarship/study leave grant.

B. Duties and Responsibilities

1. Employees

- a. Must attend all training and developmental interventions planned for the given year.
- b. Submit to HRO within fifteen (15) working days from the completion of the training program a copy of Certificate of Attendance/ Participation/ Completion (only for external training programs), program materials and accomplished training evaluation form.
- c. Conduct an echo session to their respective unit within one (1) month after the training program.



2. Immediate Supervisors

- a. Identify technical trainings, continuing education for professionals, certificate courses, membership to professional associations for their respective employees and include the appropriate cost in their annual budget.
- b. Relieve the employees of current workload to maximize learning and development opportunity for the duration of training. Moreover, they shall ensure that there is proper turn-over of current workload by the employees who are attending training programs or developmental intervention.
- c. Ensure that attendance of employees in the training programs shall not hamper the regular functions of the organizational unit.
- d. Monitor their employees' attendance to technical trainings, continuing education for professionals, and certificate courses.
- e. Discuss the service obligation requirements for technical trainings.

3. HRO

- a. Conduct annual competency assessment that shall be the basis of annual training and development plan for GSIS officers and employees.
- b. Organize the conduct and evaluate the effectiveness of in-house training programs. In so doing, the HRO shall coordinate with the offices that have the expertise on specific function. For instance, the HRO may tap a Records Management Department staff as resource person for the Records Management training course. HRO shall take charge of trainings that need external facilitators.
- c. Organize the conduct of foundational trainings and coordinate with other functional groups for related concerns.
- d. Identify employees who will attend the in-house training programs based on performance, training records and development plan for employees.
- e. Validate the technical trainings and certification courses recommended by FGs for their respective employees.
- f. Monitor the employees' attendance to technical trainings, continuing education for professionals, and certificate courses.
- g. Maintain the following records: