



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

POLICY AND PROCEDURAL GUIDELINES NO. 290-15

FUNCTIONAL AREA: Human Resources

DISTRIBUTION: All GSIS Executives and Employees

SUBJECT: **GSIS CROSS-TRAINING PROGRAM FOR THE RANK-AND-FILE**

I. BACKGROUND/RATIONALE

The GSIS strives to provide its employees with opportunities for job enrichment and career development since they are important in achieving organizational goals. One human resource development intervention that can be taken towards this end is cross-training to address areas where formal training is not the only solution available.

Cross-training is a means for developing and enhancing the potentials of people in an organization by training/teaching them to perform two or more roles, skills or tasks which may or may not be related to their current work. It may entail movement from one office to another or from one division or department to another within the organization.¹

On 07 August 1986, the Board of Trustees (BOT) approved Policy and Procedural Guidelines (PPGs) No. 104-86 on Job Rotation for Personnel Development under Board Resolution No. 152 with the aim of enhancing employee development and organizational effectiveness through the planned movement of an individual from one work assignment to another for a period of six (6) months but not more than two (2) years.

It became the basis of the previous management in implementing reassignments/designations of GSIS executives and officials, including those in the branch offices to provide required expertise especially for projects which needed immediate attention. However, it has not been implemented for rank-and-file employees.

In 2015, the BOT approved "Building Organizational Talent" as one of the core competencies in GSIS, under Board Resolution (BR) No. 21, s. 2015, 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.

¹ Senese, Tony. "Are You Cross training Your Employees?"CircuiTree. December 2004.

This Cross-Training Program (CTP) intends to provide an opportunity for GSIS employees to perform other roles to allow them to gain valuable insights and become exposed to the diverse work of the GSIS.

This PPG on the CTP is being issued to ensure the uniform implementation of the program.

II. OBJECTIVES

The CTP has the following objectives:

1. To increase employees' appreciation of interrelationships between tasks of different functional units, thus, promoting work integration;
2. To enable employees to gain new knowledge and/or varied application of present skills/knowledge which would enhance their abilities to respond to increasing complexities of current or future jobs;
3. To promote a more holistic orientation by providing mobility across jobs and broadening the employees' exposure to various functions/tasks; and
4. To provide a ready supply of human resources/replacements for vacancies that may exist in the future.

III. POLICIES

A. Coverage

The CTP shall be open to all permanent employees with Salary Grades (SG) 9-20 and 21-25 (Non-Supervisory).

B. General Guidelines

1. *Cross-training* is a human resource development program wherein employees perform two or more roles, skills or tasks which may or may not be related to their current work. It may entail movement of an employee as follows:
 - a. *Intra/Inter-division* – movement within the same division or from one division to another within the same department;
 - b. *Inter-department* – movement from one department to another within the same office; and



- c. *Inter-office* – movement from one office to another office within the same Functional Group (FG).
2. Cross-training should be voluntary or with the consent of the concerned employee.
3. The cross-training assignments, roles and functions that shall be given to the program participants shall be commensurate to their salary grade (SG) level or one SG band higher only.
4. Employees in the CTP shall retain all rights, benefits and privileges of their current SG/position. They shall likewise remain eligible for promotional opportunities.

C. Duration

1. The CTP participants shall undergo cross-training for a minimum of three (3) months up to a maximum of one (1) year. The Division Chiefs and/or Managers concerned shall collaborate in determining the duration of the cross-training assignment.
2. The duration of the cross-training assignment shall coincide with the Performance Appraisal schedule so that the participants can be rated accordingly. Applicable rules under the GSIS Individual Performance Appraisal System (IPAS) especially on multiple raters shall be adopted.

D. Selection of Participants

1. An employee who meets the following criteria shall be eligible to participate in the CTP:
 - a. An employee of the GSIS for at least three (3) years;
 - b. In the present position for a minimum of two (2) years;
 - c. Belongs to either of the following categories:
 - 1) Top 10% performers in their respective offices and clusters (professional and clerical clusters) with at least Very Satisfactory performance ratings for the last two (2) years; and
 - 2) Top 20% performers in their respective offices and clusters (professional and clerical clusters) with at least 94% annual average numerical rating for the last two (2) years;

2. Selection of participants shall be made through any of the following:
 - a. *Nomination by Division Chiefs (DCs) and/or Managers* - Upon review of the performance ratings and competency assessment results, the DCs and/or Managers will nominate among their staff who will benefit most from the intervention to the Vice Presidents (VPs). The DCs and/or Managers shall also get the consent of the nominated employees to be part of the program. The VPs shall recommend through their Senior Vice Presidents (SVPs) their list of nominees to HRO for evaluation.
 - b. *Voluntary Application by Employee* - Employees may apply in writing to their respective Division Chiefs and/or Managers. Upon review of the performance ratings and competency assessment results, the Division Chiefs and/or Managers shall assess if applicants may undergo the program based on their developmental needs and shall endorse applications to their VPs. The VPs shall recommend through their SVPs the list of applicants to the HRO for evaluation.
3. HRO shall evaluate the nominations and applications based on the eligibility criteria and review the competency assessment results of the nominees/applicants to establish their competency profile in their current positions and validate their developmental needs. HRO may also conduct an interview with the applicants/nominees regarding the roles/functions that they want to learn more in-depth.
4. Selected applicants/nominees shall form part of the CTP pool. The respective VPs and SVPs shall be notified of the results of the evaluation.
5. The CTP aims to have at least two (2) participants per office for every run of the program. The HRO shall ensure equitable distribution of the CTP participants.

E. Cross-Training Agreement

1. The Division Chiefs and/or Managers concerned (supervisors from the mother unit and receiving unit) shall identify and discuss with program participants the developmental objectives and set performance targets for the cross-training schedule, including how the respective job duties will be performed.
2. The Division Chiefs and/or Managers concerned (supervisors from the mother unit and receiving unit) shall present the developmental objectives, performance targets and job description in a *Cross-Training Agreement (Annex A of the PPG)* to be signed-off by all parties and submitted to HRO.

3. Upon receipt of the signed Cross-Training Agreement, HRO shall prepare the necessary Personnel Action indicating the names of program participants, their assignments and the duration, to be signed by the SVP, Corporate Services Group (CSG), upon approval of the President and General Manager (PGM).²
4. During the cross-training assignment, participants shall perform the roles in the unit/division where they are assigned. They shall be temporarily relieved of their existing duties and functions. The Division Chiefs and/or Managers concerned shall ensure that program participants will properly turn-over workload and documents before and after the cross-training assignment.
5. Prior to the start of the cross-training assignment, HRO and the supervisors shall orient their respective units about the program as well as the roles and expectations from the units to prevent disruption and other problems in the normal work processes and services. This will also ensure that support mechanisms are in place to make the program successful and beneficial to the employees and the GSIS.

F. Assessment of CTP Participants

1. The Division Chiefs and/or Managers concerned shall consistently monitor the performance of employees under the program using a *Monitoring Form (Annex B)* which they have to submit monthly to HRO throughout the course of the cross-training assignment. They shall ensure timely completion and submission of the employee's performance evaluation.
2. Participants to the program shall submit a *Learning Journal (Annex C)* every month to their supervisors (during their cross training assignment) to document the professional and behavioral effect of their cross-training experience on themselves, perceived effects on the new unit, problems encountered and how they are solved or aggravated, and accomplishments in the new unit.
3. After completing the cross-training assignment, HRO, together with the current and cross-training supervisors of the participants, shall conduct a post-assessment. They shall discuss the participants' cross-training experiences and its overall impact to work processes and operations. They shall also evaluate the program participants' performance using the forms prescribed in the IPAS. HRO shall document the submitted Individual Performance Appraisal Rating Forms (IPARFs) to serve as input for identifying future individual developmental needs. Results of the post-assessment shall be used in the overall assessment of work process implementation.

² 2013 Revised Manual of Approving Authorities

4. HRO shall provide assessment reports to the PGM on the status of implementation of the program to include evaluation of the cross-training participants and the overall program implementation.
5. A recognition ceremony will be held by the first quarter of the following year to award certificates to program participants for completing their cross-training assignments. The certificates shall be signed by the Division Chiefs and/or Managers concerned. HRO shall take charge of the preparation and conduct of the awarding ceremony.

G. Extension and Termination of Cross-training Assignment

1. The VP or SVP of the FG where the participants belong may extend the cross-training assignment if the development objectives of the participant have not been achieved as evaluated by the Division Chiefs/Managers concerned and reviewed by HRO.
2. They may also terminate the cross-training assignment at any time for the following reasons:
 - a. If the development objectives of the rotation participant has been achieved;
 - b. Severe health issues (with Medical unit assessment/ recommendation);
 - c. Unsatisfactory or Poor performance rating; and
 - d. In the exigency of service (e.g. to deliver work outputs).

This shall be documented by a memorandum signed by the program participants, the Division Chiefs and/or Managers concerned and approved by their Executives.

3. Upon termination of the cross-training assignment, the participant shall return to his/her original work assignment. HRO shall prepare the necessary Personnel Action to be signed by the SVP, CSG upon approval of the PGM.

IV. PROCEDURAL GUIDELINES

The following shall be the basic procedure in the implementation of the CTP:

A. Nomination by Division Chiefs and/or Managers

Activity	Responsible Person or Office
1. Nominate participants from among his/her staff who will benefit most from the intervention to the VP.	Originating Division Chiefs, Managers



Activity	Responsible Person or Office
2. Get consent of nominated employee to be part of the CTP.	Originating Division Chiefs, Managers
3. Submit to VP the list of nominees who gave their consent to be part of the CTP.	Originating Division Chiefs, Managers
4. Evaluate request. Determine if the nomination is in order. 4.1 If approved, recommend list to the HRO through the SVP. 4.2 If disapproved, return request for approval to the division and/or department concerned with instructions.	Originating VPs, SVPs
5. Evaluate the list of nominees per identified criteria and competency assessment results. If necessary, interview applicants about the roles/functions they want to learn in-depth.	HRO
6. Notify VPs and SVPs of the list of participants.	HRO
7. Prepare the Cross-Training Agreement (CTA) to be signed-off by all respective parties and forward to HRO.	Originating Division Chiefs and/or Managers
8. Once the CTA is validated, submit Personnel Action (PA) for approval of the PGM and signature of the SVP, CSG.	HRO
END OF PROCESS	

B. Voluntary Application by Employee

Activity	Responsible Person or Office
1. Apply in writing to their respective Division Chiefs and/or Managers that they want to be part of the program.	GSIS employees with SG 9-20 and 21-25 (Non-Supervisory)
2. Evaluate request per identified criteria and competency assessment results. Determine if	Originating Division Chiefs, Managers;



Activity	Responsible Person or Office
<p>applicants may undergo the program based on their developmental needs and urgency of functional requirements of their department or office.</p> <p>2.1 If approved, endorse the application to the HRO through the VP and SVP.</p> <p>2.2 If disapproved, return the request.</p>	
<p>3. If approved, follow procedures in IV.A.5.</p>	
END OF PROCESS	

C. Extension of Cross-Training Assignment

Activity	Responsible Person or Office
<p>1. Assess participant's performance and compare against his/her development objectives.</p>	<p>Receiving Division Chiefs, Managers</p>
<p>2. Recommend for extension the cross-training assignment, if needed.</p>	<p>Receiving Division Chiefs, Managers</p>
<p>3. Evaluate request. Determine if recommendation is in order.</p> <p>3.1 If approved, recommend request for extension to the HRO through the SVP</p> <p>3.2 If disapproved, return request for extension to division and/or department concerned with instructions.</p>	<p>Receiving and/or Originating VPs, SVPs</p>
<p>4. Once extension is approved, submit PA for approval of the PGM and signature of the SVP, CSG.</p>	<p>HRO</p>
END OF PROCESS	



D. Termination of Cross-Training Assignment

Activity	Responsible Person or Office
1. Assess participant's performance and compare against development objectives. Alternately, receive and evaluate request for termination of cross-training assignment per set criteria.	Receiving and Originating Division Chiefs, Managers
2. Recommend for termination of cross-training assignment.	Receiving Division Chiefs, Managers
3. Evaluate request. Determine if the recommendation is in order. 3.1 If approved, recommend termination to the HRO through the SVP. 3.2 If disapproved, return request for termination to division and/or department concerned with instructions.	Receiving and/or Originating VPs, SVPs
4. Once termination of the cross-training assignment is approved, submit PA for approval of the PGM and signature of the SVP, CSG.	HRO
END OF PROCESS	

V. TRANSITORY PROVISION

Pilot implementation of this program shall be in the Operations Group. The full implementation of this policy to the other FGs shall be done after one year or upon review or evaluation of the program's applicability and effectiveness as a development intervention.

VI. INFORMATION DISSEMINATION

The Corporate Communications Office (CCO) shall prepare the necessary information materials to communicate this PPG and its salient features to all GSIS executives and employees.

