

# HR101 : Training and Development Handouts

## A. Workforce Planning

### 1. What do you think is the current maturity level of HR in your organization?

- **Transactional** - Compliance Driven
- **Fundamental HR Services** - Strategy well defined
- **Strategic HR** - organizational alignment
- **Business Integrated HR** - Business Partner

### 2. What is the primary role of HR?

Provide expertise on People Management of Organizations. However, people management is a **shared role and responsibilities** of owners, managers and supervisors. HR acts as a consultant to the leaders of the organization.

### 3. What is the difference between core and non-core functions?

- **Core** -functions are group of task that essential in the existence of the organizations
- **Non-Core** functions are group of tasks that are need to the operations of the organization

### 4. What are different Job Class in an organization?

**Individual Contributor** - responsibility for most job families ranges from entry level to highly skilled and occasionally to specialist's position typically require general education, vocational training and or OTJ training.

**Specialist/Professional** - typically a college degree or its equivalent education and experience is required

**Supervisors** - creates distinct jobs below executive level. Typically has responsibility of managing people including performance evaluation and pay increase recommendations

**Management and Executives** - employees that has direct reports or people or staffs. Some employees with manager title, but without direct reports, should be under this classification only if they manage the functions and manage staffing level grew.

### 5. What are the five functional areas of the Organization?

#### Core Group

- Marketing and Sales - profit and market reach
- Operations - products and services
- Customer Services - customer relationship[
- Research and Development - innovation and new products and services

#### Non-Core Group

- Finance and Accounting - Recording of transactions

- Administration and Information Technology Support - process and procedures
- Human Resource - Manpower

### 6. Who should be responsible for payroll management?

Human Resource - Time Keeping of employees  
Finance - pay administration

### 7. Job Analysis products Job Descriptions that needs Competencies

#### Job Descriptions

- Job Outputs
- Task/ Duties
- Conditions,
- Tools,
- equipment
- Relationship to other positions

#### Competencies

- Skills
- Knowledge
- Attitudes
- Traits

### 8. What composes a task?

- **Action Part + Outcome of the action**
- **Action Part** : Mental, Physical, Interpersonal or any combination of the 3

*Example: Prepares and Obtain*

#### Outcome

1. What? Materials lists
2. Whom? Daily
3. When? frequency
4. Why? For the installation, assembly and repair of electronic equipment
5. How? a week ahead of schedule

### 9. Three categories of object pf the action

- Things – assemble, adjusts, aligns ...
- People – coordinates, conduct, consult, delegates, notifies
- Data - arranges, analyzes, budgets, and calculates.

### 10. Difference of Skill and Competency

**Job Competency** – an employee's capacity to meet or exceed a job requirement by producing the job outputs at an expected level of quality within the constraints of the organizations internal and external environment.

**Skills** - an ability to perform complex motor and/or cognitive acts with ease, precision and adaptability to changing conditions

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**Competency** – designates a complex action system encompassing cognitive skills, attitudes and other non-cognitive components. Manifested behaviorally. Not in the head or not in the heart.

- Social Role – attitudes and values projected to other (outer self)
- Self-Image – sense of identity/inner self
- Traits - reason for our behavior
- Motives - drives us

## 11. What are the usual of levels in Job Competency?

- Level 1 Beginner
- Level 2 Capable
- Level 3 Competent
- Level 4 Expert/Exemplar

## 12. How do we know level of alignment of HR Strategy to Business Strategy?

HR Score Cards in Relations to Business Score Card

## 13. What are basic HR Score Cards?

- Attrition Rate
- Absenteeism, Tardiness and average weekly working hours.
- Velocity of Placement  
Support staff versus Operations staff
- Cost of Replacement  
HR Transactions Fulfilment Rate

## B. Talent Acquisitions

### 1. TA Cycle

- Requisition – Job Pattern
- Sourcing - Job Marketing and Match Pattern
- Evaluation - Assessment
- Selection - Transition to talent pool

**Talent pools** are groups of **high-performing, high-potential** employees who are being **developed** to assume **greater responsibilities** within the organization.

**Hi-performing employees (HPE)** are individuals who are not only **engaged**, but **embrace** the corporate culture and perform their current role at an **exemplary** level

### 2. TA Tools

- Level 1 : Spreadsheet
- Level 2 : Database
- Level 3 : Applicant Tracking Software

### 3. Talent Sourcing

- Traditional : Print ads, Job Portal and Referral
- Non-Traditional: Social Media and School linkages and Head Hunters.

### 4. Talent Evaluation

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- Job Fit Assessment
- Technical skills Assessment
- Communication skills Assessment
- Validation Interview - Behavior Analysis Interview

### 5. Talent Selection:

- Candidate Ranking
- Job Offer
- Due Diligences (BI) “Gate Keeping” Gov’t Clearances
- Medical Examination

### 6. Talent on boarding “Employee Orientation Program”

#### Basic

- Culture – VM and Core Values
- Statutory
- Code of Conduct
- Compensation and Benefits
- Payroll Computation
- Health and Safety

#### Intermediate

All basic and the following additional topic

- Health and Wellness
- Incentives
- Detail Policy ( Time and Attendance, Leaves, Recruitment, Administrative due process)
- Purchase Procedure
- Liquidation Procedure
- IT Policies

#### Recommend Materials

- Company Handbook
- Duties and Responsibilities
- TO – Positional
- Welcome Kit
- Statutory Forms
- Tools and Personal space

### 7. Job Profiling Selection Tool

A study published in the **Harvard Business Review** concluded that **Job Match**, more **accurately predicts job success**, than any of the commonly accepted factors such as **education, experience, or job training**.

Matching people so they **fit the work** they do ensures **productivity** and **job satisfaction** and reduces **negative factors** such as stress, conflict, miscommunication, and costly employee turnover

- Thinking and Reasoning
  - Learning Index
  - Verbal Skill

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- Verbal Reasoning
- Numerical Ability
- Numerical Reasoning
- Occupational Interests
  - Enterprising
  - Financial /Administrative
  - People Service
  - Creative
  - Technical
  - Mechanical
- Behavioral Traits
  - Energy Level
  - Assertiveness
  - Sociability
  - Manageability
  - Attitude
  - Decisiveness
  - Accommodating
  - Independence
  - Objective Judgement

- Best Engineer
- Employee of Year
- Core Value Award

## Examples

### Perfect Attendance Award

#### Eligibility

Any Regular, Probationary and Outsource employee are eligible for this incentive provided he/she meets the following conditions:

- Employees, who does not have lutes, filed sick leave and vacation leave monthly.
- Incentive is given quarterly during monthly meeting.

Executive: Exempted

Manager: Exempted

Rank & File: Php 500.00 Gift Checque equivalent

### 3. Perks and Privileges

#### Examples:

#### Communication/Mobile Phone Allowance

##### Eligibility

All Regular and Probationary and outsource employees can avail and may be given these items.

##### Mobile phone

- Executive: Php 2,500.00 /month
- ManCom : Php 2,500.00/month
- Managers : Php 1,799.00/ month
- Supervisor Php 1,799.00/ month
- Technical Support : Php 2,499.00/ month
- Administrative, R&D, & IT : Php 1,799.00/ month
- Rank & File : Php 563.00/month

##### Laptop

- Executive : Php 75,000.00
- R & D : Php 55,000.00
- Technical Support, Administrative & IT : Php 48,000.00

### 4. Company Code of Discipline

Intention to create an harmonious relationship between employer and employee that promotes productive working environment

#### References and Inclusion of Company Code of Discipline

- Management Prerogative
- Occupational Health and Safety Standards
- International Standards
- Employee Compensation and Benefits
- Organization VM and Core Values
- Philippine Labor Code

## C. Talent Retention

### 1. Benefits

#### Guiding Principle

The principle of non-diminution of benefits states that: "any benefit and supplement being enjoyed by employees cannot be **reduced, diminished, discontinued or eliminated** by the employer.

\* Benefits practice for three (3) consecutive years are subject the above principles

#### Company Initiative.

- Life Insurance
- Health Maintenance Organization
- Accident Death/Disablement Service Incentive
- Meal and Transportation Allowance
- Emergency Loan

#### Statutory

- *Vacation Leave*
- *Sick Leave*
- *Solo Parental Leave*

### 2. Incentive and Rewards

Something that incites or tends to incite to action or greater effort, as a reward offered for increased productivity.

Generally, depends on management prerogative to withhold or change.

- Perfect Attendance Incentive

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- Data Protection Act
- Cybercrime Act
- Legal Opinion

## Requirements

- Leveling of violations and equivalent penalties. Advocate using a table format listing violations and corresponding penalties.
- Never forget to include “analogous to foregoing” statement.
- Conforms to procedural /administrative due process
  - Incident Report
  - Notice to Explain
  - Administrative Hearing
  - Notice of Decision
  - Notice of Appeal
- Hear before condemning “Strike me if you must, but hear me out first”
- Silent is equivalent to admission of the guilty
- Implementation always quoted and in reference to the code of discipline.

## 5. Dual Career Path

A dual career ladder is a career development plan that **allows upward mobility** for employees **without** requiring that they be placed into **supervisory or managerial** positions. This type of program has typically served as a way to advance employees who may have particular **Technical skills** and/or education but who are not interested or inclined to pursue a **management** or **Supervisory** track.

### Advantages

- An alternative career path to offer employee in lieu of traditional promotions to supervisory or managerial positions.
- Potentially reduce turnover among senior staff by providing expanded career opportunities. This allow employees to remain in their chosen careers and not be force to move into managerial jobs.
- Descries pressure to create special jobs just to give pay increase to employees.
- Encourages employee to continually develop their skills and enhance their value to the organization.

## D. Talent Development



### 1. IDP Individual Development Plan

Individual goals benefit to organization

### 2. Development Methods

#### Mentoring

- Strategic
- Confidential
- Mentee Chooses
- Outside the line
- Mentor has no personal agenda
- Mentor does not link own success to that of the mentee
- Mentee drives it

#### Coaching

- Skills
- Hands-on
- Open
- Coach often allocated
- Within the line
- Coach may have personal agenda
- Coach may link down success to that of the mentee
- Coach may drive it – but mentee must want to learn

#### Coaching

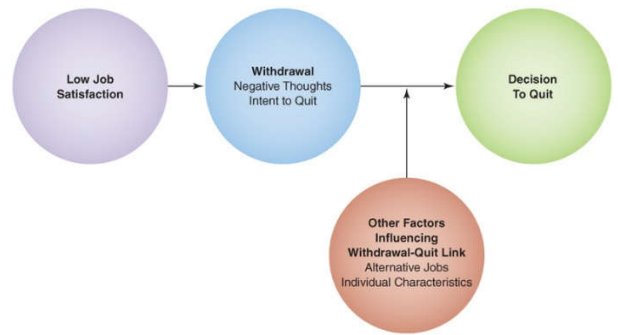
Coach	Aid Personal discovery & Accelerated Growth	Future goals & Actions	Asking Powerful Questions	Client	Partners
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#### What are the effects of Powerful Questions?

- Generates curiosity in the listener
- Stimulates reflective conversation
- Is thought provoking
- Surface underlying assumptions

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- Invites creativity and new possibilities
- Generates energy and forward movement
- Stays with participants
- Touches a deep meaning
- Evokes more questions



Coaches **do not develop people – they equip people to develop themselves**

Coaching is the process of equipping people with the tools, knowledge and opportunities they need through a **thought provoking** and **creative process** that **inspires** them to **maximize** their personal and professional **potential**

- Coaching enables **shifts in a person is thinking process.**
- The goal of coaching is to **improve performance.**
- Coaching is an agenda for **change.**

## E. Talent Separation

**1. Employee separation** is the process of efficiently and fairly terminating workers.

**2. There is three types of turnover.**

**Voluntary turnover**, in which the employee makes the decision to leave.

**Involuntary turnover**, in which the organization terminates the employment relationship.

**Dysfunctional turnover** occurs when an employee whose performance is at least adequate voluntarily quits

### 3. Involuntary Valid Turnover

- Just Cause
  - Serious Misconduct or willful disobedience
  - Gross and Habitual neglect
  - Fraud or willful breach of trust
  - Commission of crime of offense
- Authorized Cause
  - Redundancy
  - Retrenchment to prevent losses

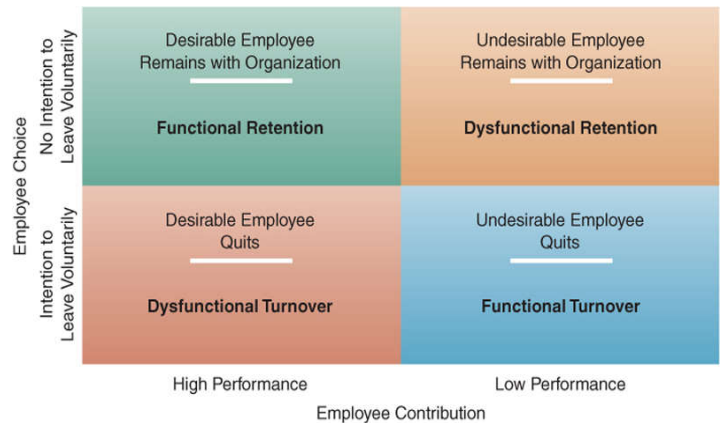
### 4. Voluntary Turnover

The employee’s decision to leave begins with a sense of low job satisfaction.

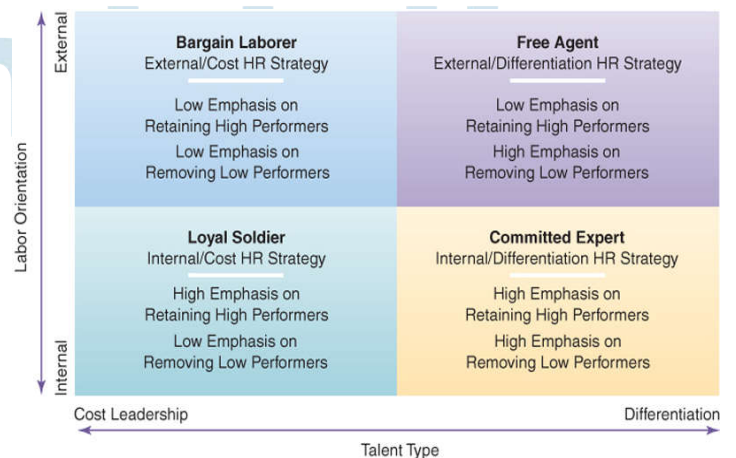
**Job satisfaction** represents a person’s feelings about his or her work. When work is consistent with employees’ values and needs, job satisfaction is likely to be high.

It starts by asking the question why employees leave.

## 6. Types of Employee Turnover and Retention.



## 7. Strategic Retention and Separation



## 8. Republic Act no 1013 Data Privacy Act 2012

### Essential Terms

- Consent of data subject
  - Evidence of consent by written, electronic or recorded means.
  - Freely given,
  - Specific
  - Informed Indication of will
- Data Subject
- Personal Information
- Personal Information Controller

### 9. Workforce planning is

- getting the right **people**
- with the right **skills**
- in the right **jobs**
- at the right **time**