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HR Memorandum No.:	2024-034
Date:	April 5, 2024
To:	Employees with Professional Development and Competency Level Enhancement Requirements
Subject:	Internal Training Guidelines

RATIONALE

In order to foster continuous professional development and enhance the skills and knowledge of our workforce, this memorandum is being issued to implement a set of internal training guidelines. This initiative, along with other training and developmental methods, is driven by the commitment of the organization to growth and excellence, ensuring employees remain competent, innovative, and equipped for the evolving challenges of today's dynamic business environment.

SCOPE

Effective immediately, these internal training guidelines shall apply to all probationary, regular employees, and applicable fixed-term employees, with the exception for roles, positions, or duties that are messengerial and janitorial in nature. The scope of the internal training program encompasses a wide range of areas, including but not limited to:

a. Technical Skills: Training programs will be designed to enhance technical competencies relevant to each employee's role and responsibilities.

b. Power Skills: Emphasis will be placed on developing soft skills such as communication, collaboration, time management, and problem-solving, among others, to enhance overall professional effectiveness.

c. Product Training: Enablement training sessions covering topics such as product introduction, technical specifications, sales and marketing strategies, customer support and troubleshooting, and product updates and innovation will be designed as integral parts to effectively represent and contribute to the success of our product and solutions offerings.

d. Compliance Training: Mandated training sessions will be conducted to ensure employees are well-versed in relevant industry regulations and organizational policies.

e. Leadership Development: Specialized training modules will be available for those taking on leadership roles within the organization.

Other training and development approaches, such as but not limited to job orientation and onboarding curriculum for new hires, external or outsourced training, knowledge transfer, coaching and mentoring, conferences and summit exposure, immersion or simulation programs, and certifications, are beyond the scope of these guidelines.

GUIDELINES

To facilitate the successful implementation of the internal training program, the following guidelines shall be observed:

I. Needs Assessment

Training topics are tailored based on the skill gaps or developmental needs of the employee following the corresponding position and job level requirements identified through needs assessment initiatives conducted by the respective Department Managers and HR.

Approved training topics will be published via the official learning management system in place. The enrollment procedure shall be initiated by the Unit and/or Department Manager through the system. Attendance of employees shall be mandatory for the position-required training topics and those identified from a Performance Improvement Plan (PIP) and/or Professional Development Plan (PDP) as necessary.

Upon completion of all the identified position-required training topics, an employee can enroll in the other optional training topics upon approval of the Department Manager.

II. Delivery Methods

There will be two types of delivery method for internal training sessions – instructor-led sessions and self-paced lessons or Learn-from-Home sessions. To ensure that these sessions are conducted to substantial and quality standards, the following guidelines on content and delivery methods shall be observed:

1. Instructor-Led Sessions

There shall be an assignment of roles with specific responsibilities as follows:

a. **Facilitator**

Anyone who has expertise can volunteer as a Facilitator for topics that they are capable of teaching. In the event that there is no volunteer for a topic, the Unit or Department Manager can assign it to someone fitting. The assigned Facilitator will be given ample time to prepare for the presentation.

To assess the readiness of the Facilitator to conduct the training, a mock or pre-session presentation must be conducted at least three days before the scheduled training. Presentation slides and assessment tool or evaluation criteria must be prepared by the Facilitator as these will also be evaluated during the pre-session activity.

Training sessions shall be conducted in a professional manner using Business English or professional Tagalog-English. They shall include an assessment tool – an exam, activity, and/or output that must be measurable and graded. Training hours shall be planned to cover these assessment activities and to allow room for Question-and-Answer sessions for the participants.

Pre-determined training sessions might be recorded for company use.

b. Evaluator

The Evaluator, who is pre-assigned and could be one from the management team, should be present in every pre-session and training activities. If the Facilitator is coming from the rank-and-file and professional/technical level, the presence of a Team Lead, Product Lead or someone of a higher rank is required. Should the Facilitator come from the management team, someone of the same rank or higher must be present.

A pre-session presentation and evaluation must be initiated by the Evaluator at least three days before the scheduled training or earlier as it will be his/her accountability. It is also the responsibility and discretion of the attending Evaluator to pre-qualify, assess, reject or even consider an alternative Facilitator as he/she sees fit.

In the event that there are no volunteers, no one qualifies to conduct a particular training topic or the Facilitator becomes unavailable, the Evaluator will conduct the training session.

It will also be the Evaluator's responsibility to observe, assess, rate, and provide feedback about the Facilitator's performance, training delivery, and general comments immediately after the actual training session.

c. **Training Marshall**

A Training Marshall will be assigned on a monthly basis to check and oversee the overall training sessions. It will be the Training Marshall's responsibility to monitor and follow through the conduct of pre-session and actual training presentation and evaluation.

Other responsibilities of the Training Marshall include the following:

Before the sessions:

a. On or before Wednesday of the week of scheduled session:
   i. Monitor and follow through the conduct of pre-session presentation and evaluation by checking in with the Facilitator and Evaluator.
   ii. Finalize the final attendees per topic by coordinating with the Department and/or Unit Managers. This will be the basis for the flake fees.
b. On or before Thursday of the week of the scheduled session:
   i. Coordinate and submit the final attendees count to the Administrative Department person-in-charge for basis of training meals
   ii. Coordinate with the Administrative Department for the venue preparation and other administrative necessities. Prior advice and request of at least 2 working days before the training schedule is needed should there be a need to reserve other training facilities and venue

iii. Reserve and request for visual equipment (projector, TV, sound system, etc.) as needed per room assignment

After the sessions:

a. Facilitate a discussion among the Evaluators for general feedback and to ensure the completion of the following:
    i. Discussion of the attendees' evaluation and comments with the Facilitator as initiated by the Evaluator
    ii. Completion of required activity, output, and documentation
    iii. Completion of attendees' performance score or rating
    iv. Attendees' submission of post-training evaluation
    v. Preparation, submission and securing of approval from the Division Manager for the Facilitator's incentives summary on the 18th of each month, forwarding it to the Accounting Department by the 20th for release in the current month's payroll.

2. Self-Paced Lessons or Learn-from-Home (LFH) Sessions

Multiple sources of e-learning and product-related portals will be utilized such as but not limited to, Pluralsight, Udemy, Cisco, Sophos Partner Portal, Crowdstrike Academy, NetSuite Partner Portal, SAP E- Learning, Mind Tools. The access or link to the material and activity for self-paced lessons shall be published a day before the scheduled LFH session.

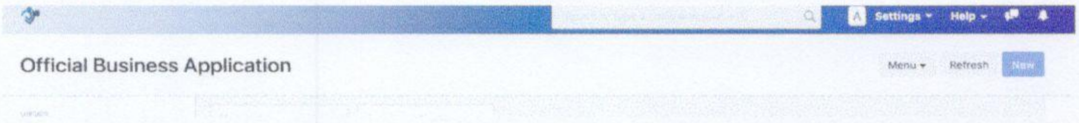
To qualify for the LFH program, a minimum requirement for internet download speed of at least 25 mbps shall be set as a prerequisite. The attendee shall be responsible for proving his/her qualification for an LFH session by reviewing the speed test result before the weekend of the LFH schedule. A screenshot of the speed test result shall be required, otherwise the attendance for such day shall not be counted and therefore shall be marked absent. In the event that the required internet speed is not available at home or in a preferred place of work, the self-paced lessons shall be completed in the office on a Saturday schedule.

A total of eight (8) or four (4) hours, whichever is applicable, shall still be completed with flexibility to have it on the preferred day and time over the weekend (Saturday or Sunday) of the LFH schedule. Application in the official HRIS or People Navee system through the Official Business Application module will still follow the regular Saturday work shift applicable.

A required output, that could be in the form of a work instruction, use case documentation, process flow, certificate, recorded videos, etc., shall be published in the training calendar.

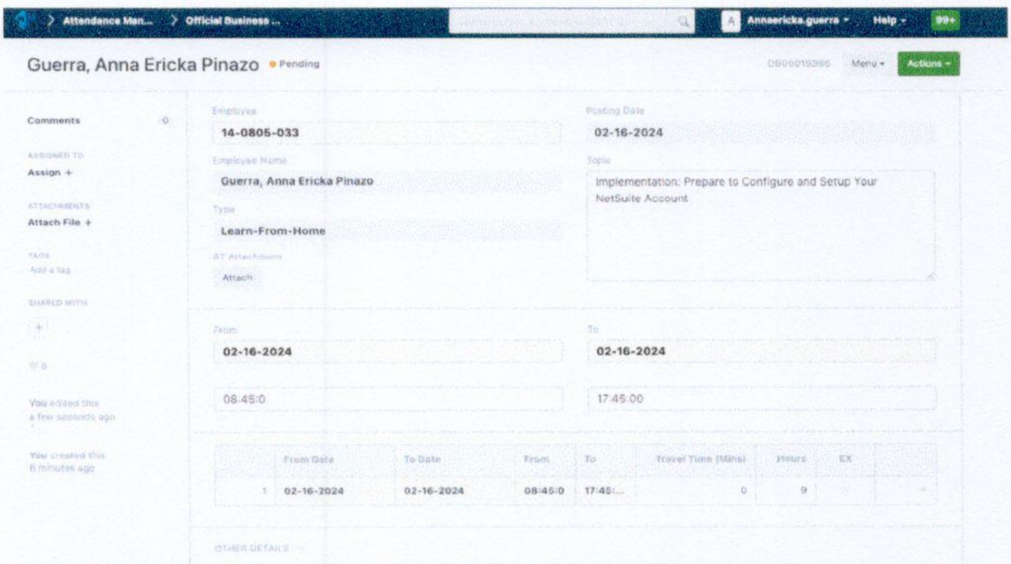
Step-by-step Procedures on Attendance & Compliance for Learn-From-Home Sessions:

1. At the start of the session, file an **Official Business Application** via **People Navee**. This can be accessed under Attendance Management > Applications > Official Business Application > New:



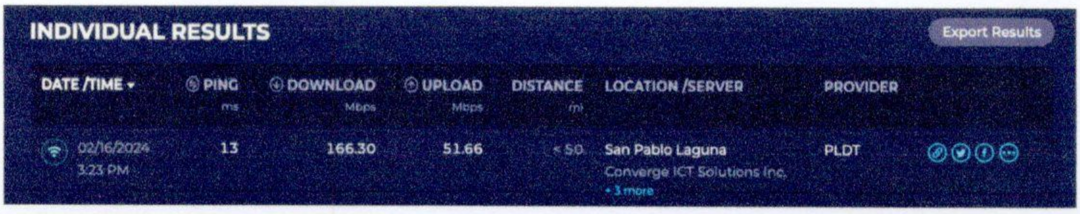
2. Complete the necessary required fields and information:
    a. Name
    b. Posting Date: **[Indicate the Training Date]**
    c. Topic: **[Assigned Topic]**
    d. Application Type: **[Learn-from-Home]**
    e. From/ To: **[Training Date/ 8:45 AM - 17:45 PM]**

    Then click Save.



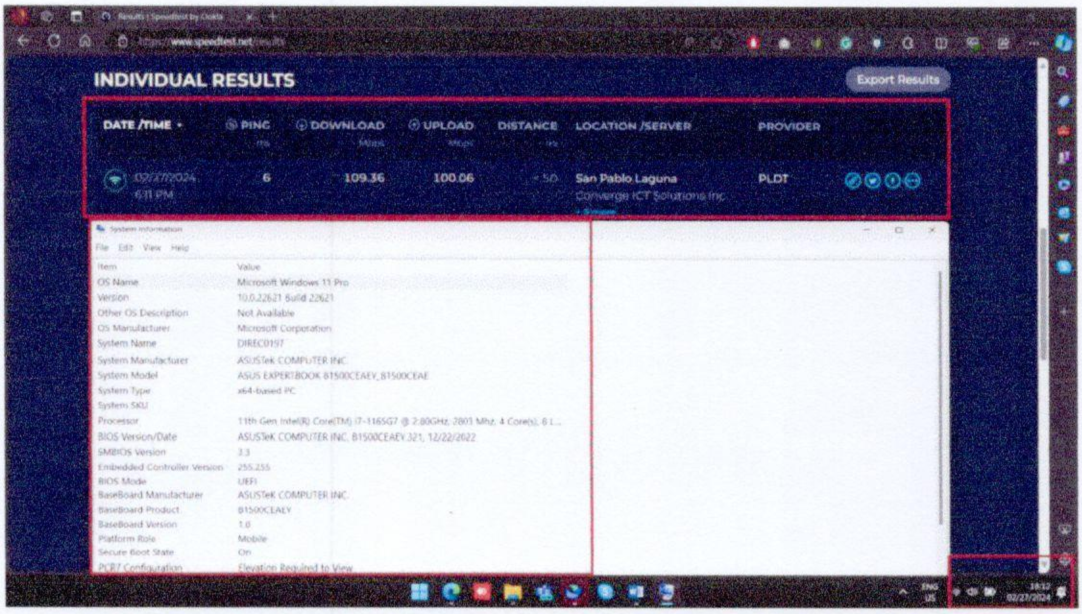
3. After saving, attach the following required supporting documents by saving it as **Comment**:
    a. Screenshot of the speed test result from https://www.speedtest.net/ (use only this speed test app) and the computer System Information.

    Access the provided website, click **Go,** then go to **Results** tab **> Individual Results**

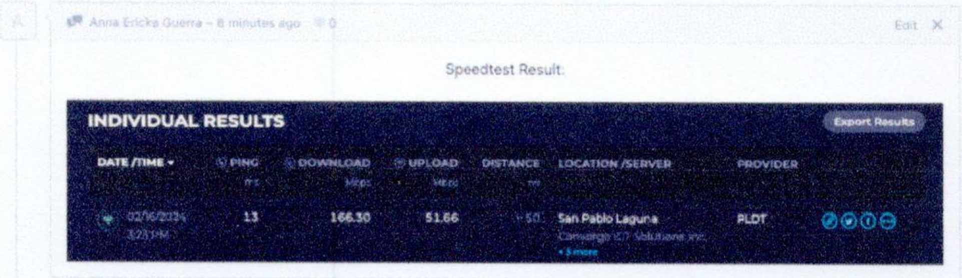


    Then in your computer, hit **Windows + R,** and type **msinfo32** to access the System Information.

    In the screenshot, make sure to capture the speed test result, computer properties and the current date and time.

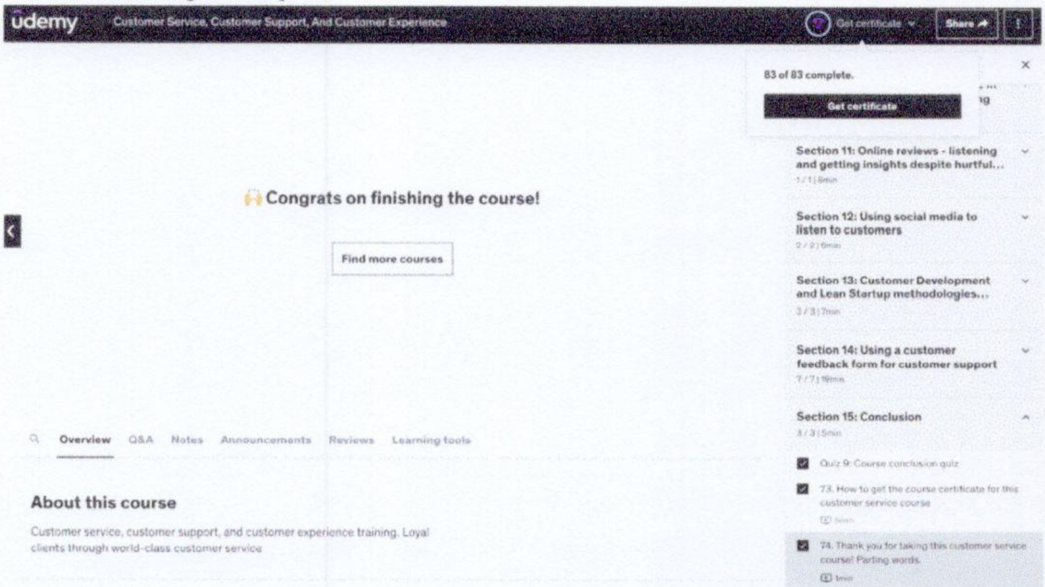


Save as Comment:

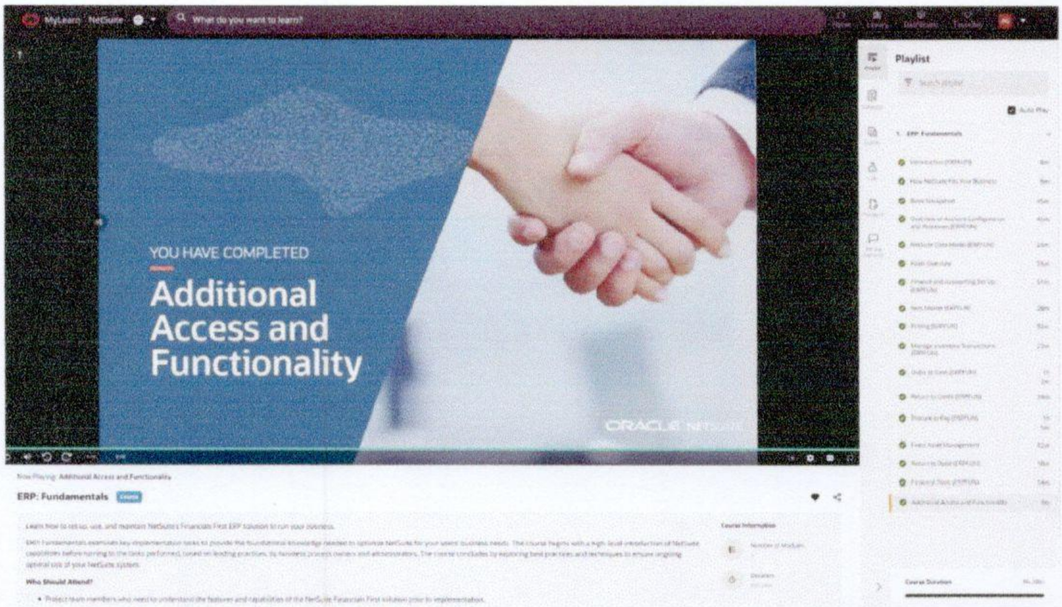


b. After completing the training session, update the applied Official Business Application with the screenshot showing the training completion:

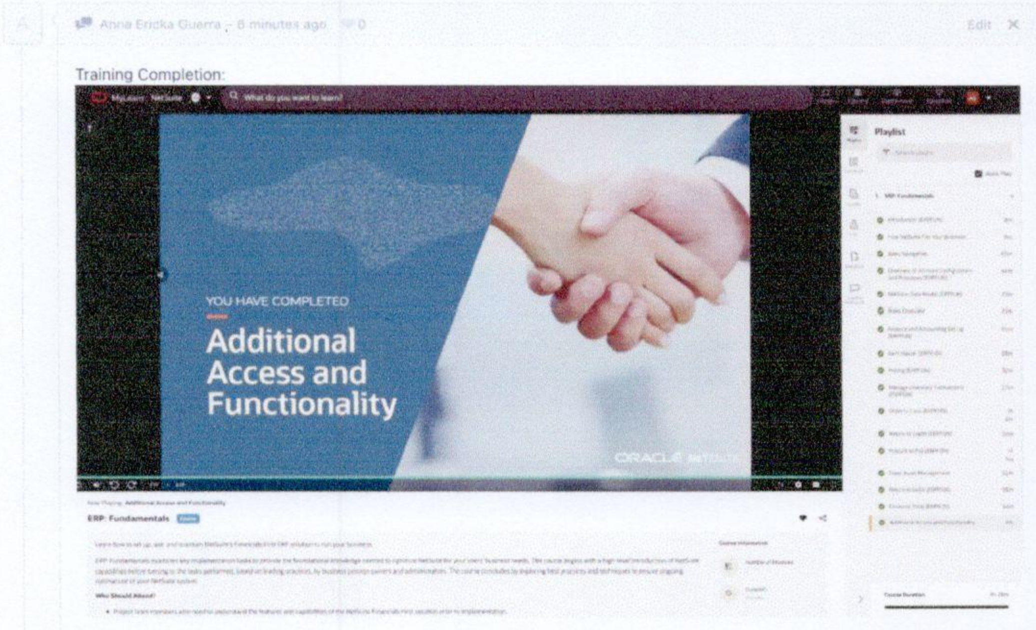
Udemy Sample:



NetSuite Sample:



Save as Comment:



c. Scores on the quizzes taken during each session:

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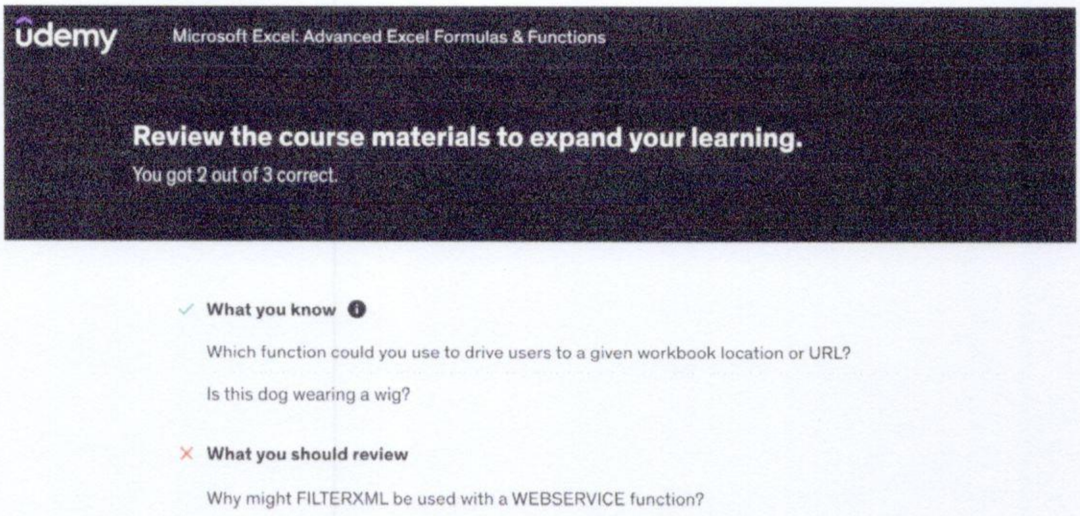
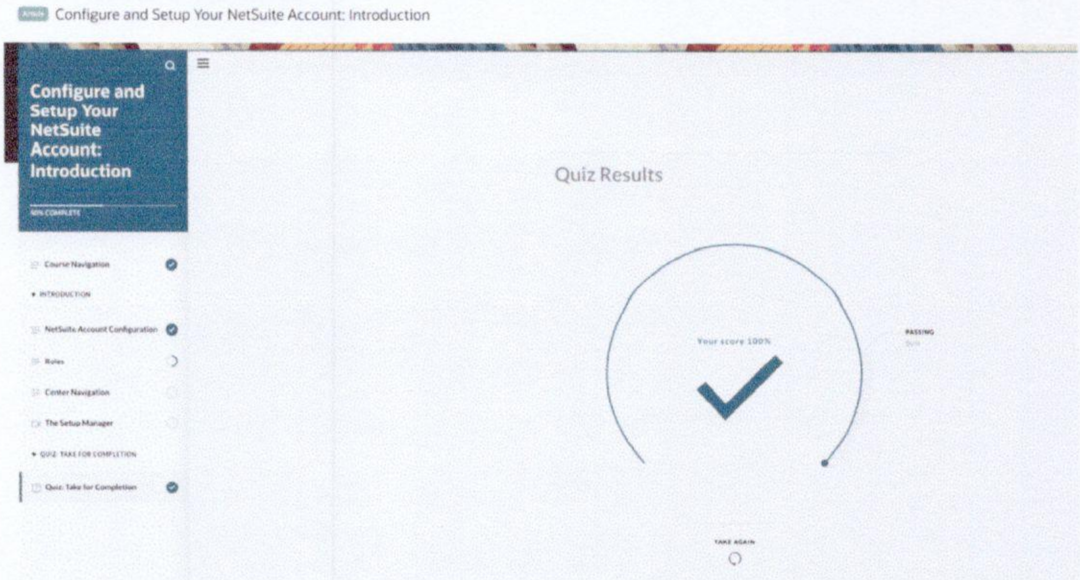
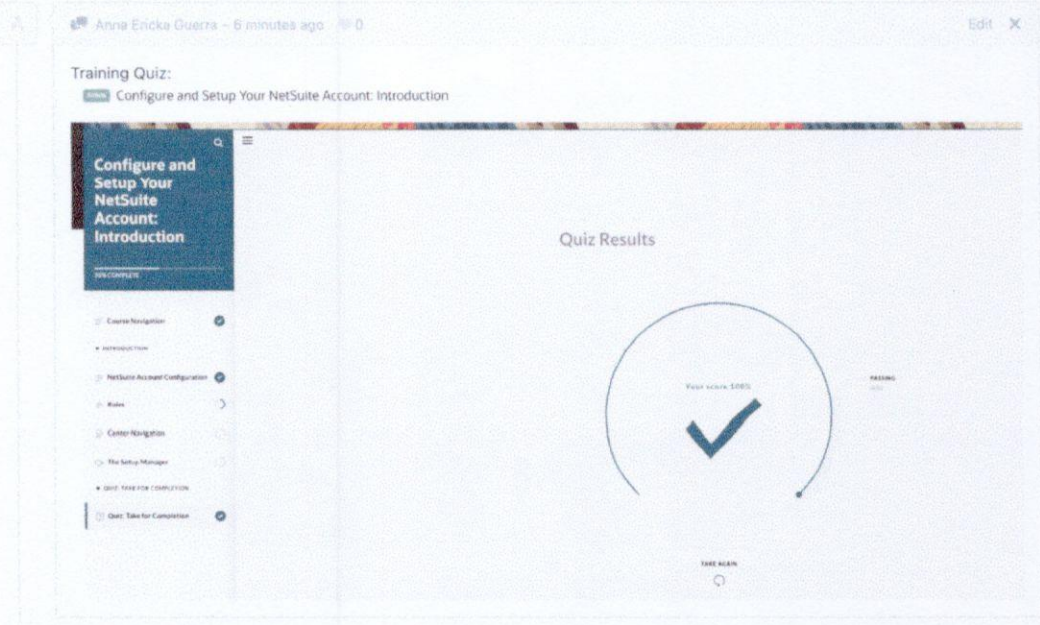
Udemy Sample:



NetSuite Sample:

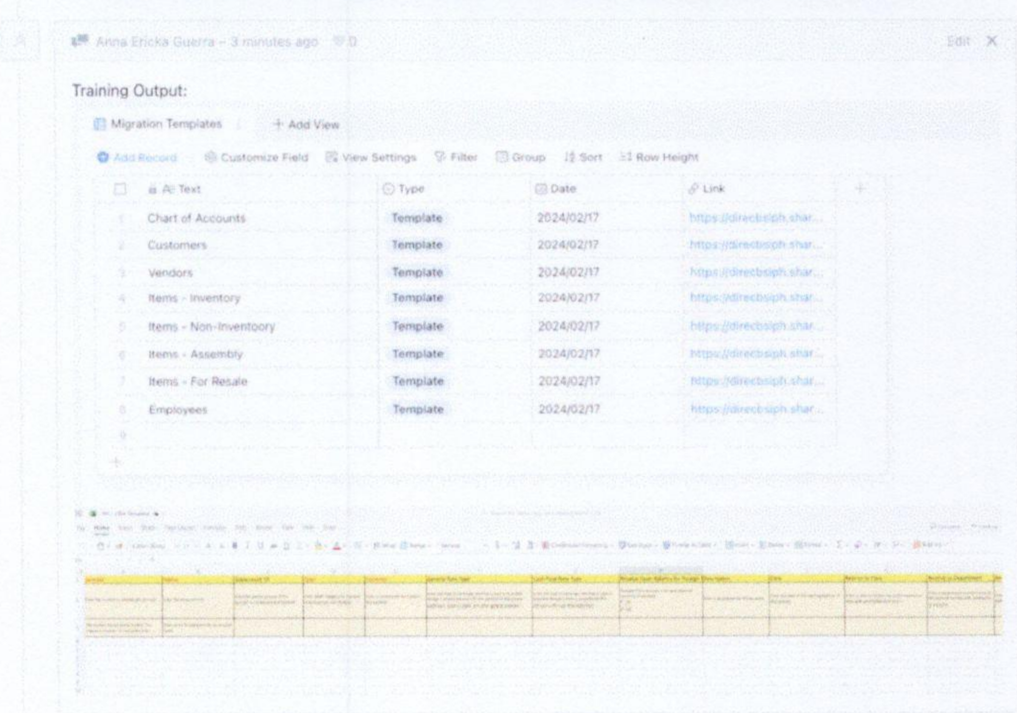


Save as Comment:



d. Training Output: Activity, Use Case, Work Instruction, Process Flow, etc.

Save the link and screenshots of the output as Comment:



It is important to note that the incomplete compliance and provision of the abovementioned requirements and attachments will result in rejection of Official Business Application and, therefore, will be considered absence for such date. The Training Marshall, Evaluator, and the Management Team has the right to review, check, approve, and reject applications as they deem necessary.

III. Saturday Schedule Structure

Structure of the Saturday schedule may vary depending on the nature of work, or improvement and developmental needs of the individual, department or division. However, for the purpose of identifying and setting out a structure, the following guidelines are outlined below but not intended to be exhaustive or comprehensive. Management reserves the right to exercise prerogative and amend this schedule as it deems appropriate.

<table>
<tr><th>Division</th><th>Saturday Activity Schedule</th><th>Guidelines</th></tr>
<tr><td>Solutions Delivery</td><td>Consultants: According to scheduled training and work plan

Management Team: As required</td><td rowspan="2">a. Required number of hours for the year per position and job level should be met

b. In the event of natural occurrences, holiday declarations, or any other circumstances necessitating work suspension or cancellation, as may be declared by the government or the Company, sessions and activities may be rescheduled for a later time

c. All the other guidelines set in this policy shall apply</td></tr>
<tr><td>Sales and Marketing</td><td>Sales Admin Staffs, Product Consultants, Marketing Specialists, Product or Unit Lead: According to scheduled training and work plan

Department Manager & Division Manager: As required</td></tr>
</table>

Administrative and Support	Associate, Generalist, Specialist, Officer, Trainer, Supervisor: • Onsite schedule for department & division instructor-led sessions • Pre-scheduled half day self-paced lessons • Pre-scheduled days for tasks and deliverables completion and/or company event/activity Department Manager & Division Manager: • As required	a. Required number of hours for the year per position and job level should be met b. If individual KPI scores and weekly targets are not being met, additional regular schedules for tasks and deliverables may be implemented in place of the self-paced lessons, as needed and at the discretion of the management c. The weekday before the scheduled self-paced lessons will call for a compressed workweek d. In the event of natural occurrences, holiday declarations, or any other circumstances necessitating work suspension or cancellation, as may be declared by the government or the Company, sessions and activities may be rescheduled for a later time e. All the other guidelines set in this policy shall apply

IV. Assessment and Evaluation

In measuring the performance and progress of both Facilitators and attendees during the training sessions, the following procedures and criteria for assessing participants will be observed:

1. Attendees

Performance of the attendees will be measured based on the score or rating that they will obtain from the required activity or output, whether for instructor-led or self-paced sessions.

The Facilitator will log the performance rating in the official system to serve as a basis of the participant's attendance:

a. Instructor-led sessions shall be based on the individual activity score or rating
b. Self-paced lessons shall be based on the score from the required output that will be submitted the following Monday or the first working day of the following week

If the activity score from the instructor-led session is below average and not up to standard (at least 85%) based on the applicable evaluation criteria set by the Management, the attendance and training hours will be counted for that day but will constitute remedial sessions, such as but not limited to, review of the presentation deck or additional resources and re-take of the exam or activity, case study presentation, or any other applicable remedial activity, until the criteria is met, within a timeline set by the Facilitator.

If the score on the required output from the self-paced lesson is below average and not up to standard (at least 85%) based on the applicable evaluation criteria set by the Management, the attendance and training hours will not be counted for that day and will constitute remedial sessions within a timeline set by the Facilitator.

The training hours obtained from completed required sessions and the training performance score from the activity or assessment tools will form part of the employee's individual Key Performance Indicators (KPIs).

2. Facilitators
   a. Pre-session evaluation will be part of the Facilitator's performance.
   b. Post-training evaluation form will be required from the attendees covering the following aspects:
      i. Knowledge and Expertise
      ii. Presentation Skills
      iii. Relevance of Content
      iv. Engagement and Interaction
      v. Overall Satisfaction

During a window time while participants prepare for the activity, the results of this evaluation will be discussed by the Evaluator to the Facilitator.

c. A monetary incentive will be given to the Facilitator equivalent to the actual performance and final rating obtained from the following criteria:

Facilitator's Performance Criteria	**Weight**
Attendees' Average Post-training Evaluation Score	45%
Evaluator's Assessment (pre-session and actual training session)	40%
Attendees' Average Activity Rating	15%
Total	**100%**

A full eight-hour training session and a performance rating of at least 85% will be required to qualify for the computation based on the above criteria. A fixed amount of Five Hundred Pesos (P500.00) or as determined by the Management will be given to the Facilitator obtaining a performance rating of below 85%.

V. Missed-out Scheduled Training Sessions

Consistent with the organization's commitment to growth and excellence, and aligned with the objective of this initiative to ensure an increasing employee competency level, achieving the relevant KPIs associated with completed training hours and training performance scores is of high importance. For this reason, missed training sessions shall constitute consequences.

As the achievement of KPIs have an effect on one's overall performance rating, eligibility for movements and promotions, and classification of competency and job levels, one will be expected to catch up for the missed training hours by ensuring to attend the next run or schedule should there be any, or comply with a remedial session or required output. His score in this remedial activity will be considered part of the overall performance score.

Required attendees of the training session will be considered confirmed attendance unless a prior leave of absence was secured. In the event where the attendee initially confirms attendance, both for the case of required and optional attendees, but is unable to show up for the actual training session, a flake fee of Two Hundred Pesos (Php 200) will be imposed. For an absence to be excused - for instance, due to client-related schedules and emergencies, among other reasons - it must be qualified, coordinated and approved by the Division Managers for the Solutions Delivery and Sales & Marketing Divisions or the Department Managers for the Administrative & Support Division.

VI. Effectivity, Review and Modifications

This policy and procedure supersede all prior versions of policy and procedure on this subject matter and serves as the authoritative guide effective immediately.

This policy will be periodically reviewed to ensure its effectiveness and relevance. Any essential adjustments will be promptly communicated to all staff members. Employees are urged to offer feedback or recommendations concerning the policy to the HR department for potential consideration.

The Management reserves its sole and absolute discretion to amend the provisions of this policy as it deems fit.

For your information and strict compliance.

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