

HR MANUAL OF PERSONNEL POLICIES, RULES AND REGULATIONS	Section PERFORMANCE MANAGEMENT AND MANAGEMENT SYSTEM	Section No. 4	Effective 3.1.2020
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## CAREER DEVELOPMENT PROGRAMS

### A. JOB SHADOWING PROGRAM

The SSS Job Shadowing Program (JSP) *"How To Be You"* is a workplace development intervention program where employees learn about a job by walking through the work day of another employee. The program encourages on-the-job learning, career development and employee engagement. Participation in the said program will provide SSS employees a rewarding experience and a unique development opportunity to be paired and work alongside experienced colleagues to learn and develop within or above their current role.

#### 1. Objectives

The SSS Job Shadowing Program aims to:

- 1.1 Widen knowledge through actual observation and interaction with a colleague proficient in his/her field.
- 1.2 Provide career development opportunity by gaining insight and understanding other roles and responsibilities in the organization.
- 1.3 Promote workplace learning through knowledge sharing and subsequent application of learning's within own role.
- 1.4 Improve communication, collaboration and camaraderie through sharing of skills and experiences.
- 1.5 Promote employee engagement.

#### 2. Basic Policies

- 2.1 The INTER-GROUP Job Shadowing Program is to be implemented where participants may spend three (3) days learning the job of another employee from other section/ department/ branch/division/group.
- 2.2 The program is open to all permanent employees regardless of rank provided that they meet the following criteria:
  - Must be a permanent SSS employee.
  - Employee received at least a Very Satisfactory rating for the last rating period.
  - Employee has the potential to learn/develop new skills.
  - Employee participation in the program shall promote learning in the current role or for career development.
  - Employee has no intention to resign/retire within a year from filing of application.
- 2.3 Participant may choose role he/she wants to shadow subject to acceptance of host and approval of concerned heads.
- 2.4 Once on the JSP, participant or shadowee shall observe the actual work day of the host, who is given the discretion to choose the schedule most appropriate for the conduct and the activities to be performed. Host may ask the shadowee to perform some tasks but shall remain responsible and accountable for the work. In cases of attendance to meetings,

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committee works et al, host may allow or not allow the shadowee to observe considering the nature or confidentiality of the conference.

- 2.5 Should the participant decide to request for reschedule, a memo addressed to the assigned host, copy furnished the PMERD Head should be sent at least two (2) days prior to actual schedule of JSP conduct giving valid reasons for such request.
- 2.6 The host shall acknowledge the participant's appeal and provide new JSP conduct schedule.
- 2.7 The participant opts not to pursue the JSP conduct, he/she shall send a memo addressed to the PMERD Head indicating the reason/s for such request.
- 2.8 Supposed the reason for JSP withdrawal is valid, Certificate of Participation shall be given to the participant. Should the provided reason for terminating the conduct deemed invalid, the participant shall be banned from joining JSP in the future.

### **3. Procedure**

- 3.1 Employees may express their interest in shadowing a particular role within a specific assignment by accomplishing the JSP Form 1: Application Form.
- 3.2 Employee discusses application and aims/ outcomes for Job Shadowing with Immediate Head and Department/Branch Head.
- 3.3 Head reviews application and approves as appropriate, endorses to appropriate signatories as needed.
  - INTRA-DEPARTMENT/BRANCH (within) - Department/Branch Head
  - INTRA-DIVISION - Division Head
  - INTRA-GROUP - Group Head
  - INTER-GROUP - Group/Sector Head
- 3.4. Concerned office submits all approved and unapproved applications to Performance Management and Employee Relations Department through [careermanagementsection@sss.gov.ph](mailto:careermanagementsection@sss.gov.ph).
- 3.5. Group/Division/Department/Branch/Section Head may recommend employees, provided that said employees expressed willingness to undergo shadowing and be exposed to such development intervention by accomplishing the same application form - JSP Form 1.
- 3.6. PMERD shall evaluate all application forms and coordinate with role holders and concerned heads for acceptance and approval. Host shall choose preferred schedule/date most convenient and appropriate for the program. PMERD shall inform JSP applicant of the availability of host and confirm final date with both parties.

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3.7. A memo to both participant and host through their Department/Branch/Section Heads shall be released by PMERD which shall contain the following information on the conduct of the program:

- a. JSP Objectives and Procedures
- b. Schedule
- c. JSP Forms
- d. Feedback Session and Submission of Required Forms

3.8 Job Shadowing takes place.

Host shall be responsible for:

- Provide brief information on the role such as responsibilities, perquisites and challenges et al.
- Show how the actual work day takes place.
- Display of skills/competencies to accomplish task.
- Share tips and insights

Participant or shadowee is expected to:

- Come away with useful thoughts and observations by taking notes.
- Be attentive, show tact, discretion and maintain confidentiality.
- Evaluate and reflect on the JSP experience
- Provide feedback

3.9 Upon completion of the JSP, the participant (shadowee) shall reflect on the program by preparing the following:

- JSP Form 2: Participant's Post-Program Evaluation Form
- E-mail entitled "Things I Learned" which shall share the experience and learnings acquired from the program and how those can be applied to current role/career development. Said e-mail shall be sent to Originating Head, Receiving Head, PMERD Head, Host and three (3) colleagues within the same office. While the host shall accomplish and submit to PMERD, the JSP Form 3: Host's Post Program Evaluation Form.

3.10 Upon completion of all requirements, a Certificate of Completion/Appreciation shall be issued to those who have completed the program, while Certificate of Participation shall be given to those who could not finish the program due to valid reasons. Their shadowing exposure shall be credited as **training** to be reflected in the database of SSS JSP recipients and in the employee's 201 file which can be used as basis for his/her future movements.



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## B. JOB ENRICHMENT PROGRAM

SSS Job Enrichment Program is a career development intervention wherein jobs are redesigned to make work more challenging and less repetitive to the employees. The said program is based on the principle that employees have natural thirst for success and are eager to be trusted with a bigger role in the company. When employees are given autonomy over their work, they tend to feel accountable for the outcome of the task and will try to put forward the best end result possible. Overall, Job Enrichment Program is essential to the SSS workplace because it helps prevent feelings of job monotony, provides opportunities for employees to learn vertical skills and makes them feel more competent and expert in their field.

### 1. Objectives

The SSS Job Enrichment Program aims to:

- 1.1 Allow employees to acquire vertical skills without leaving their workstation;
- 1.2 Prepare employees to be competent and ready to assume higher function; and
- 1.3 Provide employees with meaningful task/s to increase work satisfaction and lessen job monotony.

### 2. Basic Policies

- 2.1. SSS Intra-Section Job Enrichment Program (JEP) is to be implemented wherein participants will remain in their current workstations and be assigned with at least two (2) higher level tasks (e.g. Level 2NM employee will be assigned with Level 3NM task/s) while performing their current job responsibilities.
- 2.2. An enriched job assignment should be challenging and meaningful enough to promote the following:
  - a. Acquisition of New Skill  
Participant shall be given the opportunity to perform a new task which he/she has never done before
  - b. Skill Variety  
Participant is given the chance to do a job which requires use of different type of skills
  - c. Accountability  
Participant shall be given a sense of responsibility for carrying out a set of tasks and be able to see the end result of the work they do
  - d. Autonomy  
Participant is given a degree of freedom, independence and decision-making Responsibility in completing a task.
- 2.3. Open to the first one hundred (100) participants that meet the set criteria in the selection of JEP participants:
  - a. Must be a permanent SSS employee (non-managerial or with salary grade level 6NM and below
  - b. Employee received at least a *Very Satisfactory* rating for the last rating period;

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- c. Employee has the potential to handle high/new job responsibilities;
- d. Participants show inclination to learn/develop new skills and be subjected to valuation and mentoring, and
- e. Willing to accept enriched assignment.

2.4. The SSS Job Enrichment Program shall run for a period of six (6) months and shall be credited as work experience to be reflected in the database of JEP recipients and in the employee's 201 file which can be used as reference for his/her future movements.

2.5. A Monthly Feedback Session shall be scheduled between the Immediate Head/OIC and the participant/s to provide **positive** as well as **corrective** feedbacks which are essential in processing learnings in the program.

- 2.6. In the event the participant would request to discontinue his/her enrolment in JEP:
- a. He/she would need to inform PMERD in writing stating reason for not continuing the program.
  - b. If valid, at least three months of participation would be recognized and credited to his/her work experience record
  - c. If the provided cause for program withdrawal is invalid, the said employee would not be given certification and be banned from joining SSS JEP in the future

### 3. Procedure

3.1. Interested employees may express their interest to participate in JEP by accomplishing JEP Application Form (SSS JEP Form 1) and submit it to their respective Immediate Head who shall assign the "enriched" tasks to be performed. The accomplished form shall be endorsed to the Branch/Department Head for approval. All recommended and non-recommended applications shall be submitted to Performance Management and Employee Relations Department (PMERD) for monitoring purposes.

3.2. Heads may also recommend employees to the program, provided that said employees expressed interest to undergo JEP and be exposed to new enriched assignment/s by accomplishing SSS JEP Form 1.

3.3. PMERD shall evaluate all application forms and submit the list of qualified and disqualified applicants to concerned heads. The said list will be encoded in the JEP database for documentation purposes.

3.4. Job Enrichment takes place.

3.4.1 Immediate Head:

- Will discuss the development plan of the participant/s

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- Will provide feedback every time a participant completed a task
- Shall schedule a monthly feedback session to discuss performance for the month using updated and accomplished SSS JEP Form 2. After the session, an accomplished copy of SSS JEP Form 2 shall be submitted to PMERD.

3.4.2 Participant:

- Shall accomplish the enriched tasks assigned by the Immediate Head/OIC.

3.5. Upon completion of SSS Job Enrichment Program:

- Participant's Post-Program Evaluation Form (SSS JEP Form 3) shall be filled out by the participants to evaluate the program and their immediate heads.
- Immediate Head's Post-Program Evaluation Form (JEP Form 4) shall be accomplished by the participant's
- Immediate Head to assess the program.

3.6. Upon submission of all requirements, a Certificate of Completion shall be issued by PMERD to those who have finished the program while a Certificate of Participation shall be given to those who have completed at least three (3) months. Their six-month exposure shall be credited as **work experience** to be reflected in the database of JEP recipients and in the employee's 201 file which can be used as basis for his/her future movements.

3.7. PMERD will prepare the executive report based on the result of the program along with the recommendations.

Copies will be sent to the Vice President of Human Resource Services Division, the Head of Human Resource Management Group and other concerned heads.

*See SSS Intranet > HR Matters > Performance and Career Management Section for complete details and JEP forms*

## C. JOB ROTATION PROGRAM

HR development intervention that promotes career management and employee development, It plays an important role in the upgrading of skills, improving performance and productivity of the SSS workforce. Through exposure in other work functions in the organization, said program will provide learning opportunities for an employee to develop potentials and widen range of knowledge and skills to keep him/her stimulated and engaged, as well as enable him/her to gain insight and broader understanding as to how other areas in specified department/branch operate in general work.

### 1. Objectives

The SSS Job Rotation Program aims to:

- 1.1 Develop job competencies and enhance the proficiency and versatility of SSS employees;
- 1.2 Expose employees to different roles and functions within the organization to broaden their knowledge and promote operational flexibility
- 1.3 Increase job satisfaction and motivation by creating new challenges and eliminating job monotony in the workplace;



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- 1.4 Provide opportunities for employees showing potential to assume key positions; and
- 1.5 Serve as one of the tools in succession management.

## 2. Basic Policies

### 2.1 Coverage

- All SSS employees holding permanent appointments and has served the system for at least one (1) year/completed one (1) year residency in current position if promoted;
- With at least Very Satisfactory rating for the last rating period;
- Has the potential to handle higher/new job responsibilities;
- Willing to learn and develop new skills and be subjected to evaluation and mentoring.
- Has not undergone job rotation for a period of one (1) year since last application (unless application is for renewal in the same unit).
- Has no intention to retire or resign from the System within the intended JRP term.

### 2.2 Movement and Modes

- Sequential movement from one unit/office to another without necessarily looking for a temporary replacement
- Reciprocal movement of employees or exchange/swapping of employees between organizational units.
- JRP participants may be rotated from one section or office to another in the following modes:

Type	Description	Highest Approving Authority
INTRA-DEPARTMENT/BRANCH	within the same department/branch	Department/Branch Head
INTRA-DIVISION	within the same division	Division Head
INTRA-GROUP	within the same group	Group Head
INTER-GROUP/SECTOR	cross functional	Releasing and Accepting Group/ Sector Heads

### 2.3 Period and Duration

JRP shall be for a minimum period of three (3) months to a maximum period of one (1) year. At the end of the rotation period, participants shall return to their originating units or may be considered for rotation to other units different from their last assignment.

- a. **Extension** in the same unit may be allowed upon recommendation of the receiving heads with the concurrence of the originating heads and the highest approving authority, provided that period of extension does not exceed the maximum allowed JRP period.

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Request for extension shall be submitted to Performance Management and Employee Relations Department (PMERD) Head.

- b. *Renewal*** of JRP for another period to a maximum of one (1) year may be allowed for participants within the same unit upon recommendation of the receiving heads and concurrence of the originating heads and the highest approving authority, provided that appointment is not ***station-specific\**** as defined by the Civil Service Commission. Renewal shall be done through the submission of a new application form with recommendation letter to PMERD.

## 2.4 Assignment

2.4.1 JRP participants may be assigned to other section/department/division/group/sector subject to the discretion/ recommendation of accepting Head provided that:

- a. participation in the program would not prejudice the service,
- b. they shall be assigned to a higher or equivalent function/responsibility level,
- c. they shall work under the supervision of a Mentor who shall remain responsible and accountable for the work of the JRP participant. Example:
  - Participants to be moved to the Telling Section may only handle tasks or activities that do not require application for Fidelity Bond. As required by COA and Internal Audit Services Division, tasks such as validation and receipt of payment shall only be performed by authorized employees.
  - Participants to be moved to Accounts Management Section may be assigned to handle AMS activities such as preparation of introduction, demand and billing letters et al. but are not expected to represent/sign on behalf of AMS. They are not entitled to transportation/communication allowances of a regular AO. They may only observe regular Account Officers as they conduct employer visitation at their own expense.

2.4.2 Depending on the needed competency to be learned and exigencies of service as long as exposure to the new function will address the development or acquisition of the job skill / competency of the participant.

2.4.3 The rotation of an employee shall not involve automatic promotion / increase or reduction in rank, status or salary. It shall not also be treated as a guarantee for promotion or vested right to a position, in the event that said position placed to is vacant.

## 2.5 Pre- termination/Recall

2.5.1 Head of Originating Unit:

The Head may pre-terminate the planned/on-going job rotation program due to exigencies of service, which will result in the automatic recall/return of employee to his/her home unit through a letter noted and approved by the concerned approving authority to PMERD. On the other hand, pre-termination of an on-going job rotation for the purpose of transferring the employee to another section/department/branch/unit will not be allowed.



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### 2.5.2 Participant

If the participant would request to discontinue his/her enrolment in JRP:

- He/she would need to inform PMERD in writing stating the reason for not continuing the program.
- If valid, at least three (3) months of participation would be recognized and credited to his/her work experience record.
- If the provided cause for program withdrawal is invalid, the said employee will not be given a certification and be banned from joining SSS JRP in the future.

If the participant gains rank promotion, the Head of the releasing department will send notice to PMERD thru email about the details of the rank promotion. The necessary JRP forms are to be accomplished by the mentee and mentor to complete the JRP documentation. Upon receipt and certifying completeness of the forms, PMERD will release program certification. The mentee will then report to his branch assignment.

## 2.6 Evaluation

2.6.1 A Monthly Performance Feedback Session through a Monthly Feedback Form (JRP Form 3) shall be scheduled between the program participant (mentee) and the assigned mentor to evaluate performance and learning/s gained from the process. Division/Department/Branch Heads and originating Section Heads will be informed with regard to the assessment/evaluation result of their employees.

2.6.2 Whereas, the Strategic Performance Management System, Individual Performance Commitment and Review (IPCR) Form shall be used to evaluate the mentee's overall performance during the Job Rotation Program

2.6.3 To evaluate the effectiveness of the program, the following shall be used:

- Program Evaluation Questionnaire (JRP Form No. 4) – to be filled out by the participant right after completion of the JRP conduct.
- Post-Program Evaluation Questionnaire (JRP Form No. 5) – to be filled out by the mentor for the evaluation of the noted developments of the employee after program completion.

## 3. Procedure

3.1 Interested employees may express their intention to participate by accomplishing the JRP Application Form (JRP Form No. 1) endorsed by their respective heads, through their Division/Group/Sector Heads to be submitted to PMERD.

3.2 In case where there were no applications submitted, Group/Division/Branch/Department Heads may recommend employee/s, provided that said employee/s expressed willingness to undergo mentoring, evaluation and exposure to new assignment by accomplishing the same JRP Application Form.

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- 3.3. PMERD shall evaluate all application forms and shall submit the list of qualified participants along with the proposed assignment to their respective Heads. A memo to the Group/ Division/ Branch/Department/Section Head and to the chosen participant shall be released by PMERD.
- 3.4. For Inter-Group Rotation, PMERD shall evaluate and match the request based on the learning requirement of the participant and the capacity of the receiving unit to provide the learning experience. PMERD, Career Management Section shall help in the design of the learning activities and facilitate the request for job rotation, subject to the approval of the receiving unit.
- 3.5. Concerned immediate supervisors (originating and receiving) shall meet and discuss the target development plans and brief the JRP participant the purpose, guidelines, work assignment, evaluation schemes and other relevant concerns prior to its implementation.
- 3.6. Respective branch/department and receiving section heads shall act as mentor/coach, and shall be responsible for:
- a. Assigning the tasks,
  - b. Evaluating and monitoring job performance (through Feedback Forms and Individual Performance Commitment and Review), as well as Coaching or mentoring concerned employee/s to acquire desired job skills/competencies
  - c. Monthly Feedback Session shall be scheduled between the mentor and the mentee to discuss to the mentee his/her performance vis a vis the job rotation program using the Mentor's Feedback Form (JRP Form No. 3) to be submitted to Career Management Section (CMS), PMERD.
  - d. Whereas, the *Strategic Performance Management System, Individual Performance Commitment and Review (IPCR) Form* shall be used to evaluate his overall performance during the Job Rotation Program.
- 3.7. A Certificate of Completion/Appreciation shall be issued to mentees/mentors who have completed the Job Rotation Program upon submission of all requirements. Their exposure shall be credited as **work experience** to be reflected in the database of JRP recipients and in the employee's 201 file which can be used as basis for his/her future movements.

*See SSS Intranet > HR Matters > Performance and Career Management Section for complete details and JRP forms*

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#### **D. SSS SUCCESSION MANAGEMENT PROGRAM**

To ensure leadership continuity in key/critical executive positions in the organization by establishing a pool of competent officers ready to fill in key executive positions, in cases of retirement or as the need arises due to unexpected event, a Succession Management Program shall be implemented.

##### **1. Objectives**

The SSS Succession Management Program aims to:

- 1.1 Provide a planned approach to the identification of high potential middle managers and supervisors capable of advancement to positions of higher responsibility;
- 1.2 Ensure the systematic and long-term development plan of employees to replace incumbents as the need arises due to retirement or any unexpected event (sudden illness, disability, death) or vacuum, particularly in the senior and middle manager levels; and
- 1.3 Develop and maintain strong leadership as a means of ensuring that the SSS can keep pace with demands and changes in the business and its overall environment.

##### **2. Basic Policies**

High potential and high performing supervisors and middle managers are the expected program participants, who will comprise the pool of potential successors for senior manager and middle manager positions.

##### **3. Activities to be undertaken**

###### **3.1 Conduct of a replacement inventory and identification of pool of successors**

- 3.1.1 There is an inventory list of senior and middle managers who are mandatorily retiring and can optionally retire in the next five (5) years, details as: a) those technically retiring from 2015-2020; b) those optionally retiring (60 years old to 64 years old) from 2015 to 2020; and c) those already 36 years in the service from 2015 to 2020.
- 3.1.2 Identification of potential successors/replacement pool for both groups of managers. There is a regular update of recommendations from incumbent senior managers identifying their future successors.
- 3.1.3 Evaluation of profile of successors. Identified successors as recommended by incumbent senior heads and those from within the Division/Group are evaluated based on the qualification standards of the position. Results form part of the references on staffing work.

###### **3.2 Conduct of the following development programs**

The following courses will provide the necessary managerial training courses to better prepare the successors to hone their managerial skills:

- 3.2.1 Branch Officership Program (BOP) at the Ateneo Graduate School of Business (AGSB). The 6-month program is designed to fast track career path of supervisors from the



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branches and support units who are capable of advancement to branch officership positions. A comprehensive course on social security and branch operations, complemented by an on-the-job training or internship.

**3.2.2** Middle Management Development Program (MMDP), also at the AGSB. The 1-month course is designed to update our branch heads with the latest trends and practices in management. It is also designed to enhance their critical thinking and strategic decision-making skills. The course consists of 5 subject/modules: Operations Management, Ethics, Leadership, Marketing Management and Human Resource Management.

**3.2.3** Basic Management Program (BMP) at the De La Salle University. It is designed to equip target participants, mostly identified supervisors and professionals (i.e. lawyers, doctors, auditors, etc.) with the necessary knowledge and skills to prepare them to handle supervisory/managerial positions.

### **3.3 Designations to Managerial positions**

To provide exposure to actual managerial experience, identified BOP graduates are designated as Acting Branch Heads or Acting Assistant Branch Heads, until such time that vacancies are announced wherein said graduates can apply.

### **3.4 Program Assistance**

#### **3.4.1 Completion of MBA**

The completion of the Ateneo-Regis Masters in Business Administration Program is designed to ensure the continuing knowledge and competencies enhancement of the system's BOP and MMDP graduates; provide a source of motivation and reward; and support Civil Service Commission (CSC) Resolution No. 1101255 requiring the completion of a Master's degree prior to appointment to executive/managerial positions in SSS by May 2016.

The following are the guidelines in the completion of Master in Business Administration:

- a. An interest-free loan will be made available to BOP and MMDP graduates interested to pursue MBA degree at AGSB. Payment to be made thru salary deduction in 24 monthly installments, to start three (3) months after the degree program completion.
- b. Should the official/employee concerned earn a Quality Point Index (QPI) higher than that required for loan payment which is 2.5, the SSS will subsidize a portion of the tuition fee based on the QPI rating of the official/ employee concerned.
- c. Non-program completion on account of the official/supervisor's neglect/ personal reasons shall be a ground for forfeiture of the interest-free loan privilege and subsidy, which shall become due/payable. A Service Commitment contract based on approved guidelines shall be signed by the concerned official/employee.

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d. Degree completion within the maximum allowable period of 2 years.

**3.4.2 Coaching of identified successors** with incomplete requirements to complete/obtain the same, i.e. 3<sup>rd</sup> level eligibility, masteral degree, managerial training hours and experience, in coordination with LDD and OPSD.

**4 Responsible Units**

The Human Resource Services Division thru the Performance Management and Employee Relations Department (PMERD) in partnership with Organizational Planning and Staffing Department (OPSD) and Learning and Development Department (LDD) shall be responsible for the implementation of Succession Management Program