

HUMAN RESOURCE MANUAL

CARE MBA, INCORPORATED

VERSION : X.X XXXX-XX

PREPARED BY : Name
HR Officer

REVIEWED BY : Name
General Manager

APPROVED BY: Name
President/Chairman
Board of Trustees

DATE : XX-XX-XXXX

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PURPOSE

The purpose of this Human Resource Manual is to provide the **Cooperative Alliance for Responsive Endeavor Mutual Benefit Association (CARE MBA), Inc.** a compilation of policies and systems related to the administration of employment, work standards, employee development, compensation and benefits and employee relations. It aims to provide the Management with operating guidelines, standards and reference necessary for the effective administration of the association's most crucial resource, the human resource. It also serves as guidelines of all staff on matters affecting employment, performance appraisal, training and development, compensation and benefits among others.

ASSOCIATION'S EXCLUSIVE RIGHTS

CARE MBA believes that its progress and success depends on its human resources, and that only through carefully selected, well-trained, results-oriented and dedicated employees can the Association achieve its organizational objectives.

As such, the Association shall exercise its exclusive rights as follows:

- The rights to hire, promote, demote, or transfer employee from one job/assignment to another, subject to proper and lawful procedures.
- The right to suspend, discharge, lay-off or take disciplinary action against any employee who commits any act prejudicial to the interest of the Association or his/her co-worker or who violates any of the Association's rules and regulations or laws of the land.
- The right to plan, schedule, direct, expand, or control the work or processes and regulate the use of all equipment and other properties of the Association.

- The right to maintain order and efficiency in its offices/work area and to promulgate and/or establish reasonable rules and regulations for maintaining order, safety and/or effective operations.
- The right to determine employees' hours of work or work shifts, including the hours of commencement and termination of working time.
- The right to establish, determine and maintain work standards; to train and improve the skills of employees; and to create new or additional job classes or introduce new methods and technological changes as may be considered desirable or necessary by the Association.

HOW TO USE THIS MANUAL

Administration of the Manual

The General Manager/HR Officer shall be responsible for the enforcement and implementation of the provisions in this manual. S/he shall likewise render assistance in the interpretation and proper application of these policies and/or procedures.

It shall not constitute as a change in policy nor will it constitute an agreement with an employee any statement or promise by a supervisor, manager or department head, past or present.

Format and Reference System

Intended to be user-friendly and easily understandable, the format/outline used in this Manual is by Articles and Sections.

Articles state the different elements of the Human Resource Management System that covers: Employment; Work Standards and Discipline; Compensation and Benefits; Performance Development; Health, Safety and Security; and Association Properties while Sections provide the General Policies and Principles under each Article to serve as guide for CARE MBA's Management in planning, leading, organizing and controlling its Human Resource.

Each Section ends with a policy reference in table format that indicates an overview of the detailed system and procedure and the history of revisions pertinent to the specific policy as follows:

Article Section/Subject
HR-01-001 General Policies on Employment

CARE MBA Human Resource Manual		Policy No.: HR-01-001
Article: EMPLOYMENT		Effectivity Date: XX-XX-XXXX
Section/Subject: General Policies on Employment		Issued Date: XX-XX-XXXX
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Policy Reference

The full details of the policy’s system and procedures are included in the Annex Section of the Manual. *The General Manager/HR Officer shall have the responsibility to decide who shall have access to parts of the Manual that are confidential in nature.*

UPDATING THE MANUAL

The general staff through the Management Committee shall review all policies and procedures set forth in this manual annually and draft and or evaluate the proposed amendment/s that will substantially change its nature, scope and content.

Upon finalization of the proposed amendment/revision by the Management Committee, the General Manager shall forward the proposed changes to the Board of Trustees through the Human Resource Committee to effect the necessary changes in the Manual page(s) or annexes/exhibits as approved by the Board of Trustees. The General Manager shall make sure that all concerned holders of the Manual shall be furnished copy of the amended/ revised provisions as incorporated in the Manual.

CARE MBA HISTORY

On 20 August 2007, the first consultative meeting for the proposed Micro-insurance Mutual Benefit Association (MIMBA) Project, initiated by the Community Development Finance Coalition, Inc. (CDFCI) was held at the COOPBANK Head Office Board Room in Lucena City.

Representatives from 12 primary cooperatives of Quezon Province, the Quezon Federation and Union of Cooperatives and the Cooperative Bank of Quezon Province, responded to the CDFCI's invitation to attend this meeting organized by the core group of the MIMBA Project.

During that first meeting, Mr. Epifanio A. Maniebo, General Manager of the Risk Management Solutions, Inc. (RIMANSI) Organization of the Philippines, gave the overview of the MI-MBA Project pertaining to requirements, obligations, and benefits. RIMANSI, which is a technical assistance service provider conducting research on micro-insurance and feasibility studies on establishing MBA, will handle the MIMBA Project and will play a vital role in the establishment of the desired MBA.

A follow-up meeting was held on September 14, 2007 to confirm and finalize the members of the Core Group and their respective pledges in the accumulation of the required P5 M capitalization and the P350, 000.00 for the pre-operational expense, inclusive of the P250, 000.00 fee for RIMANSI. Some original members of the Core Group begged off per decision of their respective board while others though disallowed by the authority to join swore to assist in the project. Thus, the following is the list of Partner Coops of the MIMBA Project, which are willing to join and contribute:

- Ating Kooperatiba MPC represented by Mrs. Erlinda P. Magsino;
- Farmers MPC of Sampaloc represented by Engr. Severino D. Puebla;
- Lopez Quezon Credit Cooperative represented by Mrs. Rosita V. de Asis;
- PEARLS MPC represented by Mrs. Criselda R. Abuel;
- Quezon Federation & Union of Coops represented by Mr. Dennis I. Cocadiz;
- QMMG-Hospital & Health Services Coop represented by Dr. Nilo B. Jara;
- Quezon PGOE MPC represented by Mrs. Loida E. Aureada;
- Quezon Power MPC represented by Atty. Jorge B. Vargas;

- San Luis Development Coop represented by Dr. Walberto A. Macaraan; and
- St. Jude MPC represented by Mr. Dominador S. Tamayo

The parties signed the Memorandum of Agreement (MOA) on January 16, 2008, by and between CDFCI represented by its Chairman of the Board of Trustees, Atty. Jorge B. Vargas, and RIMANSI Organization of the Philippines represented by its General Manager, Epifanio A. Maniebo. The said parties agreed upon the following:

- MBA Establishment;
- Needs Assessment;
- Market Research;
- Business Planning;
- Operations Training & Planning;
- Member Mobilization;
- Governance Set-up;
- Operations Start-up; and
- Registration & Licensing

By a concerted effort, the partner-coops complied with the various requirements in accordance with the provisions in the MOA. Having done so, the parties submitted pertinent documents for registration with the Securities and Exchange Commission (SEC).

On November 19, 2008, the SEC formally registered CARE MBA as a Non-Stock, Non-Profit Corporation under SEC Registration No. CN200818098 and with TIN 007-183-560 and was officially named as the Cooperative Alliance for Responsive Endeavor Mutual Benefit Association (CARE MBA), Inc. with postal address at St. Jude MPC Bldg., Cotta Lucena City.

On April 1, 2009, the Insurance Commission issued and awarded CARE MBA Insurance Commission License No. 2009-1-O giving it the authority to transact business as a Mutual Benefit Association.

At present CARE MBA is in the process of member mobilization, and promotion of the products and services being offered, meeting simultaneously the CARE

MBA purpose of advancing the interests and promote the cause and welfare of the poor in particular and those of the Philippines in general.

VISION

The leading Mutual Benefit Association of choice among cooperatives in the Philippines.

MISSION

To provide responsive, timely and sustainable microinsurance products and services to members of cooperatives and organized groups nationwide.

OPERATING VALUES

CARE MBA always aims to perform our duties by embracing the following core/operating values:

- Commitment
- Honesty
- Teamwork
- Service oriented and
- God fearing

PHILOSOPHY OF SUCCESS

CARE MBA serves its members with “FAITH”

- Fairness
- Accountability
- Integrity
- Transparency and
- Humility

HUMAN RESOURCE MANAGEMENT SYSTEM

HR Management System is a standard framework or structure for the establishment of policies, systems and procedures in managing CARE MBA's Human Resources by ensuring that the following are met:

- Ensure that internal policies related to human resources are in place, abiding to the labor laws and administrative direction of CARE MBA.
- Guides the organization in managing and maintaining human resources by creating a work environment where people are 1) working harmoniously and sharing the vision, mission and values of CARE MBA, 2) people are encouraged and motivated to growth, development and to sustainability.

Article I. EMPLOYMENT

Section 1.01 General Policy on Employment

CARE MBA shall uphold the principle of **“Equal Employment Opportunities.”** It shall endeavor to implement equal opportunity to all employees and applicants for employment regardless of race, creed, color, sex, religious belief, sexual orientation, or marital status and, unless it violates any government regulations, hire based on qualifications. It shall observe the following general policies:

- Employ only the best-qualified applicants available and recognize each person as an individual.
- Pay fair salaries.
- Provide a congenial and caring work atmosphere.
- Whenever possible, develop and promote internal staff, based on ability and qualifications.
- Provide a comprehensive benefits package for each regular employee.

- Treat each employee with fairness, consideration and respect, and expect each employee to do the same with their fellow employees and with CARE MBA’s clients.
- Recognize and reward productivity, efficiency, discipline, and dedication to duty and responsibility.
- Exhaust all means to resolve differences promptly and amicably in order to provide a wholesome and friendly atmosphere for a harmonious relationship based on mutual respect and honesty.

HR-01-001_ General Policies on Employment

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Section 1.02 Recruitment, Selection and Hiring

CARE MBA recognizes the importance of hiring quality employee who meets the standard requirement of the Association. With this in mind, CARE MBA shall ensure that the process and requirement in hiring is in place. The process shall start from sourcing, selection, up to hiring. The association shall give preference to internal applicants who satisfy the minimum requirement of the position, prior to external applicants.

HR-01-002_ Recruitment, Selection and Hiring

CARE MBA Human Resource Manual		Policy No.: HR-01-002
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CARE MBA Human Resource Manual	Policy No.: HR-01-002
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Section/Subject: Recruitment, Selection and Hiring	Issued Date: XX-XX-XXXX
Scope: XXXXXXXXXXXXXXXXX	

Section 1.03 Interim (probationary) Period

The probationary employment shall not exceed six (6) months and for a minimum of three (3) months from the date, the employee started working unless covered by an apprenticeship agreement stipulating a longer period. It shall be the right of the Association to terminate the services of an employee who has been engaged on a probationary basis for a just cause or when s/he fails to qualify as a regular employee in accordance with reasonable standards made known by the Association to the employee at the time of his/her engagement .

HR-01-003_Interim (probationary) Period

CARE MBA Human Resource Manual		Policy No.: HR-01-003
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Section 1.04 Employment/Engagement Categories

CARE MBA categorizes employment or engagement with the Association to determine the level of eligibility to the Association’s benefits and privileges based or depending on the employment or engagement categories.

Employment Categories

1. Trainee

A trainee is s/he who is an undergraduate in college who need to undergo practicum or on-the-job-training to gain work experience or fulfill academic requirements. The training period shall not exceed three (3) months. S/he shall receive a monthly wage of at least 75% of the applicable minimum wage.

2. Probationary Employee

An employee who is undergoing the observation period of not more than 6 months for purposes of determining his/her capability in performing the work required of a regular position relative to the performance standards set by the Association.

3. Regular Employee

An employee who had passed the probationary period and proven competent based on the performance evaluation to fulfill the requirements of the regular position upon recommendation of the immediate superior. Regularization entitles an employee to all legal rights and specific benefits as stated in the policy.

Engagement Category

1. PF based by Program/Project

An employee engaged by the Association for a specific project or undertaking, the completion or termination of which has been determined at the time of the engagement of the employee or where the work or service is seasonal in nature and the employment is for the duration of the season.

2. Retainership based/Consultancy

A consultant is an expert in a specific field of interest. The BOT hired him/her for a particular period to provide services defined in a memorandum of agreement or retainership agreement.

3. Volunteer Contract

A volunteer is s/he who is involved in volunteer programs of schools or institutions who wish to work voluntarily for the association.

HR-01-004_Employment/Engagement Categories

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CARE MBA Human Resource Manual		Policy No.: HR-01-004
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Section 1.05 Post Employment

Part of the employment cycle which requires management is post employment, where employment of an employee ceases. End of employment of an employee may be voluntary or involuntary. Voluntary end of employment is the free will of the employee to end his/her employment either through resignation or through retirement. Involuntary end of employment is cessation of employment initiated by the Association.

Resignation

Resigning employee must observed a 30 day or 1 month notice before the effectivity of the resignation through a formal written advice address to the immediate superior for approval and acceptance furnish copy the Human Resource Officer/General Manager.

Retirement

Cessation of employment due to compulsory retirement (upon reaching 60 years old), shall be covered under the procedures on existing law on retirement benefit and administration.

Termination with Cause

CARE MBA shall adhere to the labor rules on the dismissal of an employee due to “just” or valid cause as defined under *Article 282 under Termination of Employment*. The Association shall observe and ensure due process and fair decision before imposition of any termination of employment with cause.

Physical Disability/Disease

The association reserves the right to terminate the services of an employee who suffers from a disease and his continued employment is prohibited by law or prejudicial to his health or to the health of his co-employees. It shall exercise this right upon certification by a competent public health authority that the disease is of such nature of and at such stage that it cannot be cured within the

period of six (6) months even with proper medical treatment. The Association on the subject of administration and separation pay shall adhere to existing labor rules.

Termination Due to Lay Off/Retrenchment/Downsizing

Retrenchment/ lay-off are sufficient and lawful should it be caused by any of the following: temporary stoppage, reduction of work due to, among others, reduction of demand, losses in operation, unavailability of materials/transport, government controls, etc.

Competency, qualification and efficiency are considered as bases for retrenchment/layoff/termination of employment. In no instance, however, shall a regular employee be retrenched/laid-off ahead of a casual, temporary or probationary employee. Should all employees are on regular status, the Association shall observe the “**last-in-first-out**” scheme. A one month notice and the equivalent severance pay will be given to a retrenched/laid off employee.

HR-01-005_Separation and Clearance

CARE MBA Human Resource Manual		Policy No.: HR-01-005
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Section 1.06 Maintenance of Personnel Records

The General Manager or his/her duly designated officer shall ensure the proper maintenance of Personnel Records (201 Files) and that privacy and confidentiality of employees’ records are not violated.

HR-01-003_Maintenance of Personnel Records

CARE MBA Human Resource Manual		Policy No.: HR-01-006
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Article II. WORK STANDARDS AND DISCIPLINE

Section 2.01 Work Hours and Daily Time Record

The Association shall establish work hours and schedules as basis for the standard work time. It shall serve as guidelines and procedures in documenting and monitoring employee time record as basis of bi-monthly payroll computation and references on performance evaluation.

Given the bulk of work and transactions, CARE MBA shall observe a six (6) working days work schedule. As a policy, employees' shall received an equivalent of one (1) full day work or eight (8) hour work for half-day work on Saturdays.

It shall be a standard work schedule to allow employee for an unpaid one (1) hour lunch break and paid break periods of fifteen (15) minutes in the morning and another fifteen (15) minutes in the afternoon.

CARE MBA shall establish an effective daily time recording system (manual or electronic) to record and track employee attendance for payroll and performance evaluation.

An employee's work schedule may be changed for valid reason(s) or when exigencies of service requirement upon the endorsement of his/her supervisor and approval of the General Manager.

HR-02-001_ Work Hours and Daily Time Record

CARE MBA Human Resource Manual		Policy No.: HR-02-001
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Section 2.02 Attendance and Punctuality

Regular reporting for work of employees is one of the standard requirements of any organization to function smoothly and efficiently. Hence, management expects that all employees report to work on time and on a regular basis. Irregular attendance disrupts work operations and places unnecessary burden on other employees, if not regulated.

Excessive tardiness and absences will result in corrective action, including possible termination. It will also have an adverse effect on any consideration for promotion, as attendance is part of the standards in the performance evaluation.

Immediate supervisors shall ensure that all his/her staff members report for work regularly and should review regularly the time records of his/her staff.

HR-02-002_Attendance and Punctuality

CARE MBA Human Resource Manual		Policy No.: HR-02-002
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Section 2.03 Overtime and Extended Work

An employee who is permitted or required to work beyond eight (8) hours on ordinary working days, rest day or holiday shall be covered by the following policies:

Extended Time – means work incurred thirty minutes and beyond but not exceeding 4 hours after the 8 hours work schedule.

Overtime – means work rendered for a minimum of four hours on a rest day (Saturday and Sunday) or holiday.

Any **extended time and overtime work** shall be non-monetarily compensated through time/work offsetting and meal allowances provided that the extended or overtime work is authorized and approved by the immediate superior.

HR-02-003_Overtime Work

CARE MBA Human Resource Manual		Policy No.: HR-02-003
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Scope: XXXXXXXXXXXXXXXXXXXX		

Section 2.04 Office Attire and Grooming

The Association shall have the provision for employee uniform, which employees should wear appropriately on the prescribed schedule. Employees should practice good grooming at all times as representatives of the Association and in conducting and delivering its services.

HR-02-004_Office Attire and Grooming

CARE MBA Human Resource Manual		Policy No.: HR-02-004
Article: WORK STANDARDS AND DISCIPLINE		Effectivity Date: XX-XX-XXXX
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Section 2.05 Employee Progressive Discipline and Standard of Conduct

The Association shall establish and maintain a work environment where employees adhere to policies and processes and right behavior at all times. The Association recognizes that employees' behavior have impact on their job performances. It should correct any negative acts of omission or commission to bring about positive behavioral changes that will result to the improvement in their over-all job performance.

The Association shall also seek to establish and maintain supervisory practices that will promote effective and efficient work operations through the practice and administration of Performance Improvement Plan (PIP) when unsatisfactory performance or misbehavior occurs.

HR-02-005_Employee Progressive Discipline and Standard of Conduct

CARE MBA Human Resource Manual		Policy No.: HR-02-005
Article: WORK STANDARDS AND DISCIPLINE		Effectivity Date: XX-XX-XXXX
Section/Subject: Employee Progressive Discipline and Standard of Conduct		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 1	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Scope: XXXXXXXXXXXXXXXXXXXX		
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 2	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Scope: XXXXXXXXXXXXXXXXXXXX		

Article III. COMPENSATION AND BENEFITS

CARE MBA is committed to offer compensation and benefits that are fair to all employees and competitive in the industry. Benefits are determined according

to the financial capacity of the Association and should not interfere in any way with its operation and objectives.

Towards this end, CARE MBA establishes policy guidelines, rules and regulations, limits and procedures on the availment of each benefit in order to provide uniform and equitable administration.

The Association may amend or change policies and provisions that aims to improve whatever benefit(s) it deem necessary.

Section 3.01 Compensation

CARE MBA shall define a salary structure (refer to Annex C) that reflects its organizational framework. It is the policy of the Association to pay employees salaries equal to or above levels generally prevailing in the industry for positions of similar responsibility, experience, skills and working conditions. The Association develops and implements this policy through a salary administration procedure.

It shall base, as a rule, the pay rate on internal equity and external competitiveness. Internal factors include nature of the job and the amount of skill, experience, effort and responsibility required to do it. External factors include industry compensation practices and trends.

CARE MBA salary or pay structure shall be the basis or references on the following:

- Hiring
- Merit Increases
- Salary Adjustment due to promotions and movements

HR-03-001_Compensation

CARE MBA Human Resource Manual		Policy No.: HR-03-001
Article: COMPENSATION AND BENEFITS		Effectivity Date: XX-XX-XXXX
Section/Subject: Compensation		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 1	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Scope: XXXXXXXXXXXXXXXXXXXX		
Prepared by:	Endorsed by:	Approved by:

CARE MBA Human Resource Manual		Policy No.: HR-03-001
Article: COMPENSATION AND BENEFITS		Effectivity Date: XX-XX-XXXX
Section/Subject: Compensation		Issued Date: XX-XX-XXXX
HR Officer	General Manager	BOT President
Revision No.: 2	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Scope: XXXXXXXXXXXXXXXXX		

Compensation Administration

For purposes of defining its salary administration, the Association defines the following types of pay:

Direct Pay

This is paid in the form of cash such as salaries, merit increases and incentives.

Indirect Pay

This includes benefits and other employee services such as leaves, health and hospitalization benefit, insurance, paid time-off, etc.

Paid Holidays

The Association pays all employees their regular daily wages for any un-worked regular holiday. Per the Labor Code, regular holidays shall include:

Legal Regular Holidays

January 1	New Year's Day
April 9	Araw ng Kagitingan
Maundy Thursday	Movable date
Good Friday	Movable date
May 1	Labor Day
June 12	Independence Day
Last Sunday of August	Heroism Day
November 30	Bonifacio Day
December 25	Christmas Day
December 30	Rizal Day
Eid-UI-Fitre	Movable date

Special Non-working Holidays

November 1	All Saints' Day
December 31	Last day of the year

Payroll Deductions

The following are the government-mandated deductions from salaries:

- Social Security System, Philhealth and Pag-ibig Fund contributions, which take effect on the first day of employment. Contributions for membership include both the employer and employee shares credited to the account of the member-employee.
- The annual income received by the employee and the bracket provided by BIR serve as the basis for computing the withholding taxes.

Employees' pay slips must be released on or before the actual payday and will include an itemized statement detailing full pay, normal payroll deductions, overtime summary, and net pay.

It is the responsibility of the payroll officer to ensure that employee payroll should be accurate. Considering factors like human error, employees should review their pay slips every pay period. If s/he thinks that there is error in his/her pay slip, s/he should discuss the situation immediately with the payroll officer.

HR- 03-002_ Compensation Administration

CARE MBA Human Resource Manual		Policy No.: HR-03-001
Article: COMPENSATION AND BENEFITS		Effectivity Date: XX-XX-XXXX
Section/Subject: Compensation		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 1	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Scope: XXXXXXXXXXXXXXXX		
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 2	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Scope: XXXXXXXXXXXXXXXX		

Section 3.02 Leave Benefits

Personal and Health related leaves are granted to regular employees who have rendered one (1) year continuous employment with CARE MBA from date of hire provided that the position is for a regular employment. Leaves are non-cumulative, thus leaves are forfeited if unused during the available period.

Vacation Leave (VL)

This gives employees an opportunity to recharge and self-renewal by having a quality time off from work through a paid leave. Regular employees who have rendered one (1) year of continuous service to the association are entitled to fifteen (15) days vacation leaves. VL is non-cumulative and non-cash convertible thus are forfeited if unused.

HR- 03-003.1_Vacation Leave

CARE MBA Human Resource Manual		Policy No.: HR-03-003.1
Article: COMPENSATION AND BENEFITS		Effectivity Date: XX-XX-XXXX
Section/Subject: Leave Benefits-Vacation Leave		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 1	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Scope: XXXXXXXXXXXXXXXXXXXX		
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 2	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Scope: XXXXXXXXXXXXXXXXXXXX		

Sick Leave (SL) with IRR policy on SL

Regular employees are entitled to Sick Leave as protection against loss of income during legitimate illness. Granting of Sick Leave to employees with legitimate illness also protects the health and well-being of other employees while in the workplace. Regular employees who have rendered one (1) year of continuous service to the association are entitled to fifteen (15) days sick leaves. SL is also a non-cumulative benefit, however, unused SL credits are convertible to cash to a maximum of 10 days and shall be provided to employees as an incentive at the end of the year for being healthy through-out the year.

HR- 03-003.2_Sick Leave

CARE MBA Human Resource Manual		Policy No.: HR-03-003.2
Article: COMPENSATION AND BENEFITS		Effectivity Date: XX-XX-XXXX
Section/Subject: Leave Benefits-Sick Leave		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 1	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
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Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
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Prepared by:	Endorsed by:	Approved by:

CARE MBA Human Resource Manual		Policy No.: HR-03-003.2
Article: COMPENSATION AND BENEFITS		Effectivity Date: XX-XX-XXXX
Section/Subject: Leave Benefits-Sick Leave		Issued Date: XX-XX-XXXX
HR Officer	General Manager	BOT President
Scope: XXXXXXXXXXXXXXXX		

Maternity Leave

Pursuant to Republic Act 1161 and Republic Act 8972 (Solo Parent Act), CARE MBA shall grant sixty (60) day maternity leave with full pay for its female employees, regardless of marital status for normal delivery and seventy-eight (78) days for cesarean delivery. Six (6) months employment with Association is a requirement for an employee to be eligible to Maternity Leave benefit.

HR- 03-003.3_Maternity Leave

CARE MBA Human Resource Manual		Policy No.: HR-03-003.3
Article: COMPENSATION AND BENEFITS		Effectivity Date: XX-XX-XXXX
Section/Subject: Leave Benefits-Maternity Leave		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 1	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Scope: XXXXXXXXXXXXXXXX		
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 2	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Scope: XXXXXXXXXXXXXXXX		

Paternity Leave

In compliance with Republic Act 8187, regular married male are entitled to seven (7) working days paternity leave for normal or cesarean delivery of his legitimate wife.

HR- 03-003.4_Paternity Leave

CARE MBA Human Resource Manual		Policy No.: HR-03-003.4
Article: COMPENSATION AND BENEFITS		Effectivity Date: XX-XX-XXXX
Section/Subject: Leave Benefits-Paternity Leave		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 1	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Scope: XXXXXXXXXXXXXXXX		
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 2	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Scope: XXXXXXXXXXXXXXXX		

Section 3.03 Office Uniform

The Association provides uniforms to all regular employees for representation, neatness, uniformity, identity and enhancement of the Association image.

All regular employees are entitled to receive a uniform as an Association benefit. Employees who become regular after the finalization and effectivity of the new set of uniforms are not entitled to receive the current uniform. Instead, they will wait for the following year.

The quantity, advancement, sharing of the cost and payroll deduction (if applicable) of the uniforms are based on Management discretion, affordability, and business conditions at the time of issuance.

The Association issues the prescribed uniforms once a year. The Supervisors shall see to it that their respective personnel wear the prescribed uniforms at all times during working hours and within Association premises.

HR- 03-004_ Office Uniform

CARE MBA Human Resource Manual		Policy No.: HR-03-004
Article: COMPENSATION AND BENEFITS		Effectivity Date: XX-XX-XXXX
Section/Subject: Office Uniform		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
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Scope: XXXXXXXXXXXXXXXX		
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 2	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Scope: XXXXXXXXXXXXXXXX		

Section 3.04 Health, Medical and Hospitalization Benefits

The medical assistance package was developed to extend financial help to CARE MBA employees for their health related needs. CARE MBA believes that with this at hand, employees can ease their worries regarding financial related concerns and, thus, work more productively.

Although CARE MBA is open to assisting its employees by means of this package, it must not be construed that CARE MBA has the obligation to shoulder all health and medical related needs of the staff.

Health Assistance	Maximum Amount
Annual Preventive Health Care (APE)	Actual Cost
Out-patient	2,000.00
Optical	1,000.00
Dental	1,000.00
Hospitalization	50,000.00

Regular Employees with less than 1 year of employment shall be provided with this benefit computed on a pro-rate basis.

Computation: max amount/12 months x # of month from regularization date
e.g. Employee A was regularized on June 30 will have the following amount of assistance:

July to December Assistance:

Health Assistance	Amount of Coverage
<i>Annual Preventive Health Care (APE)</i>	<i>TBD</i>
<i>Out-patient</i>	<i>1,000.00</i>
<i>Optical</i>	<i>500.00</i>
<i>Dental</i>	<i>500.00</i>
<i>Hospitalization</i>	<i>25,000.00</i>

Hospital confinement related to employee's pre-existing conditions shall be provided on per scheduled assistance; based on year of service a corresponding percentage from the maximum amount of hospitalization assistance shall be provided:

Year of employment from date of regularization	(%)	Amount of Hospitalization Assistance
Year 1	25%	12,500
Year 2	50%	25,000
Year 3	75%	37,500
Year 4	100%	50,000

HR- 03-005_Health, Medical and Hospitalization Benefits

CARE MBA Human Resource Manual	Policy No.: HR-03-005
Article: COMPENSATION AND BENEFITS	Effectivity Date: XX-XX-XXXX

Section/Subject: Health, Medical and Hospitalization Benefits		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
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Scope: XXXXXXXXXXXXXXXXX		
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 2	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Scope: XXXXXXXXXXXXXXXXX		

Section 3.05 Funeral Assistance

The Association extends sympathies to bereaved employees through funeral assistance in case of death of qualified dependents to help defray funeral expenses.

- Amount of Assistance: Php 3,000.00
- Qualified dependents for single employees are dependent parents while married employees include the spouse, children, and dependent parents.

HR- 03-006_Funeral Assistance

CARE MBA Human Resource Manual		Policy No.: HR-03-006
Article: COMPENSATION AND BENEFITS		Effectivity Date: XX-XX-XXXX
Section/Subject: Funeral Assistance		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 1	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Scope: XXXXXXXXXXXXXXXXX		
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 2	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Scope: XXXXXXXXXXXXXXXXX		

Section 3.06 Salary Loan

CARE MBA shall provide a loan facility to its employees as source of financial assistance for their other financing needs related only to education, house improvement and acquisition of properties.

The loan shall be with a minimal of per annum interest, (6%) to cover for the money expense by the Association. Interest shall be computed on a diminishing

term if the loan shall be amortized for more than a year. Loan term shall be payable up to a maximum of two (2) years, through a semi-monthly salary deduction.

Approval of salary loan shall have to pass through evaluation by the HR and Finance to ensure employee’s eligibility and loan amount are within the prescribed limit for loan approval.

HR- 03-007_Salary Loan

CARE MBA Human Resource Manual		Policy No.: HR-03-007
Article: COMPENSATION AND BENEFITS		Effectivity Date: XX-XX-XXXX
Section/Subject: Funeral Assistance		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 1	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Scope: XXXXXXXXXXXXXXXXX		
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 2	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Scope: XXXXXXXXXXXXXXXXX		

Section 3.07 Emergency Loan

The Association in an effort to assist its employees in times of financial difficulties (emergency or any exigency), shall grant loan to its employees with no interest. However, such assistance is based on necessity, reasonableness, and prudence taking into consideration the merits of each situation and the availability of funds.

Emergency and exigency in nature shall be defined as medical/health related issues of the employee or its eligible dependent/s, calamity and funeral related or death of an immediate and legitimate family member.

HR- 03-008_Emergency Loan

CARE MBA Human Resource Manual		Policy No.: HR-03-008
Article: COMPENSATION AND BENEFITS		Effectivity Date: XX-XX-XXXX
Section/Subject: Emergency Loan		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 1	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Scope: XXXXXXXXXXXXXXXXX		
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President

CARE MBA Human Resource Manual		Policy No.: HR-03-008
Article: COMPENSATION AND BENEFITS		Effectivity Date: XX-XX-XXXX
Section/Subject: Emergency Loan		Issued Date: XX-XX-XXXX
Revision No.: 2	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Scope: XXXXXXXXXXXXXXXXXXXX		

Section 3.08 Service and Loyalty Award

Loyalty and dedication is rewarded, thus, due recognition is given to employees who unselfishly devote their effort, knowledge and time working for the Association. The following are the awards given:

Years Served	Award
5 years	5,000 PhP and certificate
10 years	10,000 PhP and plaque
15 years	25,000PhP and engraved parker or cross pen
20 years	40,000PhP and automatic watch
25 years	65,000PhP and engraved gold ring

HR- 03-008_ Service and Loyalty Award

CARE MBA Human Resource Manual		Policy No.: HR-03-008
Article: COMPENSATION AND BENEFITS		Effectivity Date: XX-XX-XXXX
Section/Subject: Service and Loyalty Award		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 1	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Scope: XXXXXXXXXXXXXXXXXXXX		
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 2	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Scope: XXXXXXXXXXXXXXXXXXXX		

Section 3.09 Tenure Pay

The Association shall grant tenure pay of **Php2,400.00 for employee who have reached 1 year of service** and will be given an amount of **P600.00 for every additional year of service** with the Association. In case of resignation, termination or cessation of employment, this will not be part of benefit to be included for purposes of determining final pay.

HR- 03-009_Tenure Pay

CARE MBA Human Resource Manual		Policy No.: HR-03-009
Article: COMPENSATION AND BENEFITS		Effectivity Date: XX-XX-XXXX
Section/Subject: Tenure Pay		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
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Scope: XXXXXXXXXXXXXXXXX		
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
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Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Scope: XXXXXXXXXXXXXXXXX		

Article IV. PERFORMANCE DEVELOPMENT

Section 4.01 Training and Development

Training and Development as defined shall refer to the planned efforts by the Association to facilitate the learning of job related behavior of its employees' current and future roles and responsibilities aligned with CARE MBA's goals and direction.

Training needs analysis must be conducted and training and development plan must be developed for which activities must be strategic, purposive and shall result to a positive contribution to the Association's objectives.

HR- 04-001_Training and Development

CARE MBA Human Resource Manual		Policy No.: HR-04-001
Article: PERFORMANCE DEVELOPMENT		Effectivity Date: XX-XX-XXXX
Section/Subject: Training and Development		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 1	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Scope: XXXXXXXXXXXXXXXXX		
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 2	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Scope: XXXXXXXXXXXXXXXXX		

Section 4.02 Performance Evaluation

CARE MBA performance management system shall aim for employee development, a tool for systematic performance judgment, and purposefully extend to the overall performance of the Association.

Employee performance shall be evaluated on a semi-annual for Supervisors, and Managers while **annual basis for rank and file.**

Standard performance evaluation tool must comprise and measures job related factors, adherence to CARE MBA Core Values, and for supervisors and managers managerial practices must be included to assess key management areas. It should also be a standard that the Performance Evaluation (PE) tool identifies developmental agreement and plans.

Performance result shall be linked to training, and rewards, and salary increases and corrective actions should it be necessary through Performance Improvement Plan (PIP), defined in *Employee Progressive Discipline and Standard of Conduct Policy*.

HR- 04-002_Performance Evaluation

CARE MBA Human Resource Manual		Policy No.: HR-04-002
Article: PERFORMANCE DEVELOPMENT		Effectivity Date: XX-XX-XXXX
Section/Subject: Performance Evaluation		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 1	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Scope: XXXXXXXXXXXXXXXXX		
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 2	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Scope: XXXXXXXXXXXXXXXXX		

Section 4.03 Performance Reward and Management System

Merit Increase

Merit increase may be granted to deserving employee as a reward for superior performance and as recognition of significant contribution to the Association. This may be granted annually based on the performance evaluation result and depending on financial capacity of the Association and Management discretion.

Should CARE MBA approve the salary increase the following shall be applied:

PMS Results for 1 year period (or depending on the period identified by the Management)	Corresponding Merit Increase
Outstanding	▪ 2 step within the salary range (10%)
Very Satisfactory	▪ 1 step within the salary range (5%)

Group Performance Incentives

The Association may, at its discretion, grant a group performance incentive based on the overall profitability of the Association and on the overall performance of the unit.

HR-04-004_Employee Recognitions

CARE MBA Human Resource Manual		Policy No.: HR-04-004
Article: PERFORMANCE DEVELOPMENT		Effectivity Date: XX-XX-XXXX
Section/Subject: Performance Reward and Management System		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 1	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Scope: XXXXXXXXXXXXXXXXX		
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
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Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Scope: XXXXXXXXXXXXXXXXX		

Section 4.04 Employee Movements

Promotion

Promotion shall be based on **candidate's experience, potential, and outstanding performance**. Promotion shall be discretionary with the Association. However, when the situation so warrants, the management reserves the right to hire competent and qualified applicants from outside the organization.

Candidate's **performance evaluation result** should be accomplished and reviewed before a decision to promote takes place.

Salary Increase due to promotion is given to the deserving employee in recognition of the increased responsibility and/or accountabilities that go with

the new position and to serve as a monetary incentive for assuming the new post. The amount of salary increase is dependent upon various factors, among which are the incumbent salary rate and the minimum base pay of the new level.

Employee who are promoted but on a probationary status shall receive additional allowance or “**adjustment allowance**” which shall be later on included in his/her basic pay upon his/her appointment as regular to the position.

Transfer

Transfer can be (1) from one position to another position within the same range or level or 2) from one branch/office to another branch/office either in the same position or different position but on the same level. This may be granted to a requesting employee provided there is a vacancy for the position and branch/office being eye and the employee has met the qualifications and competencies for the position.

Interested employee to a vacant position must signify interest through a formal application and shall undergo the process of evaluation. Qualification and competencies shall be considered when accepting request for transfer. Employee shall also undergo six (6) months evaluation period. If he/she fails to meet the standards of the position, he/she may be reinstated to his/her previous position provided it is still vacant.

Re-assignment due to business and operational requirement shall be initiated and offered by the Association to the concerned and qualified employee through a formal notice. Transfer assistance shall be provided should the transfer qualify the requirements of the benefit.

HR- 04-003_Employee Movements

CARE MBA Human Resource Manual		Policy No.: HR-04-003
Article: PERFORMANCE DEVELOPMENT		Effectivity Date: XX-XX-XXXX
Section/Subject: Employee Movements		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 1	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Scope: XXXXXXXXXXXXXXXXX		
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
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Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President

CARE MBA Human Resource Manual	Policy No.: HR-04-003
Article: PERFORMANCE DEVELOPMENT	Effectivity Date: XX-XX-XXXX
Section/Subject: Employee Movements	Issued Date: XX-XX-XXXX
Scope: XXXXXXXXXXXXXXXXX	

Article V. HEALTH, SAFETY AND SECURITY

Section 5.01 Health, Safety and Office Security

CARE MBA is committed to providing its employees with a safe and healthy place to work, and pledges its efforts to this objective.

CARE MBA believes that accidents can be prevented. CARE MBA strives to operate its facilities safely establishing and enforcing safety rules, practices and procedures, providing safety training, encouraging the use of personal protective equipment where applicable and appropriate, and building elements of responsibility and discipline into the health and safety program.

CARE MBA complies with all standards, regulations and codes applicable to health and safety.

Although the management of CARE MBA is held accountable for the safety performance of its employees working under supervision, all employees are responsible for working safely and actively contributing to a safe work environment by reporting any potentially hazardous situations, thus protecting the life, health, safety of themselves and their fellow employees.

Responsibilities

Management and employees have respective functions and roles in keeping and maintaining a safe, healthy and secured office and work environment. Programs and policies should be in place to guide each employee in the implementation of a safe and secured work place.

Health and Safety Work Practices

Employees shall practice proper hygiene, housekeeping, conducive working area, and acquisition of safe and ergonomic equipment's.

Emergency Management

CARE MBA shall install and set-up an emergency management plan related to fire safety, calamity such as typhoon and earthquake, robbery or break in, and bomb threat.

Emergency Personnel and Kits

Train qualified employees for basic life support administration and maintain them when need arises. First Aid Kits must also be available in every offices located on areas that are easy to reach.

Accident Prevention, Reporting and Investigation

All accidents to staff members, “near-miss accidents,” and other hazardous circumstances must be reported on Employee Accident/Incident Report and potential hazards on Hazard Report forms.

The reason for this reporting procedure is:

- In the event of a worker’s compensation claim, it is necessary to have a documented record of the incident.
- Ensure appropriate counseling.
- Ensure that the cause of accidents can be notified from the records and action taken to minimize their recurrence.
- Ensure that accidents will be prevented.

HR- 05-001_ Health, Safety and Security

CARE MBA Human Resource Manual		Policy No.: HR-05-001
Article: PERFORMANCE DEVELOPMENT		Effectivity Date: XX-XX-XXXX
Section/Subject: Health, Safety and Security		Issued Date: XX-XX-XXXX
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Scope: XXXXXXXXXXXXXXXXX		

Section 5.02 Anti-Sexual Harassment

CARE MBA shall comply to the Philippine Republic Act No. 7877 (*An act Declaring Sexual Harassment Unlawful in the Employment, Education or Training Environment, and other purposes*) of providing its employee a good working environment that is free from intimidation and abusive communicating a zero tolerance of any action that may be construed as sexual harassment.

Efforts to implement this through a policy shall be imposed to prevent and eliminate any acts of harassment within the organizations that would create hostile, intimidating and humiliating environment hindering good work performance and productivity. CARE MBA has the prerogative to uplift a healthy working environment that welcomes diversity and inclusiveness; where each employee despite of differences or individuality treats each other with acceptance and respect.

HR- 05-002_Anti-Sexual Harassment

CARE MBA Human Resource Manual		Policy No.: HR-05-002
Article: PERFORMANCE DEVELOPMENT		Effectivity Date: XX-XX-XXXX
Section/Subject: Health, Safety and Security		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 1	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Scope: XXXXXXXXXXXXXXXXX		
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 2	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Scope: XXXXXXXXXXXXXXXXX		

Section 5.03 Alcohol and Drug Abuse Policy

The Association prohibits and eliminates the use, possession, distribution, consumption, sale, attempted sale and transfer of illegal drugs and alcohol within the Association premises which could impair employee's health, safety and work performance. This is in accordance to the *Department Order no. 53-03 and Article V of Republic Act No. 9165*, of providing its employee a good working environment that is free from abusive substances such as illegal drugs and alcohol which are serious threat to the safety, environment, health and productivity.

Unlawful possession or use of a controlled substance while conducting business within the association’s premises is absolutely prohibited. Violations of this policy will result in disciplinary action, up to termination.

Employees are expected and required to report to work on time and in appropriate mental and physical condition for work. It is our intent and obligation to provide a drug-free, healthful, safe, and secure work environment.

In addition, employees whose work performance is affected by the influence of alcohol or abuse of prescription drugs or employees who use non-prescription drugs or narcotics are subject to discipline that may include discharge from work.

HR- 05-003_Alcohol and Drug Abuse

CARE MBA Human Resource Manual		Policy No.: HR-05-003
Article: PERFORMANCE DEVELOPMENT		Effectivity Date: XX-XX-XXXX
Section/Subject: Alcohol and Drug Abuse		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 1	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Scope: XXXXXXXXXXXXXXXXX		
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 2	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Scope: XXXXXXXXXXXXXXXXX		

Article VI. ASSOCIATION PROPERTY

Section 6.01 Equipment Use and Care

Equipment is essential to the delivery of services to CARE MBA’s members. Management and staff are responsible to exercise all precautions to avoid damaging it. Should there be malfunctions or defects in any equipment, management expects every to report this to his/her supervisor in order to lessen the damage and avoid injury. Abuse of equipment may result in disciplinary action.

Observe cleanliness and the respective workplaces and entire association premises. All records and materials should be returned to their proper places. Ensure that all lights, calculators, computers, and other equipment are turned-off before leaving the workplace at the end of the day.

HR- 06-001_Equipment Use and Care

CARE MBA Human Resource Manual		Policy No.: HR-06-001
Article: ASSOCIATION PROPERTY		Effectivity Date: XX-XX-XXXX
Section/Subject: Equipment Use and Care		Issued Date: XX-XX-XXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 1	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Scope: XXXXXXXXXXXXXXXXXXXX		
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Revision No.: 2	Revision Date: XX-XX-XXXX	Revision Reference: XXXXXXXXXXXX
Prepared by: HR Officer	Endorsed by: General Manager	Approved by: BOT President
Scope: XXXXXXXXXXXXXXXXXXXX		

ANNEXES AND EXHIBITS

Annex A. HR POLICIES, GUIDELINES, PROCEDURES & RELATED FORMS

DETAILED POLICIES	STATUS	RELATED FORMS	STATUS
01 EMPLOYMENT			
HR-01-001_General Policy on Employment	None	None	None
HR-01-002_Recruitment, Selection and Hiring	Done	HR-FORM-01-002-a Personal Data Sheet	Done
		HR-FORM-01-002-b Applicant Interview Rating Sheet	For Drafting
		HR-FORM-01-002-c Pre-employment Checklist	For Drafting
		HR-FORM-01-002-d Background Check Form	For Drafting
		HR-FORM-01-002-e Employment Contract	Done
		HR-FORM-01-002-f Employment Notice Form	For Drafting
		HR-FORM-01-002-g Job Description	Done
		HR-FORM-01-002-h Individual Training List Form	For Drafting
HR-01-003_Interim (Probationary) Period	None	None	
HR-01-004_Employment Categories	Done	HR-FORM-01-004-a Employee Requisition Form	Done
HR-01-005_Post Employment	For Drafting	HR-FORM-01-005-a Turn Over Form	For Drafting
		HR-FORM-01-005-b Clearance Form	For Drafting
		HR-FORM-01-005-c Receipt, Release, Waiver and Quitclaim	For Drafting
HR-01-006_Maintenance of Personnel Records	For Drafting	None	
02 WORK STANDARDS AND DISCIPLINE			
HR-02-001_Work Hours and Daily Time Record	Done	HR-FORM-02-001-a Attendance Report Summary	Done
HR-02-002_Attendance and Punctuality	Done		
HR-02-003_Overtime Work	Done	HR-FORM-02-003-a Extended Time and Overtime Application	Done
		HR-FORM-02-003-b Off-set Time (Leave Credit) Application	For Drafting
HR-02-004_Office Attire and Grooming	For Drafting		
HR-02-005_Employee Progressive Discipline and	Done	HR-FORM-02-005-a Performance Improvement Plan	For Drafting

DETAILED POLICIES	STATUS	RELATED FORMS	STATUS
Standard of Conduct		HR-FORM-02-005-b Notice of Offense	For Drafting
		HR-FORM-02-005-c Employee's Written Explanation	For Drafting
		HR-FORM-02-005-d Corrective Action Notice	For Drafting
03 COMPENSATION AND BENEFITS			
HR-03-001_ Compensation	None	None	
HR-03-002.1_ Vacation Leave	Done	HR-FORM-03-002-a Leave Application Form	Done
HR-03-002.2_ Sick Leave	Done		
HR-03-002.3_ Maternity Leave	Done		
HR-03-002.4_ Paternity Leave	Done		
HR-03-003_ Office Uniform	For Drafting	None	
HR-03-004_ Health and Hospitalization Benefit	Done	HR-FORM-03-007-a Health Benefit Claim Form	For Drafting
HR-03-005_ Funeral Assistance	For Drafting		
HR-03-006_ Salary Loan	For Drafting	HR-FORM-03-010-a Salary Loan Form	For Drafting
HR-03-007_ Emergency Loan	Done	HR-FORM-03-011-a Emergency Loan Form	For Drafting
HR-03-008_ Service and Loyalty Award	For Drafting	None	
HR-03-009_ Tenure	For Drafting	None	
04 PERFORMANCE DEVELOPMENT			
HR-04-001_ Training and Development	Done	HR-FORM-04-001-a Training Nomination and Agreement Form	For Drafting
		HR-FORM-04-001-b Training Bond Agreement Form	For Drafting
		HR-FORM-04-001-c Post Training Report Form	For Drafting
HR-04-002_ Performance Evaluation	Done	HR-FORM-04-002-a PE Form A Office Clerk	Done
		HR-FORM-04-002-b PE Form B Supervisors/Officers	Done
		HR-FORM-04-002-c PE Form C General Manager	Done
HR-04-003_ Performance Reward and Management System	Done		
HR-04-004_ Employee Movements	For Drafting		
05 HEALTH, SAFETY AND SECURITY			
HR-05-001_ Health and Office Security	For Drafting		
HR-05-002_ Anti-sexual Harassment	For Drafting		
HR-05-003_ Alcohol and Drug	For Drafting		
06 ASSOCIATION PROPERTY			
HR-06-001_ Equipment Use and Care	For Drafting		

Annex B. DETAILED POLICY TEMPLATE

Logo Here	CARE MBA Human Resource Manual	Policy No.:
Section:		Effectivity Date:
Subject:		Issued Date :
Prepared by: <i>HR Officer</i>	Endorsed by: <i>General Manager</i>	Approved by BOT on: <i>BOT President</i>
Revision No:	Revision Date:	Revision Ref.
Scope:		

A. Purpose: **Calibri, 11, Bold**

The Association commits to a (define the idea and principle of the policy)

Calibri, 11 –

B. Policy Statement: **Calibri, 11, Bold**

It is the policy of the Association....(statement of the policy)

Calibri, 11 –

C. Definition of Terms

1. **Word (Calibri, 11, bold, italic)** – meaning (Calibri, 11)
2. **Word** – meaning

D. Guidelines:

1. Guideline 1

1.1. Sub guideline

1.1.1. Sub guideline

1.1.2. Sub guideline

2. Guideline 2

2.1. Sub-guideline

2.2. Sub-guideline

2.2.1. Sub Sub-guideline

2.2.2. Sub sub-guideline

E. Procedures:

- 1. Procedure 1
 - 1.1. Step 1
 - 1.2. Step 2
 - 1.2.1.Nanan
 - 1.2.2.Nanan

- 2. Procedure 2
 - 2.1. Step2
 - 2.2. Step 2
 - 2.2.1.Nanan
 - 2.2.2.Nanan

F. Related Forms and Documentation:

- 1. *Form 1 (Calibri, 11, italic)*
- 2. *Form 2*

G. Related Association Standard Policy(s):

- 1. *Policy ref. no, and name (Calibri, 11, italic)*
- 2. *Policy ref. no. and name*

H. Revision History

Revision Number:	Effectivity Date:	Revision Description:

Annex C. DETAILED POLICIES

1. EMPLOYMENT

1.1. HR-01-002_Recruitment, Selection and Hiring

Logo Here	CARE MBA Human Resource Manual	Policy No.: HR-01-002
Section: EMPLOYMENT		Effectivity Date:
Subject: Recruitment, Selection and Hiring		Issued Date :
Prepared by: <i>HR Officer</i>	Endorsed by: <i>General Manager</i>	Approved by BOT on: <i>BOT President</i>
Revision No:	Revision Date:	Revision Ref.
Scope:		

A. Purpose:

To set the guide in the recruitment, selection and hiring of CARE MBA's human resources.

B. Policy Statement

It is the policy of CARE MBA to ensure human resources complement are aligned with the planned and agreed organizational structure, and to create guidelines and procedures in the recruitment, selection and hiring of its personnel.

C. Guidelines:

1. Opening of New Positions

- 1.1. It is the responsibility of the General Manager to plan and recommend the human resources requirement of CARE MBA as applicable and required.
- 1.2. The General Manager in coordination with the Chairperson of the HR Committee shall prepare and draft Job Descriptions and Terms of References whichever is applicable, that shall conform to the policy, work system and procedure of CARE MBA.
- 1.3. It is the responsibility of the General Manager to recommend and/or report to the Board of Trustees, who shall have the authority to approve the opening of new positions when the Association warrants the need to cope with the thrust and work volume.

2. Human Resource Officer

- 2.1. It is the responsibility of the Human Resource Officer to manage the hired employees and consultants.
- 2.2. The HRO shall be responsible for preparing the Employment Contracts of all hired employees and consultants whichever is applicable, as well as the Memorandum on Extension of Contract/Service upon receipt of timely and written advice from the concerned Supervisor/Manager. The General Manager will sign or initial each page of the Employment Contract and Employment Notice.
- 2.3. All other personnel actions and servicing of human resource requirements of all hired employees and consultants shall be the responsibility of the HRO.
- 2.4. The HRO shall ensure that the provisions in the employment contracts adhere to all legal requirements, and the Association's internal policies and agreements.

3. Posting of Job Positions

- 3.1. To give preferences to CARE MBA human resources, Internal Job Posting shall be implemented to give opportunities to qualified employees who may signify interest to the vacant position. The interested employee shall undergo the required screening and selection process.
- 3.2. Should there be no employees, who meet the minimum standard of the requirement of the vacant position, external applicants will be considered.
- 3.3. Vacant positions are posted or advertised for a considerable time stating qualifications and requirements of the position.

4. Screening and Selection

- 4.1. Screening and selection process shall be through paper/resume review, series of interviews and should it be recommended appropriate pre-employment test (intelligence, personality and technical exams). Background investigation and medical examination are necessary in the hiring decision.
- 4.2. Hiring decision must be guided by CARE MBA qualification standards.
- 4.3. Hiring of support level position including Sr. Management position shall be of the same process. The hiring decision is on the level of the General Manager.

5. Hiring of General Manager position

- 5.1. A Search Committee shall be formed composed of five (5) members; the HR Committee Chairman, BOT Chairman, Incumbent General Manager, and selected/appointed two other HR Com members.
- 5.2. The HR Officer is tasked on the following:

- 5.2.1. Sources candidates through publications of the vacancy (paper or web), networking or hiring an executive search firm.
- 5.2.2. Conducts initial interview to qualified candidates.
- 5.2.3. Endorses at least 3-5 shortlisted candidates with their profiles to the search committee for 2nd interview.
- 5.2.4. Conducts background and employment investigation.

5.3. The Search Committee shall be responsible for:

- 5.3.1. Panel Interview.
- 5.3.2. Ranking and rating of the interviewed candidates.
- 5.3.3. Endorsement of at least three (3) shortlisted candidates to the Board for final interview and final decision.

6. Company Orientation and Job Induction

All new employees shall have to undergo general orientation about the Association, its vision, mission and values, general HR and Admin guidelines and procedures. It is also a requirement that a new employee undergo job orientation through their respective Unit Supervisor.

7. Procedures:

- 7.1. Requesting Supervisor shall forward the accomplished and approved Personnel Requisition Form to the Human Resources Office (HRO) who shall then implement posting of the position.
- 7.2. Should it be necessary, candidate who qualifies and passed the series of interviews shall undergo pre-employment examination administered by HRO to further examine candidate's fitness/match for the position.
- 7.3. Should it be necessary and if the position warrants, at least two (2) shortlisted candidates who passed the screening and selection process shall be endorsed to the General Manager for final interview.
- 7.4. The HRO shall conduct background investigation before finalizing the recommendation paper to the General Manager.
- 7.5. Upon favorable recommendation, the General Manager recommends hiring to the Human Resource Committee/Board for confirmation of hiring.
- 7.6. Upon confirmation of hiring, the HRO shall inform the successful candidate through an offer letter at least two (2) weeks before effectivity of appointment and shall require the candidate to complete all necessary requirements before hiring.
- 7.7. Upon candidate's acceptance of offer, the candidate shall be referred to accredited Clinic for pre-employment medical examination, which the applicant must pass prior to hiring.

- 7.8. Upon candidate’s acceptance of offer, the HRO shall prepare the employment contract and employee notice to be approved by the General Manager and acknowledge by the employee.
- 7.9. Pre-employment medical examination expenses shall be shouldered first by the candidate and will be reimbursed if he/she passes the probationary period.
- 7.10. Newly hired employees shall undergo company orientation conducted by the HRO. Supervisors/Managers shall also conduct job induction and explain the job responsibilities to the new employee before deployment.

D. Related Forms and Documentation:

- 1. *HR-FORM-01-002-a Employee Requisition Form*
- 2. *HR-FORM-01-002-b Personal Data Sheet*
- 3. *HR-FORM-01-002-c Applicant’s Interview Rating Sheet*
- 4. *HR-FORM-01-002-d Pre-employment Requirement Checklist*
- 5. *HR-FORM-01-002-e Background Check*
- 6. *HR-FORM-01-002-f Employment Contract*
- 7. *HR-FORM-01-002-g Employment Notice*
- 8. *HR-FORM-01-002-h Job Description*
- 9. *HR-FORM-01-002-i Terms of Reference*
- 10. *HR-FORM-01-002-j Individual Training List*
- 11. *HR-FORM-01-002-k Employee Orientation and Job Induction*
- 12. *HR-FORM-01-002-l Deployment Order Memorandum*

E. Related Association Standard Policy(s):

- 1. *HR-Policy-01-001 Employment Categories*

F. Revision History:

Revision Number:	Effectivity Date:	Revision Description:

1.2. HR-01-004_Employment Categories

Logo Here	CARE MBA Human Resource Manual	Policy No.: HR-01-004
Section: EMPLOYMENT		Effectivity Date:
Subject: Employment Categories		Issued Date :
Prepared by: <i>HR Officer</i>	Endorsed by: <i>General Manager</i>	Approved by BOT on: <i>BOT President</i>
Revision No:	Revision Date:	Revision Ref.
Scope:		

A. Purpose

To set the guide in the recruitment, selection and hiring of its employees.

B. Policy Statement

It is the policy of the Association to recruit, select and hire and/or engage the people with the right competencies and with the right potential for growth, to meet its unique and emergent needs, while complying with all current and applicable Philippine laws.

C. Definition of Terms

Trainee

A trainee is s/he who is an undergraduate in college who need to undergo practicum or on-the-job-training to gain work experience or fulfill academic requirements. The training period shall not exceed three (3) months. S/he shall receive a monthly wage of at least 75% of the applicable minimum wage.

Probationary Employee

An employee who is undergoing the observation period of not more than 6 months for purposes of determining his/her capability in performing the work required of a regular position relative to the performance standards set by the Association.

Regular Employee

An employee who had passed the probationary period and proven competent based on the performance evaluation to fulfill the requirements of the regular position upon recommendation of the immediate superior. Regularization entitles an employee to all legal rights and specific benefits as stated in the policy.

PF based by Program/Project

An employee engaged by the Association for a specific project or undertaking, the completion or termination of which has been determined at the time of the engagement of the employee or where the work or service is seasonal in nature and the employment is for the duration of the season.

Retainership based/Consultancy

A consultant is an expert in a specific field of interest. The BOT hired him/her for a particular period to provide services defined in a memorandum of agreement or retainership agreement.

Volunteer Contract

A volunteer is s/he who is involved in volunteer programs of schools or institutions who wish to work voluntarily for the association.

D. Guidelines:

1. Probationary and Regular Employment

- 1.1. All employees hired for a regular position shall undergo a probationary period of not more than six (6) months from the start date of employment. On a special case, the Board of the Association may agree and approve that an employee may not undergo the required observation period.
- 1.2. A probationary employee is not entitled to the same benefits and privileges enjoyed by a regular employee.
- 1.3. A Performance Evaluation shall be conducted by the immediate superior on/or before the fifth (5th) month of the probationary period to assess the performance and suitability of the employee for the regular position based on the performance standards established and agreed upon during the employee's start date.
- 1.4. Employee's direct superior must forward a written endorsement to HR on the status of the probationary employee.
- 1.5. An unsatisfactory performance evaluation is ground for termination of a probationary employee.
- 1.6. A probationary employee who signified resignation during the probationary period may do so by complying with the thirty-day notice policy and other requirements under the resignation policy.

- 1.7. In a regular employment, the Association shall not terminate the services of an employee except for just or authorized causes as provided by law, and subject to the requirements of due process.
- 1.8. A change from a regular to contractual employment status requires that the employee first voluntarily resign before given contractual employment status.

2. **Contractual /Project Employment and Casual /Temporary Employment**

- 2.1. An employment contract covers the employment of a contractual/project or casual/temporary employee specifying the nature and duration of the project.
- 2.2. Management reserves the right to terminate at any time for just cause a contractual/project or casual/temporary employee without liability on the Association's part other than for any salary earned up to the date of separation.
- 2.3. Casual/temporary or contractual/project employees are neither allowed to act as custodians of nor to have any access to valuables such as cash, securities, documents, etc., unless authorized by the unit head or General Manager for exceptional reasons. They cannot perform confidential functions. Likewise, they are not entitled to the same benefits and privileges enjoyed by regular employees.

E. Procedures:

1. The requisitioning party must determine the Category of the employee for hiring before taking any staffing action, indicate it among other things, in the Employee Requisition Form (ERF), have the General Manager review, and approve the personnel request.
2. The General Manager should receive all human resource requisitions at least **30 days** before the expressed need and/or actual deployment of said employee.
3. Other related procedures for recruiting, selecting and hiring, will fall under *Policy No. HR-01-002: Recruitment, Selection and Hiring*.

F. Related Forms and Documentation

1. *HR-FORM-01-002-a Employee Requisition Form*

G. Related Association Standard Policy(s)

1. *Policy No. HR-001-003: Recruitment, Selection and Hiring*

H. Revision History

Revision Number:	Effectivity Date:	Revision Description:

2. WORK STANDARDS AND DISCIPLINE

2.1. HR-02-001_Work Hours and Daily Time Record

Logo Here	CARE MBA Human Resource Manual	Policy No.: HR-02-001
Section: WORK STANDARDS AND DISCIPLINE		Effectivity Date:
Subject: Work Hours and Daily Time Record		Issued Date :
Prepared by: <i>HR Officer</i>	Endorsed by: <i>General Manager</i>	Approved by BOT on: <i>BOT President</i>
Revision No:	Revision Date:	Revision Ref.
Scope:		

A. Purpose:

1. To establish the normal working hours for all CARE MBA's employees.
2. To provide guidelines and procedures in the documentation and monitoring of daily time record of the employee as basis of computation of bi-monthly payroll and references on performance evaluation.

B. Policy Statement:

It shall be the policy of the Association to define and establish the regular work hours of all its employees as basis of the standard work hours of the Association.

C. Guidelines:

1. Working Hours

- 1.1. CARE MBA requires its employees a regular working hours of forty-four (44) hours (8 hours/day) on a five-day and a half workweek, Monday to Saturday.
- 1.2. An employee is expected to observe office work schedules as follows:
 - 1.2.1. Monday to Friday : 8:00AM to 5:00PM
 - 1.2.2. Saturday : 8:00AM to 12:00NN
- 1.3. An employee is required to have an unpaid one (1) hour lunch break and two (2) paid fifteen minutes (15 min.) break period in the morning and in the afternoon.

- 1.4. Unit Supervisors/Managers shall ensure that employee under his/her work supervision is at the designated work area doing the assigned jobs during business hours.
- 1.5. No employee shall leave the office premises during office hours unless duly authorized by his/her immediate Supervisor/Manager. Personal Emergency may be attended to during working hours only if there is prior clearance from the immediate Supervisor/Manager.

2. Daily Time Recording

- 2.1. Daily time record is required to monitor the time record of all employees and basis for payroll preparation.
- 2.2. The HR Officer is responsible in ensuring accuracy of the time entries and in the preparation of attendance summary and forward to the General Manager for review and validation before payroll preparation.

D. Procedures:

- 1. Assigned person shall record the daily time attendance of the employees.
- 2. HR Officer shall prepare and submits attendance summary to the General Manager for review, validation and approval and directs the Accounting Assistant for payroll processing.

E. Related Forms and Documentation:

- 1. *Attendance Report Summary*
- 2. *Log-in and Log-Out Recording*

F. Related Association Standard Policy(s):

- 1. *Employee Standards of Discipline*

G. Revision History

Revision Number:	Effectivity Date:	Revision Description:

2.2. HR-02-002_Attendance and Punctuality

Logo Here	CARE MBA Human Resource Manual	Policy No.: HR-02-002
Section: WORK STANDARDS AND DISCIPLINE		Effectivity Date:
Subject: Attendance and Punctuality		Issued Date :
Prepared by: <i>HR Officer</i>	Approved by: <i>General Manager</i>	Approved by BOT on: <i>BOT President</i>
Revision No:	Revision Date:	Revision Ref.
Scope:		

A. Purpose:

To set standards in the administration of employees' attendance and punctuality.

B. Policy Statement:

It shall be the policy of the Association to make certain that work are performed smoothly and efficiently by ensuring its employees are reporting on time and on a regular basis.

C. Definition of Terms

1. **Excused Absence** – it is an unplanned or unexpected leave of absence that is emergency in nature that is properly communicated and has authorized or approved by the immediate superior.
2. **Unexcused Absence** – it is an unplanned or unexpected leave of absence, which is not an emergency in nature, has no proper notification and has not been approved and authorized by the immediate supervisor/manager.
3. **Emergency in Nature** – is defined as due to natural calamities or disaster, sickness, accident, family emergencies such as accident/illness of a member of the family for which there is no one to attend to.
4. **Tardiness** – reporting for work beyond the agreed working hours.
5. **Undertime** – the employee leaves the office before the end of his/her shift or working hours.

D. Guidelines:

1. **Punctuality**

- 1.1. CARE MBA requires all employees to be at their place of work and be ready to perform their job at the start of the designated business hour.
- 1.2. Due to some unavoidable and unexpected circumstances on the travel to the Office, Employee shall be allowed to a **fifteen (15) minutes** grace period and only for a maximum of **sixty (60) minutes** or **1-hour** grace period in a pay period. Beyond the allowable grace period is already considered tardy and shall be automatically deducted from his/her salary. Corresponding disciplinary action shall also be imposed.
- 1.3. An employee with three (3) or more days (consecutive or intermittent) tardiness (more than the allowable 15 minutes grace period) in a pay period shall be subject to disciplinary action.

2. **Attendance/Unplanned Leave of Absence**

- 2.1. It is CARE MBA's policy that unplanned leave of absence(s) must be advised through the immediate superior, the HRO or the Admin Assistant prior to or within thirty (30) minutes after the start of the business hours.
- 2.2. It is the responsibility of the immediate supervisor/manager to validate and decide if the employee's unplanned leave of absence is excused or unexcused absence through a balance judgment and consider the emergency in nature of the employee's reason(s) of the unplanned leave.
- 2.3. Unexcused leave of absence shall be deducted to employee's working hours and must reflect on his/her payroll.

3. **Undertime**

- 3.1. Undertime may only be allowed if the reason is due to emergency as defined and must be authorized and approved by the immediate supervisor/manager.
- 3.2. Undertime shall be considered leave and shall be deducted to the employee's leave balance.
- 3.3. Disciplinary measures shall be imposed for violation of the attendance and punctuality policy through the set disciplinary standards.

E. Procedures:

1. Employee must notify the office through all forms of communication (office landline numbers, mobile phone, text message, or through relative/s) of the unplanned leave of absence and must

state the valid reason of the employee’s inability to report for work prior to or within thirty (30) minutes after the start of the business hours.

2. An Employee who is working undertime must secure approval through leave application and forward approved undertime to HRO for leave credit validation.

F. Disciplinary Action Schedule due to Tardiness

Non-compliant with the policy on attendance and punctuality shall be imposed with necessary disciplinary measures as follows:

Offense	Gravity and Prescription Period	1st Offense	2nd Offense	3rd Offense	4th Offense	5th Offense	6th Offense
Habitual Tardiness (3 or more days, consecutive or intermittent)	<i>Light, 1 year prescription period</i>	Verbal Warning	Written Warning	3 days Suspension	5 days Suspension	10 days Suspension	Dismissal
Habitual Absences (determined by the frequency of Leave Without Pay during the 12 month period)	<i>Medium, 2 years prescription period</i>	Written Warning	3 days Suspension	5 days Suspension	10 days Suspension	Dismissal	
Absences without Official Leave							
1-4 consecutive days	<i>Medium, 2 years prescription period</i>	Written Warning	3 days Suspension	5 days Suspension	10 days Suspension	Dismissal	
5 or more consecutive days	<i>Serious, 3 years prescription</i>	1 month Suspension	Dismissal				
10 working days in a 12 month period	<i>Serious, 3 years prescription</i>	1 month Suspension	Dismissal				

G. Related Forms and Documentation:

Leave Application Form

H. Related Association Standard Policy(s):

Employee Standards of Discipline

I. Revision History

Revision Number:	Effectivity Date:	Revision Description:

2.3. HR-02-003_Overtime and Extended Work

Logo Here	CARE MBA Human Resource Manual	Policy No.: HR-02-003
Section: WORK STANDARDS AND DISCIPLINE		Effectivity Date:
Subject: Overtime and Extended Work		Issued Date :
Prepared by: <i>HR Officer</i>	Endorsed by: <i>General Manager</i>	Approved by BOT on: <i>BOT President</i>
Revision No:	Revision Date:	Revision Ref.
Scope:		

A. Purpose:

It could not be disregarded that once in awhile and due to operational requirements, there is a need for employees to render overtime just to finish the assigned work. Thus, this policy shall provide guidelines and procedures in compensating extended work or overtime.

B. Policy Statement:

It is CARE MBA's policy to compensate overtime work or extended work non-monetarily through time/work off-setting and meal allowances.

C. Definition of Terms

1. **Extended Time** – means work incurred thirty minutes and beyond but not exceeding 4 hours after the 8 hours work schedule.
2. **Overtime** – means work rendered for a minimum of four hours on a rest day (Saturday and Sunday) or holiday.

D. Guidelines:

1. Extended work beyond eight (8) hours or work on a rest day or holiday must be pre-arranged with the immediate superior.
2. Employee who came in late for work shall not be allowed to request extended time. If necessary that an employee render extended time and overtime only the General Manager can approve it.
3. Extended time shall be compensated through meal/cash allowance following the schedule below:

- 3.1. 1 hour Extended Time – no allowance
- 3.2. 2hrs to 3hrs and 59minutes Extended Time – Php100.00 meal/cash Allowance

- 4. Overtime as defined shall be compensated through meal/cash allowance worth Php100.00 and be allowed to offset work time through leave application. Time off from work shall be scheduled and agreed by the employee and the immediate superior.
- 5. Work on a rest day or holiday less than the required four (4) hours shall not be allowed unless necessary, but shall fall under extended time and compensable only through cash/meal allowance.

E. Procedures:

- 1. Employee must secure extended time or overtime work through Overtime Application Form and forward to the Office/Branch Manager or General Manager for approval.
- 2. Employee with approved Overtime Application Form must secure Leave Application to apply for work time offsetting.
- 3. Cash/Meal allowance may be requested through reimbursement request attached the approved Overtime Request Form.
- 4. Guideline and Procedure on cash reimbursement must be followed.

F. Related Forms and Documentation:

- 1. *Overtime Application Form*
- 2. *Leave Application Form*
- 3. *Reimbursement Form*

G. Related Association Standard Policy(s):

- 1. *HR-Policy-03-01 – Working Hours and Daily Time Record*
- 2. *HR-Policy-03-02 – Attendance and Punctuality*
- 3. *Employee Standards of Discipline*
- 4. *Cash Reimbursement Policy*

H. Revision History

Revision Number:	Effectivity Date:	Revision Description:

2.4. HR-02-005_Employee Progressive Discipline and Standard of Conduct

Logo Here	CARE MBA Human Resource Manual	Policy No.: HR-02-005
Section: WORK STANDARDS AND DISCIPLINE		Effectivity Date:
Subject: Employee Progressive Discipline and Standard of Conduct		Issued Date :
Prepared by: <i>HR Officer</i>	Endorsed by: <i>General Manager</i>	Approved by BOT on: <i>BOT President</i>
Revision No:	Revision Date:	Revision Ref.
Scope:		

A. Purpose:

CARE MBA seeks to provide an orderly work environment conducive to productive activities and professional growth on the part of its employees. This entails working, cooperating and behaving in a normal and reasonable manner, as any organization would expect from its employees.

B. Policy Statement:

The Association shall establish and maintain a work environment where employees adhere to the Association’s policies, processes and right behavior at all times. The Association recognizes that the behaviors of the employees have impact on their job performances and any negative act of omission or commission should be corrected to bring about positive behavioral changes that will result to the improvement in their over-all job performances.

The Association shall also seek to establish and maintain supervisory practices that will promote effective and efficient work operations through the practice and administration of Performance Improvement Plan (PIP) when there are occurrences of unsatisfactory performance or misbehavior.

C. Definition of Terms:

1. **Performance Improvement Plan (PIP)** – A form that documents a plan for required performance improvement when an employee’s over-all performance does not meet expectations. The PIP is also a tool to be used for the development or improvement of pre-determined job skills or behaviors
2. **Corrective Action Notice (CAN)** – A form that documents any of the corrective actions to be taken by a supervisor over an employee, such as verbal warning, written warning, probation, suspension and termination or discharge.

3. **Verbal warning (VW)** – A corrective action undertaken by a supervisor over an employee and where the supervisor discusses with the employee the unacceptable behavior including the violated CARE MBA policy or procedure; negative impacts on work flow; or if it is a performance issue and suggest ways of improving behavior.
4. **Written warning (WW)** – A corrective action undertaken by a supervisor over an employee where the supervisor puts down in writing the problem, the corrective actions to be undertaken, and consequences of failure.
5. **Probation** – Should further instances of unacceptable behavior occur, or should the employee fail to improve, an employee should be placed under observation for a period of at least 30 days. This is called being on probation, and is defined as a period of time during which further unacceptable behavior or further instances of misconduct by the employee will result in termination of employment.
6. **Suspension (S)** – Suspension is an imposed temporary absence from duty without pay.
7. **Show Cause Memo** – A written notice issued to the employee specifying the ground or grounds for termination to afford the erring employee a reasonable opportunity within which to explain his/her side on the infractions presented against him/her.
8. **Administrative Hearing**- A hearing or conference during which the employee concerned, with the assistance of counsel if the employee so desires, is given the opportunity to respond to the charges, present his evidence or rebut the evidence presented against him/her.
9. **Dismissal (D)** – Final discharge from work for infractions deemed to be grave in nature or continued failure to respond appropriately to prior corrective action.

D. Guidelines:

1. **Performance Improvement Plan:**
 - 1.1. The Association shall implement a progressive discipline concept in correcting employees' poor performances and behavior and encourage the employee to take an active role in the resolution of a problem.
 - 1.2. It shall be the responsibility of the supervisor/manager to implement a constructive effort in helping the employees achieve full satisfactory standards of conduct and job performance.
 - 1.3. Correcting employee shortcomings or negative behavior to the extent required.

- 1.4. Notice to employees through communicating this policy that discharge will result from continued or gross violation of employee standards of conduct or unsatisfactory job performance.
- 1.5. Written documentation of disciplinary warnings given and corrective measures taken.
- 1.6. Documentation of performance improvement will become part of the employee's employment record.
- 1.7. Management may begin the PIP at any step, up to and including immediate discharge.

2. Due Process

The employee's right to due process should be respected at all times. An employee reported to have committed an offense shall be given an objective, consistent, and fair treatment to uphold the principle of this Policy. The right to due process includes:

- 2.1. The right to be informed of the nature and the cause of the accusation.
- 2.2. The right to be heard (or the right to explain his side verbally or in writing).

3. Corrective Action

- 3.1. Corrective action does not preclude the Association from initiating disciplinary action at any step in the progression, nor from repeating disciplinary action at any stage in the progression.
- 3.2. Specific corrective action depends on the seriousness of the offense, as indicated in the classification of offenses and penalties.
- 3.3. The classification of Offenses and Corresponding Penalties shall be as follows:

Category of Offense	Code	Disciplinary Action (Penalties)					
		1 st	2 nd	3 rd	4 th	5 th	6 th
Light Offense	L	VW	WW	S-1	S-5	S-10	D
Medium Offense	M	WW	S-3	S-7	S-15	D	
Serious Offense	S	S-30	D				
Grave Offense	G	D					

- 3.3.1. **Light Offense** - punishable by suspension from one (1) workday to a maximum of ten (10) workdays without pay or by written reprimand, admonition or warning.

3.3.2. **Medium Offense** - are offenses punishable by suspension ranging from three (3) workdays to fifteen (15) workdays without pay, at the sound discretion of the Association.

3.3.3. **Serious Offense** – are offenses that are punishable by suspension of at least 30 days without pay to dismissal, at the sound discretion of the Association. Privileges and benefits given by the Association may be withdrawn if the employee commits this type of offense, at the sound discretion of the Association.

3.3.4. **Grave Offense** - are offenses that are punishable by dismissal of the employee, at the sound discretion of the Association. All benefits shall be forfeited if the employee commits this type of offense.

3.4. Management reserves the right to impose lesser or higher corrective action for a particular offense if in management’s judgment there are mitigating or aggravating circumstances which warrant such action.

4. **Schedule of Offenses:**

4.1. Work Duties and Responsibilities

Description of Offense	Category/Gravity	1 st	2 nd	3 rd	4 th	5 th	6 th
a. Insubordination or disobedience: willful disregard of orders of superiors within the line of work without justifiable reason.	Medium	WW	S-3	S-7	S-15	D	
b. Refusal to accept work or work location assigned by the Management without justifiable reason.	Medium	WW	S-3	S-7	S-15	D	
c. Delay in the submission of required reports resulting in prejudice to the organization.	Medium	WW	S-3	S-7	S-15	D	
d. Delaying remittance of collection without valid reason.	Serious	S-30					
e. Failure or inability to liquidate expenses and/or advances within the period required by the policy.	Medium	WW	S-3	S-7	S-15	D	
f. Non-remittance or stealing of accountable funds/or collections.	Grave	D					
g. Unauthorized absence from work including loitering, leaving work or workplace before end of official time, sleeping and playing games during office hours.	Medium	WW	S-3	S-7	S-15	D	
h. Negligence in performing work resulting to monetary loss of damage to service and or property of the Association.	Medium	WW	S-3	S-7	S-15	D	

4.2. Attendance and Punctuality

Description of Offense		Category/Gravity				
a. Habitual Tardiness		Light to Medium				
b. Absences without official leave (AWOL)		Medium to Serious				
Offense	1 st Offense	2 nd Offense	3 rd Offense	4 th Offense	5 th Offense	6 th Offense
<i>Habitual Tardiness (3 or more days, consecutive or intermittent)</i>	Verbal Warning	Written Warning	3 days Suspension	5 days Suspension	10 days Suspension	Dismissal
<i>Habitual Absences (determined by the frequency of Leave Without Pay during the 12 month period)</i>	Written Warning	3 days Suspension	5 days Suspension	10 days Suspension	Dismissal	
<i>Absences without Official Leave (AWOL)</i>						
<i>1-4 consecutive days</i>	Written Warning	3 days Suspension	5 days Suspension	10 days Suspension	Dismissal	
<i>5 or more consecutive days</i>	1 month Suspension	Dismissal				
<i>10 working days in a 12 month period</i>	1 month Suspension	Dismissal				

4.3. Conduct and Behavior

Description of Offense	Category/Gravity	1 st	2 nd	3 rd	4 th	5 th	6 th
a. Conduct unbecoming, inappropriate behavior	Serious	S-30					
b. Misappropriation or malversation of Association's fund	Grave	D					
c. Committing acts of threats, intimidation, and harassment for using abusive languages against co-employee.	Serious	S-30					
d. Disbursing accountable funds for purely personal use	Grave	D					
e. Theft (including attempted) of Association property and personal valuables of co-employees	Grave	D					
f. Giving false statements or withholding of information of any kind including applications for employment, personal records, and CARE MBA's documents or during Association investigation or inquiry whether under oath or not.	Grave	D					
g. Forgery and/or fraud, including falsification of reports such as collection, remittances, expenses, etc.	Grave	D					

Description of Offense	Category/Gravity	1 st	2 nd	3 rd	4 th	5 th	6 th
h. Unauthorized collection from customers	Grave	D					
i. Conviction from criminal offenses	Grave	D					
j. Borrowing from clients in any form	Grave	D					
k. Doing or asking favors for clients	Serious	S-30					

4.4. Offenses against Association Interest

Description of Offense	Category/Gravity	1 st	2 nd	3 rd	4 th	5 th	6 th
a. Sabotage or deliberate destruction of CARE MBA property	Grave	D					
b. Unauthorized selling of Association property resulting to loss	Serious	S-30					
c. Unauthorized removal of any Association property from its designated location inside the Association premises or bringing out Association property.	Serious	S-30					
d. Disclosure of confidential information or data regarding the Association	Grave	D					
e. Gambling during office hours or within Association premises	Serious	S-30					

4.5. Health, Safety and Security

Description of Offense	Category/Gravity	1 st	2 nd	3 rd	4 th	5 th	6 th
a. Reporting for work under the influence of alcohol or prohibited drugs	Grave	D					
b. Taking prohibited drugs within the Association premises	Serious	S-30					
c. Carrying firearms, explosives or other deadly weapons inside CARE MBA premises without permission from the Management	Serious	S-30					

4.6. Multiple Offenses:

Violations of **five separate work rules**, where disciplinary action imposed for any of the offenses is categorized as serious, will result to immediate dismissal of the employee.

5. Administration of Corrective Action

The Association shall initiate corrective actions whenever any employee repeatedly fails to meet Association standards of performance or when his/her behavior has been determined to be detrimental to the well-being of other employees and/or the Association itself. The provision of the policy shall be implemented by the following:

5.1. Supervisors and Managers who shall see to it that:

- 5.1.1. Their respective staff are properly oriented on the provisions of Employee Discipline and the consequences for violation and non-compliance;
- 5.1.2. Their respective staff strictly observe the established standards on employee discipline in the performance of their work;
- 5.1.3. The appropriate corrective measures and disciplinary action within their authority as prescribed herein are immediately instituted; and
- 5.1.4. They consistently serve as role models of exemplary service and conduct.

5.2. Committee on Discipline

Who shall have the authority to hear and decide on cases referred to it involving employees for violations of any of the provisions on the Employee Discipline, which are serious and grave in nature. The Committee shall be composed of the following:

- Chairperson - HR Officer
- Members - One (1) Office Head/ Manager (Management Committee Member) to be designated by the General Manager on a rotation basis per disciplinary case.

The Head of the Unit/Department where the employee under investigation is assigned

If the case directly involves the directly or indirectly a member of the Committee, he/she shall be deemed excluded or inhibited from any participation in any deliberation/investigation. In this instance, a Supervisor/Manager shall be immediately designated by the General Manager to sit in the Committee.

5.3. Responsibility of the Disciplining Authority (Supervisors, Managers and Committee on Discipline)

The disciplining authority shall be responsible for maintaining discipline and morale among the employees and for initiating appropriate corrective actions were warranted. As such, it shall be the responsibility of the immediate superior and the committee on discipline to administer/implement this policy with respect to:

- 5.3.1. Determination of the offense;
- 5.3.2. Conduct investigation;
- 5.3.3. Rendering of fair decision; and,

5.3.4. Serving / imposition of appropriate corrective disciplinary action.

5.4. Human Resource Unit

The HR Unit shall act as Secretariat to the Committee on Discipline. As such, it shall be responsible for the:

5.4.1. Provision of all administrative support necessary for the smooth conduct of investigation;

5.4.2. Documentation of the Committee hearing and preparation of the summary of proceedings;

5.4.3. Issuance of the necessary documents to all parties concerned; and

5.4.4. Filing/maintenance of all records/documents pertaining to case referred to and decided upon by the Committee and the General Manager. In addition, HR Unit is tasked to monitor the implementation and strict compliance of all parties concerned to all decisions made by the General Manager, the Committee on Discipline and those acted upon at the level of the Unit/Department Head.

6. Administrative Proceedings

Depending on the nature of the offense, administrative proceedings shall be implemented as follows:

6.1. Light and medium offenses shall be administered and resolved at the level of the Unit/Department Heads.

6.2. Serious shall be administered and resolved at the level of the Committee on Discipline

6.3. Grave offenses shall be decided by the General Manager upon recommendation of the Committee on Discipline

6.4. Complaints or violations involving the Unit/Department Heads shall be filed or referred directly to the General Manager for proper disposition.

6.5. Complaints or violation involving the General Manager shall be elevated to the Human Resources Committee.

7. Procedures:

7.1. Administrative proceedings:

7.1.1. The administrative proceedings shall commence upon discovery or violation or filing of formal complaint to the Unit/Department Head or the Committee on Discipline

thru HR Unit, whichever is applicable. It may also emanate from reports received involving violations of certain rules/policies by the employees concerned.

- 7.1.2. All complaints shall be in writing otherwise the same shall not be given due course. No action shall be taken on anonymous complaint unless there is obvious truth or merit to the allegations set forth in the complaint.
- 7.1.3. The complaint shall be written in clear, simple and concise language and a systematic manner as to apprise the respondent (i.e., employee who is subject of complaint) of the nature of the charges against him/her and to enable him/her to prepare his/her defense.
- 7.1.4. The complaint shall contain the following information:
 - The full name, position, department of the complainant and respondent;
 - Specification of charges; and
 - A brief statement of relevant and material facts, accompanied by certified true copies of the documentary evidence, if any, and sworn statement covering the testimony of witness.
- 7.1.5. If a prima facie case (i.e. there is enough evidence or factual basis to establish a case) exists based on the documents presented in the complaint, the disciplinary authority shall notify the respondent in writing thru Notice of Offense, the charges against him/her within three (3) working days from the date of receipt of complaint. Copies of the complaint, sworn statements and other documents submitted shall be attached to said notification.
- 7.1.6. The offender or respondent shall be given not less than seventy two (72) hours or three (3) days to submit his/her answer to the charges in writing. Supporting documents may also be submitted.
- 7.1.7. If the answer of the respondent is found to be satisfactory and the supporting documents presented are sufficient, the disciplining authority shall dismiss the case outright and the respondent shall be notified accordingly thru **Notice of Exoneration**. If not, the formal investigation shall commence.
- 7.1.8. All investigation must start not later than ten (10) working days from the date of receipt of the respondent's answer. Said investigation shall be finalized within **thirty (30) working days** from the filing of the charges unless the period is extended for meritorious reasons.

7.1.9. A report on the investigation shall be completed/submitted within **fifteen (15) days** from the conclusion of the investigation.

7.1.10. The decision shall be rendered by the concerned disciplining authority within **fifteen (15) working days** from the termination of the investigation or submission of the report on the investigation conducted.

7.1.11. Decisions rendered by the disciplining authority are final and executory.

7.1.12. The respondent shall if found to be guilty of the offense shall be served with **Corrective Action Notice** copy furnished HR Unit for the employee's 201 file.

7.1.13. The investigation shall be conducted for the purpose of ascertaining the truth without necessarily adhering to technical rules applicable in legal proceedings.

E. Related Forms and Documentation:

1. *HR-FORM-02-005-a Performance Improvement Plan*
2. *HR-FORM-02-005-b Notice of Offense*
3. *HR-FORM-02-005-c Notice of Exoneration*
4. *HR-FORM-02-005-d Corrective Action Notice*

F. Related Association Standard Policy(s):

1. *CARE MBA Manual of Rules and Regulations*
2. *HR-Policy-01-005 Post Employment*

G. Revision History:

Revision Number:	Effectivity Date:	Revision Description:

3. COMPENSATION AND BENEFITS

3.1. HR-03-002.1_Vacation Leave

Logo Here	CARE MBA Human Resource Manual	Policy No.: HR-03-002.1
Section: COMPENSATION AND BENEFITS		Effectivity Date:
Subject: Vacation Leave		Issued Date :
Prepared by: <i>HR Officer</i>	Endorsed by: <i>General Manager</i>	Approved by BOT on: <i>BOT President</i>
Revision No:	Revision Date:	Revision Ref.
Scope:		

A. Purpose:

To provide for the welfare of employees, enhance their loyalty, cooperation and goodwill and motivate them to work efficiently.

B. Policy Statement:

The Association recognizes that every employee should be given the opportunity to recharge and renew him/herself by having quality time off from work with pay through vacation leave benefit.

C. Guidelines:

1. All regular employees who have rendered at **least one (1) year of continuous service** to the Association are given **fifteen (15) days** Vacation Leave (VL) credits to be paid at 100% of the employee's basic pay.
2. Vacation Leave shall start accruing on the hiring date as a probationary employee.
3. Vacation leave credits can be availed of after a year of continuous service to the Association.
4. The Association is requiring all regular employees to render a five (5) day time-off from work every year which shall be scheduled in advance before the start of the year. Scheduled five (5) days leave shall be agreed by the employee and the immediate superior.
5. Requests for vacation leave shall be made in writing and be forwarded to the immediate superior at least a week, or five (5) working days in advance of the scheduled leave. This will enable the Association to ensure uninterrupted work flow while an employee is enjoying the vacation leave benefit.

6. The Association, however, reserves the right to determine when an employee shall take the vacation leave benefit, as well as limit employee vacation leave to afford other employees the opportunity for vacation during the prime vacation times – summer and Christmas vacation period.
7. Vacationing employees cannot claim for bereavement or other circumstances occurring during their vacation period.
8. Vacation leave credits of the particular year can only be availed of in the succeeding year/s. Unearned leaves cannot be used in advance, neither can it be used to offset unexcused absences.
9. Unused earned VL is non-convertible to cash and shall be forfeited at the end of the year.
10. Every employee is required to keep and maintain an Employee Leave Record to keep track of his/her leave availment and status of vacation leave credits.
11. Every employee is required to keep and maintain an Employee Leave Record to keep track of his/her leave availment and status of vacation leave credits.
12. The HRO shall maintain a record of leave credits for every employee. It shall furnish all employees through their immediate superior, with the computation of accumulated leave credits/balance annually.

D. Procedures:

1. Five (5) days Time-off
 - 1.1. Employee and immediate superior shall agree on the five (5) days time-off advanced schedule.
 - 1.2. Forward the approved scheduled 5 days VL to HRO for recording and monitoring.
2. Employee shall accomplish leave application form in duplicate and forward to HRO for leave balance verification.
3. Verified application leave must be forwarded to immediate superior for approval.
4. Approved VL application shall be forwarded to HRO for recording and monitoring.

E. Related Forms and Documentation:

1. *Leave Application Form*
2. *Summary of Leave Availment, must be kept in the 201 file*

F. Related Association Standard Policy(s):

1. *Employee Standards of Discipline*

G. Revision History

Revision Number:	Effectivity Date:	Revision Description:

3.2. HR-03-002.2_Sick Leave

Logo Here	CARE MBA Human Resource Manual	Policy No.: HR-03-002.2
Section: COMPENSATION AND BENEFITS		Effectivity Date:
Subject: Sick Leave		Issued Date :
Prepared by: <i>HR Officer</i>	Endorsed by: <i>General Manager</i>	Approved by BOT on: <i>BOT President</i>
Revision No:	Revision Date:	Revision Ref.
Scope:		

A. Purpose:

To compensate employees in case of illness and to provide for their welfare.

B. Policy Statement:

The Association provides sick leave benefit to employees to protect them against loss of income during legitimate illness. Additionally, this also serves to protect the health and well-being of other employees while in the workplace.

C. Guidelines:

1. All regular employees who have rendered at **least one (1) year of continuous service** to the Association are given fifteen (15) days sick leave credits to be paid at 100% of the employee's basic pay.
2. Sick Leave shall start accruing on the date of hiring as a probationary employee.
3. Unused Sick Leave credits are convertible to cash to a maximum of **10 days** and shall be given to employees at the end of the year.
4. Sick Leave benefit cannot be taken in advance. The employee may avail of the SSS Sickness Benefit when he/she has not yet completed one (1) year continuous service or when he/she has used up all his/her available sick leave credits, but has not yet fully recovered from his/her illness.
5. Sick Leave benefit shall not apply under the following:
 - 5.1. Sub guideline Sickness or injury incurred is a result of criminal or anti social acts, immoral conduct, drunkenness or self inflicted.

- 5.2. Sickness or injury incurred is due to venereal disease, drug addiction or used of prohibited drugs, alcoholism, or quarrel wherein the employee is the aggressor.
- 5.3. When the employee fails to notify the Association of his absences.
- 5.4. When an employee get sick or injured while on unofficial leave or under suspension or disciplinary action.

D. Procedures:

1. Sickness or injury while at work

- 1.1. Employee should report to the immediate superior for proper action.
- 1.2. If sickness requires leave, the employee must secure a certification from the attending physician stating the number of days the employee must rest.
- 1.3. The Employee should submit accomplished application for leave form attached with the medical certificate to the immediate superior for notation and approval, who in turn submit the same to the HR for verification and monitoring.
- 1.4. When an employee cannot report for work after the duration of the authorized sick leave, he/she must notify his/her immediate superior who in turn will inform the HR. Upon returning for work, the employee must accomplish an application form for sick leave within his/her first day of work.

2. Sickness or injury outside working hours or while on authorized leave of absence

- 2.1. The employee must inform his/her immediate superior through telephone or any expeditious means of communication.
- 2.2. The immediate superior must relay the message to the HR for notation and monitoring.
- 2.3. If sick leave is more than a day, the employee, upon returning for work, must accomplished application for leave form in duplicate copies and secure approval from the immediate superior and forwards the approved sick leave to the HR for recording.

3. When an employee's illness is prolonged and continues beyond his/her SL credits, the employee may avail of the SSS Sickness Benefit. The sequence will be as follows:

- 3.1. The employee shall use up all sick leave credits.

3.2. The employee is placed on a leave without pay (LWP), and can then apply for SSS Sickness Benefit. The SSS thru the Association will supplement the employee's income by paying 90% of the employee's regular basic salary.

4. In case of longer absences, the employee must keep his/her immediate superior informed at two (2) weeks interval of his/her progress and expected date of return.

E. Related Forms and Documentation:

1. *Leave Application Form*
2. *Summary of Leave Availment, must be kept in the 201 file*

F. Related Association Standard Policy(s):

G. Revision History

Revision Number:	Effectivity Date:	Revision Description:

3.3. HR-03-004_Health and Hospitalization Benefit

Logo Here	CARE MBA Human Resource Manual	Policy No.: HR-03-004
Section: COMPENSATION AND BENEFITS		Effectivity Date:
Subject: Health and Hospitalization Benefit		Issued Date :
Prepared by: <i>HR Officer</i>	Endorsed by: <i>General Manager</i>	Approved by BOT on: <i>BOT President</i>
Revision No:	Revision Date:	Revision Ref.
Scope:		

The medical assistance package was developed to extend financial help to CARE MBA employees for their health related needs. CARE MBA believes that with this at hand, employees can ease their worries regarding financial related concerns and, thus, work more productively.

Although CARE MBA is open to assisting its employees by means of this package, it must not be construed that CARE MBA has the obligation to shoulder all health and medical related needs of the staff.

A. Guidelines:

1. The medical assistance covers only prescriptions and/or services of legally registered medical personnel and medical institutions.
2. Only official receipts from cash registers with TIN wherein medicines bought are labeled or itemized will be honored. Reimbursements for medicines from the “Botika ng Barangay or Health Centers” will not be honored.
3. Only official receipts supported by prescription will be qualified for reimbursements.
4. No reimbursement if documentation is not complete (i.e., prescription, hospital statement of account, laboratory request from attending physician, result of laboratory exam, original official receipts of hospital, original official receipts of attending physician/s, medical certificate with final diagnosis, operating room record, hospital statement of account).
5. Any amount in excess of the mandated assistance shall be of his / her personal account.

B. Coverage:

1. Only regular employees can avail of the medical assistance package

2. When an employee is on official leave of absence without salary or on study leave without salary, s/he is entitled only up to 25% of the proportionate amount granted under the medical assistance package during the pertinent period of his/her absence.
3. The amount of assistance for a newly regularized employee shall be computed on a pro-rata basis. The maximum amount allowed is determined by dividing the value of the assistance package by twelve months, multiplying the quotient with the number of months since the employee was regularized, then the product will be the maximum limit for reimbursements.

MEDICAL ASSISTANCE	VALUE OF MEDICAL ASSISTANCE	MAXIMUM LIMIT
a. Hospitalization	PhP 50,000.00	PhP 25,000.00
b. Preventive Health Care	Actual Cost	Actual cost
c. Out-patient Assistance	PhP 2,000.00	PhP 1,000.00
d. Dental Care	PhP 1,000.00	PhP 500.00
e. Optical Care	PhP 1,000.00	PhP 500.00

4. The coverage will be suspended when the employee
 - 4.1. is under disciplinary suspension for more than five (5) days
 - 4.2. has already submitted his/her letter of resignation and the same has been acknowledge by the Office of the General Manager

C. Exclusions:

1. Non-medicinal items (e.g. cotton, thermometer, bandage, etc.).
2. Regular health aids (e.g. alcohol, strepsils and other lozenges, betadine, omega pain and other related items, oral antiseptics, salonpas and other plasters, vitamins etc.).
3. Aesthetic procedures.
4. Contraceptives and other family planning and obstetrical services.
5. Treatment of ailment arising from notorious irresponsible acts, such as when one is under the influence of prohibited drugs, is intoxicated, promiscuity, and intentional acts such as willful intension to injure oneself.
6. Injuries sustained in the commission of a crime.

7. Gross negligence such as failure to use legally mandated helmet for motorcycle users and seatbelt for vehicle drivers.
8. Treatment for mental or psychiatric disorder.
9. Treatment arising from dangerous sports like scuba diving, rock climbing, motor racing and the like.

D. Related Forms and Documentation:

1. *Form 1*
2. *Form 2*

E. Related Association Standard Policy(s):

1. *Policy ref. no, and name*
2. *Policy ref. no. and name*

F. Revision History

Revision Number:	Effectivity Date:	Revision Description:

3.4. HR-03-007_Emergency Loan

Logo Here	CARE MBA Human Resource Manual	Policy No.: HR-03-007
Section: COMPENSATION AND BENEFITS		Effectivity Date:
Subject: Emergency Loan		Issued Date :
Prepared by: <i>HR Officer</i>	Endorsed by: <i>General Manager</i>	Approved by BOT on: <i>BOT President</i>
Revision No:	Revision Date:	Revision Ref.
Scope:		

A. Purpose

The Association in an effort to assist its employees in times of financial difficulties (emergency or any exigency), shall grant loan to its employees with no interest. However, such assistance shall be governed by necessity, reasonableness, and prudence taking into consideration the merits of each situation and the availability of funds

All regular employees of the Association can avail of emergency loan.

B. Policy Statement:

1. Loan may be used for the following purposes:
 - 1.1. **Emergency Loans** – an emergency is a sudden, generally unexpected, unforeseen or fortuitous event or occurrence or circumstance requiring immediate action, otherwise, grave or irreparable damage will occur. These include medical and calamity emergencies.
 - 1.2. **Medical Emergency** – those resulting from hospitalization expenses not covered or in excess of those reimbursable under the hospitalization benefit. Dependents shall include only spouse, parents, and children of married employees and for unmarried employees, their legitimate dependent parents, brothers and sisters.
 - 1.3. **Calamity Emergency** – covers situations where there is substantial destruction of dwelling or property due to fire, flood, typhoon, earthquake or similar natural calamity.
2. Maximum amount of loan shall be equivalent to one and one half months (1½) of basic salary of employee.

3. Loans shall be payable through salary deductions within twelve (12) months in twenty-four (24) semi-monthly installments or sooner, if accelerated payment is indicated. However, the capacity to pay of the borrower must be considered.
4. An employee may be granted a loan equivalent to one month salary even if he/she has an outstanding loan provided that his/her net take home pay is not below 50% of his/her basic salary.

C. Procedures:

1. The employee-borrower must fill in the appropriate portion of the application for loan in two (2) copies.
2. This form, together with all the necessary documents should then be submitted to the immediate superior for endorsement and recommendation to Personnel in-charge.
3. The Personnel in-charge will then send the application with all the supporting documents to Finance for initial verification of employee’s outstanding loans.
4. Final will submit the application to the General Manager for final approval.
5. Upon final approval, the original copy of the application form is given to Finance and the other copy is retained by Personnel in-charge.
6. Finance will prepare the check. The check should be released only upon receipt of the duly signed Authorization to Deduct and Promissory Note (PN) to Finance.
7. All loans shall be subject to availability of funds and management prerogatives.

D. Related Forms and Documentation:

1. *Form 1*
2. *Form 2*

E. Related Association Standard Policy(s):

1. *Policy ref. no, and name*
2. *Policy ref. no. and name*

F. Revision History

Revision Number:	Effectivity Date:	Revision Description:

4. PERFORMANCE DEVELOPMENT

4.1. HR-04-001_Training and Development

Logo Here	CARE MBA Human Resource Manual	Policy No.: HR-04-001
Section: PERFORMANCE DEVELOPMENT		Effectivity Date:
Subject: Training and Development		Issued Date :
Prepared by: <i>HR Officer</i>	Endorsed by: <i>General Manager</i>	Approved by BOT on: <i>BOT President</i>
Revision No:	Revision Date:	Revision Ref.
Scope:		

A. Purpose:

The Association believes that in order to insure maximum efficiency in the performance of functions, duties and responsibilities, as well as improve employee's morale, staff development activities such as trainings and seminars are offered to regular employees.

B. Policy Statement:

CARE MBA is committed to the growth and development of the potential of each employee. It shall be the policy of the Association to provide relevant and purposive trainings and development opportunities and approaches to each employee.

C. Definition of Terms

1. **Training and Development** – refers to planned efforts by an organization to facilitate the learning of job-related behavior of its employees for current and future roles and responsibilities.

D. Guidelines:

1. Office/Unit Managers are responsible for the development of their staff in consultation with the Human Resources Office who is mainly responsible for planning, implementing, evaluating and documenting employee training. Employee shall always be responsible for self-development and individual learning.

2. All trainings and development activities must be **strategic, purposive and must result to a positive contribution to the Association's objectives**. Hence, employees' attendance to relevant training must be directly related to their job functions which shall enhance individual and group performance.
3. Training expenditures shall be made with the reasonable expectation that employees will make a positive difference in individual or team performance and will produce value for the money and time expended. Hence, this means:
 - 3.1. Training and development needs should be properly identified and addressed in an effective and resource efficient manner through the development of training plans;
 - 3.2. The most cost effective training source must be identified; and
 - 3.3. Planning, budgeting, and evaluating training results should be undertaken to determine whether they satisfy the identified needs and contribute to the goals of the Company.
4. Employee's time spent in an approved training program shall earn his/her normal salary for the duration of the course. Training falling on Saturday, Sunday or Holiday shall be credited and scheduled as time-off from work (Leave Credit) after the training.
5. Attendance in long-term training must be authorized in advance and may be shouldered by the Association with paid salary under the following consideration:
 - 5.1. Training is evaluated as essential which is directly related to current or anticipated future job requirement and for effective job performance;
 - 5.2. There is limitation on recruitment/sourcing for needed skills due to labor market scarcities;
 - 5.3. Long term training is the most cost-effective means for acquiring the knowledge or skills in view of expenditure and disruption in the workforce;
 - 5.4. Training cannot be accomplished either outside of normal working hours or by a temporary rearrangement of duties; and
 - 5.5. The employee has the potential to succeed in the proposed course or program of studies based on the evaluation and/or recommendation of concerned Immediate Superior/Manager.
6. The Association may send employees to Specialized Training Local or Abroad with the consideration that the training/seminar will impact or contribute to the Association's

requirement. For Training Abroad, cost-effectiveness and limitation on availability of the training in content and experience locally must be considered as basis for sending employees.

7. CARE MBA, Inc. shall implement a training bond agreement with the identified qualified employee for long-term and/or specialized training, either local or overseas. Training bond period shall be determined by the training cost.

Schedule of training bond based on training cost:

Training Cost	Bond Period
10,000 – 20,000	6 months
20,001- 50,000	1year
50,001 – 100,000	1.5 years
100,001- above	2-5years (depending on the amount)

Training Cost shall include:

- 7.1. Training Fee;
 - 7.2. Accommodation and Food;
 - 7.3. Transportation;
 - 7.4. Associated Cost/Expenses (e.g hiring of reliever, etc.) ; and
 - 7.5. other allowances
8. It is the responsibility of the employee to complete the sponsored training and or if under bond agreement must complete the training bond period, otherwise, CARE MBA shall impose payment for the liquidated damages which pertains to the total training cost and the cost on other damages and opportunity lost by the Association.
 9. In the event of resignation/cessation of work for whatever reason, the computation for the liquidated damages shall be 100% within the 6 months period after the training and pro-rating shall only be imposed after serving 6 months after the training.
 10. Self-development, career development/program of an employee not related to the Association’s requirement is the responsibility of the individual and shall not be covered by this Policy.

E. Procedures:

1. HRO in collaboration with Unit/Office Managers will develop a Association-wide training and development plan identifying the goals, objectives and methods by which the training and development plan can be achieved including the funding/budget needed to implement the plan.

2. The identification of the employee's training and development needs will be based on any of the following:
 - 2.1. The Association's institutional needs and requirements;
 - 2.2. The career path developed for each family of positions where the employee belongs;
 - 2.3. The basic and updated knowledge, skills, attitudinal requirements of the job;
 - 2.4. The employee's expressed growth, needs interests, and aspirations within the Association;
and,
 - 2.5. The employee's personal preference.
3. When sending employee to training the Unit/Office Manager/ or the requisitioner himself/herself must fill in the Training Request and Agreement Form at least ten (10) days before the scheduled training, secure approval from the concerned Immediate Superior, HR Manager and General Manager and submit to Finance Office for payment processing.
4. For overseas and long-term training a separate Training Agreement and Training Bond Agreement (if the training cost qualifies for a bond agreement) shall be provided and agreed itemizing the responsibilities and obligations after the training and provisions on employment terms and bond if necessary.
5. Before sending the employee to approved training, he/she must understand his/her responsibility on the attendance to the training and obligation after the training.
6. Upon completion of the training/seminar, the attendee must accomplished the Post Training Evaluation Report Form together with the Training Certificate within five (5) days to the concerned Unit/Branch Manager and HR training evaluation updating of employee training record.
7. Training Materials are considered Association Property and a copy of such must be submitted to HR for keeping and use as references materials for sharing.
8. As trainings are purposive and must be relevant to employee's function and Association requirements, result of the training must be reflective on the performance of the employee through the performance appraisal.

F. Related Forms and Documentation:

1. *HR FORM-05-01-a: Training Nomination and Agreement Form*
2. *HR-FORM-05-01-d: Training Bond Agreement*
3. *HR-FORM-05-01-c: Post Training Report Form*

4. *Training Certificate*

G. Related Association Standard Policy(s):

1. *Performance Evaluation*

H. Revision History

Revision Number:	Effectivity Date:	Revision Description:

4.2. HR-04-002_Performance Evaluation

Logo Here	CARE MBA Human Resource Manual	Policy No.: HR-04-002 - For Drafting
Section: PERFORMANCE DEVELOPMENT		Effectivity Date:
Subject: Performance Evaluation		Issued Date :
Prepared by: <i>HR Officer</i>	Endorsed by: <i>General Manager</i>	Approved by BOT on: <i>BOT President</i>
Revision No:	Revision Date:	Revision Ref.
Scope:		

A. PURPOSE

1. Employee Development

To provide adequate feedback to employees on their work standings against the agreed performance standards, and what interventions are needed to bridge the performance gaps or highlight potential areas for further employee development.

2. Systematic Judgement

To serve as an effective tool based on systematic judgement to support employee actions and movements.

3. Association Development

To assess the extent to which the employee's performance has contributed to the attainment of the unit and Association's goals.

B. BASIC POLICIES

- The performances of all regular employees shall be formally evaluated following the schedule below:

- Rank and File (Office Clerk) - Annually
- Supervisor, Managers and Sr. Officer - Semi-Annually

- The rater shall be the immediate supervisor of the ratee. Concurrence of the next higher supervisor/manager as to the content of the Performance Evaluation Report and the overall performance rating shall be required.

3. Performance standards shall be set and agreed upon before the start of every rating period. The Group strategic planning workshops normally conducted in the last quarter of preceding year offers the most opportune time to establish targets and standards.
4. Raters shall provide continuing feedback on ratees' performance through monthly and quarterly performance monitoring, and conduct a performance evaluation interview with each ratee at the end of the rating period.
5. Results of performance evaluation will be used to make compensation decisions and appropriate personnel actions.
6. The HR Office shall administer the PMS in coordination with the Managers and Executive Director.
7. Performance of employees undergoing training and on probationary shall also be guided with this PMS.

C. Performance Evaluation Form Content

The Performance Evaluation Report is the primary tool of the Performance Management System (PMS). There will be three (3) performance evaluation forms:

- PE Form A for Support Staff (Office Clerk)
- PE Form C for Supervisors/Officers
- PE Form D for Managers/Senior Officer

All the Performance Evaluation Forms have the following common sections:

1. Job Related Factors
2. Managerial Practices (only for managerial positions)
3. CARE MBA Core Values
4. Developmental Agreements and Commitments
 - 4.1. Strengths
 - 4.2. Areas for Improvements
 - 4.3. Learning Objective (Training and Development Needs)
 - 4.4. Rater's Remarks
 - 4.5. Employee Comments

The Form also provides that both the Rater and Ratee attest to the fact that the key performance areas, performance standards and success indicators are agreed upon at the start of the rating period. Similarly, the Rater will have to signify that the contents of the PE Report have been discussed with the Ratee at the end of the rating period.

1. Job-Related Factors

Key Performance Areas, are clusters of related activities or tasks derived from the approved job description which when performed would result to very specific outputs. Performance areas are sometimes called “responsibility or result areas.”

Typical examples of Performance Areas for the HR Office will be as follows:

- Recruitment, selection and placement
- Compensation and benefits
- Work systems and Performance Evaluation
- Human Resource and Organization Development
- Career Management
- Employee Relations
- Health and Safety

The rater and ratee will predetermine the relative value of each of these performance areas to the successful attainment of job objectives. The total point score shall not exceed 100.

Performance Standards provide a benchmark against which to evaluate individual work performance. Performance standards answer the question: How will the employee and the supervisor know when an employee is meeting or exceeding expectations for his/her position. A performance area may have more than one performance standard. Referring to the foregoing HR example, performance standards under one of the performance areas will be as follows:

Performance Area:	Performance Standards
Work Systems and Performance Evaluation	<ol style="list-style-type: none"> 1) 100 % of performance standards for all regular positions established by the end of March 2013 with no more than 2 major revisions. 2) New Performance Evaluation System (PMS) pilot tested among at least 90 % of regular employees by 2nd week of June 2013. 3) At least 95 % all regular position signed by the job holder and approved by the immediate supervisor by the end of February 2013.

Developing Performance Standards

It is best to develop performance standards collaboratively with the employee or employees whose work will be evaluated using the same standards. If certain performance standards cut across work units, that is, if employees reporting to different supervisors perform the same

duties, a collaborative process of defining those standards will have to be undertaken to ensure fairness and consistency.

Standards should be written in clear language, describing the specific behaviors and actions required for work performance to meet, exceed or fail to meet expectations. Bear in mind that standards are written for a position rather than a particular person. The standards should be reasonable and appropriate no matter who is performing the job.

The following guideposts are worth considering when writing performance standards:

1. Describe performance expectations in terms of -
 - 1.1. Timeliness (deadlines, due dates)
 - 1.2. Quantity (how many)
 - 1.3. Quality (objective and subjective measures of satisfaction)
 - 1.4. Cost-effectiveness (budget constraints, savings or deficits)
 - 1.5. Customer satisfaction, both internal and external
 - 1.6. Other relevant verifiable measures
2. **Specify the acceptable margin for error.** Very rarely will perfection be an appropriate standard even for outstanding performer.
3. Cite any specific condition/s under which the performance is expected to be accomplished or assessed.

Checklist to evaluate written performance standards:

1. Are the standards realistic?
Standards should be attainable and consistent with what is necessary to get the job done. Standards that meet expectations represent the minimum level of performance for all employees in that position.
2. Are the standards specific?
Standards should tell an employee exactly which specific actions and results are expected to be accomplished.
3. Are the standards based on measurable data, observation, or verifiable information?
Performance can be measured in terms of quantity, quality, timeliness, or cost effectiveness.
4. Are standards supportive of the vision, mission and objectives of CARE MBA?
5. Are the standards challenging?

Standards may describe performance that exceeds expectations. Recognizing performance that exceeds expectations or an outstanding rating is motivating to employees.

6. Are the standards clear and understandable?

The employee whose work will be evaluated on the basis of the standards should understand them. Standards should use the language of the job.

2. Managerial Practices

Supervisors and managers are assessed on key management areas involving work systems, resource utilization, acquisition and handling of information, managing employees' behavior at work, and leadership behavior.

3. CARE MBA Core Values

Both managers and rank and file employees will be assessed on the degree that they behave according to CARE MBA Christian Values, namely: 1) Excellence 2) Professionalism (Responsibility and Commitment), 3) Teamwork, 4) Critical Thinking, 5) Stewardship and 6) Client Service Oriented. Additional personal attributes that enable the employee to perform the job satisfactorily or potentially strengthen commitment to CARE MBA's objectives may be included.

4. Developmental Agreements and Commitments

4.1. Employee Strength

Identify employee's strength in terms of job competencies that enable the employee to perform effectively. Highlight employee's accomplishments as to the result of having the competencies/strength.

4.2. Areas for Improvement

Based on the position, identify the areas where the employee must focus and exert more effort to attain required competencies and expected performance.

4.3. Learning Objectives (Training and development needs)

Performance gaps are indications of training needs. Describe in this section the knowledge, abilities, and skills that require improvements or further development. Also, identify appropriate actions to enable the employee to acquire and develop these competencies.

4.4. Rater's Remarks

The rater writes an overall evaluation of employee performance highlighting the strengths and areas for further improvement of the ratee.

4.5. Employee Comments

This section affords the employee to indicate his reaction to the ratings and to the various aspects of the Performance Management System as well.

D. Performance Ratings

A 5-point rating scale shall be used to rate employee's performance. The description of each rating is given below:

Rating	Adjectival Rating	Description
1	Outstanding	Extraordinary level of performance exceeding all standards and expectations by about 50 %. Demonstrates exceptional job mastery in all major areas of responsibility.
2	Very Satisfactory	Exceeds most of the performance standards and expectations but falls short of an outstanding performance.
3	Satisfactory	Meets the minimum performance standards and expectations
4	Needs Improvement	Meets less than 70 % of the performance standards
5	Poor	Meets less than 50 % of the performance standards

E. Administration of the Performance Evaluation

While the HR Office is in charged with the overall administration of the PE, every member of CARE MBA either as a rater or a ratee, has an active participant, from the setting up of performance standards to the discussion and planning of performance development actions.

The roles and responsibilities of HR, the supervisors/managers, and the individual employee are described below:

1. The Role and Responsibilities of HR Office

The HR Office has the primary responsibility in the development, implementation and evaluation of the Performance Management System (PMS).

More specifically, the HR Office will perform the following tasks:

- 1.1. Develop, monitor and/or update the implementation of the Performance Management System of CARE MBA.

- 1.2. Guide the Office and Managers in the identification of Key performance areas and establishment of performance standards for all regular jobs.
- 1.3. Ensure that performance evaluation ratings are closely linked to compensation decisions and personnel actions like promotion and transfer.
- 1.4. Conduct orientation and Raters Training to develop raters competence in using the PMS.
- 1.5. Incorporate a module on PMS in regular in-house training programs to ensure a common understanding of PMS among all its employees.
- 1.6. Review accomplished Performance Evaluation Forms to ensure that they comply with the given requirements as to form, content, and accuracy of ratings and more importantly, to gauge the overall level of employee performance.
- 1.7. Handle and/or recommend appropriate actions to deal with problems and complaints about performance evaluation.
- 1.8. Guide office and managers in the conduct of their assessment meetings to gauge the degree to which performance standards are being met and determine specific actions to bridge performance gaps.

2. **The Role of the Manager/Raters**

The managers and supervisors evaluating the performance of the employees are critical players in the successful implementation of the PMS. More than the PMS itself, raters' understanding, acceptance and appreciation of the importance of performance evaluation in effectively managing human resources can boost or doom PMS.

Their tasks shall include the following:

- 2.1. Help his/her subordinates understand and appreciate the aims and mechanisms of PMS.
- 2.2. Attend Raters' Training to enhance ones competence in performance evaluation.
- 2.3. Collaboratively determine with the jobholders, the performance areas, objectives and standards of all the jobs in his/her work unit.
- 2.4. Provide continuing feedback on employee performance.
- 2.5. Submit the adequately accomplished and discussed Performance Evaluation Forms on due dates.

- 2.6. Assess the extent to which performance objectives and standards in his/her unit/office are achieved and identify necessary actions to bridge performance gaps.

3. **The Role of the Ratees/Employees**

Employee performance is the focal point of PMS. PE is mutually important to CARE MBA and to its employees. The growth and survival of CARE MBA is conditioned by how well its people are doing their jobs. CARE MBA needs to evaluate how their employees are performing to ascertain attainment of its objectives. Employees on the other hand, need to perform to satisfy their wants and aspirations. Both will benefit from a systematic and objective evaluation of performance.

The employees/ratees will have the following tasks to perform in connection with the implementation of PMS.

- 3.1. Actively get involved in the identification of performance areas, objectives and standards of the job he/she is doing.
- 3.2. To be open and receptive to feedback on how he/she is doing his/her job.
- 3.3. Participate actively in the conduct of performance evaluation interview.
- 3.4. Demonstrate commitment to agreed plan of actions to further improve his/her performance

F. Performance Rating Periods

1. Performance rating periods Schedule:
 - 1.1. R & File = (annual) January to December
 - 1.2. Supervisor, Manager & Sr. Managers = (semi-annual) Jan-June & July – Dec.)
2. Performance Standards shall be established and agreed upon by the supervisor and employee by week 1 of January of the following year for all the Rank and File staff, Supervisor and Managers, and July of the current year (mid-year review) for Supervisors, Managers, and Sr. Managers.
3. Raters (Managers) evaluate each employee's performance on week 2 of June and December and conduct individual performance appraisal interview not later than week 3 of June and December.
4. Fully accomplished and signed Performance Evaluation Report shall be submitted to HRO not later than the week 4 of June and December.

G. Guidelines on How to Compute the Performance Ratings

1. A 5-Point Rating Scale shall be used to rate employee's performance. The description of each rating is given below:

Rating	Adjectival Rating	Description
1	Outstanding	Extraordinary level of performance exceeding all standards and expectations by about 50 %. Demonstrates exceptional job mastery in all major areas of responsibility.
2	Very Satisfactory	Exceeds most of the performance standards and expectations but falls short of an outstanding performance.
3	Satisfactory	Meets the minimum performance standards and expectations
4	Needs Improvement	Meets less than 70 % of the performance standards
5	Poor	Meets less than 50 % of the performance standards

2. To compute for the total weighted points for section A - Job- Related Factors
 - 2.1. For performance areas with 2 or more standards, get the sum of the ratings for each standard and divide that sum by the number of standards. Multiply the average rating by the assigned points. Enter this result (product of average rating x assigned points) in the Total Points column.
 - 2.2. To get the Average rating, add all the numbers in the Total point column and divide this sum by 100.
 - 2.3. To compute for the weighted average, multiply the average rating by the assigned weight for A - Job Related Factors.
3. To compute for the weighted average for sections B - Managerial Practices and C - CARE MBA Christian Values.
 - 3.1. Add the ratings for all the items in sections B or C.
 - 3.2. Divide the sum by the total number of items
 - 3.3. Multiply the average rating by the assigned weight to get the weighted average
4. To compute for the over-all performance rating
 - 4.1. Add the computed average ratings for sections A, B and C

- 4.2. The obtained sum is the over-all numerical performance rating.
- 4.3. Numerical rating conversion to adjectival rating shall be treated as within 50% below and 50% above the whole numbers as to identify the stretch range of the rating performance.

Numerical Rating Conversion:

0 to 1.50	1	Outstanding
1.51 to 2.50	2	Very Satisfactory
2.51 to 3.50	3	Satisfactory
3.51 to 4.50	4	Needs Improvement
4.51 to 5	5	Poor

Convert the numerical rating into adjectival rating based on the conversion table of the performance evaluation forms and enter this adjectival rating in the box provided for on the same page.

- 5. To compute for over-all performance rating of employees with two or more immediate supervisors within one performance rating period
 - 5.1. Compute for the over-all numerical performance rating as stated in item no. 3.
 - 5.2. Multiply the over-all performance rating by the length of tenure of the employee in the position
 - 5.3. Add his/her equivalent ratings per position to get his final performance ratings
 - 5.4. Convert the numerical rating into adjectival rating

H. Related Forms and Documentation:

- 1. *Form 1*
- 2. *Form 2*

I. Related Association Standard Policy(s):

- 1. *Policy ref. no, and name*
- 2. *Policy ref. no. and name*

J. Revision History

Revision Number:	Effectivity Date:	Revision Description:

4.3. HR-04-003_Performance Reward and Management System

Logo Here	CARE MBA Human Resource Manual	Policy No.: HR-04-003 - For Drafting
Section: PERFORMANCE DEVELOPMENT		Effectivity Date:
Subject: Performance Reward and Management System		Issued Date :
Prepared by: <i>HR Officer</i>	Endorsed by: <i>General Manager</i>	Approved by BOT on: <i>BOT President</i>
Revision No:	Revision Date:	Revision Ref.
Scope:		

A. Purpose

In managing employee performance, aside from measuring the extent from which employee's contribution has affect the Association's performance based on its goals, part of its management is employee development through rewards and recognition or through performance corrective measures. CARE MBA shall recognize above average and exemplary performance through monetary and non-monetary reward **annually or after every 2 performance rating period**. However, below average and poor performances shall be managed through corrective action as may be necessary.

B. Basic Guidelines

1. To impose a performance by objective, Performance Evaluation shall be done annually for the R&F employees and twice a year for the Supervisor, Managers and Sr. Managers.
2. The same with Field Staff, who are being measured by the target and commitment, office-based staff must also commit to an annual objective in terms of service level linked with the unit's objective.
3. While the Field Staff performances shall be annually evaluated, guided by the HR Policy, it shall be the responsibility of the Supervisors and Managers to conduct Monthly Performance Monitoring of their field staff and ensure implementation of corresponding performance rewards and penalty because of their performances.
4. Operations Rewards and Corrective Measures are as follows:
 - 4.1. Monthly incentive for performers, basis shall be the Operations Incentive Scheme.

- 4.2. Below average performance (NI) based on operation’s requirement for the 6 month period shall be managed through performance development/corrective plan.
- 4.3. Employee with two (2) consecutive Needs Improvement rating based on Operation’s standard for the annual period is automatically terminated.
- 5. There would be monetary and non-monetary recognition after annual evaluation result.
- 6. The basis of merit increase/adjustment is performance and shall be part of the Performance Management System of CARE MBA, thus, CARE MBA shall impose annual merit increase after annual evaluation within the in-step or pay range.
- 7. Merit increases shall be imposed only on exemplary performance, which is surpassing the average performance expectations.
 - 7.1. Very Satisfactory – 2.5 % in-step increase
 - 7.2. Outstanding – 5% in-step increase
- 8. All salary increases are subject to the Association’s income performance and must be approved by the ED and/or BOT. CARE MBA has the prerogative and has the sole discretion to defer or suspend merit increases, during financial difficulty and business operation decisions, wherein merit increases is objectively seen not appropriate.
- 9. This shall be applicable to all regular employees.
- 10. Incentive Scheme for Operations monthly performance is different from the PMS Reward system.

C. Merit Increase

Annually, depending on financial capacity of the Association and Management discretion. Should CARE MBA approve the salary increase the following shall be applied:

PMS Results for 1 year period (or depending on the period identified by the Management)	Corresponding Merit Increase
Outstanding	▪ 2 step within the salary range (10%)
Very Satisfactory	▪ 1 step within the salary range (5%)

When considering promotion to recognize outstanding employees, the Management must also consider that the employee has met the required qualification and competency for the next higher level position. Should the employee have not met the required qualification and competency, the

employee in agreement with the Association, may be recommended to acquire and complete required training/education and competency until qualified to be promoted.

Across the board increases may only be considered for salary increases on the discretionary decision of the BOT, upon recommendation of the Management (e.g. when inflation rates require the need for salary adjustment).

D. Related Forms and Documentation:

1. *Form 1*
2. *Form 2*

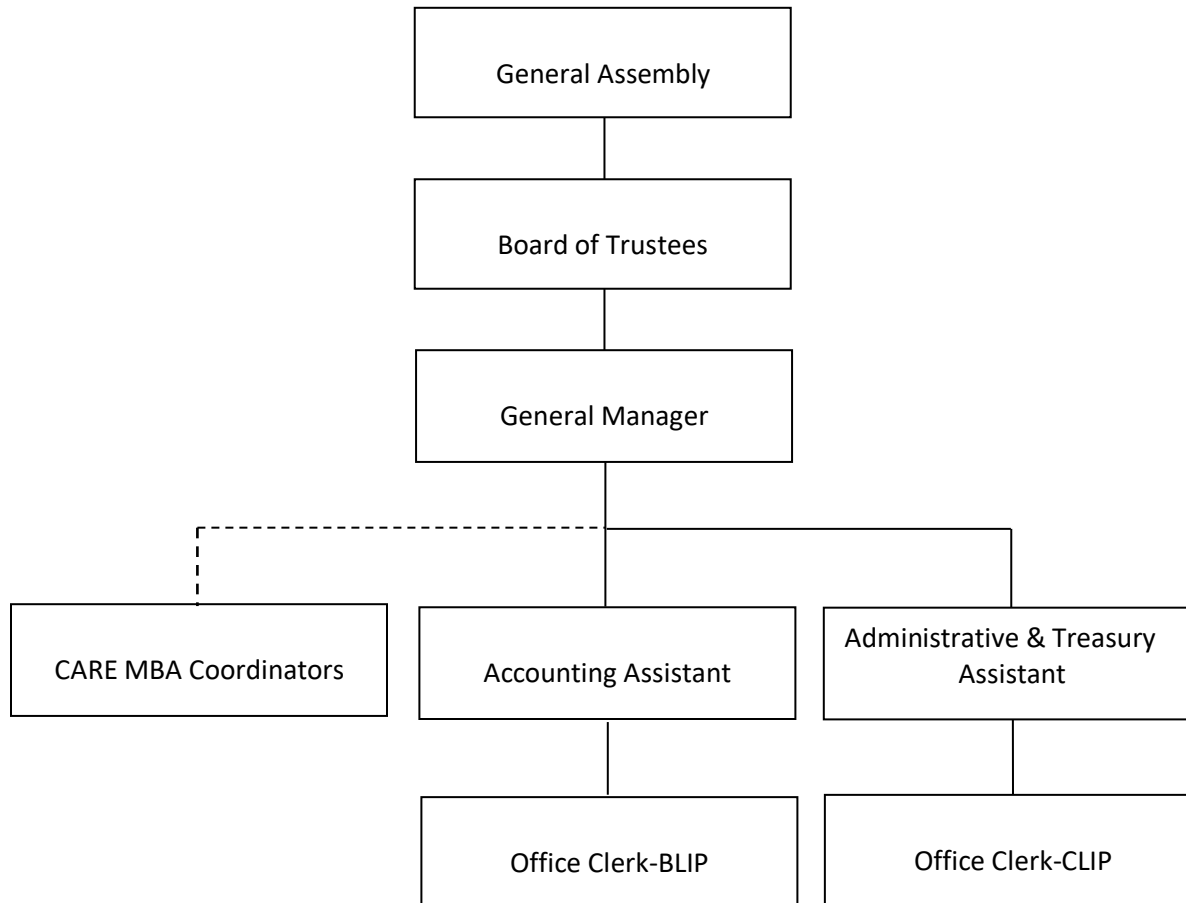
E. Related Association Standard Policy(s):

1. *Policy ref. no. and name*
2. *Policy ref. no. and name*

F. Revision History

Revision Number:	Effectivity Date:	Revision Description:

Annex D. ORGANIZATIONAL CHART



Annex E. COMPETENCY REQUIREMENTS PER POSITION AND JOB DESCRIPTIONS

FACTORS	Office Clerk	Accounting Assistant	Administrative and Treasury Assistant	General Manager
JOB GRADE	JG-1&2-Non Assistant	JG-4&5-Assistant	JG-4&5-Assistant	JG-10-Senior Officer
QUALIFICATION STANDARDS				
Education	<ul style="list-style-type: none"> Bachelor's degree in Finance/Economics/ Business Management or any related course 	<ul style="list-style-type: none"> Bachelor's degree in Finance/Economics or Business Management or any related course 	<ul style="list-style-type: none"> Bachelor's degree in Finance/Economics or Business Management 	<ul style="list-style-type: none"> Bachelor's degree in Finance/Economics or Business Management Post graduate Studies is preferred
Training	<ul style="list-style-type: none"> 50-70 hours relevant technical training related to microinsurance, financial services/business 	<ul style="list-style-type: none"> 150-200 hours relevant technical training related to microinsurance, financial services/business 	<ul style="list-style-type: none"> 150-200 hours relevant technical training related to microinsurance, financial services/business 	<ul style="list-style-type: none"> 200-250 hours relevant technical training related to microinsurance, financial services /business
	<ul style="list-style-type: none"> Leadership Training 	<ul style="list-style-type: none"> Leadership and/or Supervisor's Training 	<ul style="list-style-type: none"> Leadership and Supervisory Training 	<ul style="list-style-type: none"> Leadership and Management Training
Proficiency in the use of Microsoft technology and a working knowledge on computer programs relevant to his/her job.				
Work Experience	<ul style="list-style-type: none"> One (1) year experience in Microinsurance NGO or Association 	<ul style="list-style-type: none"> Five (5) years experience in Financial Management, Operations Management, Marketing of financial products and services. Two (2) year supervisory experience 	<ul style="list-style-type: none"> Five (5) years experience in Financial Management, Operations Management, Marketing of financial products and services. Two (2) year supervisory experience 	<ul style="list-style-type: none"> Ten (10) years experience in Financial Management, Operations Management, Marketing of financial products and services. Three (3) years managerial experience

1. JOB IDENTIFICATION

Job Title: General Manager	Position Classification: JG-10-Senior Officer
Office : Head Office	Report to: BOT of Trustees
Date Signed: XX-XX-XXXX	Approved by: Name BOT President
Revision Code: XXXX	Effectivity: XX-XX-XXXX

2. JOB SUMMARY

Under the direction of the Chairman and the Board of Trustees, the General Manager is responsible and accountable of the day-to-day general management of the business affairs and activities of the Cooperative Alliance for Responsive Endeavor Mutual Benefit Association (CARE MBA), Inc.

3. DUTIES AND RESPONSIBILITIES

1. To the Association's Board of Trustees:
 - 1.1. Attends and renders a report in the monthly meeting of the Board of Trustees;
 - 1.2. Lead the development and periodic review of the strategic business plan with the Board of Trustees;
 - 1.3. Prepare and recommend risk management plan to the Board of Trustees;
 - 1.4. Ensure the preparation of projected financial statements with target financial indicators;
 - 1.5. Guarantee adherence to sources and uses of funds as indicated in the implementing rules and regulations;
 - 1.5.1. Coordinates with the Investment Committee for the effective management of the investment portfolio;
 - 1.6. Executes all resolutions issued by the Board of Trustees of CARE MBA, Inc.;
 - 1.7. Submits to the Board and to the members of the General Assembly after the close of each fiscal year a complete report of the activities and operations of the association for the fiscal year under his/her term;
 - 1.8. Coordinates with the different standing committees of CARE MBA, Inc.; and,

- 1.9. Conducts such studies and submit recommendations to the Board of Trustees in matters related to investment, the use of facilities and development projects including the examinations of contracts entered into by CARE MBA, Inc.
2. To coordinate the work of the various operating divisions and services, maximize the productive inputs of their personnel and continually work to upgrade the quality of service to members including but not limited to the following:
 - 2.1. Implements the administrative, financial and operational policies of CARE MBA, Inc.;
 - 2.1.1. Make sure the development and continuous improvement of operation plan and manual;
 - 2.2. Appoints, removes, suspends or disciplines employees, prescribe their duties and determine their salaries subject to the confirmation by the Board of Trustees;
 - 2.2.1. Ensure adequate staffing and capacity building of personnel;
 - 2.2.2. Monitor and evaluate staff performance;
 - 2.3. Ensure that the compliance requirements to the regulators are prepared and submitted on time;
 - 2.4. Make sure the execution and periodic review of management contract with partner institutions;
 - 2.5. Conducts regular Management Committee (ManCom) meetings;
3. Directs the recruitment, acquisition, establishment of membership in each cooperative/associations including but not limited to the following:
 - 3.1. Directs and supervises the marketing and underwriting activities of the Association;
 - 3.1.1. Prepare and implement a member mobilization strategy in line with the targets set by the Board of Trustees;
 - 3.1.2. Represents the Association in meetings and gatherings that have something to do with product promotions and information dissemination activities;
 - 3.2. Directs, supervises and controls the issuance of insurance policies (Certificates of Membership);
 - 3.3. Ensures the maintenance of appropriate recording and filing system of all documents including list of recognized and resigned members and the list of members under moratorium in accordance with the office policies, sound insurance practices and in conformity with the Insurance Commission's rules and regulations;
 - 3.4. Reviews and verifies the accuracy of all required reports before submission.
4. Represents the Association in all functions and proceedings;
5. Executes in behalf of the Association all contracts, agreements and other instruments affecting its interest which may require approval of the Board of Trustees unless otherwise directed by the Board; and,

6. Performs such other duties and responsibilities as incident to his/her office or as entrusted to her/him by the Chairman and Board of Trustees.

4. RELATIONSHIPS

Internally in constant communication with the Board of Trustees, Finance and Administrative Assistant and Accounting Assistant on matters pertinent to the planning, leading, organizing and controlling of the Association's business affairs and activities. Externally, deals with Board of Trustees, Management of member cooperatives/association, CARE MBA members, banks, legal representatives, Insurance Commission and other regulatory bodies.

5. JOB SPECIFICATIONS

Education	<ul style="list-style-type: none"> • Bachelor's degree in Finance/Economics or Business Management • Post Graduate Studies is preferred
Training	<ul style="list-style-type: none"> • 200-250 hours relevant technical training related to microinsurance, financial services/business management • Proficiency in the uses of Microsoft technology and a working knowledge on computer programs relevant to his/her job
Work Experience	<ul style="list-style-type: none"> • Ten (10) years experience in Financial Management, Operations Management, Marketing of financial products and services • Three (3) years managerial experience
Required Job-Specific Competencies	<ul style="list-style-type: none"> • Has general understanding of financial, administrative and accounting principles; • Has general understanding of the legal framework and regulatory requirements of microinsurance; • Excellent networking and partnership building skills; • Good verbal and written communication skills; • Can solve variety of problems in the area of work responsibility under general supervision; • Has effective interpersonal relations skills; • Has basic knowledge in computer application and programs; • Creative and innovative; and, • A person of integrity, probity and honesty.

JOB DESCRIPTION

JD-Asst-01

Accomplish this form based on CARE MBA, Inc. agreed structure, job function and qualification standards.

A. JOB IDENTIFICATION

Job Title: Administrative and Treasury Assistant	Position Classification: JG-4&5-Assistant
Office : Head Office	Report to: General Manager
Date Signed: XX-XX-XXXX	Approved by: Name BOT President
Revision Code: XXXX	Effectivity: XX-XX-XXXX

B. JOB SUMMARY

Under the direct supervision of the General Manager, the Administrative and Treasury Assistant is responsible and accountable in ensuring strict implementation of administrative and Treasury policies formulated by the Board of Trustees, Management and the Insurance Commission.

C. DUTIES AND RESPONSIBILITIES

1. Acts as Cash/Investment Custodian, Admin and Human Resource Officer for the Association;
2. Ensures proper handling of cash and other cash items including but not limited to:
 - 2.1. Performing the functions of a cashier for the Head Office operation;
 - 2.2. Monitoring of Partner Institutions' remittances;
 - 2.3. Handling and managing petty cash fund/revolving fund;
 - 2.4. Dealing and transacting with depository banks;
 - 2.5. Assisting the General Manager in the effective management of the investment portfolio;
 - 2.6. Keeping dual custody with the accountant on the dial combination of the vault and safe and respect the internal control procedure;
 - 2.7. Acting as custodian accountable forms; and,
 - 2.8. Payment of monthly payables.
3. Assists the General Manager in the administration of personnel and personnel matters including but not limited to:
 - 3.1. Recruitment, development and maintenance of the association's personnel;

- 3.2. Management of rapid on-boarding and assimilation of new employees into the association's culture;
 - 3.3. Development and implementation of staff development program;
 - 3.4. Safekeeping and maintenance of records of all employees including work assignments, work schedules, performance evaluation, counseling, training etc.;
 - 3.5. Analysis of employees' compensation and benefit in terms of competitiveness based on industry rate and submits recommendation to the General Manager; and,
 - 3.6. Implementation of the Performance Management System.
4. Handles all administrative functions of the Association including but not limited to:
 - 4.1. Purchasing of supplies and materials in accordance with the actual needs of CARE MBA, INC. and that the Association obtains the best products/services at the most reasonable price;
 - 4.2. Providing logistical support; and,
 - 4.3. Assigning staff for janitorial and messengerial tasks.
 5. Ensures the effective and efficient implementation of claims processing and disbursement;
 6. Handles all communication functions for the Association;
 7. Assists the General Manager in the promotion and direct selling of all micro-insurance products of the Association to different cooperatives and other associations;
 8. Prepares and submits all reports required by the Bureau of Internal Revenue (BIR) and Securities and Exchange Commission (SEC)
 9. Maintains a file of the General Voucher, Bank Statements and Used checks.
 10. Performs such other duties and responsibilities as incident to his/her office or as entrusted to her/him by the General Manager

D. RELATIONSHIPS

Internally in constant communication with the General Manager and Accounting Assistant on matters pertaining to the planning, leading, organizing and controlling of the Association's business affairs and activities. Externally, deals with banks and its legal representatives, Bureau of Internal Revenue, Securities and Exchange Commission and other regulatory bodies directly related to administrative and treasury matters.

E. JOB SPECIFICATIONS

Education	<ul style="list-style-type: none"> • Bachelor's degree in Finance/Economics of Business Management
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Training	<ul style="list-style-type: none"> • Has at least 150-200 hours training in treasury and administrative management, investment portfolio management, and microinsurance management. • Leadership and Supervisory Training • Proficiency in the uses of Microsoft technology and a working knowledge on computer programs relevant to his/her job.
Work Experience	<ul style="list-style-type: none"> • Five (5) years relevant experience in Financial Management, operations management, marketing of financial products and services, NGO/microinsurance. • Two (2) Years Supervisory experience.
Required Job-Specific Competencies	<ul style="list-style-type: none"> ▪ Has general understanding of treasury and administrative principles. ▪ Good verbal and written communication skills. ▪ Has general understanding of legal proceedings and negotiations. ▪ Can solve variety of problems in the area of work responsibility under general supervision. ▪ Has effective interpersonal relations skills. ▪ Has basic knowledge in computer application and programs. ▪ Creative and innovative. ▪ A person of integrity and manifest evidence of Christian faith and values.

JOB DESCRIPTION

JD-Asst-02

Accomplish this form based on CARE MBA, Inc. agreed structure, job function and qualification standards.

A. JOB IDENTIFICATION

Job Title: Accounting Assistant	Position Classification: JG-4&5-Assisstant
Office : Head Office	Report to: General Manager
Date Signed: XX-XX-XXXX	Approved by: Name BOT President
Revision Code: XXXX	Effectivity: XX-XX-XXXX

B. JOB SUMMARY

Under the supervision of the General Manager, the Accounting Assistant is responsible and accountable in the implementation of the accounting policies, procedures and controls and that all accounting entries conform to the generally accepted accounting principles.

C. DUTIES AND RESPONSIBILITIES

1. Renders financial report during the Board of Trustees' meeting as requested.
2. Responsible and accountable for maintaining reliable book of accounts and timely preparation of financial reports including but not limited to:
 - 2.1. Recording day-to-day business transaction in different books of accounts and to prepare summaries thereof which reflect the current status of its funds;
 - 2.2. Certifies all disbursements as to appropriations, legality, and propriety of supporting documents, and proper classifications of account codes;
 - 2.3. Suspends or withholds payments of accounts incurred not in accordance with expresses policies of the Board of Trustees or which otherwise irregular or improperly authorized;
 - 2.4. Certifies the balance of cash in the cashbook compared with the General Ledger control;
 - 2.5. Performs random cash bundle count of the cashier's cash at least twice a month and makes a report to the General Manager;
 - 2.6. Acts as joint custodian with the Administrative and Treasury Assistant for all accountable forms;
3. Coordinates and collaborates with the Internal Auditor;
4. Cooperates with the External Auditors during the annual audit;
5. Coordinates with MIS consultant on matters pertaining to the customization of templates and reports of the Management Information System.

6. Conducts regular review of the Cashier's abstract report and checks the daily transaction report generated from the computer system. Prepares and recommends adjusting accounting journal entries to correct discrepancies.
7. Conducts periodic verification and checking on all accounts receivable from the partner institutions and determines if it conforms to the standards set by the Insurance Commission.
8. Prepares and submits all reports required by the appropriate government agencies including but not limited to the Insurance Commission, RIMANSI and External Auditors.
9. Performs such other duties and responsibilities as incident to his/her office or as entrusted to her/him by the General Manager.

D. RELATIONSHIPS

Internally in constant communication with the General Manager and the Administrative and Treasury Assistant on matters pertaining to the planning, leading, organizing and controlling of the Association's business affairs and activities. Externally, deals with Insurance Commission, External Auditors, RIMANSI and other regulatory bodies directly related to Accounting matters.

E. JOB SPECIFICATIONS

Education	<ul style="list-style-type: none"> • Bachelor's degree in any related course, preferably business, accounting, banking and finance.
Training	<ul style="list-style-type: none"> • Has at least 150-200 hours training in accounting, finance, micro-insurance, and management. • Leadership and Supervisory Training • Proficiency in the uses of Microsoft technology and a working knowledge on computer programs relevant to his/her job.
Work Experience	<ul style="list-style-type: none"> • Five (5) years relevant experience in Financial Management, operations management, marketing of financial products and services, NGO/microinsurance. • Two (2) Years Supervisory experience.
Required Job-Specific Competencies	<ul style="list-style-type: none"> ▪ Has general understanding of Accounting Principles. ▪ Good verbal and written communication skills. ▪ Has general understanding of legal proceedings and negotiations. ▪ Can solve variety of problems in the area of work responsibility under general supervision. ▪ Has effective interpersonal relations skills. ▪ Has basic knowledge in computer application and programs. ▪ Creative and innovative. ▪ A person of integrity and manifest evidence of Christian faith and values.

JOB DESCRIPTION

JD-NA-01

Accomplish this form based on CARE MBA, Inc. agreed structure, job function and qualification standards.

A. JOB IDENTIFICATION

Job Title: Office Clerk_BLIP	Position Classification: JG-1&2-Non Assistant
Office : Head Office	Report to: General Manager
Date Signed: XX-XX-XXXX	Approved by: Name BOT President
Revision Code: XXXX	Effectivity: XX-XX-XXXX

B. JOB SUMMARY

Under the supervision of the General Manager and in close coordination with the Administrative and Treasury Assistant and Accounting Assistant is responsible and accountable in ensuring proper staff and administrative functions related to the Basic Life Insurance Plan.

C. DUTIES AND RESPONSIBILITIES

1. Encodes Basic Life Insurance Plan (BLIP) transactions including but not limited to:
 - 1.1. Application Form of BLIP,
 - 1.2. Payments of BLIP Membership Fee & Premium,
 - 1.3. Death Claims for BLIP and CLIP,
 - 1.4. Resigned/Withdrawn
2. Ensures proper filing and maintenance of BLIP application and death forms/documents
3. Conducts claims verification such as the status of the member (active or inactive) as well as to the identity of the beneficiary through the Management Information System (MIS);
4. Takes charge in the processing and releasing of Membership Certificates;
5. Assist the Administrative and Treasury Assistant in cheque preparation and cheque voucher encoding as well in depositing cash and cheque in the bank;
6. Monitors the Management and Information System (MIS) to include once a week back-up of server data and desktop during weekdays;
7. Organizes reports for Board members every Board meeting;
8. Generates reports on BLIP for the monthly Board Meeting to include but not limited to:
 - 8.1. Membership update
 - 8.2. Active /Inactive members
 - 8.3. Profiles/Data

8.4. Lapse/Advance report per cooperatives

9. Performs such other duties and responsibilities as incident to his/her office or as entrusted to her/him by the General Manager.

D. RELATIONSHIPS

Internally in constant communication with the General Manager, Administrative and Treasury Assistant and Accounting Assistant on matters pertinent to Basic Life Insurance Plan (BLIP) transactions and activities. Externally, deals with clients, banks and its legal representatives.

E. JOB SPECIFICATIONS

Education	<ul style="list-style-type: none">• Bachelor's degree in any related course, preferably business, accounting, banking, and finance.
Training	<ul style="list-style-type: none">• Has at least 50-100 hours training in microinsurance operation
Work Experience	<ul style="list-style-type: none">• One (1) year relevant experience operations and marketing of financial products and services, microinsurance.
Required Job-Specific Competencies	<ul style="list-style-type: none">• Has general understanding of financial and administrative principles.• Good verbal and written communication skills.• Has general understanding of legal proceedings and negotiations.• Can solve variety of problems in the area of work responsibility under general supervision.• Has effective interpersonal relations skills.• Has basic knowledge in computer application and programs.• Creative and innovative.• A person of integrity and manifest evidence of Christian faith and values.

JOB DESCRIPTION

JD-NA-02

Accomplish this form based on CARE MBA, Inc. agreed structure, job function and qualification standards.

A. JOB IDENTIFICATION

Job Title: Office Clerk_CLIP	Position Classification: JG-1&2-Non-Assistant
Office : Head Office	Report to: Administrative and Treasury Assistant
Date Signed: XX-XX-XXXX	Approved by: Name BOT President
Revision Code: XXXX	Effectivity: XX-XX-XXXX

B. JOB SUMMARY

Under the supervision of the General Manager and in close coordination with the Administrative and Treasury Assistant and Accounting Assistant is responsible and accountable in ensuring proper staff and administrative functions related to the Basic Life Insurance Plan.

C. DUTIES AND RESPONSIBILITIES

1. Encodes Credit Life Insurance Plan (BLIP) transactions including but not limited to:
 - 1.1. Application Form of CLIP,
 - 1.2. Payments of CLIP Membership Fee & Premium,
 - 1.3. Death Claims for CLIP,
 - 1.4. Resigned/Withdrawn
2. Ensures proper filing and maintenance of CLIP application and death forms/documents
3. Conducts claims verification such as the status of the member (active or inactive) as well as to the identity of the beneficiary through the Management Information System (MIS);
4. Takes charge in the processing and releasing of Membership Certificates;
5. Assist the Administrative and Treasury Assistant in cheque preparation and cheque voucher encoding as well in depositing/withdrawal of cash in/from the bank, bring/get documents, and get remittances from member cooperatives;
6. Acts as a Teller for the Head Office and perform functions including but not limited to issuance of Official Receipts for Cooperative's remittances and preparation of Daily OR Report;
7. Generates reports on CLIP for the monthly Board Meeting to include but not limited to:
 - 7.1. Membership update
 - 7.2. Active /Inactive members

7.3. Profiles/Data

7.4. Lapse/Advance report per cooperatives

8. Performs such other duties and responsibilities as incident to his/her office or as entrusted to her/him by the General Manager.

D. RELATIONSHIPS

Internally in constant communication with the General Manager, Administrative and Treasury Assistant and Accounting Assistant on matters pertinent to Credit Life Insurance Plan (CLIP) transactions and activities. Externally, deals with clients, banks and its legal representatives.

E. JOB SPECIFICATIONS

Education	<ul style="list-style-type: none">• Bachelor's degree in any related course, preferably business, accounting, banking, and finance.
Training	<ul style="list-style-type: none">• Has at least 50-100 hours training in microinsurance operation
Work Experience	<ul style="list-style-type: none">• One (1) year relevant experience operations and marketing of financial products and services, microinsurance.
Required Job-Specific Competencies	<ul style="list-style-type: none">• Has general understanding of financial and administrative principles.• Good verbal and written communication skills.• Has general understanding of legal proceedings and negotiations.• Can solve variety of problems in the area of work responsibility under general supervision.• Has effective interpersonal relations skills.• Has basic knowledge in computer application and programs.• Creative and innovative.• A person of integrity and manifest evidence of Christian faith and values.



JOB DESCRIPTION

JD-NA-03

Accomplish this form based on CARE MBA, Inc. agreed structure, job function and qualification standards.

A. JOB IDENTIFICATION

Job Title: MBA Coordinator	Position Classification: Not Applicable
Office : Coop/Institutional Partners	Report to: General Manager
Date Signed: XX-XX-XXXX	Approved by: Name BOT President
Revision Code: XXXX	Effectivity: XX-XX-XXXX

B. JOB SUMMARY

Under the direct supervision of the General Manager, the Finance and Administrative Assistant is responsible and accountable in ensuring strict implementation of all administrative and financial policies formulated by the Board of Trustees, Management and the Insurance Commission.

C. DUTIES AND RESPONSIBILITIES

1. Conduct a once a week visit to coop members on a designated day to confer with the officers/members on all matters pertaining to CARE MBA, Inc.
2. Conducts information / education campaign during the client orientation or center meetings.
 - 2.1. Provides an MBA application form for each applicant not yet a member of the MBA.
 - 2.2. Upon receipt of the application, reviews the forms and supporting documents.
3. Submits the application form and supporting documents to CARE MBA upon endorsement of the Cooperative’s General Manager.
4. Validates claim for indemnity and all its supporting documents such as Marriage Certificate, Birth Certificate, Death Certificate or Doctor’s Certificate on Total & Permanent Disability.
5. Assists member-claimant/beneficiary in securing supporting documents to facilitate claims settlement to include networking with other MBA Coordinators in securing necessary documents.
6. Gathers feedback and /or suggestions on how to improve CARE MBA, Inc. services, its product packages and other information related to CARE MBA, Inc.
7. Submits MBA Coordinator’s Monthly Report, which includes total number of members of his /her Coop, claims paid for the month and all information, gathered during his/her visitation.

D. RELATIONSHIPS

Relates directly to the Office Clerk for the membership application and other documents for submission and approval by the CARE MBA General Manager.

E. JOB SPECIFICATIONS

Education	Bachelor's degree in any related course, preferably business, accounting, banking and finance.
Training	Has at least 50-100 hours training in finance, micro-finance, and management.
Work Experience	One (1) year relevant experience in Financial Management, operations management, marketing of financial products and services, NGO/microinsurance.
Required Job-Specific Competencies	<ul style="list-style-type: none">▪ Has general understanding of financial and administrative principles.▪ Good verbal and written communication skills.▪ Has general understanding of legal proceedings and negotiations.▪ Can solve variety of problems in the area of work responsibility under general supervision.▪ Has effective interpersonal relations skills.▪ Has basic knowledge in computer application and programs.▪ Creative and innovative.▪ A person of integrity and manifest evidence of Christian faith and values.

Annex F. SALARY STRUCTUE AND RANGES BY POSITION

Band Classification and Career Track

		BAND CLASS & DESCRIPTION		CAREER TRACK	
Current Grades	Job	BAND CLASSIFICATION	BAND DESCRIPTION	MANAGERIAL TRACK	ADMINISTRATIVE TRACK
1 & 2		1	Non-Assistant		General Services Clerk, Office Clerk
4&5		2	Assistant		Admin Assistant, Bookkeeper, Accounting & Finance Assistant, HR Assistant, Jr. Accountant
6		3	Officer		Executive/Admin Assistant, Sr. Accountant
7		4	Supervisors/Field Manager		Office Supervisor
8		5	Managers	HR Manager, Finance Manager	
9		6	Sr. Manager	Operations Manager, Sr. HR, Sr. Finance	
10		7	Sr. Officer	General Manager	

Assumptions

Working Days	26
Daily Rate	322.5

Job Grade and Salary Structure

Current Job Grades	Hiring Rate	STEPS	Min 1	2	3	4	5	Mid 6	7	8	9	Max 10	Spread
		% Increase	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
1 & 2	8,385		8,804	9,244	9,707	10,192	10,702	11,237	11,799	12,388	13,008	13,658	64%
4&5	9,224	10%	9,685	10,169	10,677	11,211	11,772	12,360	12,978	13,627	14,309	15,024	64%
6	10,238	11%	10,750	11,287	11,852	12,444	13,067	13,720	14,406	15,126	15,883	16,677	64%
7	11,467	12%	12,040	12,642	13,274	13,938	14,635	15,366	16,135	16,941	17,789	18,678	64%
8	12,957	13%	13,605	14,285	15,000	15,750	16,537	17,364	18,232	19,144	20,101	21,106	64%
9	14,771	14%	15,510	16,285	17,100	17,955	18,852	19,795	20,785	21,824	22,915	24,061	64%
10	16,987	15%	17,836	18,728	19,665	20,648	21,680	22,764	23,902	25,098	26,352	27,670	64%

Annex G. Sample Accomplished PERFORMANCE EVALUATION TOOL

PE FORM D MANAGERIAL LEVEL		PERFORMANCE EVALUATION REPORT				RATING PERIOD: JANUARY TO DECEMBER 20XX	
POSITION: Branch Manager		EMPLOYEE NAME: Juan Dela Cruz				OFFICE/BRANCH: Quezon City	
OVERALL RATING PERFORMANCE 1 - OUTSTANDING Extraordinary level of performance exceeding all standards and expectations by at least 50%. 2 - VERY SATISFACTORY Exceeds most of the performance standards and expectations. 3 - SATISFACTORY Meets the minimum performance standards and expectations. 4 - NEEDS IMPROVEMENT Meets less than 70% of performance standards. 5 - POOR Meets less than 50% of the performance standards.							
A. JOB-RELATED FACTORS (65%)							
KEY PERFORMANCE AREAS	WEIGHTS (Max:100 Points)	PERFORMANCE STANDARDS				PERFORMANCE RATING	TOTAL POINTS
		Branch Performance Target/ Standards		Branch Performance Actual		Total Points – Performance Rating x Weights	
1	BRANCH/OFFICE OPERATIONS OUT-PUT						
1.1	Growth	10	1. No. Of Clients	3,900	2,022	5	4
		10	2. Loan Releases	65,000,000.00	56,336,983.00	5	4
		10	3. Outstanding Balance	45,000,000.00	40,587,997.38	5	4
1.2	Sustainability	5	1. OCR (Operating Cost Ratio)	25%	21%	5	4
		5	2. OSS	110%	143%	5	4
		5	3. FSS	100%	109%	5	4
		5	4. Client Retention	95%	98%	5	4
1.3	Quality	10	1. PAR	9%	34%	5	4
		10	2. Repayment Rate	90%	75%	5	4
2	TECHNICAL KNOW-HOW						
2.1	Business Development & Marketing Strategies	5	Submitted at least 1 proposal/research of loan products and/or area of expansion for each Satellite Office.			5	4
2.2	Financial Analysis	5	Endorsed and recommended project scope to the OM, ED and BOT is at least 95% accurate and financially viable.			5	4
2.3	Branch Account Management	5	Supervised satellite office/s are satisfactorily meeting agreed performance targets.			5	4
3	SUPERVISION						
3.1	Work planning and control	5	Office work program planned and organized in accordance with established objectives and well defined control measures.			5	4
3.2	Communication and Coordination	5	At least 95% of the time, subordinates can follow instructions and directions given for the first time.			5	4
3.3	Problem Solving and Decision Making	5	Proactive in problem solving and decisions are generally sound and in accordance with established policies and procedures.			5	4
Computation		1. Total Weighted Points for all Performance Areas:				275	
		2. Average Rating for A (Total rating /100):				2.75	
		3. Weighted Average for A (Average Rating x .65):				1.7875	
B. MANAGERIAL PRACTICES (20 %)							
Management Areas	DESCRIPTION				RATING		
1. Management of Work Systems	Clarity and soundness of how work in his/her area of responsibility is organized and assigned and effectiveness of work flow and processes employed.				5	4	3
2. Management of Resources	Cost-effective in the allocation and utilization of available resources.				5	4	3
3. Management of Information	Accurate, adequate and timely acquisition, generation and utilization of information for his/her work unit and for decision making.				5	4	3
4. Management of Work Behavior	Constructive management of conflicts and proactive in dealing with employee problems. Competence in appraising and communicating employee performance and in administering rewards and in instituting employee discipline.				5	4	3
5. Leadership Behavior	Consistently acts as a good role model in performing his/her job and as a member of XYZ, Inc. Motivates and inspires his/her employees and provides coaching or mentoring to assist them in their performance.				5	4	3
Computation		1. Sum of Ratings for B–Managerial Practices:				9	
		2. Average Rating for B (Total rating /5):				1.8	
		3. Weighted Average for A (Average Rating x .20):				0.36	
C. XYZ, Inc. CORE VALUES (15%)							
XYZ Inc. CORE VALUES	DESCRIPTION				RATING		
1. Commitment	Demonstrate a high sense of commitment in improving work performance through cultivation of entrusted resources. Has sense of ownership and empowered.				5	4	3
2. Honesty	Possesses a strong desire to attain better and effective performance by means of analysis of ideas or problems and coming up with alternative solutions.				5	4	3
3. Teamwork	Can work effectively with others by way of constructive contribution to team task and provides support to each team members.				5	4	3
4. Service oriented	Demonstrate cordial and positive dealings with both internal and external clients imbued with deep personal concern to render the best service possible CARE MBA clients deserve.				5	4	3
5. God fearing	Strong quality on taking on responsibility, accountability and commitment to work and in all work dealings; performs the highest standards of work and business ethics. Strong qualities of Integrity and upholds Christians values reflective on work and relationships.				5	4	3
6. Client-Service Oriented	Demonstrate cordial and positive dealings with both internal and external clients imbued with deep personal concern to render the best service possible ECLOP clients deserve.				5	4	3
Computation		1. Sum of Ratings for C- XYZ, Inc. Core Values:				14	
		2. Average Rating for C (Total rating /6):				2.33	
		3. Weighted Average for C(Average Rating x .15):				0.35	
Summary		1. Weighted Average for A-Job Related Factors:				1.79	
		2. Weighted Average for B-Managerial Practices:				0.36	
		3. Weighted Average for C-XYZ, Inc. Core Values:				0.35	
		4. OVERALL PERFORMANCE RATING				VERY SATISFACTORY	
D. DEVELOPMENTAL AGREEMENT AND COMMITMENT							
1) Areas of Strength (List down competencies and skills possess by the employee that are relevant in the performance of current and future responsibilities)							
Adaptability - accepts challenges wholeheartedly; adapts to new ways of doing things fast; COMMITTED - able to translate the same to work attitude; willing to go the extra mile in meeting all challenges							
2) Areas for Improvement (List down areas where employee needs to focus or exert more effort to improve performance)							
Better organization of work systems & Business writing; needs to improve mentoring and coaching skills to bring our the best in people without unnecessary conflict							
3) Learning Objectives (Training and Development Needs) (List down trainings, projects, or tasks that the employee may undergo to address the gap(s) based on the identified areas for improvement and areas of strength.)							
Improvement on Business writing; Coaching and mentoring techniques; Proactive in foreseeing problems before they arise							
4) Rater's Remarks (Rater's overall evaluation)							
Leading the branch well in the midst of all the challenges (controlled and uncontrolled).. Keep up the good work!							
5) Employee's Comment							
We acknowledge that we have agreed to the performance areas and standards established at the start of the rating period and have discussed the content of this Performance Evaluation Report on the dates indicated below.							
				Employee's Name & Signature/Date		Manager's Name & Signature/Date	
1. Agreement with the performance areas and standards:				_____		_____	
2. Discussion of the performance ratings:				_____		_____	
CONCURRED BY (Name & signature of next higher Supervisor/Manager/Director)						Date	
HR Reviewer Signature						Date	