

# Policy Manual

This covers all policies pertaining to Performance Management System and Career Development.

## 1.0 Objective

The Company understands that its continuing growth heavily depends on the level of employees' contributions vis-à-vis attainment of its goals. Thus, it is essential that expectations from each one is clearly set, that each one is provided guidance and support in delivering his functions, and that performance is assessed objectively and thoroughly. Additionally, the Company is committed towards providing ample opportunities for career growth within the context of organizational requirements and in partnership with employees.

## 2.0 Scope

Department:	Human Resource Management Division	Reference No.	
Section:	HRMD		
Subject:	Performance Management and Career Development		
Sub-Topic:			
Process Owners:			
Author:			
Status:		Document type:	Public

## 3.0 Details

### 1. Performance Management

#### 1.1 Performance Period

Unless otherwise stated, the performance period for regular employees is aligned with the Company's fiscal year, which is January to December.

#### 1.2 Performance Planning

Individual performance plans shall be prepared at the start of the performance period. The plans should specify areas where the employee is expected to contribute to organizational goals, the parameters within which his performance shall be assessed (e.g., performance weights, performance measures), and the support/enablers that would be provided to the employee.

These plans should be agreed upon between the employee and his Line Head.

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### 1.3 Performance Monitoring

On regular intervals, the Line Head shall monitor the employee's compliance with performance plans. In case of deviations, corrective measures should promptly be attended to.

### 1.4 Performance Appraisal

A formal performance appraisal is done shortly after the end of the performance period. Employees perform self-appraisal, which is then reviewed and confirmed by their Line Head.

Actual performance is rated against a) compliance with performance plans and b) compliance with behavioral indicators/ core values.

The initial numerical rating is translated into their qualitative equivalents, i.e., Excellent, Very Satisfactory, Satisfactory, Fair or Poor.

To promote objectivity in ratings, the ratings given by the immediate Line Head are calibrated. The performance calibration shall be guided by the desired Company performance distribution. Ratings within a prescribed rating group are ranked by the Division/Department Heads concerned following the Performance Distribution Guide below

Performance Rating	Performance Distribution
5	5% - 10%
4	20% - 25%
3	50% - 60%
2	6% - 10%
1	5% & below

The calibrated ratings are used for development and reward purposes.

If employee-ratee does not submit his performance appraisal, he shall be ineligible for merit increase or promotion during the applicable period. However, should there be reason to believe that the employee-ratee intentionally did not submit a self-appraisal to avoid a performance-related sanction, the Line Head shall still prepare an appraisal for him.

### 1.5 Performance Development Plan

The employee shall state the developmental actions (e.g., trainings, special assignments) that he and/or the Company has initiated for his performance development in the past period.

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Moving forward, he and his line head shall also agree on development plans for him for the coming period.

#### 1.6 Performance Planning and Appraisal Form

This is the usual template used for the performance management process.

### 2. Career/Performance Development

Career development represents the progression of one's jobs within the Company . It may happen upward (i.e., promotions) or laterally (i.e, transfers, new/expanded assignments).

It is the Company's position that for career development to be truly meaningful, development actions should be aligned to corporate directions and are best pursued as a partnership with employees.

In this connection, performance appraisal data are used to track one's development. These are used as anchors for promotions, as well as training plans.

In the case of Poor performance (as validated via the performance calibration process), the employee concerned is placed under a Performance Improvement Plan (PIP). He is advised in writing about his performance deficiencies and given time/support to improve these within a reasonable period. Failure to show adequate improvement would subject the employee to corrective/disciplinary action,including dismissal.

For the guidelines on Promotions, Temporary Appointments, and Transfers, please refer to the chapter on Employment.

#### 2.1 Trainings

The Company sponsors employees to trainings. These trainings are meant to assist employees in (a) improving current job performance, (b) acquiring additional professional credentials relevant to the Company's business, and c) preparing for possible future roles in the Company.

Training plans are endorsed to HR which shall, among others, act as clearing house to protect training investments. A maximum of 2 employees per Division may attend the same external training or convention at the same time. A justification is required for any external training or convention where more than 2 employees from the same Division are to attend.

To ensure that the employee uses his new learnings/credentials in helping the Company reach its goals, Training Commitment Forms shall be signed by the employee prior to the training

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program. This can either be tenured (in cases when the training investment is deemed substantial) or non-tenured (stating how employee shall use the training). Failure to comply with the written commitment shall make the employee liable to reimburse the Company, either in full or partially, for the cost of training and related items.

#### 2.1.1 Return Service

For substantial training investments, return service is required as follows:

Program Cost	Service Requirement
P20,000 - less than P50,000.00	12 months
P50,000 – 100,000.00	18 months
Over P100, 000.00	24 months

Program cost covers the total expenses incurred by the Company, including salary for the duration of the training.

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Service requirement shall be counted from date of return to work from training.

Failure to comply with this requirement shall give grounds for the Company to recover the cost of the program or a fraction thereof as follows:

Completed Service	Recovery
1/3 or less of the service requirement 12 mos. contract : < or = 4 months 18 mos. contract : < or = 6 months 24 mos. contract : < or = 8 months	100% of the program cost
More than a third but less than half of the service requirement 12 mos. contract : > 4 but < 6 months 18 mos. contract : > 6 but < 9 months 24 mos. contract : > 8 but < 12 months	50% of the program cost
More than half but not completing the service requirement 12 mos. contract : > 6 months 18 mos. contract: > 9 months 24 mos. Contract: > 12 months	25% of the program cost

#### 2.1.2 LOMA Educational Program

The Company sponsors employees to the Life Office Management Association (LOMA) Educational Program. It is a 10-course, self study program that provides a comprehensive business education in the context of the insurance and financial services industry.

A regular employee may be enrolled in the LOMA Educational Program subject to the following minimum requirements:

1. With at least six (6) months service in the company.
2. Performance calibrated rating equivalent to Satisfactory or better in the last 2 rating periods.
3. Has attended the Insurance 101 Course or its equivalent.
4. May be enrolled in a maximum of 2 courses per cycle and provided that prerequisites have been complied with.
5. Course should be related to his current functions and/or to the development plans for him.

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Enrollments shall be as approved by the Division Head. Matriculation shall be charged to the Divisions's training budget.

Company-sponsored employee who passes the exam shall receive a corresponding salary increase per exam passed.

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First 2 courses	Php100.00
Next 3rd – 6 <sup>th</sup> course	Php150.00
Next 7th – 9th course	Php200.00
10 <sup>th</sup> course	Php250.00
Associate in Customer Service	Php150.00
Additional Specialization	Php150.00

Note: Only exams taken for company-sponsored courses shall be counted for the above purpose.

Salary adjustment shall be effective on either January 11 or July 11 once enrolled LOMA course is completed.

A 1-time cash bonus of Php 1,500.00 shall also be given to employees who attained the Fellow, Life Management Institute (FLMI) credentials.

The Employee shall ensure that he fully prepares for the exam. If Employee is not able to complete the exam, he may be apply for a course extension and shall be for the Employee's account (payable through payroll deduction).

In case the Employee fails the exam:

1.1 He shall reimburse the Company the matriculation fee and extension fee (if applicable)

He will not be eligible to enroll during the next LOMA cycle.

1.2 In case the Employee resigns or is terminated for cause

1.2.1 If separation happens within six (6) months after taking the exam, he shall reimburse 100% of the matriculation fee and extension fee (if applicable).

1.2.2 If separation happens within one (1) year but more than six (6) months after takingthe exam, he shall reimburse 50% of the matriculation fee and extension fee (if applicable).

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Description / Title	Name List	Sign-off and Approval	
Reviewer(s)		Reviewer's Sign-off	
<u>Business Representative</u>			
Approver(s)		Approval Sign-off	
Business Manager			