Scope

This policy covers all employees of F2 Logistics Philippines, Inc. and F2 Global Logistics, Inc. including its affiliates, subsidiaries and related interests. It contains the policies and procedures in planning the training program, identifying sources of training and soliciting the feedback of the attendees.

Ownership

The Human Resource (HR) Manager is responsible for ensuring that this document is cascaded to all concerned personnel and that it reflects actual practice.

Policies

1. The company is dedicated to support its employees through Learning & Development and is treated as an important part of the Company's effort to achieve its vision.

2. **The training and development framework shall be aligned with the organization's Integrated Competency-Based Learning and Performance System (ICBLPS). This unified framework is anchored on three core domains: Universal, Leadership, and Technical Competencies. Training interventions shall be designed to close identified competency gaps as determined through the Competency-Based Performance Management System.**

3. The learning needs of the employee will be identified through the Training Needs Assessment and evaluated using the Performance Management System and Competency Based System.

A. Internal Trainings

Any in-house training will take place during work hours. Required staff are expected to attend these training sessions. The in-house training will be conducted by internally developed trainers with the expertise to facilitate delivery of the training modules.

B. External Trainings

The Human Resources Department shall facilitate externally engaged training service providers.   External Provider shall send the quotation which includes the minimum requirements to Human Resource Department for approval.

4. All the employees shall be subject to an average of 16 training hours per employee per year. These training hours shall be based on the identified competency gaps aligned with the Integrated Competency-Based Learning and Performance System (ICBLPS).

5. Training hours may be credited through different means of learning, i.e., courses, workshops, seminars, immersion, involvement in projects, and conferences. All training will be coordinated through the Human Resources Department. Employees who attend training shall submit any proof of their training attendance to HR In-Charge immediately.

6. The company will maintain records of all training undertaken by its employees. This helps the company to identify the skills available within the company, and when a training update may be required and where skills may be lacking

Monitoring and Evaluation

All internal and external training activity incurs a cost, so the Company requires managers and training HR In-charge to monitor and assess the impact and benefit of training activity to ensure its appropriateness, quality, and cost-effectiveness and to determine where improvements are required.

Dr. Donald Kirkpatrick's four-level evaluation methodology (Reaction, Learning, Behavior, and Results) is being adopted by the organization.

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The levels are evaluated sequentially, with each level providing useful input on unique aspects of the relationship between training and performance.

Level 1- "Reaction"

This level of evaluation analyzes how participants respond to the training program. It pertains to the extent to which participants actively contribute to the learning process. Post-Training Evaluation Forms are filled out following the completion of the activity.

Level 2- "Learning"

This level of evaluation examines the amount to which participants' attitudes, knowledge, and/or abilities change as a result of their participation in the training program.

Level 2 training evaluation might be quantitative or qualitative in character.

Quantitative tests and evaluations are those whose outcomes are expressed numerically.

Quantitative Level 2 evaluation examples include, but are not limited to, the following:

1. Standard knowledge examinations (multiple choice, fill in the blank, calculate the equation, complete the form, etc.); and

2. Knowledge checks.

Threshold of passing score for standard knowledge examinations from trainings is 50%.

Qualitative procedures do not generate numeric outcomes or are difficult to score.

They consist of any means through which employees obtain input and guiding feedback on their respective performance in order to improve.

Examples of Level 2 subjective evaluations include, but are not limited to, the following:

1.   Group/team exercises,

2.   Presentations,

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3.	Observations,

4.	Work reviews,

5.	Self-assessments,

6.	Role plays,

7.	Interviews, and

8.	Action learning

Level 3 – "Behavior"

This level of evaluation examines the extent to which participants' behavior has changed as a result of their participation in the training program.

This evaluates the participants' behavioral change as a result of training.

This is determined by comparing behavior before and after training to workplace performance.

Level 4- "Results"

This level of evaluation measures the outcomes that resulted from the participants' participation in the training program. It compares learning to an organization's business outcomes—the Key Performance Indicators that were developed prior to the initiation of learning.

Responsibility for Training

A. Management Team's Role:

1. Demonstrating a commitment to training and developing people in accordance with the organization's goals.

2. Ensuring that training and development strategies are primarily focused on the needs of the organization at the corporate and service levels and offer sufficient resources.

3. Ensuring that training and development efforts are evaluated in connection to organizational and service objectives, and that the benefits are clearly stated.

B. Managers' and Supervisors' Role:

1. Induct new employees.

2. Determine training needs in collaboration with employees based on individual objectives.

3. Develop training strategies in collaboration with the HR In-charge for Training.

4. Make all employees aware of the training and development possibilities available to them, and then select and brief the individuals selected for training.

5. Ensure that trained individuals share their knowledge whenever relevant and appropriate.

6. **Ensure that all training requests and activities are aligned with identified gaps under the Universal, Leadership, and Technical Competency domains.**

C. Training HR-in-charge

1. Provide guidance on the processes and procedures associated with training policy.

2. Assist managers determine and measure their training needs.

3. Develop an annual corporate training plan and aid in the development of departmental training plans.

4. Create and coordinate specialized training activities.

5. Advise and train managers to fulfill their training obligations.

6. **Maintain and utilize the Competency Gap Closure Tracker as basis for training design and delivery.**

D. Employee

1. Determine individual training requirements in connection to their personal goals and unit service plans.

2. Be aware of training and development possibilities available to them, and request training as necessary to meet their training requirements.

3. Assess the effectiveness of training with their supervisor and/or line managers.

4. Share knowledge with colleagues whenever possible and relevant.

5. **Actively participate in training and development programs based on identified gaps in Universal, Leadership, or Technical competencies.**
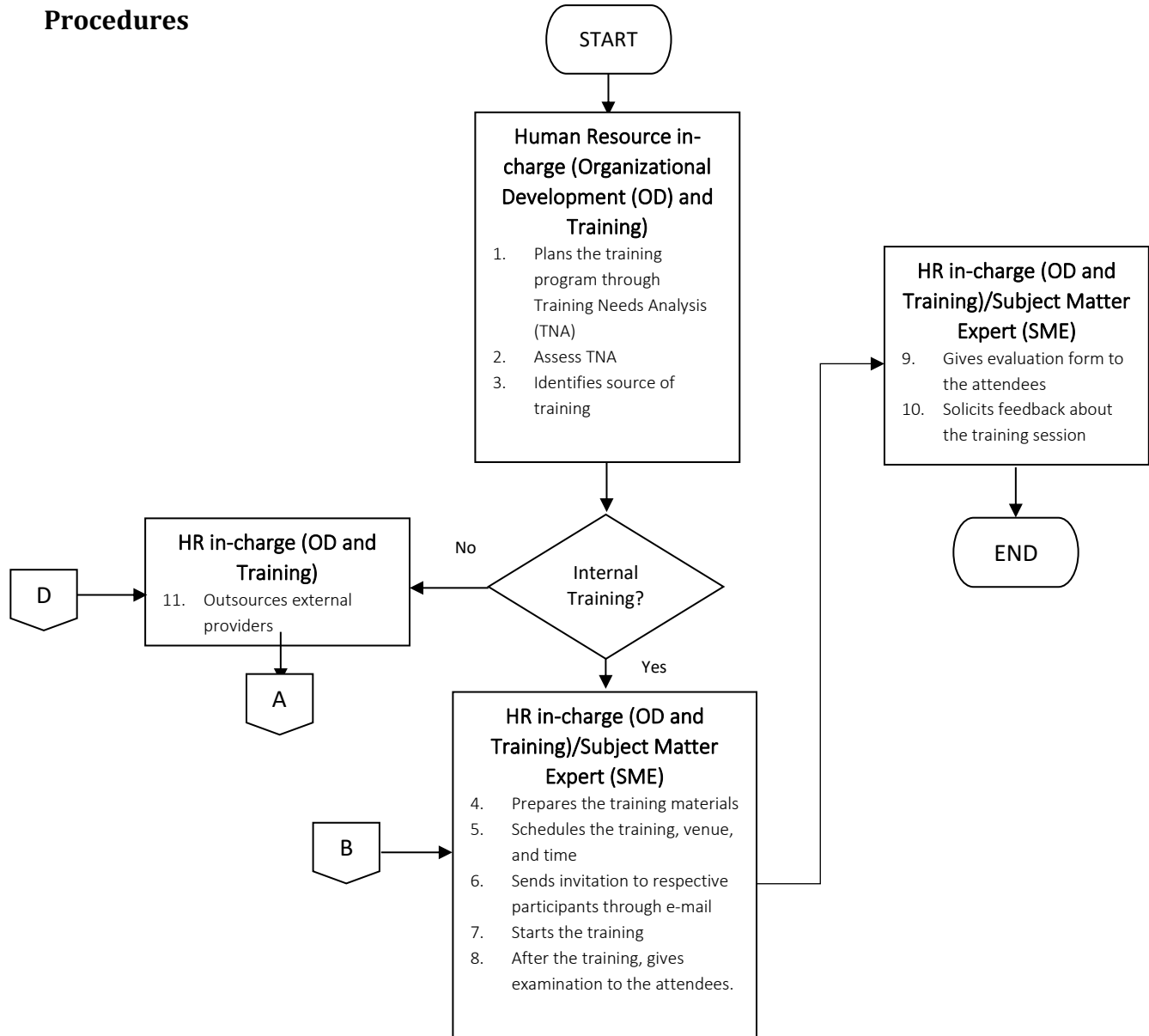
Procedures

START

Human Resource in-charge (Organizational Development (OD) and Training)
1. Plans the training program through Training Needs Analysis (TNA)
2. Assess TNA
3. Identifies source of training

HR in-charge (OD and Training)/Subject Matter Expert (SME)
9. Gives evaluation form to the attendees
10. Solicits feedback about the training session

END

Internal Training?

No → **HR in-charge (OD and Training)**
11. Outsources external providers

D

A

Yes → **HR in-charge (OD and Training)/Subject Matter Expert (SME)**
4. Prepares the training materials
5. Schedules the training, venue, and time
6. Sends invitation to respective participants through e-mail
7. Starts the training
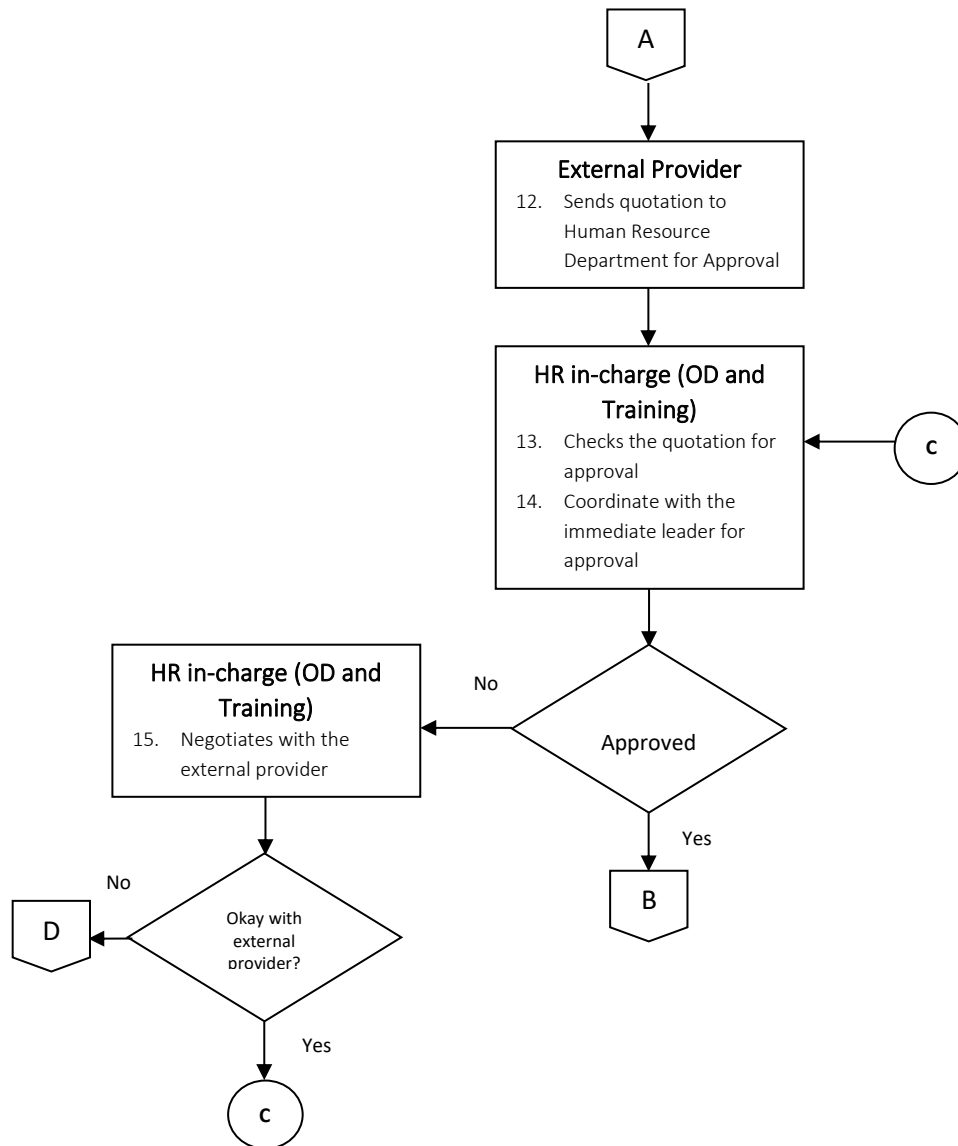8. After the training, gives examination to the attendees.

B

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A

External Provider

12. Sends quotation to Human Resource Department for Approval

HR in-charge (OD and Training)

13. Checks the quotation for approval
14. Coordinate with the immediate leader for approval

c

HR in-charge (OD and Training)

15. Negotiates with the external provider

No → **Approved**

Yes → **B**

Okay with external provider?

No → **D**

Yes → **c**

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