	<h1>Human Resources - PRAM</h1> <h2>Process Risk Assessment Matrix</h2>		<p>Document Number:</p> <p>PR-SS-05.01</p>
	<p>Department:</p> <p>Human Resources</p>	<p>Effective Date:</p> <p>September 5, 2025</p>	<p>Revision No</p> <p>7</p>

Legend:

Probability of Occurrence		Average No. of Transactions/Cases per month
High	Almost certain will occur	11 above
Medium	Occur at some time	6 to 10
Low	Remote Possibility	0 to 5


Severity of Risk	
Critical	Will greatly affect stakeholders satisfaction
Non- critical	Less effect on stakeholder satisfaction

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Recruitment, Selection and Placement Policy	Low applicants	Mismatch; lack of awareness	Low	Critical	Attract the right kind of candidates thru job boards, tie-up with schools, job fair; networking	Email; Job Street; letter to schools	Enforcement of employee referral program program, succession plan, Hi-Po program; post in career page	Keyman Audit/Succession Planning database/Job Candidate Evaluation form
		Change of academic year due to outbreaks of infectious diseases					Maintain pool of candidates for critical position/s	
	Not hiring the right people for the right job	Candidate did not match the qualification	Low	Critical	Enforcement of hiring/selection tools; guide line leaders to scrutinize the knowledge, skills and abilities of the candidate	Resume and job candidate evaluation form	Post job advertisements online; participate job fair; set up a more structured selection process	Job advertisement; active resume files
					job advertisement, tie-up with schools, job fair; networking; active participation in people management organizations	email; Job Street; letter to schools; LinkedIn; PMAP	Enforcement of employee referral program program, succession plan, Hi-Po program; post in career page	Keyman Audit/Succession Planning database/Job Candidate Evaluation form
	No show	Offered by others	Low	Critical	Advise line leader; open MRF for re-selection process	MRF monitoring through RISA	Maintain pool of candidates for critical position/s	Job advertisement; active resume files
	Declined offer		Medium	Non-critical				
	Non compliance to hiring process	No/incomplete pre-employment documents submitted	Low	Non-critical	Enforcement of hiring/selection process; re-tell leaders the relevance in complying to the process; enforcement of COC	Email and SMS	Conduct background check for new hire/s Secure objective evidence that they are processing their pre-employment requirements	Email; EE 201 file
				Critical	Enforce monitoring of 201 file checklist	201 file checklist; 201 file folder	Strict enforcement of background check	Pre-employment Checklist
					Enforcement of background check	Background Check Form		Background Check Form
	Non compliance to hiring process	Delay in submission , new regulatory requirements of government agencies due to outbreaks of infectious diseases	Medium	Critical	Enforce monitoring of 201 file checklist	201 file checklist; 201 file folder	Strict enforcement of background check	Pre-employment Checklist
					Enforcement of background check	Background Check Form		Background Check Form
	Delay in Hiring	No job description for the new position title; outdated job title for existing position title	Low	Critical	Enforcement of hiring/selection process	Job Description	Update and regular review of Job Description	Job Description

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Job induction	New hire unable to attend the job induction	Line leader restricted attendance	Low	Critical	Re-schedule of job induction; report to mancom Create virtual learning session for the Job Induction	Email	Strict enforcement of job induction schedule; advance schedule; identify back up inductor	Email/SMS
	No show of inductor	Conflict of schedule	Low	Critical				
	Unable to complete the job induction	No sufficient time allocated to complete the induction process by the line leader	Low	Critical		Job Induction Attendance through RISA	Remind concerned personnel on the submission of attendance of job induction	Email/SMS/Viber/Performance Evaluation
Probationary Period & Regularization of Employment	No performance evaluation/automatic regularization	Line leader did not conduct Performance Evaluation as scheduled	Low	Critical	Call the attention of line leaders and immediately evaluate the personnel	Hit Rate monitoring and Email	Regular email push; automate email push; develop HRIS	Hit Rate monitoring/ Email; project timeline
Work change	Unhappy/disengaged employees	Line leader failed to communicate career plan; no coaching and mentoring session; Employee not aware he/she is on the succession list	Low	Critical	Conduct coaching and mentoring	Coaching Log	Succession planning; Hi-Po program; cross-posting; immersion; developmental assignment	Keyman Audit/Succession Planning database
Training Program Procedure	Unconducted Scheduled Training	Low attendees	Medium	Critical	Schedule training on a regular basis	Email	Plan the training ahead of scheduled training; come up with list of mandatory trainings	Email
		Unavailability of SMEs/module	Medium	Critical	Keep an updated list of SMEs; request their training modules at least 1 month before the scheduled session; check SME availability during monthly training calendar reviews.	List of SMEs Training Calendar	Review SME participation and KPI results every quarter; identify and train at least one backup SME for each topic; adjust training dates based on SME availability patterns.	List of SMEs Training Calendar KPI Monitoring Report
		No available venue	Low	Critical	Schedule training on a regular basis and reserve a venue in advance	Email	Plan the training ahead of scheduled training; utilize virtual training platforms	Email, Virtual Platform Logs
		Conflicts with other events	Low	Critical		Email		
		Outbreak of infectious diseases	Low	Critical	convert classroom type training/workshop to online	Email/viber/sms/Attendance through RISA	source webinars or alternative learning system	Email/viber/sms
	Lack of awareness about available training opportunities	Inadequate communication about training schedules	Medium	Critical	Improve communication channels (email, intranet, etc.)	Email, Intranet announcements, Communication records, Training calendar	Regular reminders and follow-ups before training sessions	Reminder logs, Follow-up emails
		Employees not being informed about training programs and resources	Medium	Critical			Conduct periodic training needs assessments and communicate available opportunities effectively	Needs assessment reports, Communication metrics
	Time constraints hindering training participation	Heavy workload or project deadlines conflicting with training schedules	Medium	Critical	Offer flexible training options such as on-demand modules or lunch-and-learn sessions	Training Calendar	Work with department heads to allocate time for training and prioritize development activities	Meeting minutes,
	Lack of post-training support resources	Insufficient resources or guidance available after training sessions	Medium	Critical	Develop post-training support materials such as FAQs or job aids	Post-training survey results	Establish mentorship programs or peer support networks for ongoing guidance and assistance	Mentorship program documentation, Peer support group records
	Training fatigue among employees	Overwhelm due to frequent or prolonged training sessions	Low	Critical	Balance training schedules to avoid overload and allow for adequate rest between sessions	Training calendar, Participation feedback	Introduce gamification or interactive elements to make training sessions more engaging	Gamification strategy documents, Participant feedback

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Employee Engagement Program Procedure	Failure to implement planned activities	Delay in preparation or operational priorities	Low	Critical	Prepare annual plan with timelines, responsible persons, and budget; coordinate with departments early	HR Calendar, Activity Proposals, Budget Approvals	Keep backup activity list; re-schedule missed events within the same quarter	Revised Calendar, Rescheduling Memos
	Activities not inclusive or not aligned with 8 wellness dimensions	Limited variety in planning	Low	Critical	Use 8 wellness dimensions as checklist in planning	Activity Proposals, Planning Checklist	Review activity mix quarterly; collect employee feedback for improvement	Feedback Forms, Review Reports
	Lack of awareness or schedule conflicts	Lack of awareness or schedule conflicts	Low	Critical	Announce activities at least 2 weeks ahead; align with work schedules; encourage leader promotion	Invitations, Announcements, Email Records	Track participation; adjust timing/format based on survey results	Attendance Sheets, Survey Reports
	Incomplete documentation	Missing reports or proof of activity	Low	Critical	Require submission of reports, attendance sheets, and photos within 5 days after event	Activity Reports, Attendance Sheets, Photos	Monthly check of activity files; give reminders to responsible persons	Documentation Audit Logs
Offboarding Policy	No exit interview	Employees who went AWOL; did not complete their clearance	Medium	Critical	Conduct exit interview as soon as resignation letter is received	Exit Interview	HR to coordinate with concerned department/s for unresolved accountabilities; Hold final pay until cleared	Email
	No signature from clearing officers	Due to outbreak of infectious diseases	Low	Critical	Consent to email approval and/or digital signature for clearance	Notice of Resignation Clearance Form Exit Interview Form		Clearance Monitoring Sheet Email escalation record HR offboarding
		Work from home set-up						
	No clearance / Unsettled Accountabilities	Non-compliance to 30-day notice period; No proper turnover; Employee not routed to clearing officers; HR not informed of accountabilities involving other departments (e.g., finance, admin, IT); not cleared by the clearing officers	Medium	Critical	Strict implementation of Clearance Routing via system or manual form; HR to require clearance routing prior to release of final pay; Reminder to resigning employee during exit interview			
	Attrition	More attractive alternative job	High	Critical	Ensure compensation and benefits packages remain competitive and aligned with market standards.	Change of Status/ Compensation Benchmarking Reports	Conduct periodic compensation reviews, at least annually, to ensure continued competitiveness in the job market	Employee Compensation History
		Low employee engagement; dissatisfaction	Low	Critical	Improve workplace well-being through a holistic approach, like employee satisfaction surveys, work-life balance initiatives, and increased communication and transparency.	HR Calendar Employee Surveys	Create more employee engagement and retention programs to support multi-generation workforce	HR Calendar
Communicate career development plans; provide coaching and mentoring; make employees aware of succession lists					Coaching Log	Create more employee engagement and retention programs to support multi-generation workforce	Training Calendar	

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Working Hours	Tardiness/ absenteeism	Work attitude; personal problems	Low	Critical	Inform leaders; enforcement of code of conduct	Time Keeping Record / Email	Run/schedule refresher on code of conduct	Attendance sheet
Succession Planning Policy	No succession plan	Leader was not able to identify his/her succession	Low	Critical	Conduct of performance evaluation; set up mentorship programs for leadership; IDP	Coaching Log	Implementing and enforcement of succession plan policy; included in business continuity plan	Keyman file; Succession plan database; BCP
Onboarding Policy	Attrition	Low employee engagement; dissatisfaction; more attractive alternative job	Low	Critical	Strict enforcement of onboarding policy	Checklist for new hires	Enforcement of exit interview programs; make exit interview counts	Exit interview sheet
Disability Employment Policy	Less Productive	Unfriendly and Unsafe Work Environment	Low	Critical	Assign in a more accessible and PWD friendly area	Floor Layout	Enforcement of safety measures and signages	AVP and signages
Special leave benefit for women	Man Days Loss	False Documentation	Low	Non-critical	Validate document by company physician	Medical Certificate	Refer to an accredited Health Maintenance Organization (HMO)	Medical Certificate
		Abuse of Allowable Leave Credits	Low	Non-critical	Actual visitation in residence	Interview Form	Follow up visitation in residence	Medical Certificate Status
Employment for Minors	Employment of Minors	Poor screening of applicant	Low	Critical	Enforcement of background check	Background Check Form	Strict enforcement of background check	PSA Birth Certificate photocopy
		Falsification of Documents	Low	Critical	Enforcement of background check	Background Check Form	Validate original PSA Birth Certificate	PSA Birth Certificate photocopy (checked and validated original copy)
Provisions of Night Worker Policy	Health Hazard	Lack of Normal Sleep	Low	Critical	Conduct Health Awareness Program	Training Attendance Sheet and Certificate of Attendance	Provide resting area	Clinic Logbook
Expanded Maternity Leave Benefit	Man Days Loss	False Documentation	Low	Non-critical	Validate document by company physician	Medical Certificate	Refer to an accredited Health Maintenance Organization (HMO)	Medical Certificate
		Abuse of Allowable Leave Credits	Low	Non-critical	Actual visitation in residence	Interview Form	Follow up visitation in residence	Medical Certificate Status
Leave for Victims of Violence Against Women and their Children	Man Days Loss	False Documentation	Low	Non-critical	Validate document by Legal and Company Physician	Proof of Certification from the Barangay Officials/ Prosecutor/ Clerk of Court	Confirm submitted document to the certificate provider	Proof of Certification from the Barangay Officials/ Prosecutor/ Clerk of Court
		Abuse of Allowable Leave Credits	Low	Non-critical	Actual visitation in residence	Interview Form	Follow up visitation in residence	Interview Form
Solo Parent Leave	Man Days Loss	False Documentation	Low	Non-critical	Validate document by HR-in-charge	Solo Parent Identification Card	Validate submitted document to DSWD	Email
		Abuse of Allowable Leave Credits	Low	Non-critical	Actual visitation in residence	Interview Form	Follow up visitation in residence	Medical Certificate Status
Anti - Sexual Harassment Policy	Sexual Harassment	Power Tripping Abusive Leaders/ Peers/ Customer	Low	Critical	Conduct Anti-Sexual Harassment Awareness	Training Attendance Sheet and Certificate of Attendance	Implementation of Grievance Committee	Complaint Form
Paternity Leave Benefit	Man Days Loss	False Documentation	Low	Non-critical	Validate document by HR-in-charge	Marriage Certificate/ Live Birth Certificate	Validate submitted document to Hospital	Email
		Abuse of Allowable Leave Credits	Low	Non-critical	Actual visitation in residence	Interview Form	Follow up visitation in residence	Medical Certificate Status

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Sick Leave	Man Days Loss	False Documentation	Low	Non-critical	Validate document by company physician	Medical Certificate	Refer to an accredited Health Maintenance Organization (HMO)	Medical Certificate
		Abuse of Allowable Leave Credits	Low	Non-critical	Actual visitation in residence	Interview Form	Follow up visitation in residence	Medical Certificate Status
Work Performance	Unconducted Performance Evaluation	Line Leader did not evaluate	Low	Critical	Compliance to HR Performance Evaluation Schedule Achieve HR hit rate	Evaluation Form Hit Rate Monitoring and Email Performance Evaluation through RISA	Reprimand leaders not complying with the Performance Evaluation Schedule	Email
Payroll Policies	Unpaid Payroll	Non submission/approval of time records	Medium	Critical	Frequent email reminders to all employees about payroll cut-off	Email	Reprimand employees/ leaders not complying on submission/approval of time records	Approved Time Records
Mandatory Employee Benefits, Incentives, Coverage, and Contributions	Late government contributions and loan payments	Non adherence to the payment schedule	Low	Critical	Strict adherence to the payment schedule	Official Receipts	Reprimand HR-in-charge/ Finance-in-charge	NTE
Breastfeeding Policy	Discomfort for lactating mother	No Lactation Room	Low	Non-critical	Conduct Health Awareness Program	Training Attendance Sheet and Certificate of Attendance	Provide Lactation Room	Floor Layout
Statutory Regulations (government clearances)	Failure to comply to government regularizations may result to delay in issuance of clearance	Unreconciled payment records with government agencies	Medium	Critical	Reconcile payment records with the government agencies	Reports/Email/ Government Agency Advisory	Maintain copy of online payments of government agencies	Online Payment Records
		Insufficient no. of government employees due to implementation of Flexible Work Arrangement of government agencies			Prepare monitoring calendar based on the on the standard schedule specified by the government; re-evaluate the urgency of current task. Timely communication of decision to concerned parties; check and monitor skeletal workforce schedule and advisory of government agencies to avoid delays		Enforcement of monitoring calendar based on the on the standard schedule specified by the government; process government transaction ahead of due date	Department order, monitoring logsheet
	Penalties due to expired permits or clearances	Missed renewal dates or unmonitored expiration	Low	Critical	Assign responsible person/team to monitor renewals	Masterlist of Permits, Renewal Tracker	Pay fines, update masterlist	OR, Receipt,
	Disqualification from bidding or accreditation	Incomplete documentary compliance	Low	Critical	Ensure all documents are updated and available on file	Document Repository, Compliance Checklist	Submit missing documents immediately, request reconsideration	Email Trail, Updated Documents

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Performance Management Policy	Failure to conduct timely performance evaluation to direct report/s	Additional workload, failing to see the value in appraisals, lack of skill at giving feedback or managing staff, or lack of knowledge about the process and deadlines	Low	Critical	Strict enforcement of Performance Management policy	Monitoring log; Performance Evaluation Form through RISA	Re-tell leaders importance of conducting performance evaluation; use positive reinforcement [public acknowledgement or Gift cards (or points towards a gift card or other reward), chocolates or some goodies]	Performance Evaluation Form through RISA
	Employee underperformance				Provide training, orientation, mentoring and counseling to the employee		Enforcement of Code of Conduct	
Flexible Work Arrangement	Termination of employment	Improper implementation of flexible work arrangement; public health safety (Covid-19)	Low	Critical	strict enforcement of Flexible Work Arrangement	Monitoring log	Monitoring and verification of proper implementation	Establishment Report on Covid-19
	Business Closure							
Workplace Covid-19 Prevention and Control Policy	Being infected with Covid-19	Not following health and safety protocols procedure	Low	Critical	Implement flexible work arrangement such as work from home; promote good respiratory hygiene and proper hand sanitation; compliance to local restrictions on travel and mass gathering; follow safety protocols; full vaccination of employees	Reports/Email/ Government Agency Advisory	Strict enforcement of Workplace Covid-19 Prevention and Control Policy; strengthen awareness campaign; provide vaccine booster to the employees	Health Declaration Checklist; contact tracing form; establishment report on Covid-19

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