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A. LEARNING AND DEVELOPMENT

The Learning and Development (L&D) framework ensures the continuous growth of employees by addressing skill gaps, enhancing competencies, and aligning training initiatives with organizational objectives. This structured approach to employee development fosters both individual career advancement and overall organizational success.

1. Training Needs Analysis (TNA)

To ensure training efforts effectively address relevant skill gaps and align with organizational goals, Training Needs Analysis is conducted using the following inputs:

- Feedback from heads and officers.
- Results of performance evaluations and appraisals.
- Current and future organizational objectives and strategic priorities.

TNA is conducted annually and on an as-needed basis for new initiatives or emerging skill requirements.

2. Training Plan

A comprehensive training plan is prepared annually to guide the implementation of prioritized training programs.


- The training plan outlines specific learning objectives, delivery methods, and timelines.
- Training priorities are selected based on their alignment with strategic goals and their potential to impact organizational performance.

This ensures a systematic approach to delivering relevant learning interventions throughout the year.

3. Training Programs

Employees included in the training plan will participate in a combination of external and internal training programs tailored to their needs.

- External Training Programs:
These may include industry-specific workshops, certifications, or seminars delivered by third-party providers.
- Internal Training Programs:

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Where applicable, the organization develops and delivers in-house training programs to address key competency areas and enhance organizational knowledge-sharing.

Training delivery methods include classroom-based sessions, virtual training, on-the-job coaching, e-learning modules, and mentorship programs to accommodate diverse learning preferences.

4. Training Evaluation

The organization systematically monitors participation and gathers feedback to evaluate the effectiveness of each training program.

- **Participation Tracking:**
Attendance and engagement during training sessions are recorded.
- **Feedback Mechanisms:**
Post-training surveys and evaluations are used to capture participant feedback on content, delivery, and overall satisfaction.
- **Continuous Improvement**
Insights from evaluations are used to refine training content and methodologies, ensuring relevance and effectiveness in future programs.


5. Training Effectiveness

The effectiveness and value of training activities are measured by evaluating the outcomes post-training.

- **Skill Application**
Supervisors monitor how employees apply newly acquired skills to their roles.
- **Behavioral Change**
Improvements in work behavior and performance are assessed to determine training impact.
- **Performance Metrics**
Training outcomes are compared against predefined objectives, such as increased efficiency, quality improvements, or reduced errors.

6. Assessment for Competency Levels

An Annual Competency Assessment is conducted to evaluate the competency levels of individual employees and the organization as a whole.

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- Purpose
Identify strengths, gaps, and opportunities for targeted development.
- Methodology
The assessment includes a review of skills, knowledge, and behaviors against defined competency frameworks.
- Outcome
Results are used to update the training plan and align developmental activities with organizational goals.

7. Learning Methods

7.1. Designation of Officer-In-Charge (OIC)

A. RATIONALE

The designation of an Officer-in-Charge (OIC) is a critical mechanism to ensure continuity of operations in an organization during the temporary absence of an incumbent official. This guideline aims to provide a clear framework for the designation of OICs, ensuring transparency, consistency, and alignment with regulatory standards.

Hence, the LLFC shall design a policy consistent to the Section 13 (c), 2017 Omnibus Rules on Appointments and Other Human Resource Action (Revised 2018), Section 8, CSC Resolution No. 100623, Classes of the Position in the Career Service, and GCG M.C. No. 2012-09, the Chief Executive Officer.

B. OBJECTIVES


- To outline the process and criteria for the designation of OICs within the organization.*
- To ensure that the temporary assumption of duties by an OIC does not disrupt the normal operations of the office.*
- To clarify the scope of authority and limitations associated with the OIC designation.*
- To ensure compliance with Civil Service Commission (CSC) regulations and other relevant legal standards.*

C. COVERAGE

This guideline applies to all Officers who may be designated to assume the responsibilities of a position in the temporary absence of the incumbent at the same or a lower level.

D. DEFINITION OF TERMS

Designation	<i>Movement that involves an imposition of additional and/or higher duties to be performed by a public official/employee which is temporary and can be terminated anytime at the pleasure of the appointing officer/authority. Designation may involve the performance of the duties of another position on a concurrent capacity or on full time basis.</i>
First Level Positions	<i>Refer to positions involved in structured work in support of office operations or those engaged in clerical, trades, crafts, or custodial service which involve sub-professional work in a non-supervisory and supervisory capacity.</i>


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	Rank and File Level in LLFC: <ul style="list-style-type: none"> Housekeeping, Messenger, Receptionist, Driver, Clerk, Assistant, and Analyst positions.
Officer-in-Charge	<i>Is considered merely as a caretaker of the office while the regular incumbent is on leave of absence. An OIC does not possess the power to appoint, and if he does, such act is null and void ab initio. An Officer-in-Charge does not exercise powers involving discretion of the regular incumbent. The rights and privileges of the latter do not normally descend upon the former unless specifically indicated or stated in the designation.</i>
Second Position Level	<i>Includes professional, technical and scientific positions which involve professional, technical and scientific work in a non-supervisory or supervisory capacity up to Division Chief level or its equivalent.</i> <p>From Professional and Supervisory Level to the Head of the Unit in LLFC:</p> <ul style="list-style-type: none"> Professional and Supervisory Specialist I and II, Cashier I and II, Appraisers, Accountant I and II, Auditor I and II positions. Middle Management Officer, AM, Manager, SM, Head of the Unit.
Third Level	<i>Positions in the Career Executive Service, namely, Undersecretary, Assistant Secretary, Bureau Director, Assistant Bureau Director, Regional Director, Assistant Regional Director, Chief of Department Service and other officers of equivalent rank as may be identified by the Career Executive Service Board, all of whom are appointed by the President.</i> <p>Senior Management Level in LLFC:</p> <ul style="list-style-type: none"> Assistant Vice President Vice President President and CEO

E. GENERAL GUIDELINES

1. A designation in an acting capacity entails not only the exercise of the ministerial functions attached to the position but also the exercise of discretion since the person designated is deemed to be the incumbent of the position.
2. Officials designated as Officer-in-Charge (OIC) enjoy limited powers which are confined to functions of administration and ensuring that the office continues its usual activities. The OIC may not be deemed to possess the

power to appoint employees as the same involves the exercise of discretion, which is beyond the power of an OIC, unless the designation order issued by the proper appointing officer/authority expressly includes the power to issue appointment.
3. Circumstances which may need designation of Officer-in-Charge (OIC):
 - a. When the operational needs of the organization require **immediate or temporary leadership due to unforeseen circumstances**, such as organizational restructuring, emergencies, or other **critical situations**, an OIC may be appointed to manage the responsibilities.

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- b. When an incumbent official is temporarily unable to perform their duties due to reasons such as vacation leave, sick leave, study leave, scholarship, maternity leave, or special assignments, an OIC should be designated to ensure continuity of operations. However;
- If the Head of a Unit is on leave for 1-3 days and no urgent or critical decisions are anticipated during this period, the designation of an OIC may not be necessary. In such cases, the Head should delegate specific tasks to trusted subordinates or leave clear instructions for ongoing operations.
 - The Head should inform their immediate superior and key team members about their absence, providing contact details in case any unexpected issues arise that require their attention.
 - An OIC should only be designated for short-term absences if there are ongoing urgent matters that require the presence of a decision-maker, or if the absence coincides with critical periods (e.g., project deadlines, audits, or important meetings).**
 - For leaves longer than 3 days, or if the Head's absence might impact the operations, appointing an OIC is advisable to ensure continuity and prevent any operational delays.
 - The necessity for an OIC should be evaluated on a case-by-case basis, considering the nature of the work and the potential impact of the Head's absence. Not every absence requires a formal OIC if other arrangements (e.g., delegation of tasks) can ensure smooth operations.
- c. If a position is temporarily vacant and no permanent appointment has been made, an OIC may be designated to perform the duties of that position.
- When to designate an OIC:
 - If the unit is engaged in critical operations where daily oversight, decision-making, and leadership are essential, an OIC should be designated to maintain continuity and ensure that the unit's objectives are met without disruption.
 - If the unit handles complex tasks, manages significant projects, or has a high workload that requires consistent leadership, appointing an OIC is advisable to provide direction and support to the team.
 - If the position is expected to remain vacant for an extended period (e.g., more than 1-2 weeks), an OIC should be appointed to prevent operational gaps and ensure that the unit continues to meet its goals and deliverables.
 - When not to designate an OIC:
 - If the vacancy is short-term (e.g., a few days or a week) and the employee/s can effectively report to the Group Head/Management without significant impact on their work, then it may not be necessary to designate an OIC.
 - If the unit's operations are routine and can be managed without a specific leader for a brief period.

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d. *If the President and CEO position is vacant, the Chairperson of the Board or another suitable Senior Officer may be designated as OIC until a regular CEO is formally elected.*

4. *Designation shall be governed by the following rules:*

- a. *Employees to be designated as OIC should hold permanent appointments to regular LLFC positions.*
- b. *For Third-level positions the designated OIC shall be from the same level position unless there would be issues on control and there is no available officer that can be assigned. In that case, those occupying second level positions may be tapped as designate.*
- c. *For those in Second-level positions, the automatic OIC shall be their immediate head or those occupying 3rd level position in their respective Group. However if under justifiable reason the 3rd level position cannot assume as OIC, another employee belonging to the 2nd level position may be tapped as designate.*
- d. ***Employees holding first level positions cannot be designated to perform the duties of second level positions except in meritorious cases.***
- e. *For positions with incumbents who temporarily cannot perform the duties of the position (due to vacation or sick leave, study leave, scholarship, maternity leave, special assignments), the designation should be synchronized with the absence of the incumbent, unless earlier revoked or recalled by the appointing officer/authority. **However, the designation of employees may be renewed every year in the exigency of the service but not to exceed two (2) years.***
- f. *For positions without incumbents, a designation may be made only for a maximum of one (1) year. However, the designation of employees may be renewed every year in the exigency of the service but not to exceed two (2) years.*
- g. *Designations shall be made through special order issued by the appointing officer/authority concerned.*
- h. *Designees cannot be granted the salaries of the positions they are being designated to. However, allowances that go with the performance of the functions such as RATA (Representation and Transportation Allowance) or EME (Extraordinary and Miscellaneous Expenses) may be granted provided, the grant of the same is specifically stated in the designation order.*

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- i. Only experience gained from the designation compliant with the above stated rules shall be credited as relevant experience for purposes of appointment.

5. Vacancy of the Office of the President and CEO

- a. When the exigencies of the service require the same, the Chairperson of the Board shall automatically act as the OIC, subject to the following rules:
- The Chairperson shall act only as the temporary/acting CEO.
 - Within forty-eight (48) hours, the Chairperson shall call for a Board Meeting for the formal appointment of the OIC.
 - The duly designated OIC shall then serve until the regular CEO shall have been elected.
- b. It is within the power of the Governing Board to appoint the Next highest-ranking executive or any other suitable Senior Officer as OIC of the Corporation, while waiting for the regular CEO to be formally elected.

As such OIC, he/she shall not be considered part of the LLFC Board, as he/she was never appointed by the President of the Philippines under the authority of R.A. No. 10149.


- c. In accordance with the Civil Service Commission (CSC) Resolution No. 000778 dated March 24, 2000, "an OIC enjoys limited power which are confined to functions of administration and ensuring that the office continues its usual activities."
- d. The OIC shall turn-over the management of LLFC immediately to the person elected as the regular CEO.

F. SPECIFIC GUIDELINES

- The designation of an OIC must be documented with a clear statement of the start and end dates, or the conditions that will trigger the end of the designation through a special order. This should be documented through the issuance of a Special Order.
- Any benefits or allowances must be clearly stipulated in the Special Order to avoid any misunderstandings or disputes.
- The OIC must be briefed on their specific duties and limitations to ensure there is no overreach of their authority.
- Regular assessments by their immediate superior should be conducted to ensure that the OIC is performing adequately and in line with the guidelines set forth, as applicable.

G. DUTIES AND RESPONSIBILITIES

President and CEO	<ul style="list-style-type: none"> Oversee the overall operation of the organization. Ensure continuity and adherence to organizational goals and objectives. Provide guidance and support to the designated OIC.
HR Unit	<ul style="list-style-type: none"> Facilitate the process of OIC designation. Ensure compliance with relevant guidelines and regulations.

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	<ul style="list-style-type: none"> Monitor the performance of the OIC and provide necessary support and resources.
Designated OIC	<ul style="list-style-type: none"> Perform the duties assigned as per the designation. Adhere to the limitations and scope of authority as outlined in the designation order. Maintain the usual activities and administration of the office.
Immediate Superior	<ul style="list-style-type: none"> Oversee the work of the designated OIC. Provide guidance and support to ensure that the OIC performs their duties effectively. Report any issues or concerns to higher management for resolution.

8. Personnel Movement

A. PROMOTION


Promotion is the advancement of an employee's rank or position within the Corporation's organizational hierarchy within the present Group/Unit of the employee or to another Group/Unit in the Corporation. Promotion may be a form of recognition for an employee's good performance based on performance appraisal, subject to a screening process to ensure that the employee shall be able to handle the added responsibilities. A promotion also comes with upgrading salary and benefits.

B. TRANSFER OR REASSIGNMENT

Transfer or Reassignment involves the movement of a regular employee from one Group/Unit to another in pursuit of personal growth, professional enrichment, and greater possibilities for advancement or to find a better fit for the employee within the organization to a position properly approved to be filled up. Reassignment or transfer may be with or without a change in the employee's position, and with or without changes in rank, status or salary. It may be upon the request of the employee or upon the request of the Group/Unit Head to where the employee will be reassigned or transferred with the acquiescence of the present Group/Unit Head. A new employee may not be transferred or reassigned to other Groups/Units before completing his/her probationary period of employment or the first six (6) months of satisfactory service in the Corporation. All reassignments or transfers require the approval of the President.

C. DESIGNATION

Designation is merely an imposition of additional duties to be performed by an employee which is temporary in nature and can be terminated anytime. Employees to be designated should hold regular or permanent appointments. Designees can only be designated to positions within the level they are currently occupying. However, incumbents of Supervisory positions may be designated to perform the duties of Managerial positions. The designation of an employee to another position within the Corporation shall entitle such employee to the rights, privileges and allowances pertaining to the position temporarily filled, provided, however, that such temporary designation has been approved in accordance with the Codified Approving and Signing

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Authorities of the Corporation. Designations shall be made only for a maximum of one (1) year, subject to extension upon justification of the recommending authority and approval of the approving authority.

D. SEPARATION FROM THE SERVICE

Separation is a voluntary or involuntary termination of employment. The modes of separation are as follows:

a. Retirement

Retirement is the voluntary employment termination initiated by the employee in accordance with the Corporation's retirement plan/program and other retirement laws as applicable.

b. Resignation

Resignation is a voluntary employment termination initiated by an employee through the submission of a resignation letter duly endorsed by his/her Group/Unit Head at least thirty (30) days before the effectivity of the resignation.

An employee under administrative investigation may be allowed to resign pending decision of his case but it shall be without prejudice to the filing of any administrative/criminal case against him for any act committed while still in the service.

c. Dropping from the Rolls

An employee may be dropped from the rolls under any of the following circumstances:


i. Effect of Absence without Approved Leave (AWOL).

An official or employee who is continuously absent without approved leave for at least thirty (30) working days shall be considered on absence without official leave (AWOL) and shall be separated from the service or dropped from the rolls without prior notice. He shall, however, be informed of his separation from the service not later than five (5) days from its effectivity which shall be sent to the address appearing on his/her 201 files.

ii. Unsatisfactory/Marginal or Poor Performance

An employee who is given two (2) consecutive unsatisfactory or marginal ratings may be dropped from the rolls after due notice. Notice shall mean that the employee concerned is informed in writing of his unsatisfactory or marginal performance and is sufficiently warned that a succeeding unsatisfactory or marginal performance shall warrant his separation from the service.

An employee, who for one evaluation period is rated poor in performance, may be dropped from the rolls after due notice. Due notice shall mean that the employee is informed in writing of the status of his performance not later than the 4th month of that rating period with sufficient warning that failure to improve his performance within the remaining rating period shall warrant his separation from the service.

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iii. *Dismissal from the Service*

Dismissal is the involuntarily separation from the service of a regular or permanent employee as a penalty if found guilty of the administrative charge filed against him. An employee may be dismissed from the service only after due process.

iv. *Abolition/Phase-out of Position*

A permanent employee may be involuntarily separated from the service due to retrenchment, reorganization, outsourcing of service or streamlining of procedures. The affected employee shall be entitled to separation benefits to be provided by the Corporation under its retirement plan/program.

v. *Death*

A. POLICY AND PROCEDURES GUIDELINES

1. PROMOTION

An employee may be promoted within the Corporation through either of the following:

- *When an employee applies for a position opened for filling up and is found qualified under the guidelines on Personnel Recruitment; or*
- *When the Group/Unit Head recommends the promotion of an employee within the Group/Unit as approved and agreed during the Talent Review and within the qualifications.*


a. *Eligibility for Promotion*

- i. *A candidate for promotion must have rendered at least one (1) year of continuous service in his present position. In exceptional cases, however, a candidate with at least six (6) months of continuous service in his present position may be promoted subject to the endorsement of the Governance Committee and the approval of the Board of Directors.*
- ii. *A candidate for promotion must not have received a Performance Evaluation Rating of less than very satisfactory or commendable in the last two (2) rating periods prior to his promotion.*
- iii. *A candidate for promotion must meet the minimum Qualification Standards of the position to where he shall be promoted.*


b. *Applying for a Position that will result in a Promotion*

An employee who applies for a position opened for filling up shall undergo the recruitment and selection process under Chapter I of this Manual.

c. *Recommending an Employee for Promotion*

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- i. *In all cases, the recommending Group/Unit Head shall first obtain a HRMU certification that the candidate for promotion has complied with the training requirements of the position as indicated in the Qualification Standards.*
 - ii. *For promotion to officer positions, the recommending Group/Unit Head shall issue a certification on compliance with competency requirements of the position.*
 - iii. *The recommendation for promotion shall specify the Job Grade and Step recommended for the candidate based on the duly approved Policy in Determining the Salary Rate for Promotion.*
 - iv. *The candidate for promotion shall be required to submit an updated Personal Data Sheet (PDS).*
 - v. *The PDS, the certification on compliance with the training requirements and the certification on competency requirements, if applicable, shall be attached to the recommendation for promotion of the concerned Group/Unit Head addressed to the President thru the HRMU, Internal Audit Unit (IAU) and the Legal Services Unit (LSU) Head or General Counsel.*
 - vi. *The HRMU shall endorse the recommendation on the basis of the availability of budget for the position in the approved Corporate Operating Budget (COB).*
 - vii. *The Internal Audit Unit and the Legal Services Units shall endorse the recommendation if there are no adverse audit and/or legal inputs/findings on the candidate that, otherwise, should disqualify him/her for the promotion.*
 - viii. *In case of adverse audit and/or legal inputs, the candidate or the Group/Unit Head concerned shall coordinate with the IAU and/or LSU to resolve the inputs/findings. Unresolved matters/issues bearing on the fitness of an employee for promotion may be submitted to the LLFC ManCom for deliberation/resolution. The recommending Group/Unit Head shall forward the recommendation for promotion to the President only after favorable resolution on the matter/issue.*
- d. **Approval of Recommendation for Promotion**
- i. *Recommendations for promotion shall be subject to approval of the authorities as specified in the Corporation's CASA.*
 - ii. *Upon approval of the promotion, the Human Resources Management Unit, shall prepare the Memorandum to the promotee for the signature of the President specifying the:*
 - *date of effectivity of the promotion which shall not be earlier than the 1st working day of the month following the approval.*
 - *changes in position title, job grade, step and monthly basic salary.*
 - *additional allowances, e.g., if any.*

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iii. Upon signing of the Memorandum on promotion, the Human Resource Management Unit shall ensure that the original copy is received by the promotee and that copies are duly filed, i.e., 201 files.

e. *Submission of Certificate of Assumption to Duty by the Promotee*

The Promotee shall secure the Certificate of Assumption to Duty, duly signed by the Group/Unit Head concerned, and submit the same to the Human Resource Management Unit within five (5) working days from actual assumption. In case of non-compliance with this requirement, the promotee's compensation shall not be adjusted until such time that the Certification is submitted to the Human Resource Management Unit.

2. TRANSFER OR REASSIGNMENT

a. *Transfer or Reassignment Initiated by Employee*

i. An employee may request for transfer or reassignment to another Group/Unit within the Corporation if and when a position where the employee is qualified has been opened for filling up.

ii. The employee shall write a request for transfer or reassignment to the Head of the Group/Unit where the opened position belongs (accepting unit), subject to the endorsement of the Head of the Group/Unit Head where the employee is currently assigned (releasing unit);

iii. A request for transfer or reassignment without the favorable endorsement of the releasing Head of the Group/Unit Head shall not be considered by the accepting Group/Unit.

iv. The employee may be subjected to screening by the Head of the accepting Group/Unit.

b. *Transfer of Reassignment Initiated by Superior*

i. A Group/Unit Head may initiate the transfer or reassignment of any of the employees within his/her Group/Unit to another Group/Unit, subject to the consent of the accepting Group/Unit Head and to the acquiescence of the concerned employee;


c. *Approvals of Transfers or Reassignments*

i. The transfer or reassignment of employees from one Group/Unit to another in the Corporation shall be subject to the approval by the President or other approving authorities in accordance with the Codified Approving and Signing Authorities (CASA).

ii. All orders on transfer or reassignment shall be prepared by the HRMU after the approval of the transfer or reassignment by the President of the Corporation.

iii. The order shall indicate the position title; salary and other remuneration of the position to be assumed; and the effective date of the transfer or reassignment.

3. DESIGNATION

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- a. *Only employees holding regular or permanent appointments may be designated.*
- b. *Designees can only be designated to positions within the level or at most one level higher than the level they are currently occupying.*
- c. *The designation of an employee to another position within the Corporation shall entitle such employee to the rights, privileges and allowances pertaining to the position temporarily filled, provided, however, that such temporary designation has been approved/ confirmed by the President and Chief Executive Officer or the Board of Directors, in accordance with the CASA.*
- d. *Recommending and Approving a Designation*
 - i. *A recommendation for the designation shall be submitted by the concerned Group/Unit Head to the President which shall indicate the justifications for the designation, specifying among others, the need therefor and the qualifications of the proposed designee to perform the functions of the position;*
 - ii. *The President shall approve or endorse the recommendation in accordance with the CASA.*
 - iii. *Designation to a position that is next-in-rank to the President shall be recommended by the President to the Board of Directors through the Corporate Governance Committee.*
 - iv. *If approved, the HRMU shall prepare the order for the designation indicating the position title; other remuneration to be received if, any; and the effective date of the designation, among others.*