



**Kabuhayan sa Ganap na Kasarinlan  
Credit and Savings Cooperative  
(KASAGANA-KA Coop)**

# Human Resources Manual

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# 1. Introduction

Time and opportunities for improvement often pass by quickly for organizations. For a service-oriented institution like Kasagana-ka Savings and Credit Cooperative (Kasagana-ka Coop or K-Coop) which aims to provide poor women and their families the means to achieve financial sustainability and social protection, such a reality presents an important challenge not only to the organization as a whole, but also to the people who run it and who are thus committed to continuously find ways to serve their client-beneficiaries or target groups better.

This is true especially in relation to the tasks of developing and maintaining one of its most valuable resource – the cooperative’s employees. If it was enough for an organization’s managers in the past to think about how to train and keep honest employees, these days it is also necessary to be more forward-looking and plan carefully how to enhance capacities of potential employees. This also involves monitoring or measuring their level of engagement with the coop’s other stakeholders, and their commitment to the organization and its mission.

The Human Resource Management and Development Services (HRMDS), a unit servicing all the Kasagana-ka Synergizing Organizations (KSOs), addresses issues and concerns that have to do with the KSOs’ employees. The unit thus stands between the organization – in this case, K-Coop – and its employees. This Human Resources Manual guides its work and, as such, is very important for K-Coop’s effective operation. It is structured along the HRMDS’ four (4) areas of work in relation to K-Coop’s staff :

- Recruitment and staffing
- Compensation and benefits
- Human resource information system
- Employee relations

Each area represents interrelated processes which the Human Resources Manual tries to define and clarify along with the related employees’ rights, benefits, responsibilities, and expectations. It therefore provides a valuable resource in the tasks of preventing any confusion and misunderstanding among its employees when it comes to K-Coop’s policies and procedures for handling their concerns, and of further consolidating K-Coop as an effective organization.



## 2. Recruitment

This is the process of finding and hiring the most competent individuals from among K-Coop’s applicants, who qualified and met its requirements for the vacant position, in a timely and effective manner.

K-Coop’s recruitment process involves processes of finding and attracting potential recruits, screening applicants, selecting and hiring qualified applicants, and getting new employees on board the organization.

The recruitment process usually starts with the request for employee and ends with the eventual acceptance and introduction of the new employee to K-Coop. The recruitment process involves the following key stages:



### 2.1 Request for employee

This is the official and formal call from the K-Coop unit or field office regarding the need for an employee or staff member to fill up a vacant position in its structure. A call or request could be the result of a recent vacancy due to a resignation or termination of its employee, a recognized need of the coop for additional employee/s, or a newly created position within the unit or the field offices’ organizational set up.

The Request for Employee form should be properly accomplished and signed by the hiring managers, and duly approved by the K-Coop General Manager. HRMDS’ action will commence only upon submission of the approved Request for Employee form

If the said request involves a newly created position within the organization, the unit head should attach a list of qualifications and brief job description for said position. The standard time frame for processing and filling up of a vacancy is thirty (30) days.

### 2.2 Job posting

This step is usually done by the HRMDS to formally announce to the public K-Coop’s job vacancies, the positions’ requirements or qualifications, and application procedures. The objective at this stage is to encourage all qualified individuals to apply for the said vacant positions within the cooperative.

## 2.3 Sourcing

This is HRMDS’ pre-screening process to identify those who meet the set criteria for the vacant position based on their submitted resumes and application forms. Those who passed the pre-screening stage shall then be notified immediately so they can go through the required examination and interviews.

## 2.4 Recruitment operations

This involves a series of activities to assess the qualifications of applicants and select the best candidate for the K-Coop position. It starts with the initial interview and ends with the formal job offer to the selected applicant by the concerned K-Coop unit.

The activities are outlined in the table below, together with the objectives, focus, and persons in-charge for each activity:

Applicants who were not hired by K-Coop – specifically those who failed in their math exam, initial interview, field exposure, background checking, and final interview – may

apply for another position in K-Coop only after six (6) months have elapsed since the time they were notified by HRMDS about failing any of these recruitment processes. This rule will not apply when the applicant cheated and/or provided false information in her application, in which case she will be permanently blacklisted from K-Coop.

## 2.5 Onboarding

This stage involves a series of activities to facilitate a newly-hired employee’s complete integration into the K-Coop to help her fit in easily into her new work environment, perform her tasks effectively, and comply with her responsibilities to the organization.

The HRMDS and the hiring unit shall be primarily responsible for onboarding and all related processes under this stage, including the completion and submission of required employment forms, introduction of the new employee to the coop’s managers and other coop staff, and orienting her on the unit’s work and the organization’s policies.

**Table 2.1 Recruitment operation activities**

Activity	Person/Unit in charge	Focus of activity	Objectives
Initial screening	HRMDS	Key background review	<ul style="list-style-type: none"> <li>▪ Ensure that applicant possesses basic qualifications for position</li> <li>▪ Assess background information provided by the applicant:               <ul style="list-style-type: none"> <li>– Education/work experience</li> <li>– Training and licenses</li> <li>– Relevant personal details</li> <li>– Medical and health history</li> </ul> </li> <li>▪ Assess applicant with regard to other K-Coop criteria for hiring (e.g., existing competencies, organizational culture fit, etc.)</li> </ul>

**Table 2.1 Recruitment operation activities**

Activity	Person/Unit in charge	Focus of activity	Objectives
Testing	HRMDS	Mathematical skills	<ul style="list-style-type: none"> <li>▪ Measure applicant’s capacity for simple mathematics</li> </ul> <p>NOTE: Open-ended and online personality tests administered to applicants are not used as basis for hiring. The results from such tests only provide additional information about the applicants.</p>
Exposure	Unit/Satellite Office/General Manager  Accounting Supervisor/ Accounting Officer	Competency screening	<ul style="list-style-type: none"> <li>▪ Ensure that applicant possesses basic/functional competencies required by K-Coop position</li> <li>▪ Observe and assess applicant’s actions/enthusiasm in the field</li> <li>▪ Provide the applicant with basic information on K-Coop’s work</li> </ul>
Background check	HRMDS	Information verification	<ul style="list-style-type: none"> <li>▪ Ensure accuracy of information and other personal details that were provided by the applicant</li> <li>▪ Check the membership status of applicant’s parents or relatives who are K-Coop members</li> <li>▪ Solicit information regarding applicant’s overall performance in her previous work</li> </ul>
Final interview	Sector Manager/ Unit Heads/ Operations Manager/ General Manager	Organizational culture fit	<ul style="list-style-type: none"> <li>▪ Ensure that applicant possesses the traits that are suitable for K-Coop’s organizational culture</li> </ul>
Job offer	HRMDS	Employment conditions and compensation	<ul style="list-style-type: none"> <li>▪ Formally inform the applicant about terms of employment, including staff benefits</li> <li>▪ Ensure applicant’s concurrence with the terms of employment.</li> </ul>



**For clarification during onboarding:**

**A. By the HRMDS staff:**

- Evaluation schedule, time frame for training and probationary period, documents to be submitted during the evaluation (i.e., reflection form, case study, and center visit form)
- Compensation and benefits, payroll matters/policies, ATM application
- Attendance and working hours
- Employment contract, K-Code of Ethical Conduct, ID card, etc.

**B. By the Satellite Office/coop unit:**

- Key terms/concepts in microfinance
- Daily Time Record (DTR), leave form, coop’s reimbursement and expense liquidation procedures

**Conducting the initial interview**

The initial interview is done to ensure that the applicant has the basic qualifications for the position. The basic background information provided by the applicant about her education, work experience, training and/or professional licenses, medical and health history, and other relevant personal details are assessed during this initial interview. The main focus for the initial interview is thus checking the applicant’s background. The assigned interviewers should follow the following key steps in conducting this activity to optimize the data-gathering process:

**a) Preliminaries:**

- Exchange greetings, checking on the applicant’s condition, and preparing her for the initial coop interview
- Explanation and clarification regarding the position being applied for
- Explanation and clarification regarding the screening process or stages
- Disclosure about length of interview, confidentiality of information, etc.

**b) Gather information:**

- Educational background, training, and professional licenses of applicant
- Employment history, work experience, existing competencies, work attitudes
- Medical condition and history and other relevant personal details of applicant

**c) Provide information:**

- Brief introduction or some background information about K-Coop
- Responses to applicant’s queries

**d) Ending the interview:**

- Summarizing results of the interview
- Explanation on next steps with regard to the coop’s application process

**Conduct of background checking**

Background checking is done to get some additional information about the applicant and to ensure that all the information she provided are accurate (see Table 2.2 below).

Table 2.2 Background check methods		
Methods	Rationale	Processes or steps
Home visit	Check on applicant’s residence and actual living conditions	Visit to the applicant’s home to interview housemates/neighbors
Employment verification	Check applicant’s employment record/performance for her two (2) most recent employers	Phone call to the applicant’s two (2) previous employers

Table 2.2 Background check methods		
Methods	Rationale	Processes or steps
Management Information System (MIS) check for those applicants with relatives who are coop members or beneficiares	Check relatives' performance as K-Coop member or beneficiary	Request the concerned Satellite Office Manager to respond to query form regarding the track record of applicant's relative

### 2.6 Other recruitment policies

**Equal employment opportunity.** K-Coop agrees and complies with the law on Equal Employment Opportunity (EEO), and provides equal chance to everyone in relation to its recruitment and hiring processes, regardless of race, color, nationality, religion, sex, age, physical appearance, and status in life.

**Anti-nepotism.** The cooperative does not allow hiring of present employees' relatives under the conditions outlined in Table 2.3. However, with the formation of new institutions under the Kasagana-ka Synergizing Organizations (KSOs), hiring of relatives of current K-Coop employees by other KSOs is allowed, whatever degree or manner of relationship (whether by blood or marriage).

For instance, Socioeconomic Officer B is a K-Coop employee. Any of her/his relatives may now be hired by KDCI, KMBA, KPF.

**Failed applicants.** Applicants who were not hired by K-Coop – specifically those who failed in the initial examination, initial interview, their field exposure, background checking, and final interview – may apply for any position in the organization only after six (6) months have elapsed since the time they were notified by HRMDS about failing any of these recruitment processes. This rule will not apply when the applicant cheated and/or provided false information in her application, in which case she will be permanently blacklisted from K-Coop.

Table 2.3 Employees' relatives that can not be hired by K-Coop		
Relative	Degree	Examples
Consanguinity (by blood)	2 <sup>nd</sup> degree	Parents, children, siblings, grandparents, grandchildren
Affinity (by marriage)	1 <sup>st</sup> degree	Spouse and in-laws

### 3. Compensation and benefits

These include government-mandated social benefits, benefits prescribed by law to single parents and women, labor standards pertaining to minimum salary level and conditions at work, as well as other benefits initiated and provided by K-Coop for its employees.

The latter include leave benefits, subsidies and allowances, provisions for health and occupational safety, rest and recreation, continuing education and training, savings and retirement, as well as cash assistance and incentive bonus. These are in line with the cooperative's efforts to ensure that its employees' overall welfare and economic situation are improving, their expertise are continuously honed and developed, and that they are provided with adequate resources and support in performing their duties.



### employee benefits

#### 3.1 Government-mandated

HRMDS shall have thirty (30) days to enroll newly hired K-Coop employees in all of the government-mandated programs outlined below. Reckoning of said 30 days shall start on the date that the employee was hired.

##### 3.1.1 Social Security System (SSS)

Social Security System (SSS) is the agency mandated by law to administer the country's social security for workers and employees in the private sector. SSS provides compensation and insurance benefits to these workers and their families in case of death, disability, sickness, maternity, and old age.

All K-Coop employees, whether regular, probationary, or trainee, are covered by SSS, as provided by law (i.e., Republic Act 8282, Section 2). Their beneficiaries may include their legal wife and children, their other dependents, their parents (i.e., if they are not married), and/or their identified secondary beneficiaries (if no spouse or parents).

#### Benefits

Include all SSS benefits when an employee became ill, gave birth, or lost her capacity to work due to injury and/or disabilities:

- a) **Sickness benefit.** This is a daily cash allowance provided by the SSS when an employee becomes ill.

- b) **Maternity benefit.** This is a daily cash allowance given to a female employee who is not able to work after giving birth or after a miscarriage. K-Coop advances said benefit to the employee at least a week before her maternity leave.
- c) **Disability benefit.** SSS adopts the World Health Organization(WHO)'s definition of disability as "restriction or lack (resulting from impairment) of ability to perform an activity in a manner or within the range considered normal for a human being". The redesigned Disability Benefit program adopts the International Classification of Diseases and Related Health Problems codes and takes into account the medical management of illnesses and injuries and their related impairment ratings.
- d) **Retirement benefit.** This is an amount paid to an SSS member (as a monthly pension or lump sum) who is unable to work or earn a living because of old age.
- e) **Death benefit.** This is an amount that SSS awards to the beneficiaries upon the death of its member.
- c) **Calamity loan.** This type of SSS loan is accessible to all residents of areas that are affected by calamity, and covered by the corresponding Presidential Proclamation or based on official announcements from the National Disaster Coordinating Council (NDCC) and/or local government unit (LGU).

### Employees compensation

This is an SSS program that aims to help the beneficiaries and families of employees who become ill or sustained injuries at work or during working hours that ultimately resulted in permanent disability or death.

- a) **Medical services.** Cover the cost of medical equipment and supplies that are provided to members from the first day of sickness, including recovery period (with expense limitations that were set by the Employee Compensation Commission). These are limited to the ward services of accredited hospitals/doctors.
- b) **Rehabilitation services.** SSS provides a balanced program during a member's recovery. These include some remedial treatment and vocational assessment.
- c) **Cash income benefits.** These include amounts paid to identified beneficiaries of SSS members who are no longer able to manage their affairs due to various disabilities (see Table 3.1 below).
- d) **Death benefits.** This monthly pension is given to the employee's primary beneficiaries (10% per child). In the absence of the primary beneficiary, the indicated secondary beneficiary shall be awarded with the monthly pension (which shall not exceed a period of 60 months).
- e) **Funeral benefit.** SSS will provide Php 10,000 to help cover funeral expenses in case of a member's death.

### Loans

The main mandate of SSS is to provide social security to its members. It also gives access to short-term loan programs wherein members can borrow amounts that they can use for their personal needs.

- a) **Salary loan.** This aims to address an SSS members' short-term financing needs. The Social Security Commission, under Resoluton No. 669 (10 December 2003), approved new rules in relation to the approval of salary loans.
- b) **Emergency loan.** This is provided by SSS to employees who lost their jobs due to retrenchment or termination because of losses or bankruptcy.

Table 3.1 Cash income benefits	
Types of disability	Benefits
Temporary total disability or sickness	This involves a cash income/benefit equal to 90% of the average daily salary credit, with a minimum of Php 10 and a maximum of Php 200.
Permanent total disability	This is a monthly pension or benefit paid or given to sick or disabled K-Coop employees. Children who are below 21 years old (up to 5 children, not married, substitution not allowed), will also receive 10% of the employee's monthly pension.
Permanent partial disability	This is a monthly pension equal to the pension for permanent total disability, but only for a limited number of months to be determined by SSS. If the benefit to be received is lower than 12 months, it will be awarded in lump sum.

### 3.1.2 Philippine Health Insurance Corporation (PHIC)

PhilHealth took over from the old Medicare program in providing health insurance to all employees and workers in the country. All K-Coop employees, whether regular, probationary, or trainee, are covered and enrolled as members of the PhilHealth program.

#### Coverage and possible beneficiaries

The health insurance program also covers the PHIC member's legal spouse who is not yet a PhilHealth member, children (whether legitimate, illegitimate, legitimated, adopted, and step children) who are not yet 21 years old at the time of their hospital admission, not working, and not yet married, children who are 21 years old or older, but who have physical or mental disability (congenital or acquired), and parents (including step or adoptive parents) who are 60 years old and above and are not PhilHealth members. If the enrolled PHIC member is not married, the benefits shall go to her parents who are 60 years old and above and who are not yet members of the PhilHealth program.

#### Hospitalization

PhilHealth provides its members and their dependents with the following assistance:

##### A. In-patient coverage

- Subsidy for hospital room and board
- Medicine required/used
- Laboratory fees
- Operating expenses
- Professional fees in case of confinement (not lower than 24 hours)

##### B. Maternity coverage

This is a form of medical benefit for female employees who just gave birth. The total benefit package is Php 4,500 in hospitals or health care provider accredited by PHIC.

##### C. Outpatient coverage

These include PHIC assistance to cover the cost of services like day surgeries, dialysis and cancer treatment procedures (including chemotherapy or radiotherapy) in accredited hospitals, and other outpatient services and benefits received from free-standing clinics.

#### D. Special benefit package

This refers to newborn screening which is a type of medical service or benefit for newly-born infants. The benefit covers up to the employee's fourth child. Each child is automatically qualified to receive said medical services worth Php 1,000 in PhilHealth-accredited hospitals. The services include umbilical cord care, eye prophylaxis, administration of vitamin K, thermal care, first dose of hepatitis B vaccination, and newborn screening based on recommendations from the Department of Health (DoH).

#### 3.1.3 Home Development Mutual Fund (HDMF) or PAG-IBIG

The HDMF, or more popularly known as PAG-IBIG,, is the national government's program to address employees' or workers' need for low-cost housing. PAG-IBIG stands for "Pagtutulungan sa Kinabukasan: Ikaw, Bangko, Industriya, at Gobyerno" (Collaboration for the future: You, Bank, Industry, and Government). The fund aims to provide workers and employees sufficient and affordable housing through its savings mobilization. As an institution, K-Coop is covered by and benefits from the program.

#### Loans

Apart from its regular program of extending loans to its members for the acquisition of affordable housing, PAG-IBIG also gives them access to the following loan facilities:

- a) **Multi-purpose loan.** Multi-Purpose Loan (MPL) is a cash loan under PAG-IBIG's short-term loan program that aims to provide financial assistance to any qualified members for house repair, minor home improvements, health and wellness, livelihood, and other needs.
- b) **Calamity loan.** This program aims to provide financial assistance to members affected by calamities (i.e., members

should be residing in areas wherein the concerned national or local government unit has declared a state of calamity).

### 3.2 Statutory benefits

#### 3.2.1 Battered Woman Leave

R.A. 9262, also known as the Anti-Violence Against Women and Their Children Act provides for the granting of ten (10) days Battered Woman Leave (BWL) with pay to all female employees who were victimized by violent acts. The leave shall be accessible to all female employees, whether regular, probationary, or trainee. The requesting employees need to submit a police report.

#### 3.2.2 Maternity Leave

Republic Act 7332 provides that all female employees who have made at least three (3) monthly maternity contributions to SSS (see Section 3.1.1 above) in the twelve-month period preceding the semester of their child-birth, abortion or miscarriage are entitled to sixty (60) of paid maternity leave.

#### 3.2.3 Paternity Leave

This is seven (7) days leave with pay given by K-Coop to all concerned male employees, regardless of status (trainee, probationary, or regular), in compliance with provisions of RA 8187 or Paternity Leave Act.

#### 3.2.4 Solo Parent Leave

This is seven (7)-days leave with pay provided by K-Coop to regular employees taking on single parent roles to their children, in compliance with provisions of Republic Act No. 8972 or the Solo Parent's Welfare Act of 2000. Requesting employees are required to declare their current civil status.



## 3.3 Labor standards

### 3.3.1 Minimum wage

In compliance with the country's existing labor standards, K-Coop employees shall receive daily salaries that shall not fall below the minimum wage as prescribed by law.

### 3.3.2 Weekly rest day

In accordance with the law on rest days for employees, K-Coop declares that Saturdays and Sundays shall be rest days for them.

### 3.3.3 Holiday pay

In compliance with the Philippine Labor Code's provisions regarding holiday pay, employees who will report for work during holidays shall receive compensation based on the following guidelines or conditions:

- Working on a rest day which is declared a special non-working holiday shall be compensated with additional 50% of the concerned employee's regular salary.
- Reporting for work during declared special non-working holidays shall be compensated with an additional 30% of concerned employee's regular salary.
- Working on a rest day (e.g., Saturday) shall entitle employees to an additional pay of 30% of their regular daily salary.

### 3.3.4 Overtime work

K-Coop gives overtime pay to employees in accordance with the law. Its major policies on this include the following:

- The K-Coop employee must secure her immediate superior's permission to do

overtime work at least a day before such planned work is actually rendered. The employee must submit a duly approved overtime form to the Payroll Officer.

- If overtime involves extending the work beyond normal office hours on a regular working day, the employee is required to accomplish an overtime form, have this signed by her superior, and submit the signed form to the Payroll Officer.

### 3.3.5 Separation pay

According to Philippine labor laws, workers entitled to separation pay include all those whose jobs were terminated due to automation, redundancy, retrenchment, closure, or cessation of operations, or disease.

For computation of separation pay, follow link (<http://www.dole.gov.ph>) or refer to Book 6 of the Labor Code of the Philippines.

### 3.3.6 Thirteenth month pay

K-Coop gives 13th month pay to employees who have rendered at least thirty (30) days of work. The pay is equal to 1/12 of their gross salary for one year. Employees who were not able to complete one year of work, due to resignation or termination, shall be given 13th month pay on the condition that they were able to comply with the minimum 30 days of employment. Their 13<sup>th</sup> month pay shall be 1/12 of their total salary for all the months that they have worked.

### 3.3.7 Retirement benefits

According to the law, any employee can retire upon reaching the age that has been set as retirement age through a collective bargaining agreement or other agreement with regard to her work or position. In the event that an employee's retirement benefit

is in accordance with the provisions of a collective bargaining agreement or other agreement related to her work or position, said benefit shall not be lower than what has been set under Book 6 of the Labor Code of the Philippines (Presidential Decree 442).

For the computation of retirement benefits see <http://www.dole.gov.ph>, or please refer to the Labor Code. The K-Coop provides retirement benefits to all regular employees.

## 3.4 Coop-initiated benefits

### 3.4.1 Leaves

#### **Vacation Leave (VL)**

This is a paid leave that is available for all regular K-Coop employees who wish to take a few days rest from work without any effect or reduction in her daily wage:

- Number of VLs in a year shall be seven (7) working days for regular employees.
- VLs are convertible to cash if not used (computation shall be prorated).
- Any employee who would want to take a VL should inform, and request for the approval, by her immediate superior at least one (1) day before her desired or planned date/s for the vacation leave.
- If a request for VL will be filed using K-Coop's leave form, said filing should be done at least five (5) working days prior to taking the actual vacation leave.

#### **Sickness Leave (SL)**

This is paid leave for K-Coop employees (regular and probationary) who can't report for work due to illness. Maximum number of SLs in a year: is seven (7) working days for regular employees (and prorated for the probationary employees). SL is convertible

to cash if not claimed or used. In availing of the SL, it is important for the concerned employee to inform the head office about her condition as soon as possible so that it can immediately process her benefits.

The concerned employee should inform her immediate superior and the cooperative's Chief Finance Officer (CFO) before 7 am of the day of her sick leave. The immediate superior will be responsible for approving the SL request. If notice came after 7 am, an employee's absence may be considered Absence Without Official Leave (AWOL).

The concerned employee should not forget to submit an accomplished leave form to her immediate supervisor when she reports back for work. If the SL was for three (3) consecutive days or more, the employee must also submit a medical certificate. If said employee is late in filing her SL, there shall be no deductions in her SL credit, but her absence shall be charged to her salary.

#### **Sabbatical Leave**

This is paid leave given to regular employees who have worked with K-Coop for a period not less than three (3) years from the date of hiring. The maximum number of sabbatical leaves is fifteen (15) calendar days, including Saturdays, Sundays, and holidays. This leave is non-convertible into cash if not claimed.

The leave shall be granted after every three years of service by a K-Coop employee (i.e., on her 3rd, 6th, 9th, etc. year with K-Coop). The leave credits may not be carried over to the succeeding years. Concerned employees shall be properly guided and advised about consuming their available Sabbatical Leaves.

Employees of K-Coop who are planning to go on Sabbatical Leaves are required to give proper notice at least twenty (20) working days before the start of such leaves. They should also file an accomplished leave form.



Table 3.2 Number of days for bereavement leave		
	Immediate family member	Number of days
Regular coop employees	Parent	Three (3) days for each parent
	Legal or common-law spouse	Five (5) days
	Child	Five (5) days

**Bereavement Leave**

This is a kind of paid leave granted to any regular employee whose immediate family member died (see Table 3.2 above). The maximum length of bereavement leave is five (5) working days. This leave can not be converted to cash in case it is not claimed or used. The concerned coop employee must immediately notify her immediate superior about her planned bereavement leave. The said employee should also not forget to file the duly accomplished leave form.

**Indefinite Leave (InL)**

This is a kind of unpaid leave granted to the coop’s regular employees who can’t report for work and with no definite date yet for reporting back because of some unavoidable circumstances or justifiable reasons such as threats to her life, or recuperation from a serious illness, wherein her job security in K-Coop will be taken into consideration.

- For those with threats to their lives, the threat should be supported by proper documentation like a police report or blotter, with a letter or recommendation from the employee’s immediate superior stating that the said employee needs to temporarily absent herself from work because of such threat to her life.
- For those who need to recuperate from a serious illness, if the employee needs time for recovering from an illness, this should be supported by proper medical

certificate and recommendation from a designated doctor. This is necessary so the office can decide on the employee’s state based on her needs and after due consideration of the necessary work and the institution’s continued operation.

- The indefinite leave (InL) is considered an UNPAID AUTHORIZED LEAVE. Benefits due to a regular employee shall also be not be granted or withheld for all employees taking this leave. However, when the said employees report back for work, they will be considered as regular employees, except when their immediate supervisors have other suggestions.
- An indefinite leave can only last for up to six (6) months or 180 calendar days. An employee taking an indefinite leave will not be entitled to receive any salary or benefits during such period (see the preceding bullet point on this rule).
- The K-Coop General Manager shall be responsible for deciding on/approving any application or request for InL.

**Calamity Leave (CL)**

This is a paid leave for regular employees affected by a disaster or calamity such as a typhoon, earthquake, flood, etc.. Maximum number of calamity leaves per year is five (5) working days. It is not convertible to cash and can not be carried over to the following year if not claimed or used. Any affected

<b>Table 3.3 Approving officers for calamity leaves</b>		
<b>Number of CL to be claimed</b>	<b>Approving officer for operations (including AOs)</b>	<b>Approving officer for administration (including AS)</b>
1-2 consecutive days	Cluster Manager	Immediate Supervisor
3-5 consecutive days	Sector Manager	Unit Heads (MIS, HRM, CFO)

employee should immediately inform her supervisor about the said condition upon reporting for work following the incident. The concerned regular employee should file a duly accomplished form to request for a calamity leave. The deciding and approving officers for calamity leave applications by employees are shown in Table 3.3 above.

**Birthday Leave (BdL)**

This is a paid leave to a regular employee of K-Coop in recognition of her birthday. The number of birthday leave in a year is one (1) working day. The leave is not convertible to cash if not used. If an employee’s birthday falls on a Saturday or Sunday, she may claim or use the leave for another day that she will designate with approval from her superior.

**3.4.2 Allowance and subsidy**

**Meal allowance**

This is a form of benefit allowance granted to a K-Coop regular employee, in addition

to her daily salary. If the regular employee is on leave or absent, she is not entitled to receive this allowance (the proper amount shall be deducted from her meal allowance allotment for the whole month per day of absence). The meal allowance shall be given in cash to regular coop employees together with their monthly salaries. Employees who report to work during official holidays shall also be entitled to their meal allowance.

**Communication allowance**

All regular and probationary employees are entitled to communications allowance. The level or amount of this allowance based on the employee’s status and position within the coop are outlined in Table 3.4 below.

**Medicine allowance**

Regular employees shall receive Php 1,500 as medicine allowance per year. Medicine allowance shall be in the form of reimbursements of the actual expenses that they have incurred for medicines or hospitalization.

<b>Table 3.4 Communication allowance based on employee status and position</b>		
<b>Position</b>	<b>Status</b>	<b>Communication allowance</b>
Socioeconomic Officers (SOs), Accounting Officers (AOs), or rank and file employees	Probationary	150
	Regular	500
Managers ( or members of the coop’s Management Committee)	Regular	800 (or more, depending on employee’s position)

### **Uniform allowance**

The cooperative allots a yearly budget for uniforms that employees will use during work. This is however not given in cash but in the form of actual sets of uniforms from K-Coop's contracted suppliers or dealers.

### **Transportation reimbursement**

Apart from the allowances mentioned above (meal, communication, medicine, uniform), employees (trainee, probationary, regular) shall also be allowed to reimburse transportation expenses incurred in their work.

Transportation expenses according to the minimum rates or fares for public utility vehicles (PUVs), and related with official business or trips as employees of K-Coop (e.g., going to K-Coop areas or attending a center meeting) may be allowed for reimbursement. If an employee used her own motorcycle or vehicle, she can reimburse fifty percent (50%) of the minimum fare.

## **3.4.3 Health and safety at work**

### **Maternity benefits**

Apart from the maternity benefits that they will receive from the SSS, K-Coop shall give additional benefits to all its qualified female employees in the form of their regular salary during maternity leave. Female employees who have been in regular status for at least a year, or who have been with the cooperative for more than twenty-one (21) months since their date of hiring, are qualified to avail of and receive this additional maternity benefit.

- For normal delivery, the employee shall receive her regular daily salary equivalent to 45 days (of 60 days maternity leave).
- For Caesarean delivery, employee shall be entitled to her regular daily salary for 60 days (of her 75 days maternity leave).

All female employees hired by Kasagana-ka Development Center Inc. (KDCI) last June 2015 or earlier are qualified to avail of the K-Coop's maternity benefits for up to two (2) births. The female employees who were hired by the KDCI from July 2015 onwards shall be entitled to receive this benefit, but it shall be limited to one (1) birth. Similar to regular salary, this maternity benefit will be coursed through the concerned employees' payroll account with the K-Coop bank.

### **Health insurance**

Valucare is one of those health institutions servicing K-Coop's employees. Health care and other treatments that K-Coop's regular employees receive from Valucare are really additional employees' benefits, apart from what they're getting from SSS, PhilHealth, and the other agencies mentioned above.

#### **a) In-patient:**

- Room and board accommodation
- Professional fee(s) of the attending physician, surgeon, anesthesiologist
- Use of the operating room, recovery room, intensive care unit (ICU) and coronary care unit (CCU)
- Drugs, medicine and injectibles, and cost of required inhalation therapy
- Blood transfusions, including that of human blood elements/components
- Dressing, casts and sutures, laboratory and diagnostics procedures
- All other items deemed necessary by the ValuCare attending physician for the medical management, subject to limitation/exclusions of agreement.

#### **b) Out-patient**

- Any reasonable number of consultations (i.e., during clinic hours)
- Cost of nebulization treatment
- EENT (Eye, ear, nose, throat) care
- Treatment for minor injuries
- X-rays, laboratory examinations, and other diagnostic procedures that are prescribed by accredited specialists

- Referrals to accredited specialists
- Minor surgical procedures that do not require any confinement
- Medicines and supplies used for out-patient chemotherapy and the like
- Fourteen (14) pre- and post-natal consultations (excluding laboratory)

c) **Financial assistance**

- Ten thousand pesos (Php 10,000) in case of regular employee's death due to sickness or natural causes
- In case of employee's death due to accident, twenty thousand pesos (Php 20,000) to her beneficiaries
- In case of dismemberment, as per schedule of indemnities (see annex)

d) **Other benefits**

- Emergency confinement in a non-accredited hospital, with a non-accredited attending physician
- Emergency confinement in an accredited hospital, with a non-accredited attending physician
- Out-patient emergency consultation/treatment where there are no accredited doctors, hospitals, clinics.
- Out-patient emergency or non-emergency consultation/treatment in areas where there are no accredited doctors, hospitals, or clinics

**Life insurance**

K-Coop provides life insurance policies for its regular and probationary employees. At present, the life insurance provider of the institution is Philamlife (for the amount of benefits, see Table 3.5 below). Cooperative employees are advised to approach HRMDS for any concerns or inquiries about policies or guidelines on their insurance policies.

**Medicine kit**

These kits, with medicines and supplies, have been provided by K-Coop to each of its field offices to facilitate administration of first aid or initial care to ordinary medical complaints of employees during work.

All employees (i.e., regular, probationary, trainee) are allowed to use medicines and supplies in the medicine kit. Medicines in the medicine kit are only for small or minor ailments (e.g., stomach aches, scratches or small wounds, headaches, cough, colds, slight fever, allergy, toothaches, etc.).

Medicines and supplies in the medicine kit may only be utilized during working hours. Bringing the kit or any of its content home, or getting more than what is necessary, are not allowed. Vitamins and food supplements are not included in the medicine kit because these are already supposed to be included in employees' medical allowance.

**Table 3.5 Philam life insurance benefits for coop employees**

Benefits		Rank and file employees	Management Committee
Group life insurance	Natural death	300,000	500,000
	Accidental death	600,000	1,000,000
Burial assistance		10,000	10,000

### 3.4.4 KHOPE

KHOPE (Kasagana-ka Helps Our People) aims to assist regular employees who had a death in the family or among their relatives through financial contributions from their colleagues or co-workers. Offsprings of any age or civil status can be designated as the employees' beneficiaries for KHOPE. The contributions shall be given in the form of a check in the concerned employee's name.

### 3.4.5 December cash gift

K-Coop also gives cash gifts to employees every December as additional incentive for the holiday season. This cash gift, however, is based on K-Coop's overall performance and shall be decided upon by management.

### 3.4.6 Rest and recreation

K-Coop values balanced administration of the employees' time. This is why it supports activities that aim primarily to provide them with recreation and restore their enthusiasm for their work and tasks within the coop.

#### **RnR trip**

Every year, K-Coop allots a budget for rest and recreation trip for all regular employees. The allotment shall be set by the K-Coop's management based on the organization's overall financial condition.

The coop shall not grant equivalent cash benefits to those employees who will not be able to join the trip. An employee who will not be able to join the RnR trip may not transfer her slot to another person, even if said person is her relative or a co-worker.

#### **Team-building activities**

These are planned and conducted by each team or unit of the organization to help further enhance or strengthen relationships among coop employees and managers.

#### **Other activities**

Apart from the rest and recreation activities mentioned above, K-Coop's management may organize and lead other activities for the employees' pleasure and recreation.

### 3.4.7 KEEPF

The Kasagana-ka Employee-Employer Provident Fund (KEEPF) is a nongovernmental organization (NGO) led by employees of K-Coop and other Kasagana-ka Synergizing Organizations (KSOs). It was established to safeguard the employees' retirement fund.

Its specific objectives include:

- Provide assistance to members and their dependents through extension of credit or loans, and other benefits during times of need, death, and/or retirement.
- Raise KEEPF members' awareness on the importance of savings, cooperation, active participation, mutual support, and sustained good relations among them.

#### **Equity contribution**

This is the compulsory savings scheme of coop and KSO employees every pay day through salary deduction. The savings amount is from Php 150 to Php 1,000.

<b>Table 3.6 Dependents covered by KHOPE</b>	
<b>K-Coop employees' civil status</b>	<b>Dependents</b>
Single	Parents or guardians
Married or with common-law spouse	Spouse and up to three (3) children
Single parent	Up to three (3) children

## 4. Human resource information system

The Human Resource Information System (HRIS) contains all important information about applicants and employees of K-Coop. The system generates critical data required by HRMDS for its processes with regard to recruitment, applicant tracking, performance evaluation, and employees' promotion.

The information system consists of three (3) component databases – for applicants to the cooperative's positions or job openings, for those who are eventually accepted as coop employees, and for employees' violations of the cooperative's rules and regulations.



### 4.1 Applicants database

This is where all the resumes and biodata are stored. Its main purpose is to track the applicant's progress through the application process within K-Coop, from the time that she submits her application up to the point when she is actually hired and becomes a full regular employee of the organization.

### 4.2 Employees database

The employees' database is for K-Coop's regular employees. As the main storage for employees' data contained in the Employees Information Sheet (EIS), it has all relevant information about them during their entire stay in the coop. The employees database also retains information on employees that have left or were terminated by the coop.

### 4.3 Pink slip database

This contains the number, date, and other details of coop employees' violations of the organization's existing rules and regulations, including the fines, suspensions, and other penalties imposed by the cooperative.



## 5. Employee relations

Employee relations involve linkages and interactions among employees of K-Coop. These relationships could be good, fair, or complicated. Managers play an important role in maintaining positive relationships between their staff. If they perform such roles well, good relationships among the employees can result in increased productivity and good results for K-Coop. But if such employee relations are not good, such condition will surely have a big effect on the performance of the whole cooperative.



### 5.1 Code of conduct

K-Coop actively upholds the highest value standards around its main goal of assisting the urban poor. The K-Code serves as the guide to all of the coop employees to ensure that they don't stray from the organization's culture, values, and perspectives. The institution's credibility as a services provider is anchored on the proper conduct and work performance of the coop's employees.

The K-Code embodies all the principles on which the organization, its leadership and employees stand. It aims to inform all coop stakeholders about such principles in order to prevent any wrongdoings among K-Coop employees. All K-Coop employees have the responsibility to faithfully comply with the K-Code. Failure to follow it may serve as basis for disciplinary actions or penalties.

#### Core values

From the beginning, the KSOs' objective was focused on helping the urban poor mainly through microfinance services. The Kasagana-ka organizations, including K-Coop, are advocates for decent livelihoods, equality, sincerity, and mutual assistance. To accomplish its mission and achieve its goals, the organizations and its employees also uphold the following core values:

<i>Pagkamasipag</i>	Industry
<i>Pagkamatapat</i>	Sincerity
<i>Pagkamasikap</i>	Diligence
<i>Pagkamatulungin</i>	Caring
<i>Pagkamaunawain</i>	Compassion
<i>Pagkamasinop</i>	Prudence



### Guiding principles

Severiano Marcelo Jr., better known to many Kasagana-ka members and client-beneficiaries as “Kuya Jun”, led KDCI’s formation in 2002 and served as its Executive Director until his death in October 2008. Kuya Jun worked diligently to shape the Kasagana-ka institution and services anchored on the same microfinance strategy that now forms the foundation of K-Coop’s work among its partners in urban poor communities. The KSOs’ common guiding principles form the mnemonic “MARCELO”, which helped to remind their employees and members of Kuya Jun’s legacy of commitment to the work of serving the urban poor:

- **Managing with prudence.** We are all watchful caretakers and administrators of Kasagana-ka’s wealth, interest, and funds.
- **Alleviation of poverty.** We are working and fulfilling our responsibilities to the organization in order to help our client-beneficiaries rise up from poverty.
- **Respect.** We work, speak, and think with courtesy to others, especially our clients.
- **Collaboration and cooperation.** We believe that by helping each other and being united, success becomes sweeter and every challenge becomes easier to face.

- **Empowerment.** We are nurturers of all traits that value the self, enhance one’s inherent capacities, and promote decisive thinking for the good of others.
- **Learning together.** We study and learn together for the future, and we are always open to change towards improving our service to our client-beneficiaries.
- **Opportunity for growth.** We are always on the lookout for, ready to recognize, and able to deliver different opportunities to help develop everyone’s capacities.

## 5.2 Performance management

K-Coop’s performance management system (PMS) includes policies, rules, and guidelines to supervise its employees’ work or performance. The system provides key information vital for deciding on employee promotions, proposed salary increases, incentives, and awards.

### Promotion process

The HRMDS follows a specific process for promoting employees to field personnel positions, including those for the posts of Satellite Office Managers (SOMs), Cluster Managers (CMs), and Accounting Supervisor (AS).

**Table 5.1 Prescribed penalties for violations by Cluster Manager**

Gravity	Violation	Prescribed penalty					Prescription period
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
2	Failure to monitor cash position	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Not evaluating CBs applying for a loan of Php 30-75 thousand under K-Negosyo Window 2	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years

Table 5.1 Prescribed penalties for violations by Cluster Manager							
Gravity	Violation	Prescribed penalty					Prescription period
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
2	Not taking on back up roles when SOM is absent	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
1	Not performing weekly audits of branch fund (SWF, PCF, RF)	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Not conducting regular cash count for contents of the vault	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year

**NOTE:** If violation has penalty involving written reprimand it will be the immediate superior's discretion if she will give a warning of suspension depending on the gravity of the offense and its effects.

LEGEND: With related or equivalent violation in the case of other positions.		GRAVITY	
<b>VC</b>	Verbal counselling	<b>1</b>	Minor offense
<b>WR</b>	Written reprimand	<b>2</b>	Major offense
<b>Sus</b>	Suspension	<b>3</b>	Grave offense
<b>Sep</b>	Separation		
<b>W</b>	Warning		

Table 5.2 Prescribed penalties for violations by Accounting Supervisor							
Gravity	Violation	Prescribed penalty					Prescription period
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
3	Not checking the bank reconciliation that brought about fraud or delay in transactions	Sus-Sep					Not applicable
3	Manipulating transactions in MIS	Sus-Sep					Not applicable
3	Revealing vault's combination to other staff members who are not directly responsible for the vault	Sus-Sep					Not applicable
2	Not ensuring that weekly cash position is completed/submitted	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Not doing cash flow for CBs applying under Window 2 loans	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years

**Table 5.2 Prescribed penalties for violations by Accounting Supervisor**

Gravity	Violation	Prescribed penalty					Prescription period
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
2	Not doing regular audit and monitoring among Accounting Officers (AOs) under her without any sufficient reason	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Not performing her back up roles when AO is absent	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
1	Not updating cluster logbook	VC	WR, W-Sus	Sus	Sus, W-Sep		1 year
1	Not ensuring that filing of documents is orderly and timely	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Late approval of rebates based on the cooperative's policy	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Not checking on completeness of the check vouchers	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Not backing up the daily database and submitting this weekly to the Head Office	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
<p><b>NOTE:</b> If violation has penalty involving written reprimand it will be the immediate superior's discretion if she will give a warning of suspension depending on the gravity of the offense and its effects.</p>							
<b>LEGEND:</b> With related or equivalent violation in the case of other positions.					<b>GRAVITY</b>		
<b>VC</b>	Verbal counselling				<b>1</b>	Minor offense	
<b>WR</b>	Written reprimand				<b>2</b>	Major offense	
<b>Sus</b>	Suspension				<b>3</b>	Grave offense	
<b>Sep</b>	Separation						
<b>W</b>	Warning						

**Table 5.3 Prescribed penalties for violations by Satellite Office Manager**

Gravity	Violation	Prescribed penalty					Prescription period
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
3	Lending the Satellite Office keys to other staff without informing the Cluster Manager (CM)	Sus, Sep					Not applicable
2	Allowing centers to keep dues and penalty (except for official branch activities)	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Not implementing policies on safety and security	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Not monitoring cash position	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Not ensuring that CoH is deposited on nearest banking day (during long weekends or vacations)	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Not checking PRT vs. MIS	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Not ensuring that members' passbooks have been returned (within 5 working days)	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Not conducting regular visits and audits of centers	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Did not immediately forward MBA claims to the office	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Released cash withdrawal above Php 3,000 without permission from the Cluster Manager	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Did not monitor PR and PR booklet series	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Released SWF with incomplete data in withdrawal slip	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Not evaluating CBs with loan applications of Php 26-75 thousand (K-Negosyo W 1)	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years

**Table 5.3 Prescribed penalties for violations by Satellite Office Manager**

Gravity	Violation	Prescribed penalty					Prescription period
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
2	Processing a loan for a CB who has lapses in her insurance	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Late reporting of RF payment	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Not conducting center meetings when SO is absent	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
1	Late replenishment of SWF/RF	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Not checking the accuracy of reports submitted by the SO and incomplete attachments	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Failure to monitor LUC	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Not checking beginning balance of passbook for releases	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Frequent submission of loan request with incomplete signatures and information	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Not updated SOM logbook and Finance Officer (FO) logbook	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Careless in checking reimbursements or expenses of staff	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Not ensuring MBA certificates have been disseminated	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Failure to ensure that CBs' IDs are prepared and disseminated	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Failure to ensure that the MBA passbooks of CBs indicates the date of coverage	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Not updating daily/monthly status of the Satellite Office	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year

Table 5.3 Prescribed penalties for violations by Satellite Office Manager							
Gravity	Violation	Prescribed penalty					Prescription period
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
1	Failure to validate RF withdrawals on set date/period	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
<p><b>NOTE:</b> If violation has penalty involving written reprimand it will be the immediate superior's discretion if she will give a warning of suspension depending on the gravity of the offense and its effects.</p>							
<b>LEGEND:</b> With related or equivalent violation in the case of other positions.						<b>GRAVITY</b>	
<b>VC</b>	Verbal counselling			<b>1</b>	Minor offense		
<b>WR</b>	Written reprimand			<b>2</b>	Major offense		
<b>Sus</b>	Suspension			<b>3</b>	Grave offense		
<b>Sep</b>	Separation						
<b>W</b>	Warning						

Table 5.4 Prescribed penalties for violations by Accounting Officer							
Gravity	Violation	Prescribed penalty					Prescription period
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
3	Unlocking savings without memo and permission from CM	Sus, Sep					Not applicable
3	Lending the vault keys not in accordance with policy, without permission from supervisor	Sus, Sep					Not applicable
3	Posting without PR, DS, and CoH summary.	Sus, Sep					Not applicable
2	Wrong posting or posting that did not comply with policies	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Not monitoring the OR series	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Leaving cash or checks in unsecure or unsafe places	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Making adjustments without approval from the FAAS	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years

**Table 5.4 Prescribed penalties for violations by Accounting Officer**

Gravity	Violation	Prescribed penalty					Prescription period
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
2	Late submission of Monthly Bank Reconciliation	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Not providing monthly OR	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Late request for check booklet	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Receiving documents, accepting transactions from/with CBs	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Failure to prepare weekly cash position and submit it to the concerned SOM and CM	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Not organizing (or delays in doing so) applications/renewals for government permits	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
1	Frequent mistakes in preparing checks of the Satellite Office	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Late preparation of checks	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
<p><b>NOTE:</b> If violation has penalty involving written reprimand it will be the immediate superior's discretion if she will give a warning of suspension depending on the gravity of the offense and its effects.</p>							
<b>LEGEND:</b> With related or equivalent violation in the case of other positions.					<b>GRAVITY</b>		
<b>VC</b>	Verbal counselling	<b>1</b>	Minor offense				
<b>WR</b>	Written reprimand	<b>2</b>	Major offense				
<b>Sus</b>	Suspension	<b>3</b>	Grave offense				
<b>Sep</b>	Separation						
<b>W</b>	Warning						

**Table 5.5 Prescribed penalties for violations by Socioeconomic Officer**

Gravity	Violation	Prescribed penalty					Prescription period
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
3	Mixing up contributions of CBs	Sus, Sep					Not applicable
3	Withdrawing from the CBs' savings without informing them	Sus, Sep					Not applicable
3	Failure to endorse the correct CoH (collection) to the FM on the day this was collected	Sus, Sep					Not applicable
3	Failure to conduct regular center meetings under her responsibility	Sus, Sep					Not applicable
3	Failure to issue PR for cash/DS received from members	Sus, Sep					Not applicable
3	Submission of inaccurate /wrong reports or other documents, and without checking on correctness of required attachments	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Receiving and keeping dues and penalty (except for the official branch activities) of the centers	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Changing schedules of centers without approval from FM	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Not following policies on loan processing and evaluation	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Going straight to center meetings without passing by the concerned coop Satellite Office	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Incorrect report on drop-outs	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Delays in transmittal of coop members' claims to the MBA	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Failure to issue PR for cash/DS received from CB	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years



**Table 5.5 Prescribed penalties for violations by Socioeconomic Officer**

Gravity	Violation	Prescribed penalty					Prescription period
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
2	Failure to follow policies on withdrawal	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Not ensuring DS on the day of the center meeting	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Releasing check when there is still a balance	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Processing loans of CBs with lapses in insurance premiums.	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Late reporting on RF payments	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
1	Failure in/delayed/ inaccurate preparation of CBs' IDs	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Delays in returning passbooks	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Frequent lates in center meetings	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Failure to give SOA/ Ledger/ TOR/ OR to the center	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Failure to release MBA certificate and monitoring tool to CBs	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Late in processing loan requests	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Late in processing rebates.	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Failure to ensure more updated passbooks and their alignment to the MIS data. There will be no interest for monthly savings.	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Late submission of LUC	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year

Table 5.5 Prescribed penalties for violations by Socioeconomic Officer							
Gravity	Violation	Prescribed penalty					Prescription period
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
1	Did not check correctness of billing, logbook, and the other important documents.	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Did not follow CI process	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Failure to update daily PR summary and status	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Released incomplete checks, or with no ID, picture, passbook	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Indicate date of coverage in MBA passbooks of CBs	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
<p><b>NOTE:</b> If violation has penalty involving written reprimand it will be the immediate superior's discretion if she will give a warning of suspension depending on the gravity of the offense and its effects.</p>							
<b>LEGEND:</b> With related or equivalent violation in the case of other positions.						<b>GRAVITY</b>	
<b>VC</b>	Verbal counselling				<b>1</b>	Minor offense	
<b>WR</b>	Written reprimand				<b>2</b>	Major offense	
<b>Sus</b>	Suspension				<b>3</b>	Grave offense	
<b>Sep</b>	Separation						
<b>W</b>	Warning						

Table 5.6 Prescribed penalties for violations by Operations Assistant							
Gravity	Violation	Prescribed penalty					Prescription period
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
3	Changing reports without permission from superiors	Sus, Sep					Not applicable
3	Failure to lock correct maintaining balance	Sus, Sep					Not applicable
2	Failure to liquidate loans on time	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years

Table 5.6 Prescribed penalties for violations by Operations Assistant							
Gravity	Violation	Prescribed penalty					Prescription period
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
2	Frequent mistakes in encoding to the coop's MIS	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Did not prepare complete billing on time	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Received cash from CB without permission from superior	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Did not ensure security of check and other important documents	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
1	Did not inform superior or was late in informing superior about branch status	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Unorganized or untimely filing of documents	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
<p><b>NOTE:</b> If violation has penalty involving written reprimand it will be the immediate superior's discretion if she will give a warning of suspension depending on the gravity of the offense and its effects.</p>							
<b>LEGEND:</b> With related or equivalent violation in the case of other positions.						<b>GRAVITY</b>	
<b>VC</b>	Verbal counselling				<b>1</b>	Minor offense	
<b>WR</b>	Written reprimand				<b>2</b>	Major offense	
<b>Sus</b>	Suspension				<b>3</b>	Grave offense	
<b>Sep</b>	Separation						
<b>W</b>	Warning						

Table 5.7 Prescribed penalties for general violations							
Gravity	Violation	Prescribed penalty					Prescription period
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
3	Allowing other staff to use one's own MIS account	Sus, Sep					Not applicable
3	Fraud (Cheating, manipulating documents or records)	Sus, Sep					Not applicable

**Table 5.7 Prescribed penalties for general violations**

Gravity	Violation	Prescribed penalty					Prescription period
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
3	Negligence in one's work which resulted in fraud	Sus, Sep					Not applicable
3	Having a romantic/sexual relationship with a CB or her relative	Sus, Sep					Not applicable
3	Physically assaulting or injuring a co-employee	Sus, Sep					Not applicable
3	Sexual harassment	Sus, Sep					Not applicable
3	Involvement in any activity that tarnishes the coop's image	Sus, Sep					Not applicable
3	Divulging confidential information that could harm the interest and/or image of K-Coop	Sus, Sep					Not applicable
3	Failure to endorse office cash/funds (SWF, PCF, or RF checks that were encashed)	Sus, Sep					Not applicable
3	Loaning keys to the vault, SO, etc. in her custody without permission from her superiors	Sus, Sep					Not applicable
2	Absence without official leave	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Reporting for work under the influence of alcohol or prohibited drugs	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Lying which results in much harm or damage to K-Coop's image or interest	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Borrowing from CBs (service, product, or money)	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Pilferage (theft of office supplies and other properties)	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years

**Table 5.7 Prescribed penalties for general violations**

Gravity	Violation	Prescribed penalty					Prescription period
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
2	Not following just orders of superiors (insubordination)	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Negligence which resulted in wastage of office resources	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Negligence in her work which resulted in damages or loss of office equipment or documents	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Late evaluation of subordinates	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Loss of/ lending keys to the vault, SO, etc. in her custody	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Failure to act on staff violations	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Lost important office documents	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
2	Grave insults or slander against a co-employee	WR, W-Sus	Sus	Sus, W-Sep	Sep		2 years
1	Failure to disseminate agreed policies to her subordinates	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Failure to liquidate cash advances to the head office on time	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Playing games during work hours	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Failure to note on the center's logbook all borrowed documents from the center	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Late filing of VL/SL and other matters pertaining to attendance	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Use of office property for personal puposes without permission from superior	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year

Table 5.7 Prescribed penalties for general violations							
Gravity	Violation	Prescribed penalty					Prescription period
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
1	Slandering a co-employee	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Unauthorized absence	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year
1	Did not join official gatherings without sufficient reason	VC	WR, W-Sus	Sus	Sus, W-Sep	Sep	1 year

**NOTE:** If violation has penalty involving written reprimand it will be the immediate superior's discretion if she will give a warning of suspension depending on the gravity of the offense and its effects.

LEGEND: With related or equivalent violation in the case of other positions.		GRAVITY	
<b>VC</b>	Verbal counselling	<b>1</b>	Minor offense
<b>WR</b>	Written reprimand	<b>2</b>	Major offense
<b>Sus</b>	Suspension	<b>3</b>	Grave offense
<b>Sep</b>	Separation		
<b>W</b>	Warning		

Table 5.8 SOM, CM, AS promotion process		
Steps or action	Unit or person in charge	Estimated duration
Announce job opening and forward all Letters of Intent to K-Coop General Manager (GM)	HRMDS	15 days
Make a long list of applicants (include only those who have rendered at least two (2) years of service in their present position (for FM and CM applicants). Reckoning date will be mentioned in the job opening announcement or memo.	HRMDS	2 days
Prepare the information matrix: <ul style="list-style-type: none"> <li>▪ Name</li> <li>▪ Present position</li> <li>▪ Date hired</li> <li>▪ Date regularized</li> <li>▪ Date of assignment in present position</li> <li>▪ Current and past SOs/unit</li> </ul>	HRMDS	2 days

**Table 5.8 SOM, CM, AS promotion process**

Steps or action	Unit or person in charge	Estimated duration
<ul style="list-style-type: none"> <li>▪ Current and past superior</li> <li>▪ Date of last promotion (vertical)</li> <li>▪ Demerits (pink slip information)</li> <li>▪ SINC history</li> <li>▪ Employment history</li> <li>▪ For managers and support staff: Kasagana-ka Performance Evaluation (KPE) grade in the last two years (e.g. for 2014, grades in 2012 and 2013)</li> <li>▪ For SOs: history of their incentives from the previous year</li> </ul>		
<p>Remove the following:</p> <ul style="list-style-type: none"> <li>▪ Those with less than two (2) years of service in their present position</li> <li>▪ Those who received more than 5 (i.e., six and above) demerit points</li> </ul>	HRMDS	1 day
<p>HR to administer written exams:</p> <ul style="list-style-type: none"> <li>▪ Policy/Technical</li> <li>▪ Math</li> <li>▪ Abstract</li> <li>▪ Essay/Case Study</li> </ul> <p>Remove those with less than 60% score. Create a short list of applicant for feedback</p>	HRMDS	1 day
<p>HRMDS to gather feedback from the applicant's present and past superiors and co-workers. The feedback of current superior will have a weight of 15% in the panel interview scoring.</p>	HRMDS	5 days
<p>HR to schedule panel interview (panel consists of five management committee members)</p>	HRMDS and panel	1 day
<p>Review by Internal Audit Service (IAS) to ensure that the proper process was followed (as outlined in this K-Coop human resources manual.</p>	IAS	2 days
<p>The interview panel will recommend to the K-Coop GM the final list for deliberation.</p>	Management Committee	1 day
<p>K-Coop's General Manager will decide who will be promoted based on the final list.</p>	General Manager	1 day

<b>Table 5.8 SOM, CM, AS promotion process</b>		
<b>Steps or action</b>	<b>Unit or person in charge</b>	<b>Estimated duration</b>
HRMDS will prepare necessary notices and documentation regarding the GM's decision	HRMDS	1 day
<b>TOTAL NUMBER OF DAYS NEEDED</b>		<b>30 days</b>

<b>Table 5.9 Process in selecting exceptional Socioeconomic Officers and Accounting Officers</b>		
<b>Steps or action</b>	<b>Unit or person in charge</b>	<b>Estimated duration</b>
Distribution of selection forms	HRMDS	1 day
Selection of nominees at the Satellite Office level for the Exceptional SO	Satellite Office Manager	5 days
Selection of nominees at the cluster level wherein those with the highest points received shall be the cluster's nominee for the award. For the Exceptional Accounting Officer, the Accounting Supervisor shall select the cluster's nominees.	Cluster Manager and Accounting Supervisor	3 days
Selection forms are returned to HRMDS	Clusters	2 days
HRMDS shall endorse to selection committee (COO and Sector Managers for the Exceptional SO, and CFO and Accounting Supervisor for the Exceptional AO) the nominees for each cluster	HRMDS	2 days
Deliberation of selection committee	OM and SMs for the exceptional SO CFO and AS for the exceptional AO	1 day
Submission of deliberation results to HRMDS	OM and CFO	1 day
Transmittal of deliberation results to the K-Coop GM through a recommendation letter	HRMDS	1 day
Confirmation of results	K-Coop GM	1 day
<b>TOTAL NUMBER OF DAYS REQUIRED</b>		<b>17 days</b>



**Table 5.10 Step increment process (every 2<sup>nd</sup> quarter of the year)**

Steps or action	Unit or person in charge	Estimated duration
Get latest masterlist of all employees	HRMDS (Junior HR Officer)	1 day
Extract those who have served for more than two (2) years with KDCI (reckoning will be date when they were regularized). They should have two years service in their present position by 31 December of previous year (e.g., for 2014, only those with 2 years service and in present position by 31 Dec 2013) are to be considered.	HRMDS (Senior HR Officer)	1 day
<p>A matrix should be prepared with the following data or information about the employees:</p> <ul style="list-style-type: none"> <li>▪ Name and present position</li> <li>▪ Date hired</li> <li>▪ Date regularized</li> <li>▪ Date of assignment in present position</li> <li>▪ Effectivity dates of all past Step Increment (horizontal) received (add note if the employee was a candidate but did not receive the SINC)</li> <li>▪ Date when employee's last promotion (vertical) took effect</li> <li>▪ Demerits (pink slip information)</li> <li>▪ For coop managers and support staff: KPE grade in the last two years (e.g. for 2014, grades in 2012 and 2013)</li> <li>▪ For SOs: history of their incentives for the past year (not receiving any incentive does not mean disqualification)</li> </ul>	HRMDS (Junior HR Officer)	2 days
<p>Remove the following from the list:</p> <ul style="list-style-type: none"> <li>▪ Those with less than two years of service in their present position within the coop</li> <li>▪ Those who received more than 5 (i.e., six and above) demerit points</li> <li>▪ Those who have received a SINC less than 2 years before the reckoning date 31 December of previous year (e.g. for 2014 SINC, last SINC received by the employee must be before 31 Dec 2011)</li> </ul>	HRMDS (Senior HR Officer)	2 days

<b>Table 5.10 Step increment process (every 2<sup>nd</sup> quarter of the year)</b>		
<b>Steps or action</b>	<b>Unit or person in charge</b>	<b>Estimated duration</b>
<ul style="list-style-type: none"> <li>▪ Those who are undergoing training</li> <li>▪ For managers and support staff: Those who received a grade below B in any of their four (4) performance evaluations</li> <li>▪ Those who were included in the list of candidates for SINC in previous year</li> </ul>		
Review by IAS and payroll officer to ensure that proper process was followed and that the SINC is consistent with the available payroll data	IAS and FAAS (Payroll Officer)	2 days
The remaining names will then be subjected to the deliberation of the Management Committee en banc. Each candidate should receive a 70% approval vote (7 out of 10 Mancom member) to be included in the final list of candidates that will be forwarded to the Finance and Administrative Services (FAAS) for budget computation.	Management Committee	1 day
FAAS will then compute for the yearly budget implication. Effectivity will be in June of current year to provide for first quarter dips in surplus.	FAAS	2 days
Final list of SINC is presented to the Board for approval. The budget is presented to the Board for approval and release of the SINC.	General Manager and Board of Directors	1 day
HRDMS will secure the final list of employees with SINC. All employees that will receive SINC adjustment will be notified through a letter.	IAS and Payroll Officer	3 days
<b>TOTAL ESTIMATED NUMBER OF DAYS NEEDED</b>		15 days

<b>Table 5.11 Semi-annual performance evaluation process (January and July of each year)</b>		
<b>Steps or action</b>	<b>Unit or person in charge</b>	<b>Estimated duration</b>
Distribute all KPE forms to managers	HRMDS	15 days
Ratee – fill up all the portions applicable (e.g. performance, other accomplishments and/or	Manager	2 days

<b>Table 5.11 Semi-annual performance evaluation process (January and July of each year)</b>		
<b>Steps or action</b>	<b>Unit or person in charge</b>	<b>Estimated duration</b>
innovations). Rater – rate the performance of his/her subordinate using the KPE form.		
Get all the rates from different units with regard to support and compliance	HRMDS	3 days
Forward the support and compliance result to respective/concerned coop managers	HRMDS	1 day
Do IC (individual consultation) with subordinates using the KPE form. Total the final score gained by the employee. For SOM's KPE: CM and AM must discuss the final rating in the KPE (i.e I/AO and leadership).	Manager	2 days
Sign the KPE form. Submit the signed KPE form to HRMDS for checking.	Ratee and rater	1 day
Check KPE form	HRMDS and IAM	5 days
Prepare summary of results using the Excel template from FAAS	HRMDS	2 days
Deliberate the result in Management Committee meeting and finalize the list	Management Committee	1 day
Compute the amount of performance incentive	GM, OM, CFO	2 days
Inform concerned employees about the result	Managers	1 day
Approve the budget and release date	Board of Directors, GM	1 day
Release the Performance Incentive Bonus	FAAS	1 day
<b>TOTAL NUMBER OF DAYS NEEDED</b>		<b>37 days</b>

<b>Table 5.12 Post-employment clearance process</b>		
<b>Activity</b>	<b>Unit or person in charge</b>	<b>Estimated duration</b>
Approval/signing of Unit Clearance (CF-01)	Immediate superior and concerned employee	1-14 calendar days
Computation of last paycheck amount using the Financial Liability Form (CF-02)	Payroll Officer	1-3 working days
Computation for KPF (using CF-02)	KPF General Manager	1-3 working days
Computation for MBA (using CF-02)	MBA Finance Manager	1-3 working days
Approval/signing of Separation Clearance	HR Officer	1-14 calendar days
Check preparation	Payroll Officer/ Bookkeeper (head office)	1-7 calendar days
Release of check	HR Officer	1-2 calendar days
<b>TOTAL NUMBER OF DAYS NEEDED</b>		<b>46 days</b>