



CREATIVE AGE FOR SDGS

Accelerating Growth of MSMEs in the Philippines





HUMAN RESOURCES FOR CREATIVES

Module 8

by Jing Gallardo -Cruz





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Jing Gallardo-Cruz has over 2 decade's work in Human Resources working on all facets and areas of HR and Administration. She has developed expertise on Learning and Development, Organizational Development, Personnel Policies and Administration, Compensation and Benefits, Recruitment, Performance Management, Coaching and Employee Relations.

She also brings with her a wealth of experience in managing groups and conducting in-house Training.

Jing also facilitates focus groups and writes reports as a qualitative researcher and is an OSH Safety Officer 2.

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Introduce yourself:

- Nickname
- What were you doing when the pandemic lockdown was announced?
- Share an item in your bucket list

House Rules:

- Actively participate!
- Park your phones

I. LEVELLING OF EXPECTATIONS



- What would make attending the HR module worth your while?
 - What do you expect to learn, discuss and experience?
-

I. LEVELLING OF EXPECTATIONS



Participants' Expectations



MODULE FLOW

DAY 1	
I.	Levelling of Expectations
II.	Learning Outcomes
III.	Employee Life Cycle
IV.	HR challenges and considerations in creative industries
V.	HR planning processes for creative enterprises
VI.	Recruitment/ selection strategies for creatives
VII.	Developing Performance Appraisals



MODULE FLOW

DAY 2	
I.	Compensation, Benefits, and Rewards
II.	Relevant Labor Laws and Legislations
III.	Positive workplace culture in creative organizations
IV.	Future HR trends for creative enterprise

Upon completion of this module, participants will be able to:

1. Describe the unique human resources challenges and considerations in creative industries;
 2. Analyze human resources planning processes tailored for creative enterprises;
 3. Develop strategies for effective recruitment, selection, and evaluation of creative talent;
 4. Develop Performance Appraisals
 5. Identify labor laws and legislation relevant to managing creative industry employees;
 6. Explore best management practices to foster positive labor relations in creative organizations; and
 7. Assess future human resources trends and their implications for creative enterprises.
-

III. EMPLOYEE LIFE CYCLE

ATTRACT

- Talent Acquisition / Recruitment
 - Job Description, position
 - title and level
 - Key Performance Indicators
 - Job Offer (Compensation and Benefits, Job Description)
 - Employment Contract
 - 201 File(Personnel File)
 - Organizational Chart
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- Onboarding Orientations
 - People Management
 - Performance Management
 - Career Management (Career Pathing)
 - Skills Inventory
 - Training Needs Analysis
 - Training Plan / Calendar
 - Succession Planning
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- Rewards and Recognition
 - Employee Engagement
 - Labor Relations
 - Team Building Strategies
 - Attrition Analysis
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SEPARATE

- Resignation
 - Retirement
 - Termination
 - Exit Interviews
 - Clearance
 - Quit Claims
 - Final Pay
 - Attrition Analysis
-



IV. HR CHALLENGES AND CONSIDERATIONS IN CREATIVE INDUSTRIES



What are your Challenges as HR Practitioners / Managers in the Creative Industries?

- 1.
- 2.
- 3.
- 4.
- 5.



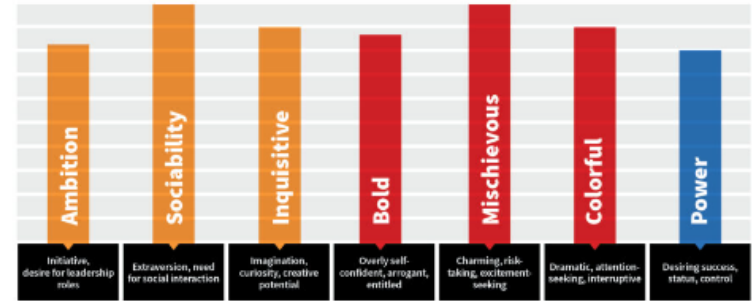
A Profile of the Creative Employee

Creative, innovative people tend to be

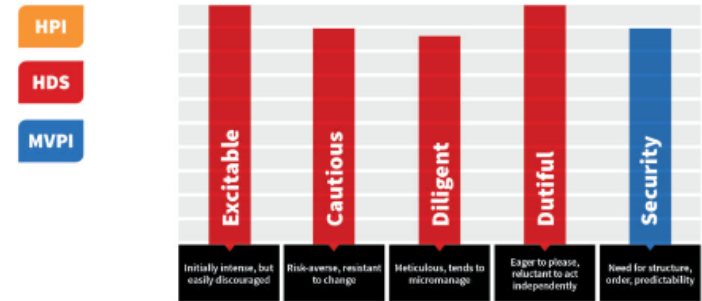
- open to new experiences,
- skilled at organizing and evaluating information gleaned from a variety of sources,
- able to easily produce an abundance of ideas,
- concerned with their performative adequacy, and
- motivated to prove themselves.

“creative people tend to be idealistic, nonconforming, and unconcerned about money, which can make them the bane of managers, who tend to be stable, practical, and concerned with maintaining order and controlling costs.”

Peers, direct managers, and clients were **more likely** to identify individuals as innovative who had higher scores on the following scales:



Conversely, the same groups were **less likely** to identify individuals as innovative who had higher scores on the following scales:



5 Imperatives to Properly Manage Creative Teams and Drive Innovation

1. Freedom and Flexibility

- Creative

employees need time, space, and resources to innovate.

2. Conventional Colleagues

- Innovators work

best alongside colleagues who are just the right quality of “boring” —too conventional to challenge ideas yet unconventional enough to collaborate with.

3. Meaningful Motivation

- Rather than offer

only monetary rewards, motivate creatives with meaningful work.

4. Concrete Goals

- Collaborate with your

creative employees to set reasonable goals and deadlines.

5. Good Management


- In the end, the

factors that negatively impact creativity are the result of poor management.

Organizations need to recognize the importance of personality in leaders too. Personality assessments can inform hires and promotions into management roles, and leadership development opportunities help managers become more aware of how their reports might perceive them so they can lead more effectively.

Creative Flexibility + **Clear Performance Objectives** =
Creatives & **Business Growth**

Providing Creatives with flexibility in terms of time, space and resources while using key performance indicators and setting clear performance objectives to clarify what is needed by the business will help Managers and Creatives work together to achieve business goals and push growth both of the business and the Creatives.




Innovation is crucial for both attracting new talent and retaining existing talent for sustainable success. Ways for companies to change perceptions, attract talent of all ages and backgrounds, and set themselves on the right course to innovate and thrive.

- 1. Empower employees by bringing them into your innovation ecosystem** - open innovation
to all employees from across ranks, roles and departments
 - 2. Create transparency and connect employees to your corporate strategy** - sharing good
and bad, success and failures. Share key metrics after projects are implemented, lessons
learned and best practices.
 - 3. Drive internal innovation disruption** - Just like the ideas they incubate, your innovation
programs should also be disruptive, cutting -edge and have plenty of “cool things” for
employees to leverage to bring their ideas to life.
- 

4. Toot your innovation horn - If your company is perceived as innovative and cutting-edge, the easier it will be to win the war in attracting and retaining the best talent. You may have an exceptionally unique innovation program, but no one will know about it outside the company if you do not make every effort to promote it.

5. Avoid “innovation tourism” - Lastly, don’t make innovation a one-time ribbon-cutting event; innovation should be embedded into every aspect of your corporate strategy and culture.

Innovation is about people, not necessarily technology or individual solutions. Therefore, embrace innovation as a business differentiator. Weave it into every aspect of your corporate culture. Continuously amplify it as central piece of your corporate strategy. As a result, employees, recruits and prospects from all backgrounds will be more eager to join your side, armed with their best and brightest ideas.





INTELLECTUAL PROPERTY RIGHTS AND OWNERSHIP ISSUES

Intellectual property (IP) covers any original ideas, designs, discoveries, inventions, and creative work produced by an individual or group.

IP protection is not just necessary to ensure that your innovations won't be copied or stolen. It establishes an incentive so that whatever you create can proliferate and benefit more people without violating your rights. Here are five different ways to protect your intellectual property.

5 Different ways to protect your intellectual property



1. Register copyrights, trademarks and patents



2. Register Business, product, or domain names



3. Implement Security measures




4. Create confidentiality non disclosures or licensing contracts for employees and partners



5. Avoid joint ownership



Employment Types in the Philippines

- 1. Regular or Permanent** – performs work that is usually necessary in the usual business or trade of the employer. Has security of tenure provided in the Philippine Constitution and may be terminated with just cause by the employer.
 - 2. Termed or Fixed** – employee renders specific service for a definite period of time.
 - 3. Project Employee** – employee is hired for a specific project or undertaking and the employment duration is specified by the scope of work and or length of the project.
 - 4. Seasonal** – work performed is only for a certain time of the year and the employment is only for that duration.
 - 5. Casual** – performs work that is not usually necessary or primarily related to the employer's business or trade. If the employee has worked for 1 year, whether the casual employment is continuous or not, they shall be considered a regular employee and with respect to the activity they are employed and will continue rendering services while such activity exists.
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Q & A




V. HR PLANNING PROCESS FOR CREATIVE ENTERPRISES

What is Workforce Planning?

➤ It is the process of analyzing existing employees and planning for future staffing requirements through talent gap assessment, developing employee management procedures, and setting recruitment strategies.

Typical components that affect workforce planning include:

- Talent availability
 - Business growth
 - Age of the existing workforce
 - Current knowledge/ skill gaps
 - And much more
- 

What is Workforce Planning?


Criteria to consider when planning for your company's future workforce include:

Employee numbers: getting the correct workforce size so the business is not overstaffed and inefficient but not too small to hinder growth and fail to match demand.

Skillset: having the right mix of skills, capabilities, knowledge, and experience to perform effectively and achieve your goals.

Budget: finding the optimal staffing expenditure to achieve a high return on investment from employees and maximize profits.

Flexibility: developing your workforce to be agile and adapt quickly when changes in the market occur.




How Workforce Planning affects HR processes

Recruitment and employee development: With a clear understanding of your existing workforce and your future goals, you can profile the skills, experience, and knowledge required to meet your needs and develop hiring and training processes to match.

Succession Planning: By recognizing the leadership positions currently open or soon to be available, companies can begin assessing existing employees for promotion or targeting outside hires with the right mix of skill and experience.

Performance Management: With workforce planning, you can understand and develop strategies that get the most out of your employees to increase output and get a higher return on investment from your staffing expenditure.





Talent pipeline management is a strategic process that proactively identifies , attracts , develops , and retains a pool of qualified candidates to meet your current and future talent needs.

1. Analyze your organization's current and future talent requirements based on business goals and objectives.
2. Identify roles and skill requirements
3. Proactively seek out potential candidates through social media recruitment, employee referrals, networking events, and partnerships with educational institutions to attract a diverse pool of qualified candidates.

Engaging with potential candidates is a crucial aspect of talent pipeline management, even without immediate job openings. The goal is to keep candidates interested and informed about potential future opportunities.

Succession planning is an integral part of talent pipeline management. This ensures a smooth transition when key employees leave the organization, reducing disruption and maintaining business continuity.





Building a Successful Contingent Workforce: Strategies and Best Practices

1. Define Your Goals
2. Focus on Quality Recruitment
3. Streamline Onboarding and Integration
4. Foster a Culture of Inclusion
5. Use Technology for Management
6. Ensure Legal Compliance
7. Measure Performance and Provide Feedback
8. Build Long -Term Relationships
9. Embrace Diversity
10. Stay Ahead of Trends






Building a successful contingent workforce is not just about filling
immediate gaps. It's about strategically leveraging talent to drive
innovation, flexibility, and growth. By following these best practices,
you can create a dynamic, agile, and diverse workforce poised to
meet the challenges of the modern business landscape.

Remember, the key to success lies in treating your contingent workers not as temporary
fixes but as integral parts of your business journey toward success.



How can HR support creative teams in developing a succession plan for creative leadership?

1. Assess the current and future needs of the creative function and organization
 2. Facilitating the identification and evaluation of potential internal and external candidates
 3. Develop and implement customized learning and development programs for high potential creative talent
 4. Coaching, mentoring and feedback for aspiring and existing creative leaders
 5. Monitor and review the progress and outcomes of the Succession Plan, adjust as needed based on feedback, performance and changes in environment
- 



Cultural differences affect teamwork as a result of three key areas:

Communication styles

In some cultures, it's considered rude to speak directly, whereas in others, it is encouraged.

Hierarchy and power

Equality in the workplace is the norm in some cultures, whereas in others the structure is more hierarchical.

Risk and decision making

In some cultures, making a decision requires more data and information than others. Some employees may have a low tolerance for risk and not want to commit to making a decision without having context or details. Others may be confident in making decisions without much data.




Sometimes, employees can come from the same cultural background but still have many differences to deal with in the workplace. Often, the personality trait of the employee affects how they work with others.

Here are the Big 5 Personality Traits and Job Performance

- **Conscientiousness** :

High on conscientiousness - well organized, detailed oriented and thoughtful

Low on the conscientious - will have difficulty working within a team because they are not good at completing their tasks or meeting goals. They will also have difficulty with controlling their impulses.



- **Agreeableness** :

Highly agreeable employees - sympathetic toward others and show empathy. They are easy to trust and work well with others.

Not agreeable - does not care how teammates feel. They can be demanding and highly stubborn, which makes teamwork difficult.

- **Neuroticism** :

This relates to a person's overall emotional stability.

> Low on neuroticism - calm, collected and resilient. They help carry the team through during difficult times.

> High on neuroticism - anxious, have hostile tendencies and are often stressed out.





- **Openness :**

Curiosity is an important part of openness, as well as thinking outside the box. This enables employees to provide their teammates with innovative ideas.

Low on openness - prefer routine and dislike change. They thrive on structure and regularity.

- **Extroversion :**

Low in extroversion are good listeners, which is a key trait of someone who excels at teamwork. However, they also are reserved and get exhausted with too much socialization.

Extroverts thrive with social interaction, though they can be attention seeking.






Building an Effective Team

- If you have different departments or teams within your business, or are hiring employees to work as part of a team, it's important to ensure you're bringing the right people together. While it's wise to focus on each employee's unique skills, education and experience, you also have to take their cultural and personality differences into account. If not, you may end up with a dysfunctional team that doesn't get along and isn't able to meet the goals you've set out for them.
- According to [Harvard Business Review](#), it's best to develop a team of employees where there is a balance of roles. Otherwise, there can be conflicts and disagreements. Regardless of culture or personality, A mix of team members who can play the following roles: results-oriented, relationship-focused, process-focused, innovative thinker, and pragmatic and practical. If your team is leaning too heavily on one of these roles, then they'll have trouble meeting their objectives. Similarly, if the team is missing one of these roles, they may not be able to complete any tasks.



Building an Effective Team

Overcoming Differences to Improve Performance

- The Big Five personality traits and job performance as a team are closely correlated. Similarly, cultural diversity also affects productivity and efficiency within a team. In order to overcome these difference and work through the challenges, it's vital for every team to have a strong leader. According to Talking Talent, developing an effective team starts with effective leadership. Team leaders and managers need to guide their employees with inspirational big-picture vision, while also delegating responsibilities to the right people. This means that leaders need to understand the strengths, weaknesses and interests of each of their team members.
- 



Building an Effective Team

Overcoming Differences to Improve Performance

- According to Jostle, one of the most important ways to work with others in a team is to acknowledge their differences and come to an understanding. Disagreements are an opportunity to learn something from colleagues and have an open discussion around challenges employees are experiencing. Be sure to appreciate the differences in team members and how they provide new perspectives, and show them it's possible to work together while communicating effectively and focusing on the business' objectives.
- Celebrate your team's accomplishments. Acknowledge the hurdles they had to climb each week together and point out the different ways they succeeded. This shows them the things they learned about each other's cultures and personality traits, and how they can approach these differences the next time a disagreement arises.



Q & A



VI. RECRUITMENT/ SELECTION STRATEGIES FOR CREATIVES

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- Talent Acquisition / Recruitment
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Recruitment does not start at Sourcing. It starts with **letting candidates know and see you**. Utilize your social media pages to let prospective employees know how it is to work with you and in your company.

Usual sources of candidates are LinkedIn, Jobstreet, Glassdoor, Facebook group pages and other online job search platforms. Employee Referral is highly likely a successful source as employees would refer people they know who will most likely have the qualifications Revisit former candidates. Utilize pipeline / talent pool.

Employee Value Proposition. Clearly define why an employee would want to work for you. Usually, its an offering of Meaning or Purpose and Work-life balance. Build a strong Employer Brand.

- Skills assessment tests are often used by employers to gauge the abilities and skills of both current employees and job applicants. These tests are designed to assess whether individuals have the skills necessary to perform various and essential aspects of a job. Skills assessment tests are primarily utilized during the hiring process.
- Companies find them useful for eliminating applicants before inviting them in to conduct a job interview.
- Companies also use skills assessment to provide a comparison between the organization's talent and abilities against the geographical or industry standards. It also provides data necessary to make informed decisions about the recruitment, promotion and training of their personnel.



- Diversity in recruitment refers to the goal of hiring a workforce that includes people from a variety of backgrounds, cultures, genders, ages, socio-economic levels, abilities and experiences. Thus a culture of Inclusivity. This helps to ensure that employees feel valued and supported.
- Inclusion in recruitment means creating an environment where everyone feels welcome, regardless of their background or personal characteristics. This ensures that all employees have equal access to resources, support and opportunities for growth.
- **Diversity and inclusion** in recruitment are important because they promote equal opportunity, fairness and respect for all individuals, regardless of their background or personal characteristics.



KNOWLEDGE CHECK 1:

For an open creative role, you need to evaluate candidates by reviewing work samples produced during the interview process. Provide your assessment of two provided work samples based on:

- Creative concept, quality and execution (6 points)
- Real-world application of the skills required for the role (6 points)
- Ability to follow instructions and creative direction provided (4 points)
- Overall recommendation on whether to advance or eliminate the candidate (4 points)



Work Sample 1: Social Media Campaign

Scenario: The creative role requires developing a social media campaign for a new line of eco friendly water bottles. The instructions emphasize the importance of a visually appealing and engaging concept that highlights the sustainability aspect.

Work Sample: The candidate presents a series of stop -motion animation videos showcasing a plastic water bottle transforming into a vibrant flower. Each video features upbeat music and ends with a call to action directing viewers to the brand's website.

Evaluation:

- Creative concept, quality and execution (6 points):
- Real -world application of the skills required for the role (6 points):
- Ability to follow instructions and creative direction provided (4 points):
- Overall recommendation on whether to advance or eliminate the candidate (4 points):



Work Sample 2: Blog Post

Scenario: The creative role requires writing engaging blog posts for a travel agency. The instructions specify a focus on budget -friendly travel tips for young adults.

Work Sample: The candidate submits a well -written blog post on luxury travel destinations in Europe. While informative, it doesn't address the brief's target audience or budget -friendly aspect.

Evaluation:

- Creative concept, quality and execution (6 points):
- Real -world application of the skills required for the role (6 points):
- Ability to follow instructions and creative direction provided (4 points):
- Overall recommendation on whether to advance or eliminate the candidate (4 points):

KNOWLEDGE CHECK 2:

Talent Management (15 points)

- What processes would you put in place for effectively onboarding and training new creative hires? (5 points)
- How would you continue evaluating creative staff performance and provide feedback? (5 points)
- Describe an approach for cultivating creative talent and professional development. (5 points)



Sample Answer: Creative Onboarding and Development:

Effective Onboarding (5 points):

1. **Pre-boarding:** Send a welcome package with company swag, team bios, and access to internal resources before the first day.
2. **First Day:** Personalized welcome, team introductions, tour, and overview of company culture and expectations.
3. **Mentorship Program:** Assign a senior team member as a mentor to guide the new hire through initial challenges and acclimate them to workflows.
4. **Project Pairing:** Pair the new hire with experienced team members on real projects to gain practical experience and collaborate with different roles.
5. **Onboarding Curriculum:** Develop a structured training program with modules on company tools, processes, brand guidelines, and industry trends.



Sample Answer: Creative Onboarding and Development:

Performance Evaluation and Feedback (5 points):

1. **Regular Check -ins:** Schedule regular one -on-one meetings with the new hire to discuss progress, challenges, and provide ongoing feedback.
2. **Goal Setting:** Establish individual and team goals aligned with company objectives, and use them as a framework for performance evaluation.
3. **Peer Reviews:** Implement a system for constructive peer feedback on projects, fostering collaboration and growth.
4. **Self -evaluation:** Encourage self -reflection by having team members submit self - evaluations alongside manager feedback.
5. **360 -Degree Feedback:** Utilize anonymous feedback from clients, colleagues, and superiors to provide a well -rounded performance picture.



Sample Answer: Creative Onboarding and Development:

Cultivating Creative Talent (5 points):

- 1. Professional Development:** Offer opportunities for skill development through workshops, conferences, and online courses related to design, marketing, and specific software.
- 2. Internal Knowledge Sharing:** Encourage brown bag lunches or presentations by senior staff to share expertise and foster cross -pollination of ideas.
- 3. Creative Challenges:** Organize internal design or writing competitions with themes relevant to current projects, stimulating innovation and friendly competition.
- 4. Idea Incubator:** Create a dedicated space for brainstorming and experimenting with new creative concepts, encouraging risk -taking and exploration.
- 5. Client Collaboration:** Involve team members in client meetings and brainstorming sessions to expose them to real -world project challenges and client interactions.

By implementing these processes, you can create a comprehensive onboarding and development program that fosters a thriving creative team. This will help new hires integrate seamlessly, ensure ongoing performance excellence, and cultivate a culture of continuous learning and innovation.

Q & A



VII. DEVELOPING A PERFORMANCE APPRAISAL SYSTEM



ESSENTIAL FEATURES OF A SUCCESSFUL APPRAISAL SYSTEM

1. Employee self service

The major element of performance management is employee self evaluation. It enables employees to look back at their performance and take responsibility for their performance successes and improvement opportunities.





2. 360 -degree appraisal

This step in the appraisal process focuses on gathering feedback on an employee's performance from different stakeholders across the organization, and sometimes, from external individuals. This 360-degree feedback is usually made up of input from the line manager, peers, subordinates or direct reports (if applicable), clients, customers, or third-party partnerships. This offers a useful way to receive unbiased, specific, and well-rounded feedback on an employee's performance from different perspectives.





3. Manager performance appraisal

This is the most important step in the performance appraisal process. It comprises of tasks like goal setting, progress tracking, quantitative employee rating, one-on-one discussions, and more.

4. Rewards and recognition program

In order to win the war for talent and retain top-performing employees, all organizations need to keep their employees motivated by celebrating their accomplishments. They also focus on making rewards unique, such as Custom Canvas Prints or giving employees paid holidays. Most top-performing organizations have made rewards and recognition an integral part of their

talent management process.





5. Performance improvement plan

Keeping track of slipping performance and taking steps to remedy it is a crucial part of every employee performance process. Based on employee performance trends, organizations need to trigger a skill -specific performance improvement plan right after the evaluation phase.





5 Modern methods of performance appraisal

There are some common and modern appraisal methods that many organizations gravitate towards, including:

1. Self-evaluation

In a self-evaluation assessment, employees first conduct their performance assessment on their own against a set list of criteria.

The pro is that the method helps employees prepare for their own performance assessment and it creates more dialogue in the official performance interview.

The con is that the process is subjective, and employees may struggle with either rating themselves too high or too low.





2. Behavioral checklist

A Yes or No checklist is provided against a series of traits. If the supervisor believes the employee has exhibited a trait, a YES is ticked.

If they feel the employee has not exhibited the trait, a NO is ticked off. If they are unsure, it can be left blank.

The pro is the simplicity of the format and its focus on actual work -relate tasks and behaviors (ie. no generalizing).

The con is that there is no detailed analysis or detail on how the employee is actually doing, nor does it discuss goals.





3. 360 -degree feedback

This type of review includes not just the direct feedback from the manager and employee, but also from other team members and sources.

The review also includes character and leadership capabilities.

The pro is that it provides a bigger picture of an employee's performance.

The con is that it runs the risk of taking in broad generalizations from outside sources who many not know how to provide constructive feedback.





4. Ratings scale

A ratings scale is a common method of appraisal. It uses a set of predetermined criteria that a manager uses to evaluate an employee against.

Each set of criteria is weighted so that a measured score can be calculated at the end of the review.

The pro is that the method can consider a wide variety of criteria, from specific job tasks to behavioral traits. The results can also be balanced thanks to the weighting system. This means that if an employee is not strong in a particularly minor area, it will not negatively impact the overall score.

The con of this method is the possible misunderstanding of what is a good result and what is a poor result; managers need to be clear in explaining the rating system.





5. Management by objectives

This type of assessment is a newer method that is gaining in popularity. It involves the employee and manager agreeing to a set of attainable performance goals that the employee will strive to achieve over a given period of time.

At the next review period, the goals and how they have been met are reviewed, whilst new goals are created.

The pro of this method is that it creates dialogue between the employee and employer and is empowering in terms of personal career development.

The con is that it risks overlooking organizational performance competencies that should be considered.





Reflective journaling on HR lessons



1. What specific HR lesson or concept resonated most with you recently? Why?
1. How can you apply this HR lesson in your current or future role?
1. Did this lesson challenge any previous assumptions you had about HR practices?

ASSIGNMENT/ SEAT
WORK:

Developing a Performance Appraisal System (40 mins)



Company: [Your Company Name]

Department: Human Resources

Objective: Design a comprehensive performance appraisal system for [Your Company Name].

Instructions:

1. **Target Audience:** Identify the target audience for this performance appraisal system (e.g., all employees, management, specific departments).
2. **Performance Goals:** Define the key performance goals for your company and how they will be incorporated into the appraisal process.
3. **Evaluation Criteria:** Develop clear and measurable criteria for evaluating employee performance. These criteria should consider job duties, skills required, and desired behaviors.
4. **Appraisal Methods:** Outline the different methods you will use to gather performance data. Consider methods like self -assessment, manager evaluation, peer review, and client feedback (if applicable).
5. **Frequency:** Determine the frequency of performance appraisals (e.g., annual, biannual, quarterly).
6. **Feedback Process:** Describe how feedback will be delivered to employees. This should include a clear structure for the appraisal meeting, with opportunities for both manager and employee to share feedback.
7. **Development Planning:** Explain how the performance appraisal system will be used to identify employee development needs and create action plans for improvement.
8. **Benefits:** Outline the benefits of a well -designed performance appraisal system for both employees and



Deliverables:

- A written document outlining the details of your performance appraisal system.
- (Optional) A sample performance appraisal form that incorporates the chosen evaluation criteria.

Considerations:

- Ensure the system is fair, objective, and transparent.
- Align the system with the company's overall goals and values.
- Make sure the appraisal process is efficient and not overly time -consuming.
- Focus on both employee strengths and areas for improvement.
- Use the system as a tool for development, not just performance evaluation.

Additional Resources:

- Society for Human Resource Management (<https://www.shrm.org/>)
- International Public Service Performance Association (<https://www.ippapublicpolicy.org/>)



Grading Rubric:

- **Target Audience and Performance Goals (15 points):** Clear identification of target audience and well defined performance goals aligned with company objectives. -
- **Evaluation Criteria (20 points):** Measurable and relevant criteria that capture different aspects of employee performance.
- **Appraisal Methods (15 points):** A variety of methods are included to gather comprehensive data on performance.
- **Frequency and Feedback Process (15 points):** Clear frequency for appraisals and a structured approach to delivering feedback.
- **Development Planning (15 points):** Demonstrates how the system will be used to identify and address development needs.
- **Benefits (10 points):** Clear description of benefits for both employees and the company.
- **Written Document & Sample Form (10 points):** Well-organized document explaining the system and a sample form that reflects the chosen criteria (optional).

This assignment allows you to develop a performance appraisal system specific to your company's needs. Remember, a well -designed system can be a valuable tool to motivate and develop employees, leading to improved performance and overall business success.

MODULE 5:
DAY 2





I. COMPENSATION, BENEFITS AND REWARDS



The Labor Code is among the most important laws companies need to follow when it comes to employing workers. It outlines the employment practices and relations, including employee benefits and compensation. The following are mandatory in employee benefits and compensation:

- Minimum Wage
- Overtime Pay
- Night Differential

- Holiday Pay
- 13th Month Pay
- Maternity Leave





Employee recognition is a form of personal praise or appreciation for good work and can be given by anyone at the company at any time. It is not level -specific and simply refers to the act of acknowledging a person's performance or contribution that has helped their organization achieve their collective goals and values. This could be a tap on the back for a job well -done, a note or a public acknowledgement.

Rewards are tangible and tend to be tied to specific goals, accomplishments, and employee achievements. Rewards are a fantastic tool that can be used to motivate employees to bring their A -game and in relation to large companies with a hefty budget for rewards, they can even be an incentive that can attract people to work for your company.



But while you think about what reward system might work for you, think about this, as well:


- 1. There's value to recognition all by itself.** *69% of employees say that they would work harder if they were better recognized.* This doesn't even mean tangible awards of any sort, but simply an acknowledgment of the value of contributions. And this goes for the innovation process, as well. Employees that are recognized will work harder and generate better work.
- 1. There are a number of behaviors to incentivize** . Ideas contributed, random participation, those who help keep the community organized, time spent on a project. What makes the most sense for your community?
- 1. Sometimes participation itself is the reward** . In cases like that, people are just glad to be part of a growing community. Maybe it's being part of an inner circle or access to an exclusive. This is more often true in celebrity or fan -based engagement. But even in the office, the CEO or founders have their own sort of celebrity cache.



Some strategies for creating a competitive benefits package for creative employees.


1. Offer Flexible Schedules and Remote Work Options

One of the biggest priorities for creative employees is having flexibility in their work schedules. This could mean offering flexible hours, remote work options, or a combination of both. Creative work often requires long periods of concentration and inspiration, and allowing employees to work in a way that suits their needs can help them be more productive and creative.




2. Provide Opportunities for Professional Development

Creative employees are often interested in growing and developing their skills. Offering opportunities for professional development can be a great way to attract and retain top talent. This could include paid training, conferences, or workshops. Providing access to educational resources such as online courses or mentorship programs can also be a great way to support employee growth.



3. Offer Competitive Compensation and Benefits

While creative employees may prioritize things like flexibility and professional development, they still expect to be fairly compensated for their work. Offering competitive salaries and benefits packages can help attract and retain top talent. This could include things like health insurance, retirement benefits, paid time off, and other perks like gym memberships or wellness programs.



4. Create a Collaborative and Supportive Work Environment


Creative employees often thrive in collaborative and supportive work environments. This means fostering a culture of openness, creativity, and teamwork. Encouraging collaboration through team -building activities, brainstorming sessions, and other group activities can help build a sense of community and support among employees.




5. Emphasize Work -Life Balance

Finally, it's important to emphasize the importance of work -life balance for creative employees.

Burnout is a real concern in creative fields, where long hours and high stress can take a toll on mental and physical health. Encouraging employees to take breaks, setting reasonable deadlines, and creating a supportive work environment can all help employees maintain a healthy work -life balance.



In conclusion, creating a competitive benefits package for creative employees requires understanding their unique needs and priorities. Offering flexible schedules, professional development opportunities, competitive compensation and benefits, a collaborative work environment, and emphasizing work-life balance can help attract and retain top talent in creative fields. By prioritizing these factors, employers can create a benefits package that appeals to creative employees and supports their success.





Profit sharing , distributes a portion of company profits to qualified employees using a company -determined formula.


Equity Share Ownership compensation provides company shares in lieu of or in addition to a salary, giving recipient employees an actual ownership stake in the company.



Profit Sharing Vs Equity Share Ownership


Equity offers are typically used to boost the value of a compensation offer by including partial company ownership as non-cash payment. This increasingly popular compensation strategy can help new or startup businesses attract highly qualified, experienced professionals, especially for key executive, leadership, and/or mission-critical positions. Startups often look to equity as a way of building a strong leadership bench with limited cash resources. Likewise, mature businesses can use it to encourage their top talent to stick around.

So equity share ownership can help attract and retain high-level, proven talent. How? For their equity to deliver value, they need to do two things:

1. Hold the company stock for a period of time
 2. Achieve business results that increase share prices
- 

What is Profit Sharing? Unlike equity compensation, profit sharing isn't tied in any way to an ownership stake in the business. But because a company can choose to tie profit sharing to business performance, profit-sharing plans **incentivize and reward** behaviors that help the company succeed and grow.


When a company is profitable, it can choose what to do with the profits:

1. Reinvest in the company
 2. Share with investors in the form of a dividend payment
 3. Share with employees
 4. Any combination of these options
- 

Profit sharing happens when the company chooses to share with employees. As mentioned above, a company can choose to make profit sharing payments in equity as long as employees' proportional payouts follow the profit-sharing allocation formula. Companies can also make profit-sharing payouts as cash bonuses or tax-deductible qualified plan contributions (up to IRS contribution limits).

If your interest is in establishing a wider, shared culture based on ownership thinking, equity compensation isn't your only option.

An employee stock ownership plan, or ESOP, provides a way for owners of privately held companies to broadly extend beneficial ownership stakes to employees. ESOPs enable owners to sell shares of their company stock for full fair market value, and allocate those shares proportionally among employees.





What is an ESOP?

An ESOP is a flexible business transition tool, a vehicle for employee ownership, and a qualified retirement plan. Business owners can access liquidity — as much or as little as they want or need, up to 100% — with tax advantages both to the seller and the company. Employees earn a tax -deferred retirement plan balance without having to make an employee contribution — a benefit with proven recruiting and retention value.

An ESOP can be a powerful way to control your business legacy, reward loyal employees, and enjoy your own business equity, instead of waiting for a third -party sale and the uncertainties it can bring.





Sharing of Compensation, Benefits and Rewards & Recognition Best Practices

1. What Compensation, Benefits, Rewards & Recognition programs are currently enjoyed by your employees?
1. How are these implemented?
1. If you have one program that you can implement, what would it be?



Q & A



II. RELEVANT LABOR LAWS AND LEGISLATIONS



There are several types of employment and should be specified in the employee's contract.

1. **Regular or Permanent** – performs work that is usually necessary in the usual business or trade of the employer. Has security of tenure provided in the Philippine Constitution and may be terminated with just cause by the employer
2. **Termed or Fixed** – employee renders service for a definite period of time.
3. **Project Employee** – employee is hired for a specific project or undertaking and the employment duration is specified by the scope of work and or length of the project.
4. **Seasonal** – work performed is only for a certain time of the year and the employment is only for that duration
5. **Casual** – performs work that is not usually necessary or primarily related to the employer's business or trade. If the employee has worked for 1 year, whether the casual employment is continuous or not, they shall be considered a regular employee and with respect to the activity they are employed and will continue rendering services while such activity exists.



PHILIPPINE LAWS ON INTELLECTUAL PROPERTY

R.A. 8293


An Act prescribing the Intellectual Property Code and establishing the Intellectual Property Office, providing for its powers and functions, and for other purposes

R.A. 165

An Act creating a patent office, prescribing its powers and duties, regulating the issuance of patents, and appropriating funds therefore

R.A. 166

An Act to provide for the registration and protection of trade -marks, trade -names, and service marks, defining unfair competition and false marking and providing remedies against the same, and for other purposes



PRESIDENTIAL DECREE NO. 49

Decree on the protection of intellectual property

LAW


- R.A. 8293: The Intellectual Property Code, as amended by R.A.s 9150, 9502, and 10372



RULE

- The Revised Implementing Rules and Regulations (IRR) for Patents, Utility Models and Industrial Designs Recently amended by Memorandum Circular No. 17-013



Legal Requirements for Termination in the Philippines:

- 1. Grounds for Termination** : must be based on just or authorized causes as specified under Articles 282 to 284 of the Labor Code. Just causes relate to employee misconduct or incapacity, while authorized causes are typically economic and business -related.
 - 2. Due Process** : For termination based on just causes, the process involves a two -notice rule:
 - **First Notice** : A written notice must be given to the employee specifying the grounds for termination and giving the employee the opportunity to explain their side.
 - **Hearing or Conference** : After the first notice, a hearing or conference should be held to allow the employee to defend themselves, with the presence of a representative if desired.
 - **Final Notice** : After the hearing, a final decision notice must be issued to the employee. This notice should state the specific grounds for termination based on established evidence.
- 

- 
- 3. Notice Period for Authorized Causes** : If the termination is due to authorized causes such as redundancy, installation of labor -saving devices, closure, or cessation of business not due to serious business losses, the employer is required to provide at least a 30-day notice to the employee before the intended date of termination. This notice must also be provided to the Department of Labor and Employment (DOLE).
 - 1. Severance Pay** : In cases of termination due to authorized causes, the law requires the payment of separation pay to the affected employee. The amount varies depending on the reason for termination (e.g., one month pay or at least half a month pay for every year of service, whichever is higher).
 - 1. Illegal Dismissal** : Failure to follow the proper termination process can lead to a case of illegal dismissal, where the employee can file a complaint with the National Labor Relations Commission (NLRC). Remedies may include reinstatement, full backwages, and damages.
- 



Laws on Mandatory Contributions

Republic Act 8282 (Social Security Act of 1997) : This law ensures that contributions to the Social Security System (SSS) provide unemployment, maternity, injury, sickness, and disability benefits, and also serves as a retirement plan for private employees.

Republic Act No. 9679 (Home Development Mutual Fund Law) : Known as the PAG-IBIG Fund Law, this act allows employees to access low -interest housing loans and other investment opportunities through their contributions.

Republic Act No. 10606 (National Health Insurance Act of 1995) : This law mandates that contributions to PhilHealth provide healthcare services access to all employed persons and their dependents.





- Mandatory workplace policies and programs refers to policies and programs legally required by law or regulation to be developed and implemented in the workplace.
- Company-initiated policies and programs are those developed and implemented by the employer as an exercise of its management prerogative.

Government Mandated Workplace Policies and Programs


1) Occupational Safety and Health Standards Policy and Program

Legal basis:

- R.A. 11058, a.k.a. An Act Strengthening Compliance with Occupational Safety and Health Standards and Providing Penalties for Violations Thereof
- DOLE Department Order No. 198, Series of 2018 (DO 198-18)
- IRR of R.A. 11058 / DOLE Department Order No. 198, Series of 2018 (DOLE DO 198-18)
- DOLE Department Order No. 208, Series of 2020 (DOLE DO 208-20)

2) Drug -Free Workplace Policy

Legal basis:

- Section 7 of R.A. 9165, a.k.a. The Comprehensive Dangerous Drugs Act of 2002
 - DOLE Department Order No. 53, Series of 2003 (DOLE DO 53-03)
 - DOLE-OSHC Occupational Health Package – A Primer
- 



Government Mandated Workplace Policies and Programs

3) Alcohol -Free Workplace Policy

Legal basis:

- A Company Model – Alcohol-Free Workplace Policy and Program

4) HIV and AIDS Workplace Policy

Legal basis:

- R.A. 8504, a.k.a. The Philippine AIDS Prevention and Control Act of 1998
- Implementing Rules and Regulations of R.A. 8504
- DOLE Department Order No. 102, Series of 2010 (DOLE DO 102-10)
- DOLE-OSHC Occupational Health Package – A Primer



Government Mandated Workplace Policies and Programs


5) Tuberculosis Prevention Workplace Policy

Legal basis:

- DOLE Department Order No. 73, Series of 2005 (DOLE DO 73-05)
- DOLE-OSHC Occupational Health Package – A Primer

6) Hepatitis B Prevention Workplace Policy

Legal basis:

- DOLE Department Advisory No. 05, Series of 2010 (DOLE DA 05-10)
 - DOLE-OSHC Occupational Health Package – A Primer
- 



Government Mandated Workplace Policies and Programs

7) Anti -Sexual Harassment Workplace Policy

Legal basis:

<https://pcw.gov.ph/faq-republic-act-7877-anti-sexual-harassment-act-of-1995/>

8) Republic Act 11313: Safe Spaces Act (Bawal Bastos Law)

Legal basis:

[https://cityofcauayan.gov.ph/bawal-bastos-law/#:~:text=11313%3A%20Safe%20Spaces%20Act%20\(Bawal%20Bastos%20Law\)%E2%80%8B,-June%201%2C%202023&text=What%20does%20the%20Safe%20Spaces,as%20well%20as%20online%20space.](https://cityofcauayan.gov.ph/bawal-bastos-law/#:~:text=11313%3A%20Safe%20Spaces%20Act%20(Bawal%20Bastos%20Law)%E2%80%8B,-June%201%2C%202023&text=What%20does%20the%20Safe%20Spaces,as%20well%20as%20online%20space.)

[https://cityofcauayan.gov.ph/bawal-bastos-law/#:~:text=11313%3A%20Safe%20Spaces%20Act%20\(Bawal%20Bastos%20Law\)%E2%80%8B,-June%201%2C%202023&text=What%20does%20the%20Safe%20Spaces,as%20well%20as%20online%20space.](https://cityofcauayan.gov.ph/bawal-bastos-law/#:~:text=11313%3A%20Safe%20Spaces%20Act%20(Bawal%20Bastos%20Law)%E2%80%8B,-June%201%2C%202023&text=What%20does%20the%20Safe%20Spaces,as%20well%20as%20online%20space.)





Company Initiated Policies and Programs

Otherwise stated, while there is no legal requirement for these policies and programs, the employer may choose to develop and implement them as they are beneficial to the organization.

The following are some examples and are not a complete list:

- 1) Compensation and Benefits Policy
- 2) Working Conditions Policy
- 3) Code of Conduct and Discipline Policy
- 4) Breastfeeding Workplace Policy
- 5) Social Media Policy
- 6) Family Welfare Program
- 7) Retirement Policy



Q & A

QUIZ ON HR
CONCEPTS
AND LAW

**GET
READY**



HR Concepts and Laws in the Philippines: Test Questions

Instructions: Choose the best answer for each question.

Hiring Laws:

1. Which of the following is NOT a valid basis for pre-employment screening in the Philippines?
 - a) Educational Background
 - b) Drug Testing
 - c) Requirement for a specific religion
 - d) Reference Checks



HR Concepts and Laws in the Philippines: Test Questions

Instructions: Choose the best answer for each question.

Hiring Laws:

2. The maximum probationary period for a regular employee in the Philippines is:
 - a) 3 months
 - b) 6 months
 - c) 9 months
 - d) 1 year

3. An employer is required to provide an employment contract to a:
 - a) Probationary employee only
 - b) Regular employee only
 - c) All employees, regardless of employment status
 - d) No contract is required



HR Concepts and Laws in the Philippines: Test Questions

Instructions: Choose the best answer for each question.

Contract Terms:

4. The minimum wage in the Philippines is determined by:
 - a) National government only
 - b) Regional Wage Boards only
 - c) A combination of national and regional wage boards
 - d) The employer's discretion



HR Concepts and Laws in the Philippines: Test Questions

Instructions: Choose the best answer for each question.

Contract Terms:

5. Which of the following is NOT a mandatory benefit for all employees in the Philippines?
 - a) SSS (Social Security System) Membership
 - b) PhilHealth Membership
 - c) Pag -IBIG (National Housing Authority) Membership
 - d) Performance Bonus

6. In the absence of a written contract, the standard work week in the Philippines is:
 - a) 35 hours b) 40 hours c) 44 hours d) 48 hours



HR Concepts and Laws in the Philippines: Test Questions

Instructions: Choose the best answer for each question.

Termination Process:

7. An employer can terminate an employee for just cause without any notice if the employee commits:
 - a) Minor negligence
 - b) Serious insubordination
 - c) Frequent lateness
 - d) Unsatisfactory performance



HR Concepts and Laws in the Philippines: Test Questions

Instructions: Choose the best answer for each question.

Termination Process:

8. When terminating a regular employee due to redundancy, the employer must provide a notice period of:

- a) One month
- b) One week
- c) No notice period is required
- d) The notice period can be negotiated



HR Concepts and Laws in the Philippines: Test Questions

Instructions: Choose the best answer for each question.

Termination Process:

9. Which government agency is responsible for mediating labor disputes in the Philippines?
- a) Department of Trade and Industry (DTI)
 - b) Securities and Exchange Commission (SEC)
 - c) Department of Labor and Employment (DOLE)
 - d) Bureau of Internal Revenue (BIR)



HR Concepts and Laws in the Philippines: Test Questions

Instructions: Choose the best answer for each question.

Termination Process:

10. An employee who believes they have been illegally terminated has the right to file a case with:
- a) The company owner directly
 - b) The local police station
 - c) The Department of Labor and Employment (DOLE)
 - d) Any lawyer of their choosing



HR Concepts and Laws in the Philippines: Test Questions

Instructions: Choose the best answer for each question.

Answer Key:

1. (c) Requirement for a specific religion
2. (b) 6 months
3. (c) All employees, regardless of employment status
4. (c) A combination of national and regional wage boards
5. (d) Performance Bonus
6. (b) 40 hours
7. (b) Serious insubordination
8. (a) One month
9. (c) Department of Labor and Employment (DOLE)
10. (c) The Department of Labor and Employment (DOLE)



III. POSITIVE WORKPLACE CULTURE IN CREATIVE ORGANIZATIONS



Chris Reid • Following

I help Australia and New Zealand's best run businesses recruit experts wi...

3d •

A positive work culture is not:

- Free fruit
- Ping pong table
- 2 slices of pizza every other Friday
- Work hard/play hard with your 'bros'

A positive work culture is:

- Doctor's appointment? See you in a couple hours. Don't need to ask my permission.
- Want some days off? Sure, no problem.
- Family commitments later? All good, I'll make sure the meeting is recorded and there is a way you can still contribute towards the outcome.
- Woke up poorly? We got you covered.

A good leader in a positive work culture will not drive you to set hours, they will work to outcomes.

A good leader in a positive work culture will make sure you don't need to ask permission to be an adult. If we need to have a tough conversation, it's not because you spent your morning at the dentist once in a while or were sick for a week.

The world of working has changed and those who don't change with it, risk being left behind when it comes to hiring.

A positive workplace culture has empathy, care and respect. It allows you to be a responsible adult, knowing your responsibilities and not having to ask permission or apologize because of your situation.

What does workplace collaboration look like?

Workplace collaboration can take on several forms. In some workplace environments, collaboration may look like individuals working independently to achieve their objectives, but checking in with managers or supervisors ensures they stay on track. In other workplaces, collaboration may look like colleagues discussing how to overcome an obstacle and brainstorming new solution ideas together.

It could also involve individuals at different organizations working together to discuss ideas and find ways for their organizations to work cohesively with one another. While employee collaboration between team members, stakeholders, or supervisors can look different depending on the people involved, each dynamic has its benefits for helping the workplace succeed.

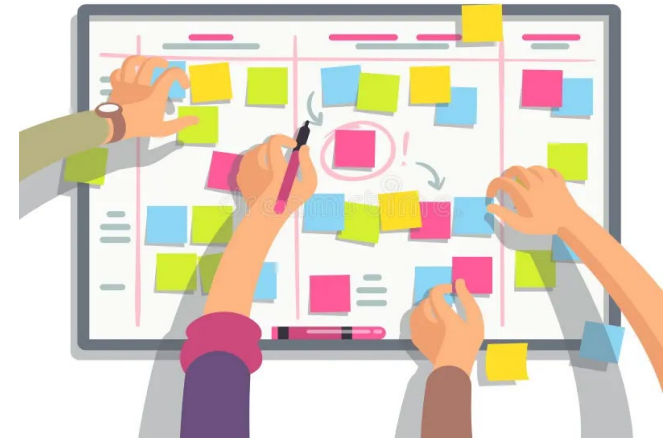


Effective collaboration should empower everyone involved. Professionals should be able to share ideas, concerns, questions, and thoughts to spark conversation, form connections, and work toward their goals.

The workplace environment should feel safe for open communication and interaction. In the modern workplace, effective collaboration may look like the following:

- The company forms teams of employees to brainstorm new ideas to existing problems.
- Company leadership holds question-and-answer sessions with employees to discuss and share thoughts.
- Company leadership encourages employees with different skills to work together on workplace goals.
- Each team meeting has a clear objective, and employees work together to meet the common goal.
- Employees can add items to meeting agendas before the meeting begins.

- Employees can add items to meeting agendas before the meeting begins.
- Team members divide meeting responsibilities between team members rather than one individual.
- Employers encourage employees to form positive relationships.
- Major company decisions are made through collective discussion and action.
- The company policies reflect the desire to support collaboration.
- Teams are diverse and capitalize on employee strengths.
- Company leadership encourages the importance of collaboration when onboarding and training new employees.
- The company encourages regular small group sessions.



Strategies to increase workplace collaboration

To increase workplace collaboration, focus on creating an environment of trust and open communication to encourage beneficial interactions and relationship building. Doing so requires setting clear boundaries and working from the top down to design a positive environment. To create this type of workplace, consider implementing the following strategies:

- Demonstrate collaboration in leadership positions.
- Keep consistent communication through online platforms.
- Have several types of meeting structures to connect remote or hybrid employees
- Encourage employees to push outside their comfort zone by treating mistakes like opportunities to learn and improve.
- Host networking events and company bonding experiences
- Celebrate the strengths of individuals.
- Create a culture of sharing knowledge and resources.

Feedback loops are essential mechanisms that enhance performance and productivity within organizations. For feedback loops to be effective, they rely on transparent and open communication, clear processes, and the right tools. Here's how they work:

1. Provide Transparent and Open Communication

Feedback loops thrive in environments where communication is clear and open. This means creating a culture where employees feel comfortable expressing their opinions, both positive and critical. Open communication also involves a willingness to receive feedback without defensiveness, fostering a climate system of trust and mutual respect.

Key aspects of transparent communication in feedback loops include:

- **Specificity:** Feedback should be detailed and clear about what is being addressed.
- **Actionability:** Feedback should provide clear steps or actions that can be taken.
- **Timeliness:** Feedback should be given promptly to ensure relevance and immediacy.

2. Automate Your Feedback Processes

Collecting and analyzing feedback manually can be labor-intensive. Automated systems help streamline this process, making it more efficient and responsive. Automation tools can capture and analyze feedback from customers and employees quickly, allowing for immediate action.

Methods to automate feedback processes include:

- **Survey Software:** Automatically send out surveys and collect responses.
- **Chatbots:** Gather real-time feedback through automated interactions.
- **Integration with CRM and Analytics Platforms:** Facilitate seamless tracking and analysis of feedback data.

Automation reduces the burden on the customer service team, mitigates risks, ensures quick responses, and prevents issues from escalating.

3. Choose the Appropriate Channels

The effectiveness of feedback loops depends on selecting the right channels to collect feedback. This choice should consider the target audience, the type of feedback desired, the required level of detail, and cost constraints.

Considerations for selecting channels include:

- **Audience Targeting**
- **Feedback Type**
- **Detail Level**
- **Cost**

Surveys, interviews, focus groups, social media, and customer support platforms are suitable channels for feedback loops.

4. Integrate Your Feedback into Strategic Planning

Feedback loops must be integrated into strategic planning to contribute to sustainable growth. By incorporating customer and employee insights, businesses can develop responsive and forward -thinking strategies, directing resources efficiently to meet genuine needs and opportunities.

5. Categorize Feedback to Manage Effectively

Segment feedback based on its source, relevance, and impact to manage feedback effectively. Prioritize feedback from loyal customers, high -value clients, or employees with critical expertise. Additionally, feedback can be categorized by the customer journey stage or organizational department.

6. Quantitative vs. Qualitative Feedback

Different types of feedback offer unique insights. Quantitative feedback, such as survey ratings and analytics, provides statistical trends, while qualitative feedback, like comments and suggestions, offers depth and context. Balancing both types of feedback is crucial for a comprehensive analysis.

7. Ensure Consistency and Repetition

Identify recurring themes and patterns in feedback. Feedback that is consistently mentioned across various sources or over time is likely more significant and valuable.

8. Acknowledging and Rewarding Feedback

Acknowledging and rewarding feedback shows that contributions are valued, encouraging continued participation. Methods to acknowledge feedback include:

- Thank the individual for their input.
- Highlight how their feedback was helpful.
- Acknowledge efforts in a public forum.
- Offer rewards such as gift cards or certificates of appreciation.

By following these principles, feedback loops can function effectively, driving continuous improvement and fostering a culture of openness and responsiveness within the organization.

In the Philippines, workplace harmony is crucial, and the law provides mechanisms to address disputes that may disrupt this environment. When an employee files a complaint against another for alleged misconduct such as shouting and belittling, it typically triggers the internal grievance machinery of the company.

Legal Framework and Guidelines:

1. **Labor Code of the Philippines** : Under the Labor Code, employers are required to establish procedures for resolving grievances in the workplace. This includes complaints about employee behavior that may undermine dignity or respect.
2. **Department of Labor and Employment (DOLE) Guidelines** : DOLE provides additional guidelines on handling workplace disputes through fair and transparent processes. This often involves a grievance committee or similar body within the organization.

Steps in Handling Grievances:

- **Filing of Complaint** : The complainant must file a written complaint detailing the incident, including times, dates, and any witnesses. This complaint is submitted to the grievance committee or HR department.
- **Acknowledgment and Assessment** : The committee acknowledges receipt of the complaint and assesses its validity based on preliminary evidence.
- **Investigation** : If the complaint warrants further action, an investigation is launched. This includes interviewing the involved parties and witnesses, and gathering relevant evidence.
- **Hearing** : Both parties may be asked to attend a hearing to present their sides of the story, often accompanied by representation if desired.
- **Resolution and Decision** : Based on the investigation and hearing, the grievance committee makes a decision. The decision can range from dismissal of the complaint, mediation and reconciliation, to disciplinary actions against the perpetrator if the complaint is substantiated.

Employee Rights and Protection:

- **Right to Fair Hearing** : Both parties in the grievance have the right to a fair hearing and to present their case. This is critical to ensure that all facts are considered before any decision is made.
- **Protection from Retaliation** : The complainant is protected by law from retaliation. Any retaliatory action by the accused or by the company can lead to additional charges and penalties.

Conclusion: The grievance process is designed to resolve issues internally and restore workplace harmony. Companies must handle these complaints seriously and impartially to ensure fair treatment of all employees. This process not only supports the affected individuals but also upholds the integrity of the workplace. Employees who feel that their grievance has not been adequately addressed may seek further advice or assistance from DOLE or legal professionals to ensure their rights are protected.

TEAM MANAGEMENT SKILLS ALL PROFESSIONALS NEED

1. Clear, Effective Communication

As a manager, your goal is to help the members of your team complete tasks in a manner that is efficient, consistent, and aligns with the company's overarching strategic goals. To accomplish this, you must clearly articulate what those strategic goals are —while also detailing the specific work and processes that will be required of your team to reach them.

By becoming a more effective communicator, you'll remove confusion among your team and ensure everyone is aligned and working toward the same goals.

TEAM MANAGEMENT SKILLS ALL PROFESSIONALS NEED

2. Emotional Intelligence

Emotional intelligence refers to an individual's ability to manage their emotions, as well as those of others.

A highly developed level of emotional intelligence _____ is a hallmark of strong managers and leaders. Someone with a keen sense of self _____-awareness, empathy, and other social skills is someone who can motivate and influence others _____—an important quality for managers to exhibit.

3. Organization

You may be responsible for overseeing budgets and project timelines in addition to the daily tasks that members of your team perform. Juggling so many moving pieces and making necessary adjustments along the way requires a high degree of organization.

TEAM MANAGEMENT SKILLS ALL PROFESSIONALS NEED

4. Ability to Delegate

However tempting it might be for you to micromanage members of your team, doing so can be detrimental to progress.

A good manager knows how to delegate work to others. This involves understanding who's best suited to complete a particular task. It also requires ensuring an employee has the required resources to be successful and feels empowered to make their own decisions.

TEAM MANAGEMENT SKILLS ALL PROFESSIONALS NEED

5. Openness

Openness goes hand in hand with both emotional intelligence and effective communication.

It's important that the members of your team feel comfortable approaching you when they have questions or concerns, or when they need clarification on what's expected of them. If your employees don't believe they can reach out to you, there's a risk that problems or concerns will go unaddressed before it's too late to correct them.

TEAM MANAGEMENT SKILLS ALL PROFESSIONALS NEED

6. Problem -Solving

No matter how well prepared, organized, or established a project or process is, every manager runs into problems. This could be in the form of a missed deadline or milestone. It could be budgetary in nature. It could involve an unforeseen breakdown in the supply chain.

Whatever the case, managers must be skilled problem -solvers. The ability to evaluate a challenge, think critically about potential solutions, and formulate a response are essential to anyone who's tasked with leading a team.

TEAM MANAGEMENT SKILLS ALL PROFESSIONALS NEED

7. Decision -Making

Over the course of a day, managers might be responsible for making a number of decisions that impact their team or the project they're overseeing. Prioritizing tasks, allocating resources, delegating duties —each of these is a decision that falls to the manager.

Sometimes, a manager will need to make an authoritative decision to resolve an issue. Other times, decision -making might involve consensus building, wherein members of the team are invited to participate in the discussion and help guide the process. Ultimately, the manager is responsible for the outcome of the decision and, as such, must be comfortable with ensuing results.

Q & A



IV. FUTURE HR TRENDS FOR CREATIVE ENTERPRISE

Ways to begin introducing AI technology and automation into the workplace:

1. Automating repetitive tasks

Repetitive tasks are often time-consuming and error-prone when performed by humans. AI and automation excel at these tasks, performing them accurately and efficiently, saving valuable time. This includes tasks such as data entry, scheduling, and reporting, which, when automated, allow employees to focus on more complex and meaningful work.

2. Enhancing decision-making through data analysis

AI algorithms can analyze vast amounts of data quickly, extracting valuable insights and trends. This facilitates evidence-based decision making, which can improve business strategies and results. From predicting consumer behavior to identifying operational inefficiencies, AI-driven data analysis can offer a significant competitive advantage.

3. Streamlining communication and collaboration

AI and automation can streamline internal and external communication, improving collaboration and efficiency. Automated scheduling, AI-powered chatbots, and collaborative tools can reduce bottlenecks and improve response times, leading to better customer service and team cohesion.

4. Personalizing employee and customer experiences

AI and automation enable personalization at scale, enhancing both employee and customer experiences. From personalized learning and development programs for employees to tailored product recommendations for customers, these technologies can drive engagement and satisfaction.

5. Reducing human error and increasing accuracy

AI and automation can significantly reduce errors in processes and tasks, increasing accuracy and consistency. This not only enhances efficiency but also reduces risk and improves compliance, particularly in sectors such as finance and healthcare where accuracy is paramount.

While AI and automation bring tremendous benefits, human oversight remains critical. Humans bring unique intuition and judgment to decision -making, which AI cannot replicate. They can navigate ethical considerations, ensuring that AI and automation align with organizational values and goals. Humans are also essential for managing change and adapting to new technologies.

The Need for Continuous Learning

With rapidly evolving technologies and shifting industry trends, job market is gearing up to be competitive. The recent rise of automation and artificial intelligence, for instance, is leaving many traditional jobs at risk and shifting employer expectations.

To ensure future career success, professionals will need to be proactive and adaptable to stay relevant and thrive in their careers. For leaders, staying competitive will require pushing for more learning initiatives within the organization, facilitating upskilling opportunities for their employees while providing and participating in leadership training.

Specialized Skills and Staying Ahead

Another shifting job market dynamic is recruitment and what employers are increasingly looking for in their candidates: specialized skills that align with the specific needs of their organizations.

The silver lining is that since remote and hybrid work has become the “new normal,” the professional community has grown even more robust in its online presence. Despite market uncertainty, it’s also easier to access the resources to adapt to instability. For instance, industry leaders and influencers often foster professional development by offering specialized courses, industry -specific certifications, and other upskilling opportunities.

Minding the Skills Gap

The skills gap, or the discrepancy between the skills employers need and the skills that candidates and workers possess, has been a persistent challenge in the job market. This year, addressing the skills gap through upskilling has become an essential strategy for professionals to enhance their employability. Providing upskilling opportunities is also a necessary strategy for retention.

To be proactive by investing in professional development, however, you must first identify what skills are in high demand within your industry. Keeping tabs on market trends may involve:

- Collaborating with mentors or industry experts and leveraging online resources within your networks.
- Researching industry reports and publications that follow and analyze relevant data.
- Following employment and career websites, monitoring job boards, and industry-specific blogs and outlets.
- Looking for recurring patterns in job descriptions and qualifications and taking note of frequently mentioned or required skills.
- Seeking feedback from employers and hiring managers who have firsthand knowledge of high-demand skills and can provide specific insights.

Employer Expectations and the Future of Work

In 2023, employers are placing a premium on candidates committed to professional
development, continuous learning, and upskilling.

When it's challenging to forecast the future, adaptability is desirable in an employee, especially
in a candidate . Career growth and success rely on the ability and willingness to learn , such as
taking technological advancement seriously and learning new systems and processes.

Hiring managers want to know how candidates can contribute to the organization's mission,
bring in more revenue, and fit within an established culture. If the company is proactive in its
continued learning, so too should the candidates be in their development as professionals.

Best Practices For Authentic Engagement In Wellness Programs

- Authenticity in the workplace: Embracing authenticity improves employee well-being, engagement, and social connections. This is achieved through transparent communication and a company culture that truly reflects its core values.
- Understanding engagement types: Hollow engagement in wellness programs, often superficial and incentive-driven, offers limited health benefits. Authentic engagement, on the other hand, is intrinsically motivated and leads to sustainable lifestyle improvements.

Best Practices For Authentic Engagement In Wellness Programs

- Employee -centric program: Encourage authentic engagement in wellness programs by actively seeking and incorporating employee feedback. Adopt a holistic approach that covers all aspects of well-being, ensuring broader relevance.
- Communication & incentives: Implement continuous programs that regularly reward efforts to motivate long-term commitment. Communicate the intrinsic value of participation through various channels, showcasing success stories and employee testimonials.



Best Practices For Authentic Engagement In Wellness Programs

- Broadening participation: Leadership participation in wellness programs inspires broader employee engagement. Encouraging family involvement in wellness activities increases the program's appeal and promotes a holistic approach to health.



HR analytics involves collecting, organizing, and analyzing large sets of employee-related data to identify patterns, trends, and correlations that can be used to form HR strategies, policies and tactics.

This can include data on employee performance, workforce demographics, turnover rates, engagement levels, absenteeism, sabbaticals and more. By leveraging HR analytics, organizations can make data-driven decisions that optimize the workforce, improve overall business outcomes, and enhance employee experience.



**By leveraging HR analytics,
organizations can:**



HR metrics are specific measurements used to track and evaluate various aspects of the human resources function. HR metrics are typically used to assess the performance, efficiency, and effectiveness of HR processes and practices and to provide insights into workforce trends and patterns.

HR metrics include employee turnover rates, time -to -hire, training and development costs, absenteeism, skills gap and employee engagement levels.

By tracking and analyzing HR metrics, organizations can identify areas for improvement, make data -driven decisions, and ensure that HR initiatives, practices and drives are aligned with the business's overall goals.



Why Do We Need HR Metrics?







In conclusion, HR metrics and HR analytics are both valuable tools for managing and optimizing the human resources function of an organization.

HR metrics provide specific measurements to evaluate various aspects of the HR function, while HR analytics involves the collection, analysis, and interpretation of large sets of HR-related data to provide insights and inform strategic, data-driven decision-making so that it can be based on hard-core data and not intuition.



By using a more integrated approach of both HR metrics and HR analytics, organizations can improve recruitment and retention, enhance employee performance and engagement, optimize workforce planning, align HR strategies with business goals, and increase efficiency and reduce costs, turnover rates and absenteeism to push up financial metrics like revenue, sales and profits for the organization.

HR metrics and HR analytics have to be used in tandem to gain an in-depth insight into the organizational workforce and identify opportunities for improvement and implementation. With the right data and analysis, organizations can effectively manage their human resources and drive overall business success to greater heights.

Q & A



Reflective journaling on HR lessons



1. What specific HR lesson or concept resonated most with you recently? Why?
1. How can you apply this HR lesson in your current or future role?
1. Did this lesson challenge any previous assumptions you had about HR practices?

CASE STUDY

You are the creative director at a marketing agency. Your team has recently won a major new client that will require expanding your creative staff. Analyze the case study details provided and develop a comprehensive hiring strategy that addresses the following: Identify the key skills and creative talents needed for this client's particular needs. Outline your recruiting plan for sourcing and attracting qualified creative candidates regionally and nationally. Describe the different evaluation/ screening methods you will use to objectively assess creative portfolios, skills, experience, etc. Explain how you will structure the interview process to further evaluate cultural fit, creativity, collaboration abilities etc. Develop criteria and a process for making the final hiring decision between top candidates.



Case Study: Expanding Our Creative Team for a New Client

Client: XYZ, a rapidly growing health and wellness company focused on innovative fitness trackers and personalized coaching apps.

Challenge: Our agency recently secured XYZ as a new client. Their fast-paced environment and focus on digital marketing require us to expand our creative team with talented individuals who can deliver engaging and results-driven content.

Hiring Strategy:

1. Identifying Key Skills and Talents:
2. Recruiting Plan:
3. Evaluation & Screening Methods:
4. Interview Process for Cultural Fit & Collaboration:
5. Final Hiring Decision Criteria:

KNOWLEDGE CHECK:

For an open creative role, you need to evaluate candidates by reviewing work samples produced during the interview process. Provide your assessment of two provided work samples based on:

- Creative concept, quality and execution (6 points)
- Real-world application of the skills required for the role (6 points)
- Ability to follow instructions and creative direction provided (4 points)
- Overall recommendation on whether to advance or eliminate the candidate (4 points)



Work Sample 1: Social Media Campaign

Scenario: The creative role requires developing a social media campaign for a new line of eco-friendly water bottles. The instructions emphasize the importance of a visually appealing and engaging concept that highlights the sustainability aspect.

Work Sample: The candidate presents a series of stop-motion animation videos showcasing a plastic water bottle transforming into a vibrant flower. Each video features upbeat music and ends with a call to action directing viewers to the brand's website.

Evaluation:

- Creative concept, quality and execution (6 points):
- Real-world application of the skills required for the role (6 points):
- Ability to follow instructions and creative direction provided (4 points):
- Overall recommendation on whether to advance or eliminate the candidate (4 points):



Work Sample 2: Blog Post

Scenario: The creative role requires writing engaging blog posts for a travel agency. The instructions specify a focus on budget -friendly travel tips for young adults.

Work Sample: The candidate submits a well -written blog post on luxury travel destinations in Europe. While informative, it doesn't address the brief's target audience or budget -friendly aspect.

Evaluation:

- Creative concept, quality and execution (6 points):
- Real -world application of the skills required for the role (6 points):
- Ability to follow instructions and creative direction provided (4 points):
- Overall recommendation on whether to advance or eliminate the candidate (4 points):

Talent Management (15 points)

- What processes would you put in place for effectively onboarding and training new creative hires? (5 points)
- How would you continue evaluating creative staff performance and provide feedback? (5 points)
- Describe an approach for cultivating creative talent and professional development. (5 points)



Sample Answer: Creative Onboarding and Development:

Effective Onboarding (5 points):

1. **Pre-boarding:** Send a welcome package with company swag, team bios, and access to internal resources before the first day.
2. **First Day:** Personalized welcome, team introductions, tour, and overview of company culture and expectations.
3. **Mentorship Program:** Assign a senior team member as a mentor to guide the new hire through initial challenges and acclimate them to workflows.
4. **Project Pairing:** Pair the new hire with experienced team members on real projects to gain practical experience and collaborate with different roles.
5. **Onboarding Curriculum:** Develop a structured training program with modules on company tools, processes, brand guidelines, and industry trends.



Sample Answer: Creative Onboarding and Development:

Performance Evaluation and Feedback (5 points):

1. **Regular Check -ins:** Schedule regular one -on-one meetings with the new hire to discuss progress, challenges, and provide ongoing feedback.
2. **Goal Setting:** Establish individual and team goals aligned with company objectives, and use them as a framework for performance evaluation.
3. **Peer Reviews:** Implement a system for constructive peer feedback on projects, fostering collaboration and growth.
4. **Self -evaluation:** Encourage self -reflection by having team members submit self - evaluations alongside manager feedback.
5. **360 -Degree Feedback:** Utilize anonymous feedback from clients, colleagues, and superiors to provide a well -rounded performance picture.



Sample Answer: Creative Onboarding and Development:


Cultivating Creative Talent (5 points):

1. **Professional Development:** Offer opportunities for skill development through workshops, conferences, and online courses related to design, marketing, and specific software.
2. **Internal Knowledge Sharing:** Encourage brown bag lunches or presentations by senior staff to share expertise and foster cross-pollination of ideas.
3. **Creative Challenges:** Organize internal design or writing competitions with themes relevant to current projects, stimulating innovation and friendly competition.
4. **Idea Incubator:** Create a dedicated space for brainstorming and experimenting with new creative concepts, encouraging risk-taking and exploration.
5. **Client Collaboration:** Involve team members in client meetings and brainstorming sessions to expose them to real-world project challenges and client interactions.

By implementing these processes, you can create a comprehensive onboarding and development program that fosters a thriving creative team. This will help new hires integrate seamlessly, ensure ongoing performance excellence, and cultivate a culture of continuous learning and innovation.

ASSIGNMENT: Developing a Performance Appraisal System





Company: [Your Company Name]

Department: Human Resources

Objective: Design a comprehensive performance appraisal system for [Your Company Name].

Instructions:

1. **Target Audience:** Identify the target audience for this performance appraisal system (e.g., all employees, management, specific departments).
1. **Performance Goals:** Define the key performance goals for your company and how they will be incorporated into the appraisal process.
1. **Evaluation Criteria:** Develop clear and measurable criteria for evaluating employee performance. These criteria should consider job duties, skills required, and desired behaviors.



- 4. Appraisal Methods:** Outline the different methods you will use to gather performance data. Consider methods like self -assessment, manager evaluation, peer review, and client feedback (if applicable).

- 5. Frequency:** Determine the frequency of performance appraisals (e.g., annual, biannual, quarterly).

- 6. Feedback Process:** Describe how feedback will be delivered to employees. This should include a clear structure for the appraisal meeting, with opportunities for both manager and employee to share feedback.

- 7. Development Planning:** Explain how the performance appraisal system will be used to identify employee development needs and create action plans for improvement.

- 8. Benefits:** Outline the benefits of a well -designed performance appraisal system for both employees and the company.



Deliverables:

- A written document outlining the details of your performance appraisal system.
- (Optional) A sample performance appraisal form that incorporates the chosen evaluation criteria.

Considerations:

- Ensure the system is fair, objective, and transparent.
- Align the system with the company's overall goals and values.
- Make sure the appraisal process is efficient and not overly time -consuming.
- Focus on both employee strengths and areas for improvement.
- Use the system as a tool for development, not just performance evaluation.

Additional Resources:

- Society for Human Resource Management (<https://www.shrm.org/>)
- International Public Service Performance Association (<https://www.ippapublicpolicy.org/>)



Grading Rubric:

- **Target Audience and Performance Goals (15 points):** Clear identification of target audience and well defined performance goals aligned with company objectives. -
- **Evaluation Criteria (20 points):** Measurable and relevant criteria that capture different aspects of employee performance.
- **Appraisal Methods (15 points):** A variety of methods are included to gather comprehensive data on performance.
- **Frequency and Feedback Process (15 points):** Clear frequency for appraisals and a structured approach to delivering feedback.
- **Development Planning (15 points):** Demonstrates how the system will be used to identify and address development needs.
- **Benefits (10 points):** Clear description of benefits for both employees and the company.
- **Written Document & Sample Form (10 points):** Well-organized document explaining the system and a sample form that reflects the chosen criteria (optional).

This assignment allows you to develop a performance appraisal system specific to your company's needs. Remember, a well -designed system can be a valuable tool to motivate and develop employees, leading to improved performance and overall business success.



Reflective journaling on HR lessons



1. What specific HR lesson or concept resonated most with you recently? Why?
1. How can you apply this HR lesson in your current or future role?
1. Did this lesson challenge any previous assumptions you had about HR practices?



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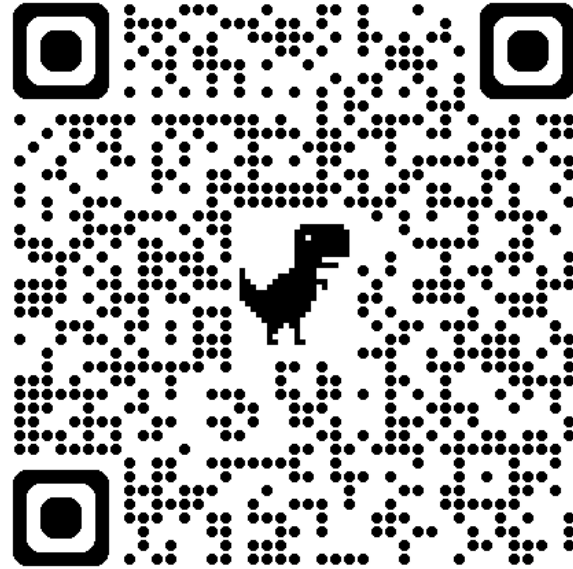
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EVALUATION for Module 8: HR for Creatives ToT



CREATIVE AGE FOR SDGS

Accelerating Growth of MSMEs in the Philippines

THANK YOU!