EXEQSERVE CORPORATION

COMPANY X

STRATEGIC HUMAN RESOURCE DEVELOPMENT PLAN

A Proposal by Edwin C. Ebreo

HR Development Consultant

COMPANY X STRATEGIC HUMAN RESOURCE DEVELOPMENT PROGRAM

EXECUTIVE SUMMARY

As Company X continues to grow, the need to establish a more mature HR Development Program that responds to the company's need to succeed in an ever toughening market becomes apparent. HR Development Programs are important in keeping the workers aligned with the goals of the organization. A good Strategic HRD plan helps managers see a clear line of sight between organizational goals, the competencies the employees need to demonstrate and what they as managers need to do in order to encourage and support the acquisition and demonstration of these behaviors. Having a thoroughly thought out plan for human resource development helps attract the needed talents and keep them motivated in pursuing performance excellence.

The goal of this document is to present a set of strategies to help both the Human Resource Development Department and the Line Mangers form partnership for helping the employees acquire the necessary knowledge, skills and attitude to perform the job better.

PROGRAM OBJECTIVES

- ❑ Identify needed to training to help employees align their performance with the company's strategic direction
- ❑ Identify needed training to close existing competency gaps
- ❑ Present strategy for helping managers support the new learning and encourage demonstration of new behavior at work.

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A LITTLE INFORMATION ABOUT EXEQSERVE

ExeQserve Is a fast-rising Outsourced HR Services company (Search, Training, & Consulting). It was established last April 23, 2007 with Mr. Edwin C. Ebreo as President, Roel C. Hernandez, Eden I. Hernandez, Christopher V. Siena, and Benedicto C. Cruz as Members of the Board. We offer HR-related services such as but not limited to recruitment, training and HR Consulting. We've worked with clients from various industries.

THE exeQserve PROMISE

Knowledge, skills and attitudes are your employees most important equipment. Acquiring them however, requires considerable financial investment. **ExeQserve** can help you ensure returns on your training investments with programs designed not only to inform your employees but to equip them with the necessary Knowledge, Skills, Attitude and Habit (K.A.S.H.) to serve their customers better, to work with each other and to deliver better results.

When you attend our training we will make sure that you will go home with:

- The necessary mindset for better performance
- New sets of information
- A new set of skills to practice
- New tools in the form of templates, process steps and checklists.
- Guides on how their managers can support the application of their learning

We also offer learning tools for you to improve organizational climate and effectiveness. See our line up of training and contact us through the following for more details:

TEL. 3288828 / 8933199 LOCAL 102 TO 108
FAX: 3288828 / 8933199 LOCAL 103
EMAIL: CUSTOMERCARE@EXEQSERVE.COM
URL: WWW.EXEQSERVE.COM

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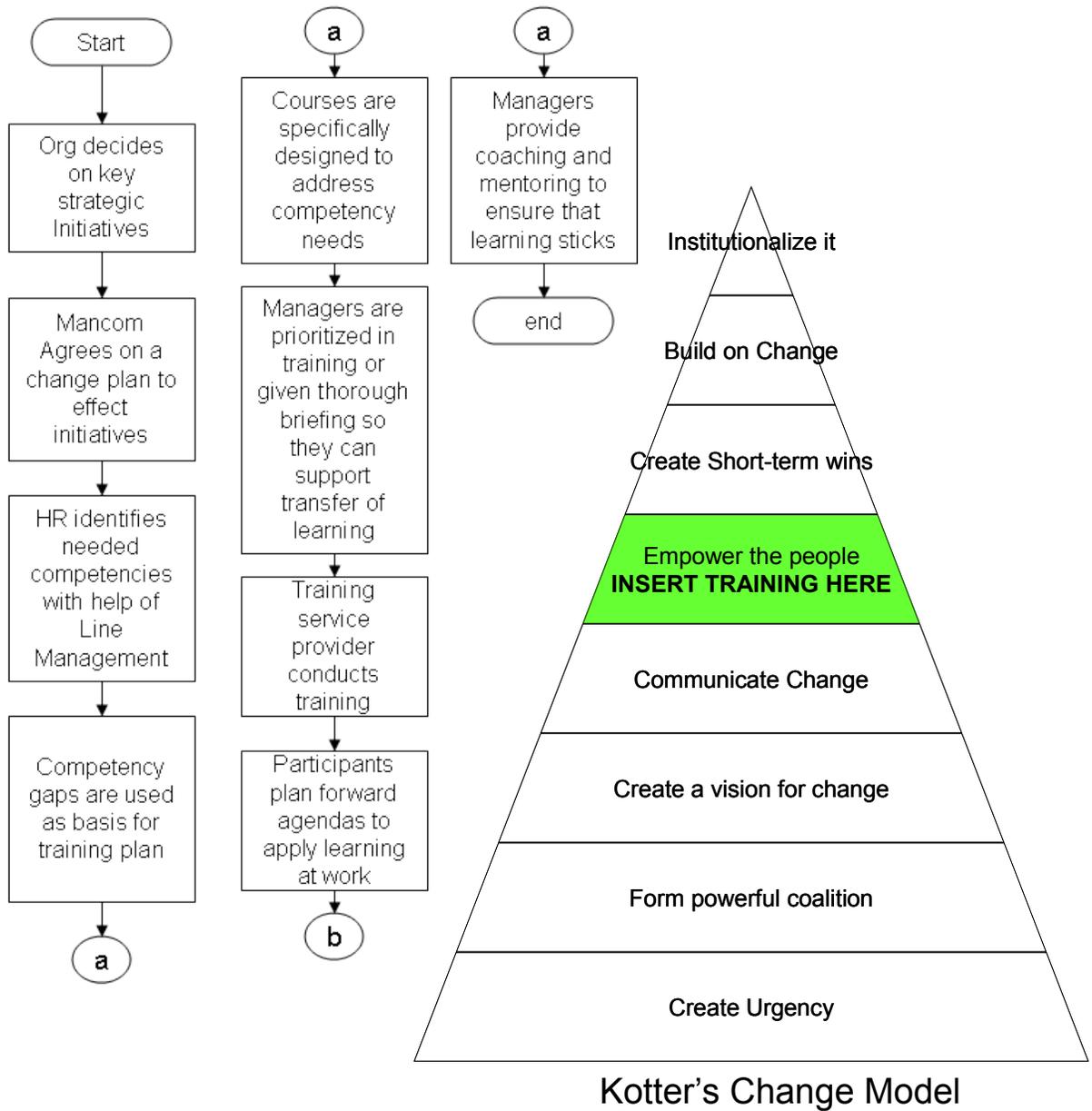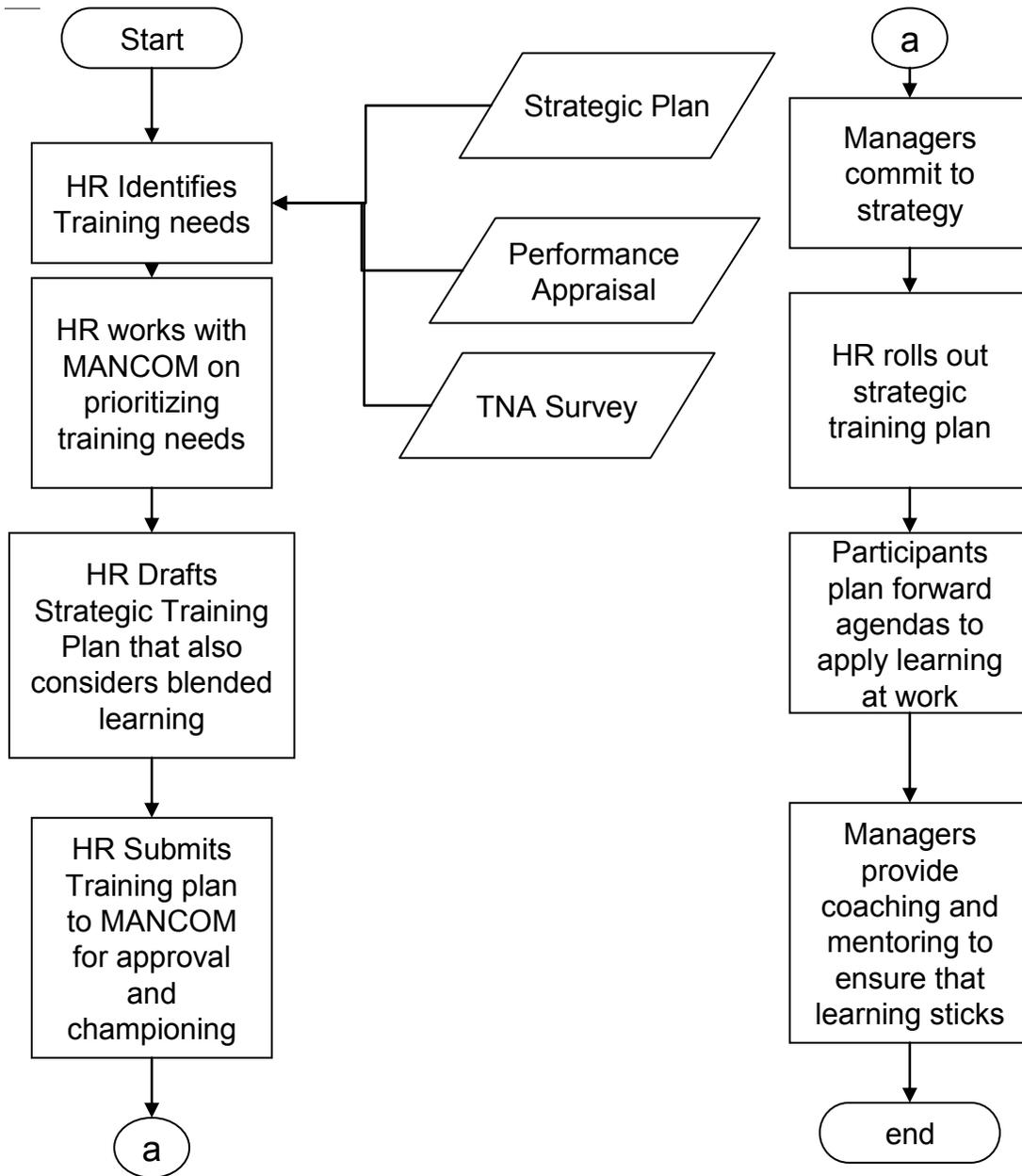
STRATEGY FOR ENSURING TRANSFER OF LEARNING

1. As HR's way of partnering with our line counterparts, we have identified specific skills and behaviors that target participants need to demonstrate after the training. We have made these expectations clear with the training providers and asked them to customize their training designs to meet these expectations.

2. HR and/or Training Providers shall give a thorough briefing to concerned managers about the training so managers can better appreciate the content of the course and how they can support the demonstration of desired behaviors and performance.

3. Each participant is required to complete and submit to their managers a training completion report that we shall call a "Forward Agenda." This report contains a participant's commitment to identify an opportunity to apply the learning at work, and then later report the result to the manager. It is the responsibility of the manager to demand the completion of the said report to motivate the participants to demonstrate the desired behaviors.

4. Facilitators shall be required to submit a comprehensive report about the training and the participants. The report shall contain highlights of the training, the facilitators' observations and their recommendations on how the managers will be able to support the training.

5. In order to encourage employees to demonstrate the desired behaviors, merit points shall be added to their performance appraisal as a result of the completion of their forward agenda. There will also be additional merit points given to managers for successfully coaching their direct reports to demonstrate the behaviors the participants learned in the training.

6. HR shall encourage the use of various learning approaches to suit the participants' learning styles. We shall allocate budget for purchase of needed books and other forms of self-paced learning media to help learners who prefer those approaches. Employees may opt-out of traditional classroom approaches, and use other learning sources. When they are ready, they will be asked to prepare a forward agenda as a result of their learning through the mode they chose and go through the same process as those who attended classroom training.

7. Line Managers and HR shall partner in maintaining individualized training plan to ensure that individuals are following their   respective plans for achieving their career

goals in the company. Management may opt to send a participant to a public seminar if they deem this as the most suitable way to address the training need provided that the participant and remain subject to completing forward agenda at the end of the training.

FRAMEWORK FOR RELATIONSHIP OF TRAINING WITH ORGANIZATIONAL CHANGE MANAGEMENT

Start

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Org decides on key strategic Initiatives

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Mancom Agrees on a change plan to effect initiatives

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HR identifies needed competencies with help of Line Management

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Competency gaps are used as basis for training plan

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Courses are specifically designed to address competency needs

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Managers are prioritized in training or given thorough briefing so they can support transfer of learning

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Training service provider conducts training

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Participants plan forward agendas to apply learning at work

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Managers provide coaching and mentoring to ensure that learning sticks

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Kotter's Change Model

- Institutionalize it
- Build on Change
- Create Short-term wins
- Empower the people **INSERT TRAINING HERE**
- Communicate Change
- Create a vision for change
- Form powerful coalition
- Create Urgency

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                    ┌─────────┐
                    │  Start  │
                    └────┬────┘
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              ┌──────────▼──────────┐         ╱ Strategic Plan ╱
              │   HR Identifies     │◄──┐
              │   Training needs    │   │     ╱ Performance Appraisal ╱
              └──────────┬──────────┘   │
                         │              │     ╱ TNA Survey ╱
              ┌──────────▼──────────┐
              │   HR works with     │
              │   MANCOM on         │
              │   prioritizing      │
              │   training needs    │
              └──────────┬──────────┘
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              ┌──────────▼──────────┐
              │   HR Drafts         │
              │   Strategic Training│
              │   Plan that also    │
              │   considers blended │
              │   learning          │
              └──────────┬──────────┘
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              ┌──────────▼──────────┐
              │   HR Submits        │
              │   Training plan     │
              │   to MANCOM         │
              │   for approval      │
              │   and               │
              │   championing       │
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Start

HR Identifies Training needs

Strategic Plan

Performance Appraisal

TNA Survey

HR works with MANCOM on prioritizing training needs

HR Drafts Strategic Training Plan that also considers blended learning

HR Submits Training plan to MANCOM for approval and championing

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Managers commit to strategy

HR rolls out strategic training plan

Participants plan forward agendas to apply learning at work

Managers provide coaching and mentoring to ensure that learning sticks

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HRD shall prioritize the implementation of learning interventions needed to support the following initiatives.

1. Service Quality enhancement – As the company aims to attract and sustain customers, the need to make them happy becomes critical. The company recognizes that the quality of service given not only by front liners to our external customers but by everyone in the organization to their internal customers have impact on quality of service; hence customer satisfaction. It is therefore important to device a training and development plan that will ensure demonstration of desired service behaviors by everyone in the organization, from frontline to back office to members of management.

2. Team Culture Building – The Company recognizes our success depends on our ability to demonstrate collaboration, commitment, accountability and focus on results. In order to make this happen, the company needs to;

    2.1. sharpen the leaders' skills in the ways of leading teams;

    2.2. establish norms for team interaction and collaboration

    2.3. improve everyone's ability to communicate openly in an environment of assertiveness;

    2.4. equip everyone with tools they can use to creatively solve problems or improve performance; and

    2.5. build an effective coaching environment

3. Inclusion of competency-based appraisal in the performance management system – The Company recognizes that in order to increase the company's capacity for delivering results; it needs to support the demonstration of competencies that bring about high performance through various means of training and coaching. Competency gaps shall be identified through performance appraisals and 360 degrees training needs analysis survey. We have analyzed the results and identified our priorities for the coming year.

COMPANY X TRAINING AND DEVELOPMENT PLAN

Training Program	Objectives	Target participants
Service Culture Building Program		
Service Leadership	• Describe leadership roles in building a customer-focused service culture • Identify skills necessary for serving customers • Coach employees to demonstrate needed customer service behaviors	Managers and Supervisors
Service Excellence	• Describe the right mindset towards customers • Identify customer service moments of truths and devise ways to exceed customer expectations • Demonstrate skills for handling customer complaints • Identify ways to improve customer service process	Non-managerial employees
Team Culture Building		
Team Leadership	• Define their roles and responsibilities as Team Leaders • Evaluate their own preferred leadership style and learn how to modify it across a range of everyday work situations • Identify with the knowledge, skills and appropriate behaviors required for effective leadership • Describe the causes of motivation and	Managers and Supervisors

Training Program	Objectives	Target participants
	how to develop it within a team • Practice effective communication at team and individual level • Use Coaching tools to improve team performance	
Management Team building	• Model cohesiveness as the organization's leaders • Identify trust, conflict management, commitment, accountability and focus on results as key ingredients to teamwork.	MANCOM Members
Company-wide Team building	• Identify trust, conflict management, commitment, accountability, and results as key components of teamwork; • Know others in the group in a deeper sense in order to learn how to work with them better • Describe required behaviors for productive collaboration; and • Create forward agenda that will help them keep track of their performance as a team.	All employees
Assertiveness Training	• Appreciate the importance of communication in work success • Identify various communication styles • Pave the way for positive interactions • Appreciate the art of active listening • Anticipate and avoid common misunderstandings	All employees

Training Program	Objectives	Target participants
	• Practice assertive communication • Manage challenging conversations	
Team Problem Solving and Decision Making	• Define problems correctly using appropriate tools like Defect + Object • Distinguish between symptoms and causes • Use the appropriate analysis tools to analyze the Root Cause/s of a given problem • Distinguish among Corrections, Corrective and Preventive Actions • Identify the right solutions or corrective actions using appropriate Decision-making tools	All employees
Leadership and Management Development		
Basic Leadership and Management	• Shift mindset from worker to leader and from boss to leader • Describe the process in building teamwork • Identify the basic management tools (P.O.L.C.) • Use communication as an important leadership tool • Align actions with organizational values	Managers and prospective managers
Performance Management	Describe the tools for • Policy Design and implementation mechanisms • Performance goal setting mechanisms (KRA, KPI, Competencies)	

Training Program	Objectives	Target participants
	• Performance Monitoring techniques • Developing employees' capability to perform through training and coaching • Appraising performance • Rewarding and recognizing performance.	
Superior Coaching Skills	• Appreciate the importance of coaching as a leadership role • Describe the superior coaching model • Equip participants with the skills to use the superior coaching model • Feedback on how well you apply the superior coaching model • Set plans to reinforce learning by applying what they have learned at work	
Change Management	• Describe the nature and concept of the change process and its components. • Explain the importance of anticipating and managing change • Identify effective means in anticipating and managing change in the workplace. • Apply the different approaches in overcoming conflicts and other forms of resistance to change. • Achieve focus and control in managing change from start up to follow through. • Create plans to apply learning to work.	
Communication Skills Enhancement Programs		

Training Program	Objectives	Target participants
Basic Business English	• undergo a review of grammar rules and applications; • pass an exam to test their communication competence; • be more confident in their communication skills; and • be able to move on to the next phase of the business writing program.	Identified employees
Business Writing	• learn the value of good written communication; • know and practice the basic steps of business writing; • apply the 10 C's of Communication to written materials; • know and avoid the pitfalls of business writing; • assess their own writing competence and find areas for improvement; and • know how to get their message across and achieve results through their writing	Identified employees
Presentation Skills Enhancement	• Assess their strengths and their areas for improvement as speakers and presenters • Learn and practice techniques for effective presentations • Manage interactions with the audience • Respond effectively to difficult questions and situations • Use presentation tools more effectively	Identified employees

Training Program	Objectives	Target participants
	• Build an action plan for developing their presentation skills in relation to their job requirements	
Personal Effectiveness		
Personal Effectiveness Workshop	• Identify and integrate their professional and personal goals • Set meaningful life goals • Create strategies for completing their most essential activities at any point in time • Manage time wasters • Monitor their activities and take the appropriate corrective measures • Develop a personal support system that will facilitate their achievement of life goals • Prepare themselves mentally, physically and emotionally for various life challenges • Find a more balanced lifestyle • Formulate a more balanced work life program	Identified employees
Stress Management	• Increase their awareness of personal stressors, how these affect them and how they cope • Learn and practice a variety of effective coping strategies. • Develop a personal stress management plan	Identified employees
Time Management	• Explain the importance of managing	Identified

Training Program	Objectives	Target participants
	time effectively. • Identify specific factors that impede employee productivity • Determine top "time wasters" in the workplace. • Apply tips and approaches on how to manage time effectively	employees

PRIORITY TRAINING FOR 2010

Service Culture Building							
TRAINING PROGRAM	**TARGET DATE**	**PARTICIPANTS**	**PLACE OR VENUE**	**TIME**	**COST/ PERSONNEL**	**COST/ BATCH**	**TOTAL COST**
Service Leadership	January 10-11	20 Managers	TBA	16 Hours	4,000	80,000	80,000
Service Excellence	Feb 2-3 Feb24-25 March 5-6 March 19-20 April 4-5	100 Employees	TBA	16 Hours	4,000	80,000	400,000.
Team Culture Building							
TRAINING PROGRAM	**TARGET DATE**	**PARTICIPANTS**	**PLACE OR VENUE**	**TIME**	**COST/ PERSONNEL**	**COST/ BATCH**	**TOTAL COST**
Team Leadership	March 10 to 11	20 Managers	TBA	16 hours	4, 000	220,000.00	80,000
Management Teambuilding	April 15-16	8 Senior Managers	TBA	16 hours	10,000	80,000	80,0000
Company-wide teambuilding	May 6-7	100 employees	TBA	16 hours	6,000	600,000	600,000
Assertiveness Training	July 12 -13 July 28-29 August 7-8 August 27-28 Sept 10-11	100 employees	TBA	8 hours	2,000	40,000	200,000
Performance Management							
Performance Management Training	June 5-6	20 Managers	TBA	16 hours	4,000	80,000	80,000
						Total Cost	1,520,000.00

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Note: Other training programs not reflected in this plan deemed by managers to be important shall be accommodated provided appropriate request is submitted with approval of top management.