	MANUAL OF PROCEDURES AND POLICIES	
	HUMAN RESOURCES AND DEVELOPMENT DEPARTMENT	Supersedes Policy on Succession Planning (Part II - No.30)
	REVISED POLICY ON SUCCESSION PLANNING	
	Effectivity Date: JANUARY 15, 2017	<i>Page 1 of 5</i>

GENERAL POLICY STATEMENT

GMA Network, Inc. shall establish and maintain a structured program to develop the preparedness/readiness of pre-selected internal replacements for vacated key positions to ensure continuity of the business.

PURPOSE AND SCOPE

In general, the Succession Planning Program ("SPP") of GMA Network, Inc. aims to identify, develop and retain capable and skilled employees in line with the Company's current and projected business objectives. While there is no guarantee of promotion for individual candidates, it is important to have a pool of employees who are developed and ready to assume critical functions in the Company's key areas of operations. Specifically, the program will entail:


- Identifying employees (candidates) to fill "critical" functions in key areas of GMA Network's current and planned operations to deliver long-term goals.
- Helping these employees acquire competencies needed or required to readily assume or take over these positions when they become available (or are made vacant) through various developmental initiatives, and/ or organizational changes.

This policy is limited only to Department/ Division Head level (from First VP, VP, Senior AVP and AVP) down to non-managerial key positions.


IMPLEMENTING GUIDELINES

1. It is the responsibility of every Department Head/ Division Head/ Section Head/ Immediate Manager to ensure that the organizational unit within his/her span of control develops, implements, maintains, reviews and evaluates succession plans on an annual basis
2. Department Head/ Division Head/ Section Head/ Immediate Manager shall identify, prepare and develop employees who can fill up key leadership and critical positions within the Department as these become vacant with the movement/ separation of the incumbents.
3. The Human Resources Development Department ("HRDD") shall provide assistance to the Group/ Department in profiling internal candidates, conducting training needs assessment, and providing candidates opportunities for training and professional development, as well as other similar initiatives in line with the Group's/ Department's SPP.
4. Implementation of Approved SPP Framework.

Each Department shall be responsible for the over-all implementation of the approved framework of the SPP in collaboration with HRDD. In the process, the Department Head/ Division Head/ Section Head/ Immediate Manager shall observe the following SPP steps:

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Succession Planning Program Framework

	Identify positions that are key and/or critical to business operations
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Review and analyse the existing (ageing) workforce of the Department/ Division/ Section.

HRD Department (through Training & OD) shall compile the list of employees who are due for compulsory retirement in the next five (5) years reckoned from the date of effectivity of this Policy. At the beginning of every 2nd semester, HRDD shall send out this list to the Group/ Department Heads. The Group/ Department Head shall cascade the list to the Division Head/ Managers to identify positions that are key and/ or critical to business operations and consider opportunities to develop their staff as part of a workforce planning strategy.


The following conditions shall be considered in determining the criticality of the position to business operations:

- a. If the position were left vacant, such would cause serious difficulties in delivering the Department's corporate commitments, operational priorities or strategic goals.
- b. The position would be difficult to fill because it requires specialized expertise and experience that is not readily available in the labor market or the skills and competencies required for the position are highly specialized and most sought after in the labor market
- c. The position tends to have a high turnover rate and/ or is prone to poaching/ piracy from competitors
- d. The position requires a high degree of specialized/corporate knowledge transfer to ensure continuity in the performance of the function.
- e. There is no internal pool for this position with candidates ready to step up if such becomes vacant at any given time

	Identify the required competencies for the positions
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Review the existing Job Descriptions ("JDs") and update if necessary. In doing such update, immediate superior shall consider: (a) the minimum job qualifications/ requirements for the job and (b) the specific functional competencies that apply to a key job or position.

To document the enrolment of the position which is due for compulsory retirement to succession planning program, the immediate manager must accomplished "**SPP Form A**". See attached "**Annex A**".

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Identify “internally-sourced” potential candidates-replacements and determine readiness of identified employees

The immediate manager shall conduct a review of employee’s personal and job information to determine alignment to position’s qualifications. In doing such review, the immediate manager shall profile the potential internally-sourced candidates using the “**SPP Form B**”. See attached “**Annex B**”.

In determining who will be potential internal replacements, the following criteria may be used:

- a. Educational attainment
- b. Technical/ Functional Competencies
- c. Job-related experience, acquired in GMA or from previous work
- d. Potential to assume the targeted position based on previous projects successfully handled, or significant accomplishments or contribution
- e. Past consecutive job performance rating for the last three (3) years

Note: Previous consecutive job performance rating of the last three (3) years of “Exceeds Expectations” may be considered adequate basis for establishing consistency in demonstrating competencies (technical/ functional and behavioural) in current position, and which may likely be replicated if employee is given the right preparation and guidance to assume a higher function.


After the individual profiling, the immediate manager shall continue to accomplish the “**SPP Form A**” to enlist all internally-sourced potential candidates for the key/ critical position.

Conduct preliminary assessment by determining core managerial/ leadership competencies (for executive and managerial level only), functional/ technical competencies, and behavioural competencies that a candidate must possess to competently “fit” to the position. The Immediate manager shall continue to accomplish “**SPP Form B**”.



Prepare a Succession Development Plan (SDP)

After assessing potential candidate’s readiness, the immediate manager shall accomplish the Succession Development Plan using “**SPP Form C**”. See attached “**Annex C**”. Considering the competency assessment of the candidate in “**SPP Form B**”, the immediate manager shall plan for activities that would support learning and development of the employee focusing on competency that has rating of “2” which means capable but room for development and “1” which means full development required.

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In preparing the **SPP Form C**, the Department shall consider the following:

- a. Plan should focus on decreasing or removing the gaps between expected competencies and the current knowledge, skills and abilities of the candidates or the expected competencies.
- b. Manage expectation based in fulfilling employee's potential, rather than merely filling a vacancy.
- c. Ensure appropriate strategies and interventions are in place to support transfer of knowledge, skills and work behaviours.

The immediate manager shall conduct SPP discussion to identified employee to present the SDP and get employee's commitment. Thus, the employee shall sign the "**SPP Form C**" to conform agreement to the SPP.

In order to document the enrolment of the employee on SPP, the Department Head/ Division Head/ Section Head/ Immediate Manager shall submit to HRDD all the prescribed forms through HRD-Training & OD at the beginning of every year.



**Implement, Monitor and Evaluate the SDP
vis-à-vis the performance of employees**


The over-all objective in executing the SDP is making sure that the intervening activity in developing the employee is specific and attainable to address the gap between the current competencies of the employee against the desired competencies for the targeted position. To support this, it is important to determine and apply the appropriate methodologies such as but not limited to the following:

- Specific internal courses to be taught by managers/ superiors
- Job rotations, work immersions and stretch assignments (which may be in the form of additional "challenging" work that requires ingenuity, taking the lead, etc.)
- Mentoring & coaching or job-shadowing by more experienced/ senior leaders
- Enhanced visibility through projects that will allow employees to demonstrate accountability and general leadership skills
- Formal and structured training

The immediate manager shall be responsible in the evaluation of the following:

- a. Progress of employee's performance following the approved SDP.
- b. Effectiveness of the SDP by appropriately measuring success and making the necessary adjustments if needed.

The above monitoring and assessment shall be conducted twice a year and scheduled every end of the semester until the completion of the SDP. The immediate manager shall accomplish the "Remarks/ Accomplishments" column of the **SPP Form C** and rate the over-all evaluation of SPP by selecting the appropriate employee's performance and/or the effectiveness of SDP.

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5. All accomplished SPP Forms shall be endorsed by the manager, reviewed and approved by Division/ Department Head/ Group Head and submitted to HRDD-Training & OD.
6. An employee included in the SPP is **not** automatically guaranteed a promotion to the position.
7. HRD Training & OD shall develop and maintain a SPP "database" system to keep all records/ documents of employees "successors" enrolled in the program and to monitor effectively the over-all implementation of the SPP in the Network.
7. For the PROCEDURES/ PROCESS Flow, please see attachment "**Annex D**".
8. This policy is subject to review, modification, revision, amendment upon the sole prerogative of management.

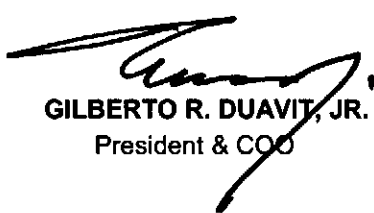
Recommended by:



LUDY C. GUARIN
 Senior Training & OD Manager

Recommending Approval:


GERROME V. APOLONA
 VP, HRD Department

Approved by:


GILBERTO R. DUAUIT, JR.
 President & COO


FELIPE L. GOZON
 Chairman & CEO



Succession Planning Enrolment Form

Department		Date Submitted	
Division		Date Received	
Section		Validated by: (c/o HRD)	
I. Job Position due for Compulsory Retirement			
<u>Employee Currently Handling the Position</u>		<u>EE's Date of Compulsory retirement</u>	
<p>A. Criticality of the Position to Business Operations (Please check which applies to the position)</p> <p><input type="checkbox"/> If the position were left vacant, such would cause serious difficulties in delivering the Department's corporate commitments, operational priorities or strategic goals.</p> <p><input type="checkbox"/> The position would be difficult to fill because it requires specialized expertise and experience that is not readily available in the labor market or the skills and competencies required for the position are highly specialized and most sought after in the labor market</p> <p><input type="checkbox"/> The position tends to have a high turnover rate and/ or is prone to poaching/ piracy from competitors</p> <p><input type="checkbox"/> The position requires a high degree of specialized/corporate knowledge transfer to ensure continuity in the performance of the function.</p> <p><input type="checkbox"/> There is no internal pool for this position with candidates ready to step up if such becomes vacant at any given time</p> <p><input type="checkbox"/> Not a key/ critical position to business operation</p>			
<p>B. Number of employees ready now to assume the position without the need to enrol in the program</p>		<p><input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5</p>	
<p>C. Succession Planning Priorities</p>		<p><input type="checkbox"/> "Critical", which means Succession Development Program (SDP) must be implemented immediately</p> <p><input type="checkbox"/> "Very Important", which means SDP must be implemented fully functional within the year.</p> <p><input type="checkbox"/> Not to enrol on SPP and processing of replacement is through normal hiring process Cite reason: _____</p>	
<p>D. Are the Functions/ Responsibilities of the Position updated in the Job Description (JD)? Yes <input type="checkbox"/> No <input type="checkbox"/> <i>(If no, please attached copy of revised JD)</i></p>		<p>Are the established minimum job qualification requirements updated? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>(If no, please attached copy of revised JD)</i></p>	
II. Internally – Sourced Potential Candidates – Replacements			
Incumbents Name		Current Position	Job Level
1			
2			
3			
Prepared By		Reviewed By	Approved By
Signature			
Name			
Designation			
Date			



Succession Planning Program
Candidate's Profile

I. Job Position due for Compulsory Retirement			
<i>Name of employee currently handling the position</i>		<i>EE's date of compulsory retirement</i>	
EMPLOYEE INFORMATION			
Name		Age	
Current Job Title		Job Level	
Number of years in Current Job		Date Hired	
Immediate Superior		Length of Service in GMA	
WORK HISTORY IN GMA			
	Previous Job Title	Department	Covering Period
1			
2			
3			
4			
CAREER GOALS			
<i>Describe the career goal of the employee 1 to 3 years from now.</i>			
EDUCATIONAL ATTAINMENT			
<i>Degree</i>	<i>Area of Study</i>	<i>Institution</i>	
<i>Certificate Program/s</i>	<i>Area of Study</i>	<i>Institution</i>	
<i>Others</i>	<i>Area of Study</i>	<i>Institution</i>	
FUNCTIONAL/ TECHNICAL COMPETENCIES		BEHAVIORAL COMPETENCIES	
1		1	
2		2	
3		3	
4		4	
DEVELOPMENTAL EXPERIENCES (PAST 3 YEARS)			
Formal Training		Competencies/Skills Acquired/Developed	
1		1	
2		2	
3		3	
Special Assignments		Competencies/Skills Acquired/Developed	
1		1	
2		2	
3		3	

Is the employee ready now to assume the position without the need for Succession Development Program (SDP)?

YES NO

Relative to the above, identify the core/key competencies that a candidate must possess to be considered for the position and assess candidate's readiness with the following rating: (3) – capability fully developed; (2) – capable but room for development or partially developed; (1) – full development required.

Management/ Leadership Competencies (for executive/ managerial level only)
(Examples: Strategic Project Management, Conflict Resolution, Fiscal Management, Business Risk Management, etc.)

- | | | | |
|----------|----------------------------|----------------------------|----------------------------|
| 1. _____ | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 |
| 2. _____ | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 |
| 3. _____ | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 |
| 4. _____ | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 |
| 5. _____ | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 |

Technical/ Functional Competencies
(Examples: competencies specific to operations or office support functions – VTR ingesting , targeted selection recruitment, On-Air Systems Monitoring, etc.)

- | | | | |
|----------|----------------------------|----------------------------|----------------------------|
| 1. _____ | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 |
| 2. _____ | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 |
| 3. _____ | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 |
| 4. _____ | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 |
| 5. _____ | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 |

Behavioral Competencies
(Examples: Customer Service Orientation, Problem Solving, Accountability, Communication, etc.)

- | | | | |
|----------|----------------------------|----------------------------|----------------------------|
| 1. _____ | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 |
| 2. _____ | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 |
| 3. _____ | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 |
| 4. _____ | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 |
| 5. _____ | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 |

(Note: a rating of "2" or "1" is considered a learning and development needs that should be covered in designing employee's "Succession Development Plan".)

	Prepared By	Reviewed By	Approved By
Signature			
Name			
Designation			
Date			



Succession Development Plan (SDP)

"Annex C"
SPP Form C

NAME OF EMPLOYEE	DATE SUBMITTED
CURRENT JOB TITLE	JOB LEVEL
SECTION/ DIV./ DEPT.	IMMEDIATE SUPERIOR

<i>(Examples: Trainings - Internal Learning Session by Immediate Superior, structured Training, Self-Learning through academic/ training institution)</i>				
<u>Job Related Intervention</u> (Example: job rotations, work immersion, stretch assignments/ special projects)				

<u>Others: (please specify)</u>			
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Over-all SPP Evaluation	
<input type="checkbox"/> <i>The SDP is completed, employee is now recommended to be placed in readily reserved pool of qualified candidate for the position</i>	
<input type="checkbox"/> <i>The SDP is completed but employee needs further development</i>	
<input type="checkbox"/> <i>SDP is on-going and implemented according to plan</i>	
<input type="checkbox"/> <i>SDP still on-going, with changes on the program implementation</i>	
<input type="checkbox"/> <i>SDP will no longer be pursued due to _____</i>	

	Prepared By	Reviewed By	Approved By
Signature			
Name			
Designation			
Date			

CONFORME:	
Employee Name (Signature Over Printed Name)	_____
Date: _____	_____

