

**MSS SUCCESS SPACES**

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HR FOR NON-HR MANAGERS TRAINING IN THE PHILIPPINES

MANAGE PEOPLE. PARTNER WITH HR.

Practical Human Resource Management for Managers in Workforce Planning, Recruitment, Onboarding, Performance Management, Coaching, Employee Development, Engagement, Employee Relations, Documentation, Discipline, Retention, and Separation

This program is strategically developed for organizations searching for **HR for Non-HR Managers Training in the Philippines, Training on HR for Non-HR Managers in the Philippines, Human Resources for Non-Human Resources Managers Training in the Philippines, and Training on Human Resources for Non-Human Resources Managers in the Philippines.**

One of the most damaging misconceptions in organizations is:
“People problems are HR’s problems.”

They are not.

Human Resources provides:

- Policies;
- systems;
- processes;
- professional guidance;
- documentation requirements;
- governance;
- employee relations support;
- compliance support;
- talent management infrastructure.

But the employee's **day-to-day experience** is largely shaped by the employee's immediate manager.

Managers decide or influence:

- What work employees perform;
- what standards apply;
- how priorities are communicated;
- who gets selected for their team;
- how new employees are integrated;
- whether expectations are clear;
- whether employees receive feedback;
- whether underperformance is addressed;
- whether strong performance is recognized;
- whether employees are developed;
- whether concerns are heard;
- whether policies are applied consistently;

- whether employee issues are documented;
- whether problems are escalated early;
- and whether employees feel managed professionally.

Therefore:

Managers do not need to become HR professionals.

But they do need to become **competent people managers who know how to partner effectively with HR.**

Manage People. Partner With HR.: HR for Non-HR Managers Training in the Philippines equips supervisors, managers, department heads, Project Managers, business-unit leaders, and other people managers with the practical Human Resources knowledge and managerial skills required to handle their people responsibilities more confidently, consistently, fairly, and professionally.

The program introduces the proprietary **MSS P.A.R.T.N.E.R.™ HR for Non-HR Managers Framework:**

- **P — Position People Management as a Shared Manager–HR Accountability**
- **A — Attract, Assess, and Assimilate the Right People**
- **R — Reinforce Roles, Expectations, Performance, and Accountability**
- **T — Train, Coach, and Develop Employee Capability**
- **N — Navigate Employee Relations, Conduct, Concerns, and Difficult Situations**
- **E — Engage, Recognize, Retain, and Support Employees**
- **R — Record, Refer, Resolve, and Respect HR Processes and Boundaries**

The managerial people-management flow becomes:

Plan → Hire → Onboard → Set Expectations → Manage Performance → Coach → Develop → Engage → Address Issues → Document → Partner With HR → Retain or Separate Properly

Following MSS Corporation's **EnterTRAINment** methodology, approximately **30% of the program consists of concise facilitator input, demonstrations, facilitated discussions, and synthesis**, while approximately **70% consists of managerial HR cases, hiring decisions, employee onboarding exercises, performance conversations, coaching simulations, documentation exercises, employee-relations scenarios, engagement cases, difficult conversations, and workplace application.**

TRAINING OVERVIEW

A manager may say:

“HR hired the wrong person.”

HR may respond:

“But you interviewed and selected the candidate.”

A manager may say:

“This employee is underperforming. HR should discipline him.”

HR may ask:

“What expectations were set? What feedback was given? What evidence has been documented?”

A manager may say:

“My employee suddenly resigned.”

But perhaps nobody had asked:

“How is the employee doing? What concerns does the employee have? What would make the employee stay?”

These situations reveal a fundamental principle:

HR CANNOT MANAGE PEOPLE EFFECTIVELY WITHOUT MANAGERS.

Human Resource Management systems become real only when line managers execute them.

For example:

HR Creates the Performance Management System

But managers:

- Set goals;
- monitor employees;
- provide feedback;
- evaluate evidence;
- conduct performance discussions.

HR Creates the Recruitment Process

But hiring managers:

- Define what capability they require;
- interview candidates;
- assess job fit;
- participate in selection.

HR Creates the Employee Engagement Program

But managers influence whether employees experience:

- Respect;
- recognition;
- communication;
- growth;
- trust;
- fairness.

HR Establishes Employee Relations Procedures

But managers are often the first to:

- Observe the behavior;
- hear the concern;
- address the employee;
- document the incident;
- determine when HR involvement is necessary.

This **Training on HR for Non-HR Managers in the Philippines** therefore focuses on the practical intersection between:

Managerial Responsibility

And

Human Resource Management

so that managers know:

What should I handle myself?

When should I involve HR?

What should I document?

What should I never do without appropriate guidance?

TRAINING GOAL

To equip non-HR managers with the practical Human Resource Management knowledge, people-management skills, managerial responsibilities, documentation discipline, employee-relations awareness, and HR-partnership capability needed to attract, onboard, manage, develop, engage, retain, and appropriately address employees throughout the employee lifecycle.

TRAINING OBJECTIVES

By the end of the program, participants should be able to:

1. **Explain** why Human Resource Management is a shared responsibility between HR and line management;
2. **Apply** the MSS P.A.R.T.N.E.R.™ HR for Non-HR Managers Framework;
3. **Differentiate** the role of HR from the role of the line manager;
4. **Recognize** people-management responsibilities that cannot simply be delegated to HR;
5. **Understand** the employee lifecycle from the manager's perspective;
6. **Recognize** basic HR-policy, documentation, confidentiality, and compliance considerations;
7. **Identify** when specialist HR guidance is required;
8. **Recognize** the manager's role in workforce planning;
9. **Clarify** manpower requirements before requesting additional headcount;
10. **Define** job outputs, responsibilities, qualifications, and capabilities more clearly;
11. **Participate** effectively in recruitment and selection;

12. **Differentiate** job-related evidence from personal preference during candidate assessment;
13. **Use** structured interview questions appropriately;
14. **Avoid** common hiring biases;
15. **Assess** candidate capability and job fit against defined criteria;
16. **Recognize** the manager's accountability in the final hiring decision;
17. **Support** effective employee onboarding;
18. **Clarify** expectations during an employee's first days and months;
19. **Establish** appropriate 30-, 60-, or 90-day expectations where relevant;
20. **Set** clear employee roles, goals, standards, and performance expectations;
21. **Differentiate** activity from measurable performance;
22. **Use** appropriate KPIs, goals, standards, or observable performance expectations;
23. **Monitor** performance continuously rather than only during appraisal season;
24. **Provide** timely and specific feedback;
25. **Conduct** productive performance conversations;
26. **Diagnose** possible causes of poor performance;
27. **Differentiate** knowledge, skill, motivation, resource, process, and expectation gaps;
28. **Recognize** when training is and is not the right intervention;
29. **Coach** employees toward stronger performance;
30. **Develop** employees through learning, coaching, mentoring, delegation, and stretch assignments;
31. **Recognize** employee strengths and development requirements;
32. **Motivate** and engage employees through effective everyday management;
33. **Use** recognition meaningfully;
34. **Identify** possible drivers of disengagement;
35. **Conduct** practical employee check-ins and stay conversations;
36. **Recognize** potential retention risks;
37. **Respond** appropriately when employees raise workplace concerns;
38. **Separate** facts, assumptions, opinions, and emotions during employee-relations situations;
39. **Address** inappropriate workplace behavior professionally;
40. **Differentiate** coaching, corrective feedback, performance management, and formal discipline;
41. **Recognize** situations that require HR escalation;
42. **Document** important employee-management interactions objectively;
43. **Avoid** subjective, emotional, or discriminatory documentation;
44. **Recognize** the importance of confidentiality;
45. **Support** appropriate employee separation and transition;
46. **Manage** knowledge transfer when employees resign;
47. **Recognize** the manager's role during offboarding;
48. **Strengthen** collaboration with Human Resources; and
49. **Create** a practical 30-, 60-, or 90-day People Management Improvement Plan.

LEARNING DOMAINS ADDRESSED

Cognitive Domain

Participants strengthen their understanding of Human Resource Management, workforce requirements, recruitment, interviewing, onboarding, performance management, employee development, engagement, employee relations, documentation, retention, and employee separation.

Affective Domain

Participants strengthen fairness, accountability, professionalism, empathy, confidentiality, consistency, ownership, objectivity, respect, and willingness to partner with HR rather than transfer responsibility to HR.

Psychomotor and Behavioral Domain

Participants practice interviewing, expectation setting, performance feedback, coaching, employee conversations, documentation, employee-relations analysis, engagement discussions, HR escalation decisions, and workplace application.

FROM POINT A TO POINT B

Point A: Before the Training

Managers may:

- Believe people management belongs mainly to HR;
- blame HR for poor employees;
- request headcount without sufficient business justification;
- participate in interviews without structured criteria;
- select candidates because they “feel right”;
- ask inappropriate interview questions;
- allow HR to handle onboarding almost entirely;
- fail to explain performance expectations;
- wait for annual appraisal before discussing performance;
- rate employees based on recent events;
- tolerate underperformance for too long;
- refer every performance problem to training;
- micromanage employees instead of developing them;
- avoid giving corrective feedback;
- provide vague comments such as “improve your attitude”;
- leave employee conversations undocumented;
- assume company activities automatically create engagement;
- overlook employee recognition;
- fail to detect retention risk;
- tell HR to “discipline this person” without evidence;

- become emotionally involved in employee disputes;
- promise employees outcomes before consulting HR;
- discuss confidential employee matters unnecessarily;
- threaten disciplinary action;
- handle sensitive employee matters outside approved processes;
- avoid HR until a problem becomes serious;
- or treat employee resignation as HR's administrative problem.

Point B: After the Training

Participants should be better able to:

- Own their people-management responsibility;
- partner effectively with HR;
- justify workforce needs;
- define role requirements;
- participate more objectively in hiring;
- conduct structured interviews;
- integrate new employees more effectively;
- set measurable expectations;
- manage employee performance continuously;
- provide timely feedback;
- coach employees;
- diagnose performance gaps;
- develop capability;
- strengthen engagement;
- recognize contributions;
- identify retention concerns;
- conduct difficult employee conversations;
- separate evidence from assumptions;
- document appropriately;
- escalate employee matters at the right time;
- protect confidentiality;
- support appropriate employee separation;
- and manage people more consistently.

ORGANIZATIONAL CHALLENGES ADDRESSED

This **Human Resources for Non-Human Resources Managers Training in the Philippines** may help organizations address:

- Managers transferring people responsibility to HR;
- poor manager–HR partnership;
- weak manpower planning;

- managers hiring without clear criteria;
- inconsistent interview practices;
- poor hiring decisions;
- weak onboarding;
- employees unclear about expectations;
- subjective performance appraisal;
- managers avoiding feedback;
- unresolved employee underperformance;
- overuse of training as a solution;
- managers unable to coach;
- inconsistent recognition;
- weak employee engagement;
- unexpected resignations;
- high turnover linked to managers;
- poor documentation;
- employee-relations cases escalated too late;
- managers making unauthorized promises;
- inconsistent implementation of policies;
- managers treating employees differently without legitimate basis;
- breaches of employee confidentiality;
- supervisors unsure how to address misconduct;
- managers confusing coaching with discipline;
- HR becoming overwhelmed with routine people-management matters;
- new managers lacking HR knowledge;
- organizations professionalizing line-management capability;
- MSMEs where managers carry significant HR responsibility.

WHAT IS HR FOR NON-HR MANAGERS?

HR for Non-HR Managers is a practical management-development discipline that equips line managers with sufficient Human Resource Management knowledge to perform their own people-management responsibilities effectively while working appropriately with HR professionals.

It does **not** attempt to turn managers into:

- HR Generalists;
- labor-law specialists;
- payroll professionals;
- recruiters;
- compensation specialists.

Instead, it helps managers understand:

What HR expects from the manager

And

What the manager should expect from HR.

WHY NON-HR MANAGERS NEED HR KNOWLEDGE

Managers regularly make decisions that affect:

- Hiring;
- workload;
- performance;
- development;
- recognition;
- engagement;
- employee conduct;
- retention;
- employee experience.

Therefore, a manager with no practical HR understanding can unintentionally create:

- Poor hiring;
- inconsistent treatment;
- employee dissatisfaction;
- poor documentation;
- performance problems;
- unnecessary conflict;
- compliance risks.

HR IS NOT THE EMPLOYEE'S MANAGER

HR may design and govern systems.

But employees report to their managers.

A useful distinction is:

HR	MANAGER
Creates policies and processes	Applies them appropriately
Supports recruitment	Clarifies requirements and assesses candidates
Designs performance systems	Sets expectations and manages performance

HR	MANAGER
Provides training systems	Coaches and develops employees daily
Supports employee relations	Addresses day-to-day behavior and concerns
Advises on documentation	Records relevant managerial facts
Provides engagement programs	Creates everyday employee experience
Supports separation	Manages transition and knowledge transfer

Strong organizations create:

Manager + HR Partnership

rather than:

Manager versus HR

THE MANAGER'S EMPLOYEE LIFECYCLE

From the manager's perspective:

Need People



Define the Role



Hire



Onboard



Clarify Expectations



Manage Performance



Coach and Develop



Engage and Recognize



Address Problems



Retain



Transition / Separate

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At every stage:

Manager + HR both have responsibilities.

THE MSS P.A.R.T.N.E.R.™ HR FOR NON-HR MANAGERS FRAMEWORK

P — POSITION PEOPLE MANAGEMENT AS A SHARED MANAGER–HR ACCOUNTABILITY

The first principle is:

You are the employee's manager. HR is your people management partner.

WHAT THE MANAGER OWNS

Managers generally own day-to-day responsibilities such as:

- Work direction;
- priorities;
- expectations;
- supervision;
- feedback;
- coaching;
- recognition;
- team relationships;
- immediate performance concerns.

WHAT HR SUPPORTS

HR may support:

- Policies;
- systems;
- recruitment;
- compensation;
- benefits;
- documentation;
- employee relations;
- compliance;
- learning;
- talent management.

Actual responsibilities vary by organization.

THE HR PARTNERSHIP QUESTION

Before sending something to HR, ask:

What part of this issue is actually my responsibility as the manager?

Example:

Employee repeatedly misses deadlines.

Weak managerial response:

“HR, please talk to my employee.”

Stronger response:

1. Confirm expectations;
2. review evidence;
3. talk to the employee;
4. understand cause;
5. establish corrective action;
6. document appropriately;
7. involve HR if the matter requires formal support.

BASIC HR POLICY AWARENESS

Managers should know the policies relevant to their teams.

Possible areas include:

- Attendance;
- leave;
- working arrangements;
- performance;
- code of conduct;
- harassment;
- confidentiality;
- information security;
- grievance;
- disciplinary procedures;
- workplace safety.

Managers should never invent policies on the spot.

CONSISTENCY

Managers should avoid:

“Okay lang sa team ko.”

if organizational policy requires a different standard.

Exceptions may sometimes be legitimate but should follow appropriate authority.

A — ATTRACT, ASSESS, AND ASSIMILATE THE RIGHT PEOPLE

Managers influence hiring quality long before the interview begins.

MANPOWER PLANNING

Before asking HR to recruit:

Do we genuinely need another employee?

Consider:

- Work volume;
- required capabilities;
- existing capacity;
- future demand;
- replacement versus additional headcount;
- budget;
- productivity.

MANPOWER REQUEST

A manager should be able to explain:

Why

Why is this person required?

What

What work will the person perform?

Result

What output must the role produce?

Capability

What skills and experience are required?

JOB DESCRIPTION

Managers understand the actual work best.

Therefore, HR and the manager should collaborate on:

- Job purpose;
- responsibilities;
- outputs;
- qualifications;
- competencies;
- performance expectations.

HIRING MANAGER ACCOUNTABILITY

A manager should not say:

“HR hired the wrong person.”

when the manager:

- Interviewed;
- assessed;
- approved;
- selected.

Hiring is shared accountability.

STRUCTURED INTERVIEWING

Managers should evaluate candidates against job-related criteria.

Possible structure:

Question

Ask for evidence.

Probe

Clarify what the applicant actually did.

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Evidence

Identify observable behavior or results.

Score

Compare against defined criteria.

BEHAVIORAL QUESTIONS

Instead of:

“Can you handle pressure?”

Ask:

“Tell me about a time you had several urgent deadlines at the same time. How did you prioritize them, and what happened?”

HIRING BIAS

Managers should be aware of tendencies such as:

Similarity Bias

“Pareho kami ng school.”

Halo Effect

One strong attribute influences the entire assessment.

Horn Effect

One negative impression unfairly dominates everything else.

First Impression Bias

Early judgment becomes difficult to change.

Selection should remain:

Job-related + Evidence-based + Consistent

WHAT NOT TO DO DURING INTERVIEWS

Managers should avoid:

- Irrelevant intrusive questions;
- discriminatory assumptions;
- promises outside authorized terms;

- discussing confidential internal information;
- making an offer outside approved authority.

Recruitment questions and selection decisions should align with organizational policy and applicable requirements.

ASSIMILATE: ONBOARDING

Hiring ends recruitment.

It begins employment.

Managers have significant onboarding responsibilities.

MANAGER'S ONBOARDING RESPONSIBILITIES

New employees should understand:

Role

What do I do?

Priorities

What matters first?

Standards

What does good performance look like?

Relationships

Who do I work with?

Process

How does work get done?

Culture

How are things normally handled?

Support

Who helps me?

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FIRST 30/60/90 DAYS

Depending on the position:

30 Days

Understand.

60 Days

Perform with support.

90 Days

Increase ownership and independence.

The manager should not simply wait until probationary review to discover whether the employee is struggling.

R — REINFORCE ROLES, EXPECTATIONS, PERFORMANCE, AND ACCOUNTABILITY

Managers cannot fairly evaluate standards they never clearly communicated.

CLEAR PERFORMANCE EXPECTATIONS

An employee should understand:

What is expected?

How much?

How well?

By when?

How will it be measured?

ACTIVITY VERSUS PERFORMANCE

Activity:

“Make sales calls.”

Performance:

“Generate 15 qualified customer meetings per month.”

Activity:

“Handle customer concerns.”

Performance:

“Maintain at least 90% quality score while meeting approved customer-response standards.”

Actual indicators should be customized to the job.

KPI FUNDAMENTALS FOR MANAGERS

A manager does not necessarily need to become a KPI specialist.

But managers should understand that effective measures should relate to:

- Outputs;
- outcomes;
- quality;
- efficiency;
- service;
- compliance;
- behavior where appropriate.

PERFORMANCE MANAGEMENT IS NOT PERFORMANCE APPRAISAL

Performance management should operate continuously:

Set



Monitor



Discuss



Coach



Correct



Evaluate

If the first time an employee hears:

“You're underperforming.”

is during the annual appraisal, management likely failed earlier in the cycle.

THE NO-SURPRISE PRINCIPLE

Formal performance reviews should contain very few surprises.

Important performance concerns should already have been:

- Discussed;
- clarified;
- coached;
- documented where appropriate.

PERFORMANCE EVIDENCE

Managers should use:

- Results;
- records;
- customer feedback;
- deadlines;
- quality data;
- observable behavior.

Avoid:

“I feel you are not committed.”

Prefer:

“Four of the six reports assigned this month were submitted after their agreed deadlines.”

PERFORMANCE GAP DIAGNOSIS

When an employee does not perform, ask:

Expectation

Was the standard clear?

Capability

Does the employee know how?

Resource

Does the employee have what is required?

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Process

Is something blocking performance?

Motivation

Can the employee perform but is not doing so?

Management

Have I provided sufficient direction and feedback?

ACCOUNTABILITY CONVERSATION

A practical sequence:

1. Reconfirm the expectation;
2. present the evidence;
3. ask what happened;
4. identify the cause;
5. agree on corrective action;
6. establish deadline;
7. follow through.

T — TRAIN, COACH, AND DEVELOP EMPLOYEE CAPABILITY

Managers play a major role in employee development.

Training is only one option.

TRAINING IS NOT ALWAYS THE ANSWER

Employee arrives late.

Does the person need:
Time Management Training?

Possibly not.

Perhaps the employee knows the rule but is not following it.

Training addresses:

Capability gaps

not every:

Performance or conduct problem.

MANAGER'S ROLE IN TRAINING NEEDS

Managers can identify:

Required Capability

Minus

Current Capability

=

Potential Development Gap

HR or L&D can then help determine the appropriate intervention.

DEVELOPMENT OPTIONS

Managers can develop employees through:

- Formal training;
- coaching;
- mentoring;
- delegation;
- job shadowing;
- stretch assignments;
- cross-training;
- project assignments;
- feedback;
- guided practice.

COACHING

Coaching helps employees think through performance.

Useful questions include:

What are you trying to achieve?

What's getting in the way?

What have you tried?
What options do you see?
What will you do next?
What support do you need?

FEEDBACK

Useful managerial feedback should be:

- Timely;
- specific;
- evidence-based;
- focused on behavior or results;
- actionable.

Weak:

“Be more professional.”

Stronger:

“During yesterday's customer meeting, you interrupted the client three times before she completed her concern. In the next meeting, allow her to finish before responding.”

STRENGTH-BASED DEVELOPMENT

Managers should not focus exclusively on deficiencies.

Ask:

Where is this employee particularly strong, and how can we use and develop that strength?

CAREER CONVERSATIONS

Managers do not need to promise promotions.

They can discuss:

- Aspirations;
- skills;
- future roles;
- required development;
- possible experiences.

A useful distinction is:

Development opportunity

does not automatically equal

promotion guarantee.

N — NAVIGATE EMPLOYEE RELATIONS, CONDUCT, CONCERNS, AND DIFFICULT SITUATIONS

Managers are often the first point of contact when people issues emerge.

This makes managerial behavior critical.

WHEN AN EMPLOYEE RAISES A CONCERN

Avoid immediately:

- Taking sides;
- promising an outcome;
- dismissing the concern;
- confronting the accused person impulsively.

A better initial response may involve:

1. Listen;
2. clarify;
3. identify relevant facts;
4. document appropriately;
5. determine applicable process;
6. involve HR where required.

FACTS VERSUS ASSUMPTIONS

Fact:

“The employee raised his voice during the meeting.”

Assumption:

“The employee has no respect.”

Managers should document facts.

COACHING VERSUS CORRECTIVE ACTION VERSUS DISCIPLINE

Coaching

Helps improve capability or performance.

Corrective Feedback

Addresses a specific gap or behavior requiring change.

Formal Discipline

A formal organizational process addressing conduct or other matters under applicable policy and requirements.

Managers should not casually label every concern:

“Disciplinary.”

Nor should serious conduct concerns be handled informally when formal procedures may be required.

KNOW WHEN TO INVOLVE HR

Managers should seek HR support for situations that may involve:

- Formal discipline;
- harassment;
- discrimination;
- serious misconduct;
- employee grievances;
- termination;
- significant policy interpretation;
- sensitive employee-data matters;
- legal or regulatory implications;
- complex employee relations;
- unresolved conflicts;
- other matters outside managerial authority.

DIFFICULT EMPLOYEE CONVERSATION

A useful structure:

Expectation

What should have happened?

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Evidence

What actually happened?

Impact

Why does it matter?

Perspective

What does the employee say?

Required Change

What must happen now?

Commitment

By when and how will progress be reviewed?

E — ENGAGE, RECOGNIZE, RETAIN, AND SUPPORT EMPLOYEES

Employees experience the organization partly through their managers.

MANAGERS CREATE EVERYDAY EMPLOYEE EXPERIENCE

HR may organize:

- Engagement surveys;
- recognition programs;
- employee activities.

But daily employee experience comes from questions such as:

Does my manager communicate?

Is my work recognized?

Do I receive useful feedback?

Am I treated fairly?

Can I raise concerns?

Am I learning?

Does my manager support me?

EMPLOYEE ENGAGEMENT

Engagement may be influenced by:

- Leadership;
- clarity;

- recognition;
- relationships;
- development;
- autonomy;
- fairness;
- communication;
- purpose;
- manageable workload.

Managers affect many of these directly.

RECOGNITION

Strong recognition is:

- Timely;
- specific;
- meaningful.
-

Instead of:

“Good job.”

Try:

“Your early escalation of the supplier delay allowed us to adjust the schedule before the customer was affected.”

RETENTION

Managers should recognize possible warning signs such as:

- Declining engagement;
- repeated frustration;
- concerns about growth;
- workload complaints;
- withdrawal;
- reduced participation;
- unresolved management issues.

These are not proof that someone will resign.

They are reasons to have a conversation.

STAY CONVERSATIONS

Managers may ask:

What keeps you here?

What makes your work difficult?

What would improve your experience?

What would make you consider leaving?

What kind of development would help you?

Listening does not require promising everything the employee requests.

FAIRNESS VERSUS SAMENESS

Fair management does not always mean:

Treat everyone identically.

Different employees may legitimately require:

- Different development;
- different support;
- different flexibility where policy allows.

But managers should maintain consistent:

- Standards;
- principles;
- processes.

R — RECORD, REFER, RESOLVE, AND RESPECT HR PROCESSES AND BOUNDARIES

Good management requires appropriate documentation.

WHY DOCUMENT?

Documentation helps establish:

- What happened;
- when;
- expectations;
- evidence;
- feedback provided;
- commitments made;

- follow-up.

It supports:

- Continuity;
- fairness;
- accountability;
- appropriate HR processes.

OBJECTIVE DOCUMENTATION

Avoid:

“Employee is lazy.”

Use:

“Employee completed 6 of 10 assigned service reports by the agreed deadline during August.”

Avoid:

“She has a bad attitude.”

Use:

“During the Aug. 15 team meeting, she interrupted two colleagues repeatedly despite being asked twice to allow them to finish.”

DOCUMENTATION IS NOT A SECRET WEAPON

Managers should not:

Quietly collect evidence for months

while never discussing performance with the employee.

Documentation should support transparent and appropriate management processes.

CONFIDENTIALITY

Managers may gain access to information involving:

- Performance;
- salary;
- health;
- complaints;
- discipline;

- personal circumstances.

A useful rule is:

Need to Know—not Nice to Know.

DO NOT BECOME THE HR POLICY

Managers should never invent:

- Leave rules;
- disciplinary penalties;
- benefits;
- employment commitments;
- compensation promises;
- legal interpretations.

When unsure:

Check. Verify. Partner with HR.

EMPLOYEE SEPARATION

Managers may participate in:

- Resignation transition;
- knowledge transfer;
- clearance;
- final work priorities;
- customer or project handover;
- exit discussion.

Sensitive involuntary-separation matters require appropriate HR and professional guidance.

KNOWLEDGE TRANSFER

Before an employee leaves, identify:

- Open work;
- customer commitments;
- pending decisions;
- important files;
- recurring responsibilities;
- specialized knowledge;
- relationships;

- passwords or access arrangements through approved processes.

The objective is to avoid:

Employee leaves → Knowledge leaves.

THE COMPLETE MSS P.A.R.T.N.E.R.™ FLOW

P — POSITION

What is my people-management responsibility, and where does HR support me?

↓

A — ATTRACT

How do I help select and onboard the right person?

↓

R — REINFORCE

How do I establish expectations and manage performance?

↓

T — TRAIN

How do I coach and develop capability?

↓

N — NAVIGATE

How do I address employee concerns and difficult situations appropriately?

↓

E — ENGAGE

How do I create an environment where people want to contribute and stay?

↓

R — RECORD

How do I document, escalate, and follow HR processes appropriately?

ONE-DAY HR FOR NON-HR MANAGERS TRAINING OUTLINE

Time	Modules and Essential Topics	Major Activity and Participant Output
8:00 AM–10:00 AM	MODULE 1: BE THE PEOPLE MANAGER—HR PARTNERSHIP, WORKFORCE PLANNING, RECRUITMENT, SELECTION, AND ONBOARDING 1. Why Every Manager Is a People Manager • HR versus manager responsibilities • employee lifecycle	Major Activity: Hire Right, Start Right Management Challenge — Participants assess a manpower request, clarify the role, evaluate candidates using job-related evidence, identify interview bias, select the strongest candidate, and build the manager's onboarding plan.

Time	Modules and Essential Topics	Major Activity and Participant Output
	• shared accountability 2. Introducing the MSS P.A.R.T.N.E.R.™ Framework • Position, Attract, Reinforce, Train, Navigate, Engage, Record 3. P — Position the Manager–HR Partnership • Policies • confidentiality • consistency • managerial boundaries • basic compliance awareness 4. A — Attract and Assess • Workforce needs • Job Description • hiring criteria • structured interviewing • hiring bias • evidence-based selection 5. Assimilate the Employee • Manager's onboarding role • expectations • relationships • support • 30/60/90-day integration	Major Output: Manager–HR Responsibility Map, Hiring Manager Interview Scorecard, and 30/60/90-Day Employee Onboarding Plan
10:00 AM–10:15 AM	MORNING BREAK	
10:15 AM–12:00 NN	MODULE 2: MANAGE PERFORMANCE BEFORE IT BECOMES AN HR PROBLEM—EXPECTATIONS, FEEDBACK, COACHING, ACCOUNTABILITY, AND DEVELOPMENT 1. R — Reinforce Roles and Expectations • Goals • KPIs	Major Activity: Performance Management Clinic — Participants diagnose several employees with apparently similar performance problems but different underlying causes, then conduct feedback or coaching conversations and determine the correct development or managerial response. Major Output: Employee Performance Diagnostic, Manager Feedback and Coaching Guide, and Individual Development Action Plan

Time	Modules and Essential Topics	Major Activity and Participant Output
	- standards - Owner–Deliverable–Due–Done 2. Ongoing Performance Management - Set → monitor → discuss → coach → evaluate - No-Surprise Principle 3. Performance Evidence - Facts versus impressions - recency and rating bias 4. Performance Gap Diagnosis - Knowledge - skill - motivation - resources - process - expectations 5. T — Train, Coach, and Develop - Feedback - coaching - development plans - delegation - mentoring - learning interventions	
12:00 NN–1:00 PM	LUNCH BREAK	
1:00 PM–3:00 PM	MODULE 3: HANDLE THE HUMAN SIDE PROFESSIONALLY—EMPLOYEE RELATIONS, DIFFICULT CONVERSATIONS, CONDUCT, DOCUMENTATION, AND HR ESCALATION 1. N — Navigate Employee Relations - Workplace concerns - manager's first response - listening - evidence - neutrality	Major Activity: Manager or HR? Employee Relations Decision Lab — Participants receive increasingly complex employee scenarios and must determine what the manager should handle directly, what should be documented, what requires HR consultation, and what should immediately be escalated. Major Output: Manager Employee Relations Decision Guide, Difficult Conversation Planner, and Objective Documentation Checklist



Time	Modules and Essential Topics	Major Activity and Participant Output
	2. Facts, Assumptions, and Documentation • Observable behavior • objective language • confidentiality 3. Coaching, Corrective Feedback, and Formal Processes • Understanding the differences • authority boundaries 4. Difficult Employee Conversations • Expectation → evidence → impact → perspective → required change → commitment 5. When to Partner With HR • Harassment • serious misconduct • formal discipline • grievances • termination • sensitive or complex cases	
3:00 PM–3:15 PM	AFTERNOON BREAK	
3:15 PM–5:00 PM	MODULE 4: KEEP GOOD PEOPLE AND CLOSE THE LOOP—ENGAGEMENT, RECOGNITION, RETENTION, SEPARATION, AND PEOPLE-MANAGEMENT ACCOUNTABILITY 1. E — Engage, Recognize, Retain, and Support • Everyday employee experience • engagement drivers • recognition • manager impact 2. Retention and Stay Conversations • Warning signs • employee listening	Major Activity: P.A.R.T.N.E.R.™ People Manager Command Center — Participants manage an end-to-end employee lifecycle case involving engagement decline, retention risk, performance concerns, a workplace issue, and eventual employee transition, deciding what to do personally and when to involve HR. Major Output: People Management Scorecard and 30-, 60-, or 90-Day P.A.R.T.N.E.R.™ Managerial HR Improvement Plan

Time	Modules and Essential Topics	Major Activity and Participant Output
	• what managers can and cannot promise 3. R — Record, Refer, Resolve, and Respect HR Processes • Documentation • confidentiality • process discipline 4. Managing Employee Separation • Transition • knowledge transfer • handover • offboarding • managerial responsibilities 5. Becoming a Better People Manager • Managerial HR scorecard • individual priorities • 30-, 60-, or 90-day application	
5:00 PM	PROGRAM CLOSING	Learning synthesis, managerial commitments, evaluation, and recommended next steps

MAJOR PARTICIPANT OUTPUTS

Participants are expected to complete:

1. **Manager–HR Responsibility Map, Hiring Manager Interview Scorecard, and 30/60/90-Day Employee Onboarding Plan**
2. **Employee Performance Diagnostic, Manager Feedback and Coaching Guide, and Individual Development Action Plan**
3. **Manager Employee Relations Decision Guide, Difficult Conversation Planner, and Objective Documentation Checklist**
4. **People Management Scorecard and 30-, 60-, or 90-Day P.A.R.T.N.E.R.™ Managerial HR Improvement Plan**

SAMPLE HR FOR NON-HR MANAGERS SITUATIONS

Training scenarios may be customized around:

- Manager requesting additional headcount;
- manager wanting HR to recruit before Job Description is finalized;
- hiring manager selecting a candidate mainly because of personality;
- candidate with strong technical experience but weak behavioral evidence;
- manager asking inappropriate interview questions;
- newly hired employee receiving little manager attention;
- probationary employee unsure about expectations;
- employee missing KPIs;
- high-performing employee with recurring behavioral problems;
- employee repeatedly late;
- manager wanting to send an employee to training for a motivation problem;
- manager avoiding a difficult performance conversation;
- employee disagreeing with performance feedback;
- manager giving vague “attitude” feedback;
- employee asking for career development;
- strong employee becoming disengaged;
- employee requesting a salary increase directly from the manager;
- employee complaining about a coworker;
- possible harassment concern;
- team conflict;
- manager wanting immediate disciplinary action;
- employee becoming emotional during feedback;
- confidential employee information being discussed with the team;
- manager making promises HR has not approved;
- employee indicating intention to resign;
- critical employee resigning without successor;
- manager needing knowledge transfer;
- employee leaving with unfinished customer or project commitments.

SAMPLE MANAGER–HR DECISION MATRIX

Situation	Manager Role	HR Role
Employee unclear about priorities	Clarify immediately	Support performance framework if needed
Employee requires coaching	Coach and monitor	Provide tools or manager support where appropriate

Situation	Manager Role	HR Role
Hiring requirement	Define business and role need	Govern recruitment and provide sourcing/selection support
Performance appraisal	Evaluate evidence and conduct discussion	Maintain system, standards, calibration, guidance
Minor interpersonal issue	Address appropriately	Coach manager where needed
Sensitive grievance	Listen, preserve facts, involve HR	Guide formal process
Serious misconduct allegation	Avoid independent investigation beyond authority; escalate	Lead or support appropriate process
Training need	Identify observed capability gap	Diagnose/design learning solution with manager
Employee resignation	Manage operational transition	Manage formal separation process
Engagement	Create day-to-day employee experience	Provide systems, data, programs, and support

Actual responsibilities should follow the organization's own policies and structure.

MANAGERIAL PEOPLE MANAGEMENT SCORECARD

Possible areas include:

Management Dimension	Possible Indicator
Hiring	Quality / Retention of New Hires
Onboarding	30/60/90-Day Integration Completion
Performance	% Employees With Clear Goals
Feedback	Coaching / Check-In Completion
Development	Development Actions Completed
Engagement	Team Engagement Results
Retention	Team Voluntary Turnover
Accountability	Performance Actions Closed
Employee Relations	Timeliness of Manager Action / Escalation
People Continuity	Knowledge Transfer / Successor Readiness

Metrics should be selected based on the organization's actual management system.

TRAINING METHODS

This **Training on Human Resources for Non-Human Resources Managers in the Philippines** follows MSS Corporation's **EnterTRAINment** methodology:

- Approximately **30% concise facilitator input, demonstrations, facilitated discussions, and synthesis**
- Approximately **70% hiring cases, employee scenarios, interviewing practice, performance diagnosis, feedback conversations, coaching, employee-relations decision-making, documentation exercises, engagement discussions, retention cases, and workplace application**

Methods may include:

- Manager–HR responsibility assessment;
- employee-lifecycle mapping;
- manpower-request case;
- Job Description analysis;
- structured-interview exercise;
- hiring-bias challenge;
- candidate-selection simulation;
- onboarding-planning activity;
- KPI and expectation clarification;
- performance-gap diagnosis;
- feedback role play;
- coaching practice;
- TNA decision exercise;
- engagement-driver analysis;
- stay-conversation simulation;
- employee-relations cases;
- Manager-versus-HR decision challenge;
- objective-documentation exercise;
- difficult-conversation simulation;
- escalation decision exercise;
- resignation and knowledge-transfer case;
- personal people-management action planning.

TARGET PARTICIPANTS

This **HR for Non-HR Managers Training in the Philippines** is recommended for:

- Newly promoted managers;
- Supervisors;
- Team Leaders;
- Section Heads;
- Department Heads;

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- Operations Managers;
- Sales Managers;
- Customer Service Managers;
- Project Managers;
- Finance Managers;
- Accounting Managers;
- IT Managers;
- Engineering Managers;
- Production Managers;
- Warehouse Managers;
- Supply Chain Managers;
- Procurement Managers;
- Marketing Managers;
- Branch Managers;
- Administrative Managers;
- Business Unit Heads;
- General Managers;
- business owners;
- entrepreneurs;
- startup leaders;
- technical specialists transitioning into people-management roles;
- managers who regularly interview candidates;
- managers responsible for employee performance;
- and virtually any leader responsible for people but who is not an HR professional.

RECOMMENDED NUMBER OF PARTICIPANTS

Approximately **12 to 20 participants** is recommended for intensive role plays, hiring simulations, difficult employee conversations, and facilitator coaching.

Groups of approximately 25 participants may be accommodated through:

- Management case teams;
- manager–employee role-play triads;
- interview panels;
- breakout discussions;
- employee-relations decision groups.

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DELIVERY OPTIONS

The program may be delivered through:

- Face-to-face in-house training;
- live virtual instructor-led training;
- hybrid training;
- Management Development Program;
- Supervisory Development Program;
- New Manager Bootcamp;
- Leadership Development Program;
- Department Head development;
- Project Manager development;
- HR-Line Manager Partnership initiative;
- MSME management-development program; or
- customized training-and-consultancy engagement.

AVAILABLE PROGRAM FORMATS

Half-Day HR for Non-HR Managers Essentials

Exactly two modules:

Module 1 — Hire, Onboard, and Manage Performance

Manager–HR roles, workforce needs, recruitment, selection, onboarding, expectations, feedback, and performance management.

Module 2 — Develop, Engage, and Manage Employee Issues

Coaching, development, engagement, retention, employee relations, documentation, escalation, and separation.

One-Day HR for Non-HR Managers Training

Recommended for the complete **MSS P.A.R.T.N.E.R.™ HR for Non-HR Managers Framework**:

Position → Attract → Reinforce → Train → Navigate → Engage → Record

Two-Day Intensive People Management and HR for Managers Workshop

Recommended when the organization requires deeper application involving:

- Structured interviewing;
- performance management;
- coaching;
- employee development;
- employee engagement;
- difficult conversations;
- employee relations;

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- documentation;
- HR case analysis;
- retention;
- people metrics.

HR FOR NON-HR MANAGERS DEVELOPMENT SERIES

The program may be expanded into:

1. Manager–HR Partnership Fundamentals
2. Workforce Planning for Managers
3. Recruitment and Interviewing for Hiring Managers
4. Employee Onboarding
5. Performance Management
6. Performance Appraisal
7. Coaching Skills
8. Delegation and Employee Development
9. Employee Engagement
10. Employee Retention
11. Difficult Employee Conversations
12. Employee Relations for Managers
13. Documentation for People Managers
14. HR Compliance Awareness for Managers
15. People Analytics for Managers

CUSTOMIZATION OPTIONS

This **Human Resources for Non-Human Resources Managers Training in the Philippines** may be customized using the client's:

- Organizational structure;
- HR policies;
- employee handbook;
- recruitment process;
- Job Descriptions;
- interview forms;
- onboarding process;
- performance-management system;
- performance scorecards;
- coaching process;
- engagement results;
- employee-relations procedures;
- disciplinary process;

- HR forms;
- escalation protocols;
- separation procedures;
- actual anonymized employee-management cases.

For in-house delivery, alignment with the client's own HR policies is strongly recommended because managers should leave understanding:

How our organization expects managers to manage employees.

POSSIBLE POST-TRAINING PERFORMANCE INDICATORS

Organizations may evaluate application through measures such as:

- Manager compliance with recruitment processes;
- quality of candidate interview documentation;
- new-hire onboarding completion;
- new-hire retention;
- percentage of employees with documented goals;
- performance-review completion;
- feedback or check-in frequency;
- coaching completion;
- employee development-plan execution;
- team engagement;
- voluntary turnover;
- employee-relations escalation timeliness;
- quality of managerial documentation;
- policy compliance;
- knowledge-transfer completion;
- HR satisfaction with line-manager partnership;
- employee satisfaction with immediate supervisors.

The objective should not simply be:

“Do managers know more about HR?”

A stronger question is:

“Are managers managing employees more effectively, consistently, fairly, and proactively while partnering appropriately with HR?”

PROFESSIONAL, LEGAL, AND COMPLIANCE BOUNDARIES

This program develops **managerial HR literacy and people-management capability**.

It does not qualify non-HR managers to independently provide legal or specialist HR advice.

Managers should not independently make decisions outside their authority involving matters such as:

- Termination;
- formal disciplinary sanctions;
- labor disputes;
- harassment investigations;
- discrimination complaints;
- compensation changes;
- benefits interpretation;
- employment-contract changes;
- employee-data disclosure;
- other regulated matters;

without following organizational policy and seeking appropriate HR, management, legal, or specialist guidance.

The program deliberately teaches participants to distinguish:

What a manager should manage

From

What a manager should escalate.

FREQUENTLY ASKED QUESTIONS

What is HR for Non-HR Managers Training in the Philippines?

HR for Non-HR Managers Training in the Philippines equips supervisors, managers, department heads, and business leaders who are not HR professionals with practical Human Resources knowledge for hiring, onboarding, managing performance, coaching, developing, engaging, retaining, and appropriately handling employee concerns.

What is Training on HR for Non-HR Managers in the Philippines?

Training on HR for Non-HR Managers in the Philippines helps line managers understand their people-management responsibilities, their partnership with HR, and when employee matters should be managed directly or escalated for professional HR support.

What is Human Resources for Non-Human Resources Managers Training in the Philippines?

Human Resources for Non-Human Resources Managers Training in the Philippines is a practical management-development program covering essential HR responsibilities that directly affect managers throughout the employee lifecycle.

What is Training on Human Resources for Non-Human Resources Managers in the Philippines?

Training on Human Resources for Non-Human Resources Managers in the Philippines teaches managers how to apply foundational HR principles to workforce planning, recruitment, onboarding, performance, development, engagement, employee relations, documentation, and employee transition.

Does this turn managers into HR professionals?

No.

Its purpose is to create **better people managers and better HR partners**.

Why should managers learn HR?

Because managers make daily decisions involving:

- Hiring;
- work;
- performance;
- feedback;
- development;
- engagement;
- employee conduct;
- retention.

Does the program cover recruitment?

Yes.

Participants learn the hiring manager's responsibilities in manpower planning, defining role requirements, interviewing, candidate assessment, and selection.

Does it cover behavioral interviewing?

Yes, at a practical hiring-manager level.

Organizations requiring deeper interviewer capability may use a dedicated Behavioral Interviewing program.

Does it cover onboarding?

Yes.

Participants learn the manager's specific responsibilities during new-hire integration.

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Does it cover performance management?

Yes.

Performance management is one of the central components.

Does it cover Performance Appraisal?

Yes.

Participants learn how appraisal fits within the broader performance-management cycle.

Does it teach managers how to give feedback?

Yes.

Participants practice specific, evidence-based feedback.

Does it cover coaching?

Yes.

Managers practice coaching employees whose capability or performance can benefit from guided development.

Does it explain when training is appropriate?

Yes.

Participants learn not to treat every performance problem as a training problem.

Does it cover employee engagement?

Yes.

The program emphasizes the manager's daily influence on employee engagement.

Does it cover employee retention?

Yes.

Participants learn to recognize potential retention risks and conduct practical stay conversations.

Does it cover employee discipline?

It provides managers with appropriate awareness of coaching, corrective feedback, documentation, formal processes, and HR escalation.

It does not authorize managers to bypass the organization's disciplinary procedures.

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Does it cover Philippine labor law?

The program provides **managerial HR compliance awareness**, but it is not a comprehensive Philippine labor-law seminar.

Detailed legal training should be addressed through a dedicated Philippine Labor Law and HR Compliance program.

Does it teach documentation?

Yes.

Participants learn to document observable facts rather than subjective labels.

Does it address difficult employees?

Yes.

Participants practice handling performance, behavioral, communication, engagement, and employee-relations concerns.

Does it teach managers when to involve HR?

Yes.

This is one of the most important outcomes of the program.

Does it cover harassment or discrimination?

The program provides managers with awareness of the need to recognize sensitive situations and escalate them through appropriate organizational processes rather than independently investigate matters beyond their authority.

Does it cover confidential employee information?

Yes.

Managers learn the importance of the **Need-to-Know** principle.

Does it cover resignation?

Yes.

Managers learn their role in operational transition, knowledge transfer, and appropriate offboarding partnership with HR.

Is this suitable for newly promoted supervisors?

Yes.

It is particularly useful when technically strong employees become responsible for people for the first time.

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Is this useful for senior managers?

Yes.

Senior leaders influence hiring, performance, talent development, retention, and people culture at an even greater scale.

Is this useful for business owners?

Yes.

It can be especially valuable for SME and growing-business owners who manage employees directly while operating with a small HR team.

Can actual company HR policies be integrated?

Yes.

For in-house delivery, this is recommended.

Can actual employee cases be used?

Yes, provided they are appropriately anonymized and handled professionally.

Can the program be delivered virtually?

Yes.

Virtual delivery can use interview simulations, employee cases, performance conversations, documentation exercises, and breakout-room role plays.

Is one day enough?

One day provides a strong practical foundation using the complete **MSS P.A.R.T.N.E.R.™ HR for Non-HR Managers Framework**.

Organizations requiring stronger managerial behavior change may expand the intervention into a two-day workshop, Management Development Program, manager coaching, or multi-session People Management Academy.

RELATED MSS CORPORATION TRAINING PROGRAMS

Organizations considering this program may also explore:

- Basic Human Resource Management Training;
- Management Development Program;
- Supervisory Development Training;
- Recruitment and Talent Acquisition Training;
- Behavioral Interviewing Training;

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- Employee Onboarding Training;
- Performance Management Training;
- Performance Appraisal Training;
- KPI Development Training;
- Coaching Skills for Managers Training;
- Employee Delegation Training;
- Employee Accountability Training;
- Employee Engagement Training;
- Employee Motivation Training;
- Employee Retention Training;
- Employee Relations Training;
- Difficult Conversations Training;
- Conflict Management Training;
- Succession Planning Training;
- Philippine Labor Law and HR Compliance Training;
- Workplace Communication Skills Training; and
- Emotional Intelligence for Leaders Training.

WHY CHOOSE MSS CORPORATION FOR HR FOR NON-HR MANAGERS TRAINING IN THE PHILIPPINES?

The Program Makes Managers Own Their People Responsibility

Participants understand:

HR supports me. HR does not replace me as the manager.

Proprietary MSS P.A.R.T.N.E.R.™ Framework

Managers receive a practical process:

Position → Attract → Reinforce → Train → Navigate → Engage → Record

The Employee Lifecycle Is Seen Through the Manager's Eyes

The program covers the manager's responsibilities from:

Hiring → Onboarding → Performance → Development → Engagement → Employee Relations → Separation

Recruitment Becomes Shared Accountability

Managers learn why they cannot simply say:

“HR hired the wrong employee.”

Performance Problems Are Addressed Earlier

Managers learn to:

Set → Monitor → Feedback → Coach → Correct

before problems become crises.

Training Is Used Appropriately

Managers diagnose capability gaps rather than sending every employee with a problem to training.

Employee Relations Becomes More Disciplined

Managers learn to:

- Listen;
- separate fact from opinion;
- document;
- communicate;
- escalate appropriately.
-

Engagement Becomes an Everyday Leadership Responsibility

Employee engagement is not delegated to:

HR events and surveys.

Retention Becomes More Proactive

Managers learn to listen before the resignation letter arrives.

Documentation Becomes Objective

Participants shift from:

“Bad attitude”

toward:

observable evidence.

Managers Learn Their Boundaries

The course explicitly distinguishes:

Manage It

From

Escalate It.

Highly Customizable

MSS Corporation may incorporate the client's:

- Policies;
- performance system;
- interview process;
- documentation;
- escalation procedures;
- actual management cases.

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EnterTRAINment Methodology

Participants:

Hire → Onboard → Set → Observe → Feedback → Coach → Engage → Address → Document → Escalate
rather than merely listen to HR concepts.

CALL TO ACTION**HR Cannot Build a Great Employee Experience Without Great People Managers.**

Equip your supervisors, managers, department heads, Project Managers, functional leaders, and business-unit heads to become stronger partners of Human Resources and more capable managers of people—from hiring and onboarding to performance, coaching, engagement, employee relations, retention, documentation, and employee transition.

Partner with MSS Corporation for a customized:

- **HR for Non-HR Managers Training in the Philippines**
- **Training on HR for Non-HR Managers in the Philippines**
- **Human Resources for Non-Human Resources Managers Training in the Philippines**
- **Training on Human Resources for Non-Human Resources Managers in the Philippines**

designed around your organization's HR policies, performance-management system, manager capabilities, employee-relations processes, people challenges, leadership expectations, and desired employee experience.

P.A.R.T.N.E.R.™ WITH HR. OWN YOUR ROLE AS THE PEOPLE MANAGER.

Hire thoughtfully. Set expectations. Coach consistently. Engage genuinely. Address issues professionally. Know when to call HR.

With MSS, We Make Strong Success.