

# **The Dap-ayan of The Manor at Camp John Hay**

*Creating an employee communication forum  
– the Cordilleran way*



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“We’ll be back soon,” “best business class hotel in Baguio,” “beautiful area,” “thumbs up!” and “impressive hotel.” These are only a few of the positive reviews that The Manor at Camp John Hay receives from its customers.

To complement the reviews, a trip advisor from Cedar Rapids, Iowa commented through the hotel’s corporate website that the Hotel’s staff are “friendly and attentive.” Also, a guest from France agreed on this comment when he said that his business needs were taken care of very well during his stay in the Hotel.

A family who also stayed in the Hotel could not forget an employee on the 3rd floor, who was constantly on guard. The employee inconspicuously pushes the elevator button before the family gets there, so they wouldn’t have to wait long. They call this “service.”

*“At the Manor,  
we don’t just offer  
job, we promise a  
career”*

“We will be the preferred choice of members, travelers, and guests through our memorable, unique and timely first class service.” This is the guiding vision of the Hotel. True enough, the Hotel is living up with its vision of customer satisfaction.

## **Philosophy:**

Behind these positive feedbacks are 123 employees working together to sustain the Hotel’s exceptional image. The company relies on the skills and talents of employees. Employees are the center of the organization. This is what the tag line “At the Manor, we don’t just offer job, we promise a career” means.

The general manager, Mr. Ramon Cabrera, who comes from the Hotel’s sister company in the Southwoods Manor, practices consensus management. He gives his supervisors and employees ample opportunities to participate in major decisions. This, in turn, helps the employees understand and have real concern on what is going on at the Hotel.

“We are a team,” Mr. Cabrera, the general manager stressed during the Hotel’s yearly LMC committee oath taking. “A team approach facilitates the development of employees,” he added.

## **The LMC as the vehicle to customer satisfaction and hotel productivity:**

The Hotel calls their labor management cooperation (LMC) committee “Dap-ayan ti John Hay.” *Dap-ayan* is a Cordilleran term which means “a place where people gather in a circular-shaped manner to openly discuss ideas and to resolve issues and concerns in a non-confrontational manner.” The Manor at Camp John Hay was the first unorganized establishment in CAR to establish its LMC through the assistance of the National Conciliation and Mediation Board in 2004.

Dap-ayan ti John Hay was created to promote the moral, social, and economic well-being of the hotel’s employees; to



protect the interest of the company; and to uphold the individual rights as well as foster harmonious labor and management relations through partnership.

The establishment of the Dap-ayan was ultimately for a reason. Management wanted the LMC to serve as a communication link between rank and file, supervisors, and management. It aims to avert brewing labor and management conflicts, to provide employees the opportunities for decision-making, to encourage labor and management to carry out common goals, and to contribute to the advancement of employee concerns and interest.

**LMC Structure:**

At the helm of the LMC committee is the general manager who acts as the chairman. With him are two co-chairmen representing Management and Labor. Working with them are 10 committees whose chairpersons and co-chairpersons are yearly elected at large. The structure perfectly exemplifies participative management.

**LMC Committee Accomplishments:**

Among the major accomplishments of the committees for employee

development programs include the early prevention and resolution of employee violation, revision and amendment of employees handbook, team-building program for staff, cross training of employees and cross exposure of managers, rewards and recognition for deserving employees, and creation of Facebook profile.

For the employees' physical and social development, the LMC continuously works for the maintenance of cleanliness and sanitation in the canteen, including the quality of food being served. It worked on the installation of a television set at the cafeteria, issuance of medicard to employees, A(H1N1) vaccination and provision of annual sports fest.

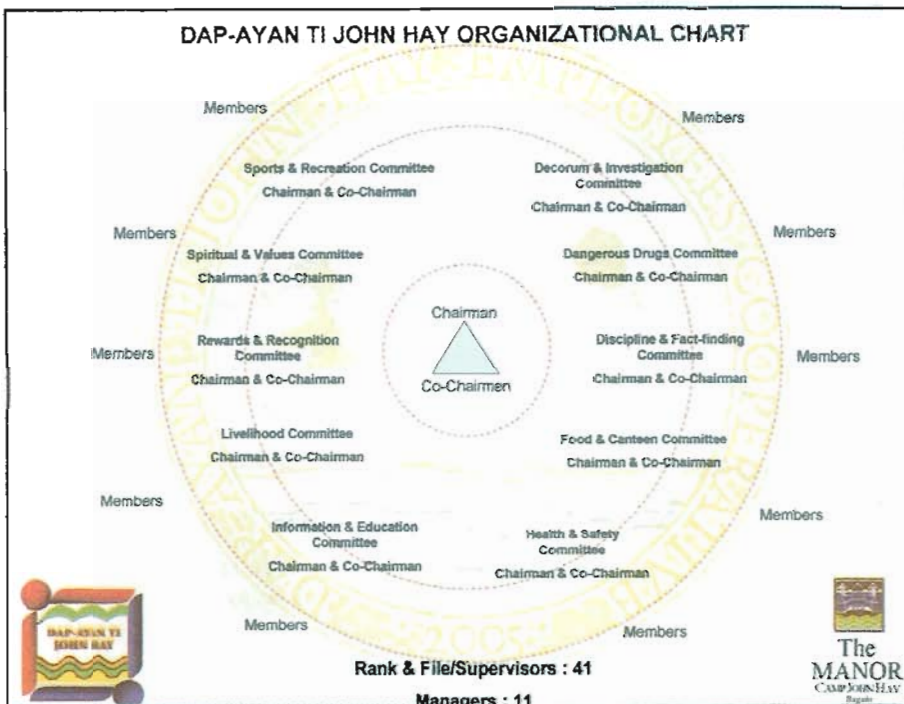
Moreover, the LMC instituted birthday leaves, increase of vacation and sick leaves from 10 days to 15 days and the triple treat celebration that commemorate employees' birthdays, recognition of outstanding employees, and social integration of new employees.

The Hotel's LMC does not only address employees' working needs but also enriches spiritual life. The values and spiritual committee makes prayer



**The Dap-ayan ti John Hay Logo:**

The Dap-ayan ti John Hay Logo symbolizes the cooperation of management and labor in promoting solidarity and industrial peace. It shows the arms outstretched to help one another - from the labor and management side - working hand in hand to achieve the goals of the company and for the benefit of the employees. The blue person with extended arms symbolizes the management. It symbolizes "the state of being calm". It also symbolizes, trust, loyalty and faith to the labor side of the LMC. The red person with extended arms symbolizes the labor. It symbolizes passion, desire and aggressiveness. It means that the officers from labor will accept the stewardship over this organization and will do everything that they can in order for LMC to become a success.



an integral part of the employees' work life. Weekly biblical quotes are posted at the bulletin boards to enlighten and guide employees with the word of God.

**The Hotel's Corporate Social Responsibility:**

The corporate social responsibility of the hotel is at the forefront. It considers the impact of the Hotel's action to the community. The values and spiritual committee spearheads outreach programs like the medical mission to barangays in coordination with pharmaceutical firms, fund raising for less fortunate, feeding programs for undernourished children, and collection of donations for the bereaved families

during calamities. In support to environmental concern and waste management, the livelihood committee spearheads the collection, segregation and selling of recyclable materials. The proceeds are used as funds for employee financial assistance.

**The Company Awards:**

Because of the service excellence of the Hotel, The Manor at Camp John Hay received the prestigious ASEAN Energy efficient Building Practice Competition-Tropical Building Category held in Kuala Lumpur, Malaysia and the equally prestigious award of Banco de Oro Best Partner Hotel for 2008.

Capping the LMC journey of The Manor at Camp John Hay is a special award “Innovative Organizational Structure” during the 2009 Search for Outstanding LMC spearheaded by the National Conciliation and Mediation Board (NCMB) in coordination with the Philippine League of Labor Management Cooperation Practitioners, Inc. (PHILAMCOP). This was the first year that PHILAMCOP and NCMB

recognized and awarded unorganized establishments with LMC mechanisms.

**LMC Impact:**

The unique LMC organizational structure of the Hotel has been a qualified success. The communication forum has resulted in the decrease in employee issues through the grievance vehicle. Equally, the tireless efforts made by management to convey their messages made employees happy and satisfied. It has encouraged employees to be conscious of hotel rules and regulations and to comply with laws such as Anti-Sexual Harassment Act and Dangerous Drugs Act of 2002.

Today the company reaps the fruits of the LMC - the absence of any legal suit because of miscommunication and animosity.

The Dap-ayan has indeed succeeded in building rapport among employees, and in instilling in each of the employees better understanding of his/her role, not only as a worker, as a family member, but also as a good citizen of the community. This is the essence of LMC.

**VISION:**  
We will be the preferred choice of members, travelers, and guests by providing first class service and a truly memorable experience that is uniquely Baguio.

**MISSION:**  
We commit to achieve the vision by providing personalized efficient service and quality facilities that will surprise and delight our customers and by creating a work environment that will continuously maintain and develop competent and highly professional people.  
We commit to conduct our business in ways that will promote the preservation and enhancement of the environment.  
All these we do to contribute to the Comprehensive Total Development of Camp John Hay and Baguio as the preferred hospitality destination in the Philippines.

Values  
Self excellence  
Employee excellence  
Commitment  
Teamwork  
Social responsibility

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