

DOLE RESORTS TO CONCILIATION-MEDIATION TO RESOLVE AJ CASES

Labor Secretary Marianito D. Roque has put his trust in the effectiveness of conciliation-mediation to resolve labor disputes that have been referred to his office for resolution.

This developed as he instructed the National Conciliation and Mediation Board (NCMB) to continue to conduct marathon conciliation-mediation conferences and explore all options for possible settlement even after he has assumed jurisdiction over a case.

From September 1, 2009, when the said instruction was given, to December 31, 2009, five cases were assumed jurisdiction by the secretary. Three of these cases – Foremost Farms, Inc., Coca-Cola Bottlers Philippines, Inc – Cagayan De Oro Plant, and BPI Family Savings Bank – were settled through conciliation.

The three companies are all organized establishments whose CBAs were up for renewal in 2009 but experienced impasse in their plant-level negotiations and sought the intervention of the Secretary of Labor and Employment.

Their case was eventually assumed jurisdiction by the secretary.

While these cases were still pending before the Office of the Secretary, NCMB continued mediating and conciliating the disputes in an effort to find a mutually acceptable solution.

NCMB's efforts resulted in the settlement of the cases and the subsequent signing of their respective collective bargaining

agreements. The resolution of these cases benefited some 1,261 employees with over P74.4M in CBA packages.

The agreement signed by the parties to these disputes were adopted as the basis in the disposition of the assumption orders covering the aforementioned cases and assured the parties of continued industrial peace and stability.

The two others – Salcon Power Corporation and Fontana Leisure Park – are still pending as of date. The parties at Salcon Power Corp. are currently engaged in plant-level negotiations, while in the case of Fontana, the parties have been directed to

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NCMB Conciliators & Technical Personnel Attend ILO-ILS Sponsored Workshop on Conciliation-Mediation of Labor Disputes

By Cris Pawingi and Tess Francisco

Tagaytay City. In its effort to maintain a corps of competent conciliators, the NCMB, in coordination with ILO-ITC conducted a Workshop on Conciliation and Mediation of Labor Disputes on September 14-16, 2009 at the Phinma Training Center, this city. This was attended by selected RB directors, conciliator-mediators and prospective con-meds of the Board. Four representatives from the labor sector and a lone participant from the Civil Service Commission also attended the training.

The workshop aimed to develop participants' knowledge and understanding of consensus-building approaches to conflict management and dispute resolution. Focusing on the use of different styles and techniques of

consensus building to conflict management and dispute resolution, the workshop included the basics of conciliation, different styles of negotiating, the significance of better alternatives to a negotiated agreement, steps in the conciliation-mediation process, the attitudes of a conciliator-

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REGIONAL UPDATE

COMPROMISE AGREEMENTS END STRIKE

By Remus Caducoy

Some twelve employees of Remicon Inc. received a total of P873,862 as settlement, ending their strike that lasted for 75 days.

The workers signed their affidavit of quitclaim/release and at the same time received their separation pays consisting of a 15day/year of service, prorated 13th month pay and financial assistance of P10,000 last October 15, 2009 at the RCMB 7 office in Cebu City.

"The workers went on strike after failing to draw management into the negotiation table for what would have been their first collective bargaining agreement (CBA)" says ConMed Hacelfeo T. Cuares.

The union had earlier filed a notice of strike against the company, docketed as NCMB RB VII NS 03-06-2009.

The Japanese-owned company situated at Alang-Alang, Mandaue City offers ready mix concrete services to its clients.

"The employees' voluntary acceptance of the separation package of 15 days had always been welcomed by management, otherwise they would only receive half a month package after the business notice of closure will be fully consummated", Remicon counsel Atty. Francisco V. Mejares said.

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mediator, and professional ethics of a conciliator-mediator.

Sylvain Baffi, Programme Manager of International Training Centre-ILO from Turin, Italy, and Sharon Wakeford, ILO consultant from South Africa facilitated the workshop. Dep. Executive Director Johnson Cañete co-facilitated and served as secretariat.

Throughout the workshop, the speakers introduced the topics through discussion, brainstorming, and role playing. The latter was the most effective method of learning used in the workshop because it encouraged the participants to share their

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Agumil Strike Ends

By Isobel B. Tabaniag

The 3-day strike at **Agumil Phils, Inc. (AGPI). and Agusan Plantations, Inc. (API)** was settled after an extensive conciliation/mediation conferences conducted by NCMB Exec. Director Rey Ubaldo with the technical support of NCMB-13 CARAGA.

The dispute finally ended with the involved parties signing a Memorandum of Agreement during the said conciliation. Mr. Chang Chee Kong, the COO of the two companies lifted the suspension of the five (5) employees and reinstated the two (2)



Final conciliation meeting & MOA signing facilitated by NCMB 13 with Boss Rey at Hills View, Pulang Lupa, Trento, Agusan del Sur

dismissed employees of Agumil Phils, Inc. as stipulated in their MOA.

In addition, both parties at Agumil Phils. agreed to adopt the Award of the Secretary of Labor and Employment on the API VA Case as the new 3-year CBA covering the period from 1 January 2008 to 31 December 2010.

Each company operates at a 1,815-hectare plantation in Manal, Trento, Agusan del Sur. The oil mill at Agumil Phils., Inc. has a capacity of 20 tons FFB (Fresh Fruit Bunches)/hr., producing *Crude Palm Oil*.



Plantation & milling workers of API & AGPI staged actual strike

CONCILIATION-MEDIATION EMPLOYED . . .
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submit position papers and other documentary evidence.

From January to April 30, 2010, four cases were assumed jurisdiction by the secretary. These are RCBC Savings Bank, Kawasaki Motors Phils. Corporation, Philippine Airlines Inc., and Capitol Medical Center.

As of April 30, 2010, the cases involving RCBC Savings Bank and Kawasaki Motors have been submitted for decision. The parties in the Capitol Medical Center case have also been directed to submit position papers and other documentary evidences, while the Philippine Airlines case is still being subjected to further conciliation-mediation proceedings.

Meanwhile, ten cases that were covered by petitions for assumption of jurisdiction filed from September 1 to December 31, 2009 were likewise settled through marathon conciliation-mediation prior to the issuance of assumption orders.

These cases involved the following companies: Bank of the Philippine Islands, Purefoods Hormel Company, Columbia Wire and Cable Corporation, San Miguel

Yamamura Packaging Corporation, Victor Potenciano Medical Center, Republic Cement Corporation, Sagara Metroplastic Industrial Corporation, Toyo Inc. Compounds Corporation, Armed Forces Police Saving and Loan Association, and Clark Development Corp.

The amicable settlement of these cases rendered moot and academic the petitions for assumption of jurisdiction and also benefited some 4,967 workers with P759 M in CBA economic benefits.

The case of MIESCOR which is covered by a petition for assumption of jurisdiction filed on October 8, 2009 is still undergoing further conciliation-mediation proceedings.

Further, from January 1 to April 30, 2010, eight cases covered by petitions for assumption were settled through conciliation-mediation. These cases involved the following companies: Republic Cement Corporation, Energy Development Corporation, FSC Metal Corporation, Far Eastern University, SMC Yamamura FUSO Molds Corporation, Cyline Fashion Manufacturing, TNT Express Worldwide and Nidex Copal Philippines Corporation.

The resolution of these cases benefited some 748 workers with P97,773,130 in CBA

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REGIONAL UPDATE

LMCP 10, LMC-VAA Have New Sets of Officers

By Junaliza Aragon

Labor Management Cooperation Practitioners 10, Inc. (LMCP 10) and Labor Management Cooperation –Voluntary Arbitration Advocates Inc. (LMC-VAA), conducted separate General Assembly Meetings cum Learning Sessions on June 11 and June 5, 2009, respectively.

The activities served as venues where the associations converged and shared their best experiences on LMC in their respective establishments. Both activities created an atmosphere of friendship and camaraderie which manifested the need to enhance partnership and enduring harmony.

The theme of this year's activity is "Moving Ahead with LMC", which invited the social partners to utilize LMC Program as the best mechanism to ensure productivity in the workplace.

Some 86 participants coming from Bukidnon, Misamis Oriental and Cagayan de Oro City joined the LMCP 10 Inc. activity. Meanwhile, 32 participants from Iligan City and Lanao del Norte attended the LMC-VAA Inc. activity.

LMCP 10 elected its new set of officers during the activity. The new officers are:

President:	Mr. Amor G. Sanchez (CEPALCO)
VP Mgt:	Mr. Deogracias F. Mocam (DOLE SOUTH)
VP Union:	Mr. Francis E. Regular (PHIL. SINTER)
BOD Mgt:	Ms. Mellanie C. Mercado (DOLE NORTH) Ms. Emerald Mary K. De Veyra (HOLCIM) Ms. Carmencita D. Jubas (LICEO DE CAG.)
BOD Union:	Mr. Raul M. Aleria (DMPI CANNERY) Mr. Randy Macapil (HOLCIM)
Treasurer (NCMB)	Ms. Junaliza Aragon
Auditor	Engr. Feliciano Peratir, Jr. (BUSCO SUGAR)

The new officers took their oath of office before Atty. Ligaya R. Lumbay, Conciliator-Mediator of NCMB RB 10.

The Labor Management Cooperation – Voluntary Arbitration Advocates Inc. (LMC-VAA) based in Iligan City likewise elected a new set of officers. They are:

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RCMB 7 CONTINUES STAFF CAPABILITY-BUILDING

By Remus Caducoy

Try to visualize this: the presiding officer taps the gavel to get down to business. Everyone inside the conference room is composed and listens attentively to the agenda for the day. Ideas are thrown on the table for discussion. Lively deliberation follows. Monotony and silence blanket the room thereafter. Soon it will be deserted. Participants leave the place one after the other.

This is the scenario of a typical staff meeting.

After the huge success of last year's capability-building program where RCMB 7 employees became resource speakers themselves, a different challenge will test the expertise of the RB 7 employees this time. Each of them will be asked to preside over the regular meetings of the regional branch.

This was announced by Director Mirasol in one of the staff meetings at the NCMB 7 conference room recently.

Normally, Director Mirasol presides over the weekly staff meetings. In each of these meetings, a staff is tasked to lead the prayer and share a quote at the end of the meeting.

With the new format, however, it would be different. There will be drawing of lots to determine who will be assigned to preside the meeting each week. He/she will be responsible for the entire proceedings

from start to finish. He/she would start the meeting with a prayer, call the meeting to order, get the ball rolling, take note of the discussions and agreements, and eventually share the quote for the day.

Ms. Genara V. Buaya, Admin Officer IV led the pack of would-be presiding officers as she took the seat on October 9, followed by Supervising LEO Ms. Gemma R. Poloyapoy last October 19. ConMed Art G. Kierulf took the hot seat last October 26, ConMed Hacelfeo Cuares last November 4 and Senior LEO Rene Sabornido last November 11.

ConMed Kierulf shared his knowledge on the salient points of how to handle a meeting. He said that running a meeting is not really difficult. The role of the presiding officer is just to maintain control over the proceedings and to give the meeting his/her undivided attention.

According to him, one must be prepared to take charge, taking into account the information needed, the objectives and the materials. He must be able to undergo the four-step meeting processes which are *presentation, discussion, consensus* and *implementation*. He must also be able to perform actions during the actual meeting such as the introduction of the participants, establishing the rules, presenting the facts, controlling the flow of discussion and

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USEC Rosalinda D. Baldoz visits the NCMB

By Arthur Audea

USEC Baldoz joined the NCMB family in its Flag Raising ceremonies last October 5, 2009, and led the NCMB officials in handing out tokens and checks to Loyalty Awardees.

She reminded the officials of the Board that national interest cases should be resolved as soon as possible and not take years in its disposition. She also said that the Board has to promote voluntary arbitration in settling disputes, strengthen grievance machinery within the workplace, and minimize/resort to



assumption of jurisdiction and compulsory arbitration.

She also advised the NCMB to coordinate with PEZA to work out a guideline in resolving disputes in the ecozones.

She further instructed the NCMB to maintain close coordination with the NLRC in order to monitor cases that have become subjects of injunctions, and said that the Philippine National Police should be integrated in the sphere of labor relations.

REGIONAL UPDATE

CAR CONDUCTS 2 PROVINCIAL AREA-WIDE SEMINARS IN A QUARTER

By Cresencia Pawingi

“Reach the countryside” has been the motto of RCMB-CAR in promoting the Alternative Dispute Resolution programs of the Board.

For the past years, the Branch contented itself with the conduct of plant level seminars, plant visits and monitoring of establishments with Labor Management Cooperation (LMC) and Grievance Machinery (GM). Along with these, the Branch also conducted advocacy training and consultations in other establishments in the region. The Branch learned that these establishments outrightly express that they didn't need LMC and GM because supposedly they have cooperation scheme and grievance procedure as gleaned from the absence of cases filed with the DOLE or any other forum.

However, when a deeper study of the cooperation scheme and grievance procedures of these establishments was conducted through environmental scanning and in depth consultation with management and employee representatives, the Branch found out that their mechanisms lack one or two of the basic components of an ideal LMC and GM. The important requisite of adequate representation of labor and management in the committee, mutual understanding of committee members and willingness of members to participate in the programs and projects of the LMC Committee were not present. To address these false impressions of the clients on labor management cooperation and grievance machinery, the Branch then prepared a training proposal that



will change the mistaken belief of these prospective clients. To cover various businesses in these provinces, the Branch saw the need to introduce the concept of Alternative Dispute Resolution (ADR) in a large scale through an area-wide seminar. More importantly, the area wide seminar becomes an entry point of the Branch to advocate and facilitate the LMC and GM per company or establishment.

To carry out the training proposal, the Branch conducted separate provincial area-wide seminars on August 6 (Bangued, Abra) and September 23, 2009 (Bontoc, Mt. Province). Both area-wide seminars were attended by representatives from different industries mostly on retail and wholesale businesses, educational institutions and electric cooperative of both provinces which has the highest workforce. The topics on workplace cooperation and partnership, grievance machinery, and conciliation-mediation were discussed in both area-wide seminars. The Branch staff, composed of LEO III Maggie B. Balagtey, Supg. LEO Cresencia M. Pawingi and OIC Brenda Rose C. Odsey served as resource speakers during these seminars.



CAR staff in action!

OIC Brenda Rose C. Odsey (above photo), Supg. LEO Cresencia M. Pawingi LEO and III Maggie B. Balagtey stressing their points during the area wide seminar in Abra.
(Photos by Marcial T. Pasing, AAide III)

SEMINAR ON EMOTIONAL INTELLIGENCE

By Susan A. Quimpo and Efleda A. Hourani

NCMB Branch 5 got commendation from the participants when it successfully ran a Seminar on Emotional Intelligence. EQ is the ability to understand and manage one's own emotions and that of others. Self awareness and self management in relation to one's ability to manage and understand the emotions and feelings of other people and the ability to effectively manage interactions with another, otherwise known as relationship management, are the key factors in resolving conflicts and disputes. These are among the EQ dimensions that could successfully influence the resolution of cases vis-à-vis our programs on conciliation-mediation, workplace relations enhancement or LMC and grievance machinery-voluntary arbitration services.

The one-day learning activity was held at the Alicia Hotel, Legazpi City on 09 July 2009. The seminar was attended by 78 participants composed mostly of human resource managers, supervisors, administrative and operation area managers, union presidents/officers, faculties and even owners of establishments. NCMB 5 personnel likewise attended and served as Secretariat.

The Resource Speaker is Ging L. Igual, a licensed EQ Trainer of HumaNext Communication Ideas, a US leading training firm and with corporate affiliation as Growth Leader of Watson Wyatt Phils. Inc., a multinational engaged in human development and financial management. She is an active member of PMAP and also a member of the Emotional Intelligence Training and Research Institute, U.S.A.



The activity was organized by NCMB Regional Branch 5 in cooperation with the Labor-Management Industrial Peace Advocates, Inc. (LAMIPA) and Bicol Industrial Grievance Management Advocates, Inc. (BIGMA). The idea to conduct such a seminar as one of its activities for the year was conceived during the joint assembly meeting of the two associations.

The seminar dwelt on the theme “Driving Professional Excellence with Emotional Intelligence” which emphasized on the need to learn, explore and develop Emotional Intelligence

FROM ADVERSITY TO COOPERATION: THE URC CAVITE EXPERIENCE

By Corazon Fegi

URC Cavite, located at First Cavite Industrial Estate (FCIE), Dasmariñas, Cavite is an unorganized company with a total employment of 270. It is an ISO 9001:2000/HACCP certified. It is one of the biggest plants of URC all over the Philippines. It has 2.2 hectares facilities in a 5.4 hectare property. Most of its employees are male simply because of the tough requirements of the job.

The concept of LMC was introduced in the company in 1997. It was formally organized in 1998 and given the name SANDIGAN. Unfortunately, the program was not properly utilized and failed to serve its purpose. It became REKLAMUHAN because of the gripes and complaints raised and discussed at the forum.

In 2001, the employees formed a union. However, in the ensuing certification election, most of the employees voted for "no union". In the years that followed, negative scenarios were seen at the plant as an expression of the employees' sentiments. Vandalism and sabotage were rampant around the vicinity.

Because of the company's decreasing productivity, low morale of employees, and the mass action of the workers that bore negative impact to its customers, the top management decided to change its leadership and management style. They replaced the company's top officials and reactivated its LMC, given a new name KATIG – Kaisang Tinig at Gawa.

Self assessment and reflection sessions were made to figure out what went wrong and what is really "the end in mind" of

the company's LMC. LMC planning and tools session were conducted. Sub-committees were created and the officers and members were given the same training.

The result is a transformation of relationship and productivity, as manifested by the increase in customers' satisfaction, increase in quality and productivity and the attainment of efficiency export requirements which earned for them the DTI award of Most Improved Plant in 2008. Grievances decreased and teamwork strengthened as evidenced by joint spearheaded activities relative to community relations.

Since 2005, URC Cavite has been actively participating in RCMB IV-A and RTIPC-sponsored activities. The company sent 30 delegates to the Regional LMC Convention in Batangas City on June 18, 2009. URC Cavite's Operations Manager and LMC Chairman were elected as Vice President and Board Member, respectively, of STAR LMCAI. These officers are active and supportive of all STAR LMCAI meetings and undertakings.

The workers and management realized early the need to cooperate as they aim to be one of the best among the companies with LMC. Top management supports this goal because of its aspiration to make URC Cavite the model among URC plants in the Philippines.

(KATIG, the LMC of Universal Robina Corporation-Cavite is the official entry of RCMB IV-A to the 2009 Search for Outstanding LMC Awards for Industrial Peace. The LMC won a special award Unique Strategic Partnership.)

Dir. Alonzo Speaks in 50th Rotary Club Anniversary

By Cesar D. Cacayuran

OIC-Director Carmina B. Alonzo of NCMB-RB1 served as guest of honor and speaker during the 50th year anniversary celebration of the Rotary Club of San Fernando (LU), Inc., District 3790 which was held at the Kris Room of Oasis Restaurant, Sevilla, San Fernando City, La Union on September 29, 2009.

During one of the program's sidelights, OIC-Dir. Alonzo lectured on management prerogatives and employees' rights and obligations before owners and managers of various establishments in the city. Her lecture was an eye-opener for some managers who came to realize the importance of establishing strengthened relations with their employees.

OIC-Dir. Alonzo emphasized that for every management prerogative, there is a corresponding right and obligation of the employee. She stressed that to ensure harmonious relations, management should be attentive and emphatic to the needs of their employees. She also said that managers should treat their employees as their best assets to ensure the success of their company.

On October 29-30, 2009, Dir. Alonzo also spoke during the training on conciliation-mediation techniques organized by the Regional Tripartite Industrial Peace Council in coordination with the Department of Labor and Employment – Regional Office I.

The training was conducted specifically for officers of the RTIPC. The participants were given various exercises on how to determine and analyze the different conflicts and disputes. They were also given time to understand and apply the different methods and techniques on how to resolve and settle grievances in the workplace.

RB-5 SPORTS ACTIVITIES

By Rizaliza A. Vargas

Recognizing the need for everyone to maintain some physical activity for a healthy lifestyle, RCMB 5 went to Lingñon Hills, Legaspi City last November 21, 2009 for some sports activities.

OIC-Director Quimpo and Supervising LEO Josephine DL. Amaranto tried the Zip Line, but the others were a little faint-hearted and refused to take-up the challenge.

The group then proceeded to the Albay Badminton Center at Bonot, Legaspi City for

NCMB RB5 personnel at the Lingñon Hill.



OIC-Director Quimpo all smiles after the Zip Line challenge.



some badminton game. Everyone was sweating profusely after two (2) hours of game.



Supervising LEO Josephine DL. Amaranto and Admin. Aide VI Wilson V. Joson during one of the badminton matches.

REGIONAL UPDATE

DMPI Plantation, Union sign CBA

By Junaliza S. Aragon

Del Monte Philippines, Inc. and its union, the Plantation Employees Union and National Officers of Associated Labor Union-Trade Union Congress of the Philippines (ALU-TUCP) signed a new Collective Bargaining Agreement during simple rites in Cebu City on December 1, 2009. The new CBA includes provisions for wage increases and other benefits for almost 2,000 hourly-paid plantation workers from 2009 to 2014.

ALU-TUCP National Vice Presidents Raymond Democrito Mendoza and Gerard Seno, ALU Local 302 President Virgilio Cabardo, and Vice-president Roisven Galdo represented during the signing rites.

The company was represented by Group COO Luis Alejandro.

Union members have earlier ratified the new CBA after a series of Pulong-ulong conducted in housing camps and operation centers across the plantation. Management Negotiation Panel Heads Andre Jaranilla and Atty. Ramon Velez explained that the new CBA reflects the high level of maturity of the union's leadership and their commitment to our shared goals on farm production, productivity and employee welfare.

Speaking during the signing rites, Group COO Alejandro requested the workers to – 1) initiate Innovations, bring excitement to the field, challenge your people to set goals, move on and deliver breakthroughs;

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Former NCMB Dep. Exec. Director Leny Cruz (r) stresses a point during the "Seminar for Accredited Voluntary Arbitrators of Region XI" held at the Grand Men Seng Hotel in Davao City in July 2009. The seminar drew AVA-participants from Regions XI and XII. *Upper photo* - A participant throws a question while the speakers (seated, front) listen intently during one of the sessions. (Ada May D. Catan)



AVA Alfonso L. Dela Victoria, Treasurer of AVAI-XI emphasized that unresolved grievance/s must be thoroughly studied and that decision writing requires a certain level of skill from the chosen Arbitrator or panel of Arbitrators because their decision is final and executory. (Ada May D. Catan)

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economic benefits and 81 workers with separation pay.

The petitions for assumption of jurisdiction involving Mimosa CDC, Flexible Packaging Products Corp., Wyeth Phils., and Victoria Manufacturing are still subject of further conciliation-mediation proceedings.

The effectiveness of the Board's conciliation-mediation services, particularly in resolving cases assumed jurisdiction by the secretary and those that are covered by petitions for assumption of jurisdiction could be reflected in the absence of actual strikes declared during the period September 1 to December 31, 2009.

The Secretary exercised minimal intervention even in the case of actual strikes
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NCMB Conciliators . . . from page 2

skills and knowledge with their fellow participants.

USEC Rosalinda D. Baldoz visited the participants on the second day to have dialogue with the conciliators and would be conciliators. She reminded the conciliators to be vigilant and visible, and to value time during the pendency of a conciliation case. Furthermore, the Undersecretary for Labor Relations reminded the conciliators to strengthen their linkages with the Regional Coordinating Committee, Med-Arbiters and Labor Arbiters to facilitate speedy resolution of conciliation cases.



Executive Director of NCMB, Reynaldo R. Ubaldo joined the speakers and the participants during the closing ceremonies to give his message. The executive director congratulated the participants for completing the training and expressed hope that the knowledge and skills they acquired in the workshop would be put to good use in their respective jobs.

NCMB Conducts . . .
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Exec. Director Ubaldo directed the Regional Directors to consider the suggestions/inputs of the NCMB stakeholders in formulating the vision of NCMB. He advised them to be more proactive and dynamic as the needs of the clients have changed. He instructed them to become more flexible, learn how to strategize and to address the formal and the informal sector as well. He also thanked the NCMB stakeholders for their support in improving the Board's services.

After a series of workshops, the group finally came up with a tentative NCMB Vision Statement as follows:

"BY YEAR 2020, THE NCMB SHALL BE THE CENTER OF EXCELLENCE IN ENHANCING HARMONIOUS RELATIONSHIP IN EVERY WORKPLACE."

On the third day, the group decided to further refine the above vision statement as follows:

- By Year 2020, the NCMB shall continue to be a dynamic Center of Excellence in the institutionalization of cooperative, non-adversarial and voluntary modes of dispute prevention and settlement in every workplace.

- The NCMB shall be the catalyst of dynamic social dialogue in every workplace.

By Year 2020, the NCMB shall continue to be a dynamic Center of Excellence

in the institutionalization of cooperative, non-adversarial and voluntary modes of dispute prevention and settlement playing a catalytic role in achieving a dynamic social dialogue in every workplace.

Executive Director Ubaldo instructed the group to further study and review the above statements for final revision and come up with a sound vision statement for the NCMB in its effort to improve its programs and services for its clientele.

During the 2009 – 2010 Year-End Performance Assessment, the Board refined the proposed vision statements to come up with the officials statement, thus:

"NCMB SHALL CONTINUE TO BE THE CENTER OF EXCELLENCE IN THE INSTITUTIONALIZATION OF ALTERNATIVE DISPUTE RESOLUTION (ADR) MECHANISM IN EVERY WORKPLACE."



NCMB Senior Officials with Dr. Marjorie Rola and Virginia Garcia, PPA; Mr. Romeo Garcia, ECOP; Mr. Antonio Asper, FFW; Dean George Sibal, UPSOLAIR; and Atty. Roberto Gastardo, PAVA during the conduct of Visioning Exercise held at Fernandina 88 Suites Hotel, Araneta Cener, Cubao, Quezon City last June 22-24, 2009.

RCMB 10 Director Florido J. Akut, Jr. administered their oath of office.

LMCP 10 and LMC-VAA are two of the most active partners of the NCMB in promoting its programs in Region 10.

DTI 2 DIRECTOR EMPHASIZES . . .
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All participants appreciated the efforts of both POWER 2 and the RCMB 2 in convening them in another historic activity and will look forward to more similar programs to be conducted in the future.

NCMB HANDS OVER CHECKS, TOKENS TO LOYALTY AWARDEES

By Rosie P. Biolena

Five officials and staff of the NCMB are recipients of this year's DOLE Loyalty Awards.



Loyalty awardees are those who have served the Department continuously for 25 years. The NCMB awardees include 1) Diadema A. Aguire, Administrative Officer V (CO), 2) Rosie P. Biolena, Administrative Officer V (CO), 3) Romeo D. Gayagoy, Supervising LEO (RB II); 4) Maribeth N. Gopez, Conciliator-Mediator (RB III), and 5) Melinda M. Lee, Labor and Employment Officer III (RB VI).



The awardees each received a plaque of appreciation and LBP gift certificate worth P10,000 during the First Monday Program cum Flag-raising ceremony at the NCMB Central Office on 05 October 2009.

It was the first time that the Board gave out plaques and cash incentives to its employees who have rendered 25 years of service to the Department.

In previous years, NCMB employees who qualified for the award received their incentives from the DOLE proper during DOLE-sponsored activities (e.g, DOLE Anniversary Celebration, Flag-Raising Ceremony, etc.) along with other qualified employees from different DOLE Offices and attached agencies.

Undersecretary for Labor Relations Rosalinda D. Baldoz, who visited the NCMB CO for the first time since it transferred to its new location on Quezon Avenue, handed out the cash and tokens to the awardees. She was assisted by CO Officials led by Exec. Director Reynaldo R. Ubaldo.

LMCP 10, LMC-VAA . . .
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|------------|---|
| President: | Ms. Maria Fe S. Capistrano (PILMICO) |
| VP Mgt: | Ms. Belen B. Catanduanes (ILIGAN LIGHT) |
| VP Union: | Mr. Julio U. Surigao (DR. UY HOSPITAL) |
| BOD Mgt: | Mr. Francisco D. Manga (TREASURE STEEL)
Ms. Leonilyn Marsamolo (TRENDLINE) |
| BOD Union: | Mr. Gerardo C. Clet (FILIPINAS ESLON)
Agustin M. Orot (REFRATORIES)
Mr. Esmeraldo V. Tubio (TREASURE STEEL) |
| Treasurer | Ms. Nomie Quiamco (ILIGAN LIGHT) |
| Auditor | Mr. Wilfredo R. Baban (MABUHAY VINYL) |

Viewpoint

Don't Kill the Golden Goose

Shared by: Ms. Tess M. Francisco/Caraga
Author: Mike Prokopeak, editorial director for Chief Learning Officer magazine.

Talented people are like the goose that laid the golden egg. The return they deliver is greatly higher than the return from the rest of your workforce, but nurturing them requires special care and feeding.

"With talent, traditional rules of management don't apply," said Steven Berglas, executive coach and management consultant. "If you treat talent in normal ways, you risk alienating them. The iron fist is worthless."

Berglas delivered the closing keynote address at the Fall 2009 Chief Learning Officer Symposium on Wednesday morning. The event, which took place at the Broadmoor resort in Colorado Springs, Colo., brought together 400 learning and development professionals for a three-day conference exploring the topic of "Peak Performance: Pushing Your Organization to the Top."

When it comes to golden geese, their talent is born, not bred, Berglas said, and the drive, focus and motivation to succeed is often embedded before the age of six.

Shifting the metaphor, Berglas described these talented performers as thoroughbred horses who are born to run. Given their tendencies and ability to drive significant results, Berglas questioned why organizations would ever want to rein them in. The challenge with these high performers is different.

"The key is how do you let them run, but not roughshod," he said.

Berglas offered several pieces of advice for managing these talented individuals. Put down the whip because it won't work. Talented individuals often push themselves much harder than you can. Ask them questions to engage them fully and bring them into the decision-making tent. Tap into their healthy passion and acknowledge their anxieties and weaknesses to remove performance anxiety.

"Guide them, but not with a constraining set of parameters," he said. "When you constrain them, nothing good happens."

Constraint results in psychological reactance or defiance, development of a "grass is greener" mentality that pushes them to leave or an "eye for an eye" mentality that causes them to sabotage themselves or others. Mismanagement of these top performers can also lead them to choke under the extreme pressure of the lofty expectations placed on

Suggestions on how to be happy at work

By Director Florido J. Akut

Dr. Josette Biyo, the multi-awarded teacher (now school Directress) from Iloilo, said, "You need to love your work. And if you cannot find yourself working on loving your work, you need to leave your work and try something else."

It may sound harsh but it is actually practical. Would you waste your entire life trapped to a work you loathe and refuse to make something out of yourself? The problem here is that your work will be mediocre and you may not be doing your company a favor. But before leaving, perhaps I could offer some suggestions on how to be happy at work.

1. CHOOSE TO BE HAPPY.

Get real! Not everyone can have an ideal workplace, not everyone can have the best boss ever but you can always choose how you would respond (not react) to the situation.

2. COUNT THE GOOD THINGS.

Whether you care to admit it or not, I am sure there are certain aspects about your work that are positive so don't just count and keep tab on the negative experiences you had; be grateful about the positive experiences and benefit you have.

3. CONTINUE DEVELOPING YOURSELF.

Raise your personal bar. Strive for excellence and never settle for average. Read books, attend seminars and add more skills to your repertoire. The more knowledge you acquire the more options you will have. This is not only ideal; this is essential.

4. STICK CLOSE TO POSITIVE PEOPLE.

Negative people can suck away your energy and passion. Stay away from them. Do not be interested in office gossip. Stick to

people who can add value to your personality and character.

5. LIVE A HEALTHY LIFESTYLE.

Exercise. Watch carefully what you eat. Drink plenty of water. If your body is weak, then being happy would be difficult to attain.

6. DO WHAT YOU LOVE.

Get a hobby. Go into sports. Do something you look forward to doing everyday and when this is balanced to an unhappy work place, your current job won't seem so bad.

7. LEAVE YOUR WORK PROBLEMS AT WORK AND LEAVE YOUR HOME PROBLEMS AT HOME.

Do not allow your problems to cross boundaries.

Do not drag your family members into your realm of unhappiness.

8. LEARN TO SAY NO

Make only commitments you can keep. Do not fill up your calendar with activities that do not add value to your success goals. Say no to activities that would achieve nothing but rob you of your time.

Of course, you can always make your current job work or decide that it is time to quit your job. This is why you have to be courageous. But before you hand over your resignation, understand one thing. Most successful people came from unhappy backgrounds and worked for bosses who are jerks but they rose beyond their situations and won. So allow me to make one final suggestion. Wouldn't you pray that God occupies your heart with gladness in what you do? This may yet be the best suggestion ever. And now that you know you have to make your choice. (Francis Kong)

them or make them feel trapped within a gilded cage.

Berglas noted that money, the main incentive that many organizations use to motivate top talent to perform, is often the most ineffective.

"You can get them in door with a lot of money, but you can't keep them with that," he said. Mismanagement can also lead to burnout or development of self-handicapping behavior that allows them to deflect expectations. To nurture these golden geese, Berglas

suggested that organizations mentor, rather than train them.

"Talent need mentoring to bolster their precarious sense of self-esteem," he said.

In most cases they possess the skills and abilities they need, and if they don't, they will quickly acquire them on their own. To ensure they continue to perform at a high level, they need to be shown ways to modify their destructive behavior and continue to grow.

"How to intervene? Praise and parent properly," Berglas said.

REGIONAL UPDATE

DTI 2 DIRECTOR EMPHASIZES ROLE OF EMPLOYERS AND WORKERS IN GLOBAL FINANCIAL CRISIS

By Minda B. Tungpalan

Tuguegarao City - Department of Trade and Industry Regional Director Ma. Esperanza E. Banares challenged the employers and workers of Region 2 to double their efforts in sustaining industrial peace in their respective companies as they try to beat the odds brought about by the Global Financial Crisis being experienced worldwide.

"Your theme "Epitomizing Excellence, Virtue and Character Amidst the Global Financial Crisis" manifests your profound efforts in improving the labor situation in our region. The enhancement of productive labor sector in our country is practically geared towards comprehensive long-term national economic development. In times like these, carrying with you the attitude of excellence added with virtue and character will all the more improve your competitiveness in the global marketplace erasing panic and doubt among yourselves."

Director Banarez was speaking as lecturer during the one-day Regional Convention on Labor-Management Cooperation organized by the Partnership of Workers and Employers in Region 2 (POWER 2) in cooperation with the Regional Conciliation and Mediation Branch 2 on September 11, 2009 at the Dona Caridad Perez Building of the Cagayan Colleges Tuguegarao.

The DTI Chief gave a brief background on the crisis genesis and stressed that although emerging economies such as the Philippines would be able to cope better with the GFC, challenges and prospects are to be met in the future. "The bottom line is, we should be vigilant but at the same time, keep our hopes and create peace and confidence in ourselves," Banares said.

The convention, attended by 72 workers and employers from organized and unorganized establishments was designed to inspire the participants to improve the quality of life despite the impact of the GFC on industry and labor.



Director Banares took time to grace the activity to meet the POWER 2 officers and members for the first time.

She advised the participants to be more vigilant as the challenge is greater because of the expected effects of the GFC on the Philippine economy. She also emphasized the importance of the NCMB's services in promoting social dialogue between the employers and workers to attain a win-win scenario whereby big and small enterprises can grow together. Constant dialogue between workers and employers, she said, will strengthen their partnership.

In response to this global phenomenon, the Philippine government, DOLE in particular, has undertaken the necessary steps in order to brave the effects of the crisis, said DOLE-RO2's TSSD Chief Prexie Caronan, one of the lecturers in the convention. She added that DOLE has implemented adjustment measures to prevent job losses and assist the displaced workers.

Ms. Caronan encouraged the participants to sustain the existence of POWER 2 and preserve jobs. She expressed optimism that there were no struggling establishments represented by the participants. She identified DOLE's Kabuhayan Starter Kit projects, Nego-Kart and Kabataan Information Technology Opportunities as projects intended to bring about improved socio-economic well-being of workers, groups or sectors with special concerns, displaced wage workers and their families including IT-literate unemployed youths.

Highlighting the convention was the oath-taking of the POWER 2 Officers followed by the acceptance speech of its president, Mr. Adelaido T. Dayrit. POWER 2 has merged both the Association of Labor Management Cooperation Practitioners in Region 2 (ALMACOP II) and Cagayan Valley Grievance Management Advocates (CVGMA).

Part of the program was an audio-visual presentation by the Eveland Christian College as the region's nominee for the 2009 National Best LMC Practices. Ms. Mavis Gonzales, a self-employed retiree from the Iligan Coca-Cola Plant was presented a plaque of appreciation by the POWER 2 officers and the RCMB 2 officers and staff in recognition of her invaluable effort in sustaining industrial harmony among the social partners during her time as the ALMACOP's Vice President.

continued on page 7

NCMB RB-12's SCIPSI

By Gerie D. Lampitco

SCIPSI is relatively new in the stevedoring and arrastre services, yet it placed third during the Mindanao Cluster deliberation of entries for the 2009 Search for Outstanding LMC Awards for Industrial Peace whose winners will be honored during the 7th LMC National Convention in Cebu City.

The company bested other entries from the rest of the regions in Mindanao.

SCIPSI is South Cotabato Integrated Ports Services Inc., and, with its union, the Sarangani Marine General Workers Union-TUPAS or SAMAGEWU-TUPAS, is just like any regular unionized establishment which experienced different stages of labor disputes. However, upon realizing the negative effects of the disputes on both the company and the union, management took the initiative to help their employees become what they are today, even to the extent of spending large amount of money to hire different consultants just to train and/or teach their employees the importance of supporting their company.

The company, which prides itself of being the first company in the Visayas and Mindanao to have three ISO certifications since 2003, namely ISO 9001:2008; ISO 14001:2004 AND OHSAS 1880:2007, is also a recent awardee of the "Investors in People (IIP)" award.

At first, SCIPSI management was hesitant of joining the 2009 Search for Outstanding LMC Awards. It was already contented with the way the employees were performing their duties and the excellent working relationship generated by a very good working climate. The NCMB Branch saw otherwise. Why not showcase to the rest of other member-companies within the region, the SCIPSI LMC success story?

Their beautiful HR Supervisor, Ms. Ella Rosal, an energetic young lady was equally enthusiastic of documenting their LMC procedure. She did not need much prodding.

When the results came out, SCIPSI was third, behind Del Monte Phils., and Mabuhay Vinyl, all bigwigs in the Best LMC Practices category.

Third place? No, the Mindanao Cluster recognition/award feels like first place to the employees and management of South Cotabato Integrated Ports Services, Inc. The recognition was just the icing on the cake, their productive working relationship is what matters most.

REGIONAL UPDATE

IN-HOUSE TEAMBUILDING ACTIVITY

By Rizaliz A. Vargas

As part of its effort to improve the delivery of the Boards's programs and services through enhanced teamwork among its personnel, RCMB5 conducted an In-House Teambuilding Activity last November 19, 2009.



OIC-Director Susana A. Quimpo explained the rationale of the activity which are:

1. To know and understand the principles behind the book "17 Essential Qualities of a Team Player" by John C. Maxwell;
2. To learn how to apply teamwork in the office;
3. To enhance the presentation skills of each staff and build their self-confidence; and
4. To promote and maintain healthy worklife/lifestyle.

"Learning process is continuous, it has no age limit. We should always strive to know new ideas and skills", OIC-Director Quimpo stated further.

The activity progressed with the presentation of the individual assignment of the staff. Each one was tasked to explain two



NCMB RB5 Branch personnel during their individual presentations. (Clockwise from top left: Admin. Aide VI Rolando J. Jetajobe, LEO III Rizaliz A. Vargas, Admin. Aide VI Wilson V. Joson, Admin. Asst. II Gloria S. Cope, OIC-Director Susana A. Quimpo, Admin. Officer III Hazel G. Carоче, and Supervising LEO Josephine DL. Amaranto

(2) essential qualities of a team player. Seven (7) staff of the Branch gave their presentation.

7 Essential Qualities of a Team Player according to John C. Maxwell are:

1. Adaptable - if you won't change for the team the team may change you.
2. Collaborative - walking together precedes winning together.
3. Committed - there are no half-hearted champions.
4. Communicative - a team is many voices with a single heart.
5. Competent - if you can't, your team can't.
6. Dependable - Teams go to go-to players.
7. Disciplined - where there's a will, there's a win.

8. Enlarging - adding value to teammates is invaluable.
9. Enthusiastic - your heart is the source of energy for the team.
10. Intentional - make every action count.
11. Mission Conscious - the (big) picture is coming in loud and clear.
12. Prepared - preparation can mean the difference between winning and losing.
13. Relational - if you get along, others will go along.

The activity ended at about 4:00 PM with Supervising LEO Josephine DL. Amaranto thanking everyone for their cooperation.

ANNUAL 5S AUDIT/EVALUATION KICKS OFF

By Remus Caducoy

Sort, systematize, sweep, sanitize, self-discipline.

These are the by-words of RCMB 7 personnel and employees of all other DOLE 07 offices nowadays.

More popular by the acronym 5S, the five words make up the key elements of good housekeeping.

The Regional Coordinating Council (RCC) of Region 7, which is made up of the DOLE Regional Office and attached agencies, is currently conducting a 5S contest among DOLE offices in the region.

Also known as the 5S Good Housekeeping, the annual audit/evaluation runs from October to December of every year.

The evaluation will be conducted randomly unannounced among DOLE-RCC members through a unified audit tool. The evaluators will rate twenty workstations using three random samples per work station.

The grand prize winner will receive a plaque and cash worth P5,000, while P3,000 and P2,000 will go to the 2nd and 3rd prize winners, respectively.

"The challenge to repeat is still there," Director Edmundo T. Mirasol said.

NCMB 7 was adjudged the over-all winner last year besting the other DOLE attached agencies by a slim margin.

"DMPI's LMC innovations earn merits"

By Junaliza S. Aragon

The Philippine League of Labor Management Cooperation (PHILAMCOP) and the National Conciliation and Mediation Board (NCMB) have jointly honored Del Monte Philippines, Inc. for its "exemplary performance and persistence in upholding the advocacy of dynamic labor-management relations" through its LMC programs. The Plantation LMC also received a special award for "Innovative Organizational Structure" highlighting the unique contributions of camp-based LMCs and an "Award of Recognition" as a finalist in the 2009 Search for Outstanding LMCs of the Philippines. DMPI received the awards during the 7th National Labor Management Cooperation Convention held in Cebu City last November 25-26, 2009.

In the 2009 Search for Outstanding LMCs, some forty LMCs vied for the top three slots. DMPI Plantation joined thirteen other entries in the shortlist of finalists.

REGIONAL UPDATE

Companies where the management and labor sectors care for each other are often successful

By Junaliza S. Aragon

Speaking before the 7th LMC (Labor Management Cooperation) National Convention at Waterfront Hotel, Lahug Cebu City, Fr. Roderick C. Salazar Jr., former President of University of San Carlos, Cebu said that some employers and workers take economic crisis as an opportunity for reforms, and companies where the management and labor sectors care for each other are often successful.

The convention was attended by labor-management cooperation practitioners, conciliator-mediators, and peacemakers.

Salazar was invited by the convention organizer, the Philippine League of Labor-Management Cooperation Practitioners Inc. (PHILAMCOP), to talk about resiliency in times of crisis. *"You realize that our times are rather difficult. And yet you have come together, or maybe should say, and so you have come in the convention to meet one another, share ideas on how to improve yourselves and your work, how to bring peace where it is missing or has been destroyed if not just compromised,"* Salazar said.

Attorney Allan S. Montañó, President of the Federation of Free Workers, said that the convention theme, "LMC: Our Response to GFC (Global Financial Crisis)," is crucial and a subject for a debate. *"The global crisis is neither the first nor will it be the last. Some say the crisis is one of overproduction; others said it is inherent in a capitalist way of socio-economic integration. That is not the point,"* Montañó said.

"The point is: how best do we mitigate the deleterious impact of global crisis and how best to prepare for the next crisis? For like storms resulting from climate change, it will surely come," Montañó stressed.

Montañó thinks that what will work best is PARTNERSHIP. But for partnership to

work, it must be based on the equality of the partners. "This requires full freedom of association and free collective bargaining," Montañó further said.

On the other hand, Rep. Raymund C. Mendoza, of the Trade Union Congress of the Philippines (TUCP) Partylist, said his group is radical in defending labor standards set by the International Labor Organization.

"TUCP adopted the idea of Cooperation. TUCP does not attack, rather we engaged in cooperation (with management). Responsible unionism is our advocacy," Mendoza said.

Some forty-nine delegates attended the Convention from Region 10 comprising of the following Companies: Pilmico Foods Corporation, Dole Phils. Inc. (South), Dole Phils. Inc. (North), Iligan Light and Power Company, CEPALCO, Mabuhay Vinyl Corporation, Del Monte Philippines (Plantation), Philippine Sinter Corporation, Del Monte Philippines (Cannery), Holcim Phils. Inc., Dr. Uy Hospital, Xavier University, Mount Kitanglad Agri Venture Inc., Mount Kitanglad Agri - Diversified Services Inc., Agrinanas Development Inc., Asia Brewery Incorporated, AWATU Office, Rural Transit Mindanao Inc., Busco Sugar Milling Company, and First Bukidnon Electric Cooperative.

Del Monte Philippines Inc. (Plantation) and Mabuhay Vinyl Corporation were awarded as national finalists during the 2009 Outstanding LMC Awards for Industrial Peace, emphasizing the exemplary performance and persistence in upholding the advocacy for dynamic labor-management relations through LMC. Both companies also received Special Awards for Innovative Organizational Structure highlighting the unique contributions of LMC Programs not only to the employees but also to the community.

CONCILIATION-MEDIATION EMPLOYED . . . from page 6

as shown in the Board's performance during the period January to April 30, 2010.

Two of the three strikes declared from January 1 to April 30, 2010 were settled through conciliation-mediation. The third work stoppage is still undergoing further conciliation-mediation proceedings as of April 30, 2010.

None of these strikes were assumed jurisdiction by the Secretary.



PHILAMCOP Officers donate cash to CAIPPA as working fund of the association. The donation was given during the two-day seminar on "People's Effectiveness thru Quality Management and Labor Relations" organized by the CAIPPA in coordination with RCMB XIII at the Balanghai Hotel and Convention Center on 19-20 August 2009. (Sheena V. Demata)



NCMB Deputy Executive Director Johnson G. Canete delivers his lecture on Creativity & Stress Management during the "Peoples' Effectiveness thru Quality Management and Labor Relations" seminar organized by the CAIPPA and RCMB 13. The seminar was attended by 53 workers and employer representatives coming from the different provinces in the region. (Sheena V. Demata)

RCMB 7 CONTINUES . . . from page 3

deliberations, clarifying consensus and conclusions, and insisting on the action.

"This activity is a good training ground for all of us. Although the rules of parliamentary procedure are not strictly applied but this should be a good development." Director Mirasol said.

The rest of the staff is excited as they wait for their turn, having witnessed how a meeting should be run beforehand and getting tips from experienced individuals.

DMPI Plantation . . . from page 6

2) instill greater pride in our people, have a "malasakit" or care for our people; and 3) make Labor-Management Cooperation (LMC) a powerful tool to help manage our plantation, communicate and share our vision, and help management expand the business.

THE SECOND FRONT PAGE

NCMB Conducts Visioning Exercise

By Marife E. Fausto

The National Conciliation and Mediation Board conducted a Visioning Exercise as a sidelight to its 2009 Mid-Year Performance Assessment held at Fernandina 88 Suites Hotel, Araneta Cener, Cubao, Quezon City last June 22-24, 2009. The Board decided to formulate a new vision statement to give further impetus to its programs and services.



In his opening message, Executive Director Reynaldo R. Ubaldo said that the NCMB has been in existence for 21 years and reminded that there is a need to look back, restructure and readjust. He said the Board decided to invite a third party to make an assessment of the NCMB from a different perspective and determine the changes that the NCMB needed to undertake. He stressed the importance of looking for better strategies to improve the Board's services in the light of the changing trend in the labor relations atmosphere characterized by a decreasing number of strikes.

The Visioning Exercises was facilitated by Dr. Marjorie Rola and Ms. Virginia Garcia from the PPA. The Board also invited other stakeholders from PAVA, the employer and labor groups, and the academe to share their inputs and comments on the Board's performance.



The facilitators divided the activity into two parts. Part 1 dealt with the concepts and part 2, the visioning proper. The participants were divided into 6 groups, according to cluster, composed of the following: NORCEL, NCR and SOLUZ, VISAYAS, MINDANAO and CENTRAL OFFICE. The invited stakeholders from PAVA (Atty. Roberto Gastardo), employer group (ECOP's Mr. Romeo Garcia), labor group (FFW's Mr. Antonio Asper), and the academe (UP-SOLAIR Dean George Sibal) composed the sixth group.

Dean George Sibal said that the role of government is to focus on the informal sector, and suggested that perhaps NCMB could look into the unpaid labor or the self-employed and give preference to the less fortunate sector which comprise 50% of the labor workforce. He said that perhaps NCMB could also be

involved in advocacy to increase decency in workplaces.

For his part, Atty. Roberto Gastardo said that when NCMB was organized in 1987, it had a grand vision of attaining industrial peace, and the enthusiasm and dedication of the personnel were also high. He observed that over the years, NCMB's relevance has slipped. He suggested that

NCMB needs to re-affirm and renew the commitment of its members, re-asses its weakest points and improve them. He also observed that NCMB's clients have matured and their needs have changed. He advised NCMB to keep up with those changes to become relevant. He said that NCMB now is not a big factor in labor relations, and hoped that the assessment and visioning exercise would help put NCMB to where it should be.

Mr. Antonio Asper stressed that visioning exercises must consider the environment. He suggested a paradigm shift in unionism that goes back to its roots, the social movement – a movement against the excesses of capital, but at the same time applies modern techniques where work is expected and decent work for all is secured.

Mr. Romeo Garcia stressed that perhaps NCMB can have a baseline and from there, do something to achieve where it wanted to go.

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