

INDUSTRIAL RELATIONS PRACTICES

(Second of a nine part series on Industrial Relations)

In 2004, the Bureau of Labor and Employment Statistics (BLES) conducted the second round of the BLES Integrated Survey (BITS) in coordination with DOLE Regional Offices. The BITS is a nationwide survey covering a sample of around 6,000 non-agricultural establishments employing 20 or more workers. It aims to provide integrated data sets on employment patterns, industrial relations practices and occupational injuries at the workplace as basis for policy planning and program formulation.

This report focuses on practices on balancing work and family life, flexible work arrangements, workers participation in decision-making and grievance handling in non-agricultural establishments.



... as to balancing work and family life

To enable both men and women workers to combine career with family commitments, respondents were asked to identify which of the pre-determined schemes apply to their workplaces. Majority or 62.0 percent of the 24,154 establishments in 2003 implemented work and family programs such as gender awareness and sensitivity seminars, family Christmas party/summer outings and other related programs. Other schemes adopted and their percentage shares were:

<i>Flexible work arrangements</i>	33.8
<i>Extended maternity leave with Pay</i>	26.5
<i>Extended maternity leave without pay</i>	55.5

<i>Leave benefits to care for sick family members</i>	40.1
<i>Extended paternity leave with Pay</i>	22.0
<i>Extended paternity leave without pay</i>	50.9
<i>Facilities for employees with children</i>	6.2
<i>Special work arrangement for women workers with newly born child</i>	21.1
<i>Special work arrangement for workers with sick/elderly family members</i>	22.4
<i>Implements family planning service/reproductive health programs</i>	22.5

... as to flexible work arrangements

A total of 8,155 establishments (33.8%) were implementing flexible work arrangements as one of their tools in balancing work and family life. Of the number, more than half (50.6%) adopted sliding flexible work schedule or better known as flexi time. About 31.3 percent practiced compressed workweek wherein workers in the establishments observe the normal weekly hours of work by prolonging worker's daily working hours but shortening his/her workweek. The on-call arrangement was adopted by some 28.9 percent. The least preferred scheme was teleworking at 2.8 percent.

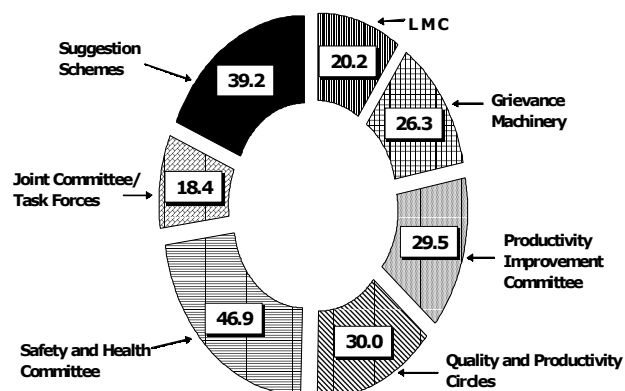
TABLE 1 – Percent Share of Non-Agricultural Establishments Employing 20 or More Workers with Flexible Work Arrangements, Philippines: 2003

Total	8,155
Compressed workweek	31.3
Sliding flexible work schedule	50.6
On-call	28.9
Teleworking	2.8
Job sharing	14.2
Career breaks	21.3

... as to workers' participation in decision making

Five out of 10 establishments (46.9%) considered the Safety and Health Committee as a vehicle for workers' participation in decision and policy making processes. Another popular mechanism adopted by 39.2 percent of the respondents was through the use of suggestion boxes. Other avenues of workers' participation were through the Quality and Productivity Circles (30.0%); Productivity Improvement Committee (29.5%); grievance machinery (26.3%); Labor-Management Council/Committee (20.2%); and Joint Committees/Task Forces (18.4%).

Figure 1. Percent Share of Non-Agricultural Establishments Employing 20 or More Workers with Mechanisms for Workers' Participation in Decision and Policy Making Processes, Philippines: 2003



... as to grievance handling

Results show that 12,324 (51.0%) of the covered establishments had received grievances/complaints from their workers sometime in 2003. Relative to the method used in pursuing grievances/complaints, more than half of these establishments reported that workers aired their grievances verbally to supervisors (59.5%) and through other responsible person in the company (59.3%). In some establishments, the employee himself filed

TABLE 2 - Percent Share of Non-Agricultural Establishments Employing 20 or More Workers with Grievances/Complaints Raised by Their Workers by Means of Pursuing Grievances, Philippines: 2003

Total	12,324
Employee files a written complaint	28.7
Employee files a written complaint with union assistance	8.1
Employee files a written complaint with co-employees assistance	10.8
Aired grievances verbally to supervisors	59.5
Aired grievances verbally to any union official	7.6
Thru other responsible person in the company	59.3

a written complaint (28.7%). Only 7.6 percent reported that workers aired verbally their complaints through any union official.

The grievances/complaints raised by the workers were on:

<i>Wage increases/allowances/bonuses</i>	67.0
<i>Matters relating to interpretation and enforcement of company rules and regulations</i>	45.7
<i>Performance appraisal</i>	30.3
<i>Work practices/workload allocations</i>	29.3
<i>Relationships with supervisors/line managers</i>	27.9
<i>Promotion/career development/internal transfers</i>	27.2
<i>Job grading/classification</i>	26.5
<i>Working time/annual leave/time-off work</i>	25.3
<i>Physical working conditions/health and safety</i>	23.1

On the resolution of grievances or complaints raised by the employees, most establishments claimed these were resolved by top management (67.1%) and the workers' immediate supervisor (57.7%). Only a few reported that

grievances were settled through grievance machinery (14.4%) and Labor Management Council/Committee (9.5%).

TABLE 3 - Percent Share of Non-Agricultural Establishments Employing 20 or More Workers with Grievances/Complaints Raised by Their Workers by Mode of Settling Grievances, Philippines: 2003

Total	12,324
Grievance Machinery	14.4
Labor Management Council/Committee	9.5
Immediate Supervisor	57.7
Union Official	3.7
Top Management	67.1

However, for the 7,678 establishments whose grievances/complaints remained unresolved at the workplace, majority or 65.7 percent resorted to voluntary arbitration. About 30.7 percent elevated the issue to the DOLE Regional Offices. Only 8.9 percent opted for compulsory arbitration while 5.0 percent filed a notice of strike/preventive mediation at the National Conciliation and Mediation Board (NCMB).

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