

“People Involvement and Workplace Cooperation for Quality”

**(The Case of Universal Robina Corporation,
Philippines)**

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Workplace Cooperation in
Universal Robina Corp.
BC Food Group (PHL)



URC Philosophy – “As we grow our business, we grow our people.”

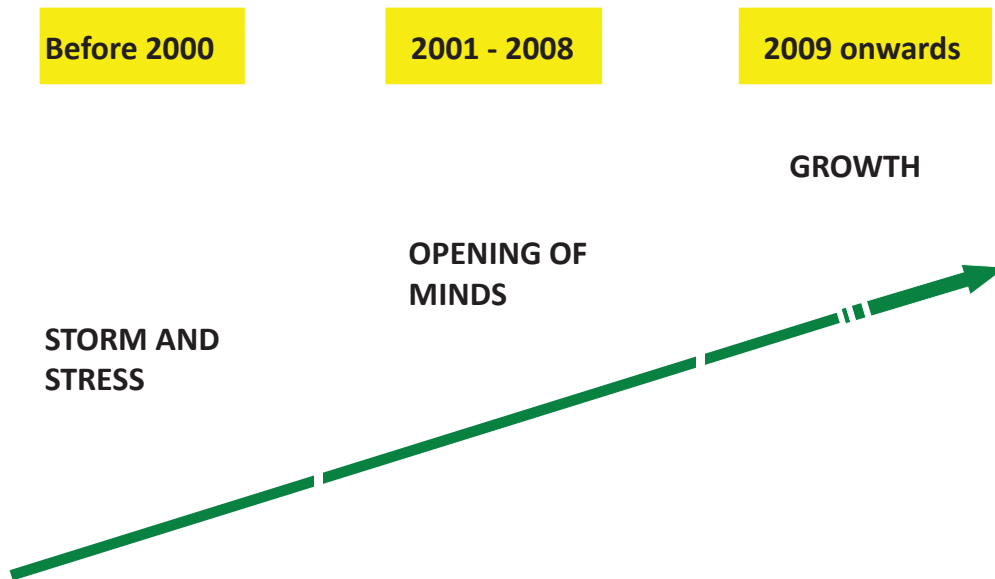


URC Strategy - transform work relations
from Confrontation to Cooperation

ANTAGONISTS ➔ • **PARTNERS**

ADVERSARIAL ➔ • **COLLEGIAL**

URC Case Timeline

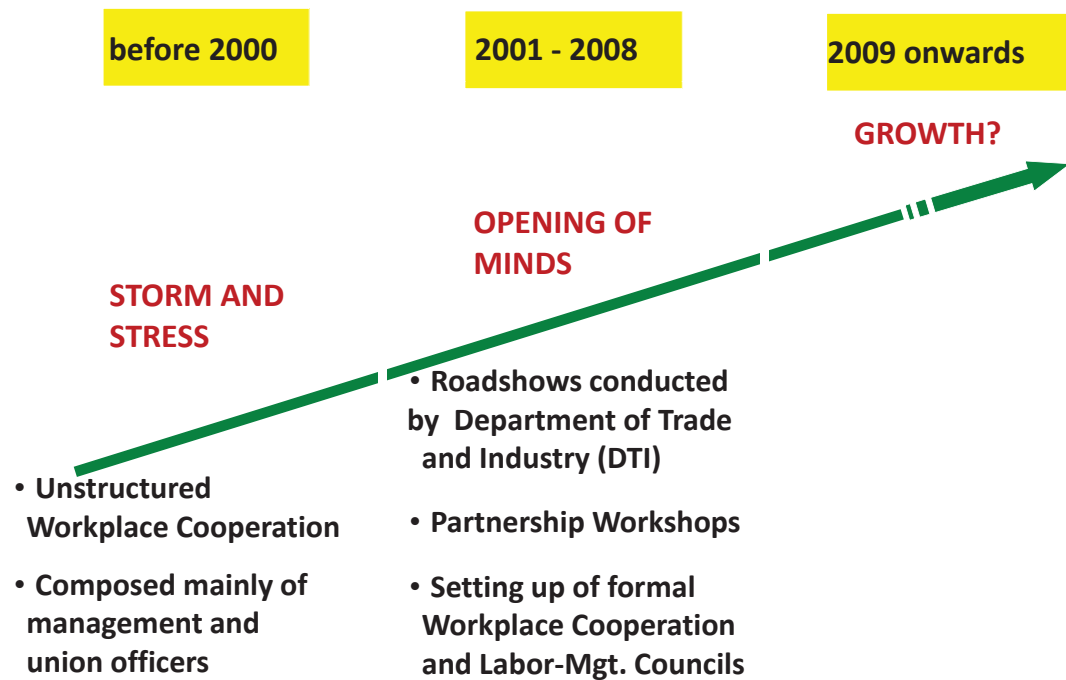


1990 – 2000 Storm and Stress Period

- Efforts in structuring LMCs unsuccessful due to:
 - a) lack of idea and knowledge of what an LMC or formal workplace cooperation is
 - b) lack of readiness of the group
- Due to conflicts at the workplace,
 - a) *productivity was affected,*
 - b) *product complaints increased*
 - c) *disciplinary cases were many*



URC Story Periods

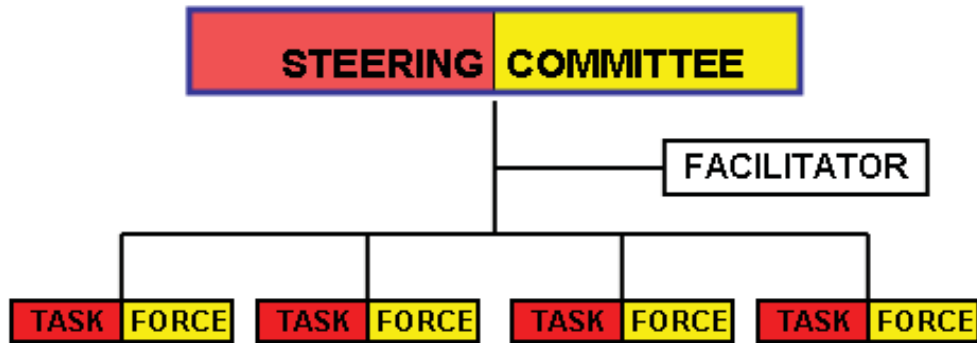


FILM SHOWING

(10 minutes)

- **Committed to Change**
- **How to set up an LMC**

THE PROCESS AND STRUCTURE OF LMC



STRUCTURE: Steering Committee & Task Forces have members from management & from workers

FUNCTIONS:

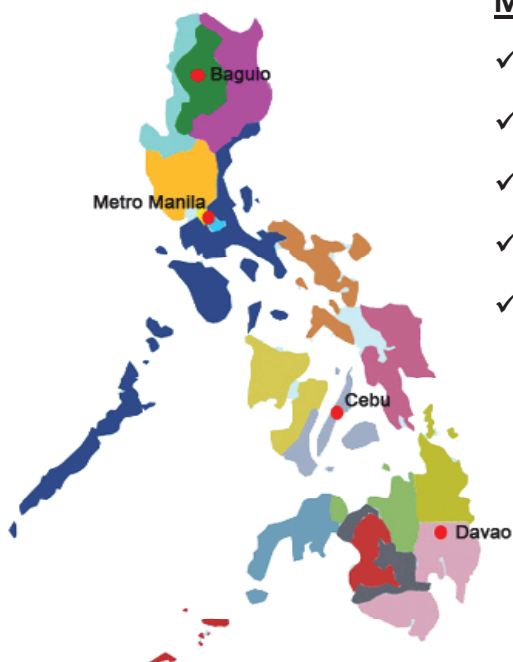
Steering Committee - problem seeking
Task Forces or teams - problem solving

58th AQC'04
Toronto

Quality Partners Company Ltd.

Labor Management Councils

(across URC BCFG – nationwide)



Metro Manila Plants

- ✓ Head Office
- ✓ Rosario
- ✓ Bagong Ilog
- ✓ Libis
- ✓ Conbar

Provincial Plants

- ✓ Pampanga
- ✓ Tarlac
- ✓ Cavite
- ✓ Calamba
- ✓ Canlubang
- ✓ San Pedro
- ✓ San Pablo
- ✓ Nissin URC
- ✓ Cebu
- ✓ Cagayan de Oro

Nationwide, URC plant-level LMCs in 16 geographical locations were assisted in realigning their programs along 3 directions: doing the right things, doing them right and doing them better!

- A. Doing the Right Things: activities that help achieve major goals shared by the workers and the employer, Ex: mutually- beneficial, value-adding projects to improve productivity, quality of products or services, profitability & competitiveness (effectiveness).
- B. Doing Them Right – activities that achieve results economically and productively, thru the involvement and participation of all. Ex.: short but fruitful meetings of LMC committees, joint study and problem-solving sessions to resolve issues and concerns, and insuring that actions agreed upon are carried out (efficiency).
- C. Doing Them Better – applying modern tools & techniques for continual improvement, utilizing quantitative measurement and statistics for problem-solving, using P-D-C-A strategy and documentation (quality).

Quality Partners Company Ltd.

2001 - 2008 Opening of Minds



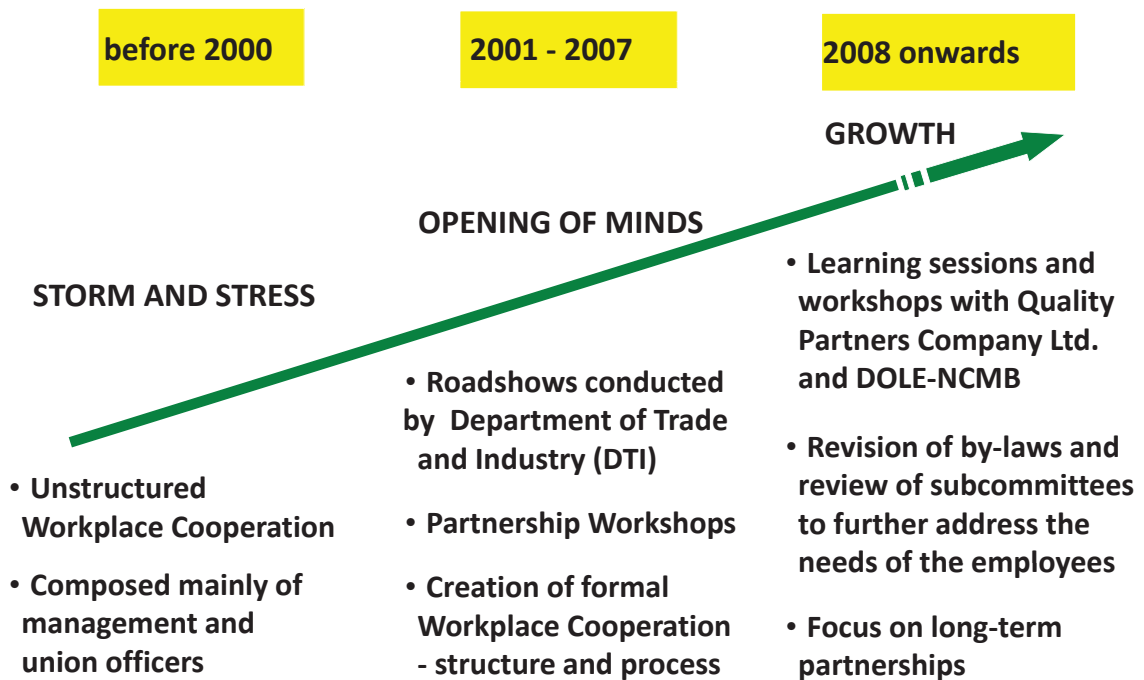
- Strengthen partnership with Unions in unionized plants, or with employee committees in plants without unions.

- Conduct road shows geared to educating employees on:
 - how an LMC should operate
 - how to assist in developing harmony at the workplace

Working Better Together

UNIVERSAL ROBINA CORPORATION

URC-LMC Story



2008 – Present Growth

Learning sessions and workshops conducted by:

- **Drs. J. & M. Gatchalian, Quality Partners Company Ltd.**
- Dept. of Labor and Nat'l. Conciliation/Mediation Board

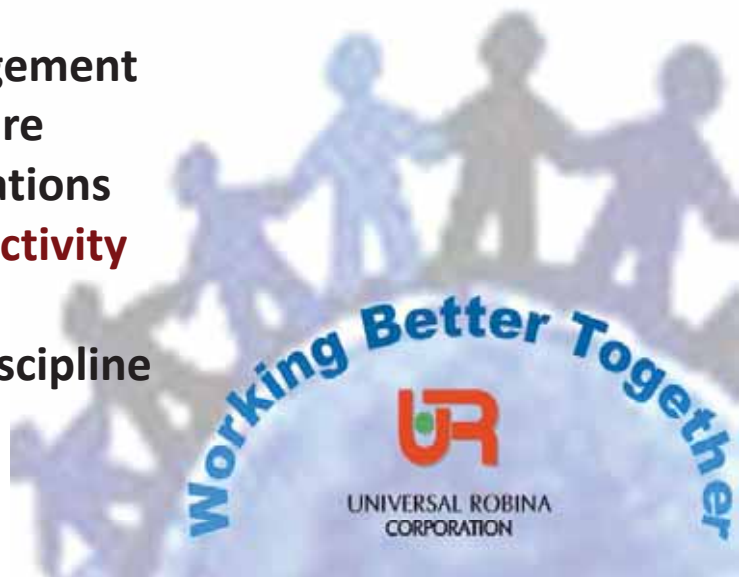
- **Gave groups new insights and skills;**
- **strengthened the set-up of formal Labor Management Councils (LMCs)**



2008 – Present Growth

Through partnership between Management and Employees in LMCs, various projects were set up:

- Employee Engagement
- Employee Welfare
- Community Relations
- **Quality & Productivity**
- Health & Safety
- Grievances & Discipline



2008 – Present Growth

URC/LMC earned awards & citations from different institutions:



• *Best LMC Regional, 2009* by DOLE-NCMB & STAR LMCAI

• *LMC Special Award, 2009 (Best on Unique Strategic Partnership)* PHILAMCOP

• *Invited by DTI to present Best Practice in PQA in Bataan Economic Zone, July 30, 2009*

The Key Ingredients:

COMMUNICATE...

COMMUNICATE...

COMMUNICATE...

& PARTICIPATE!



Best Practices



SOBM

- Bi-annual activity
- State of the Business
- State of the People
- Open Forum



Best Practices



- ✓ Bi-Annual Performance Reviews
- ✓ Quarterly Corporate Publication
- ✓ Monthly Salu-salo with the EVP-MD
- ✓ Monthly Kapihan with the OM
- ✓ Shop Floor Meet



Best Practices

- ✓ Annual OSQC Alignment Conference; KPI Setting
- ✓ Quarterly Get together with the Union
- ✓ Monthly Plant Ops Review
- ✓ LMC Planning Workshop
- ✓ Monthly Committee Meeting
- ✓ HR Bulletin Email Blasts
- ✓ Bulletin Boards



Fruits of URC Partnership



- Higher employee productivity
- CBA Negotiations concluded in an average of 2 meetings
- Disciplinary Issues and Other Concerns resolved at Plant Level

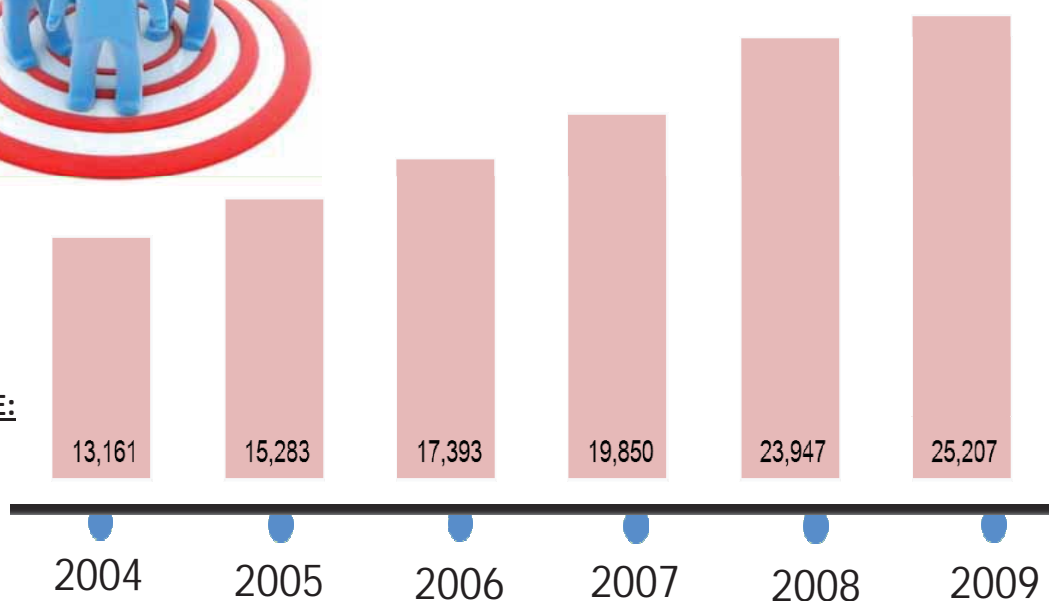


Fruits of our Partnership



Engagement Rating : 78%

REVENUE:



Employee Engagement Rating : 78%

- "Alam ko kung ano ang inaasahan mula sa akin sa aking trabaho."
- *"I know what is expected of me in my work."*
- "Sa nakalipas na taon, nagkaroon ako ng pagkakataong matuto at umasenso sa aking trabaho."
- *"Last year, I had a chance to learn & progress in my work."*
- "Sa aking trabaho, napahahalagahan ang aking mga opinyon."
- *"In my work, my opinions are valued and considered."*
- "Sa tingin ko, may pagmamalasakit sa akin ang aking lider o ang isang kasamahan sa trabaho."
- *"I think my leader has concern for me & my fellow workers."*

Our continuing journey

SHORT-TERM EVENTS:

- *Solicitation*
- *Sports*
- *Socials*



LONG-TERM

- *People*
- *Productivity*
- *Product Quality*
- *Profitability*

SUSTAINABLE GROWTH FOR LONG TERM:

URC from 2008 – onwards.....

**“We are on a continuing journey...
As we evolve, we will continue to value
our Management and Employee partnership.”**

