

OPINION

Types of employee commendation that matter to all

I'm the human resources (HR) manager of a medium-sized bank. I find that writing letters or memoranda commending employees is a lost art. Sometimes, when incompetent managers must write letters of praise, they miss out on important details that make the process insincere, if not worthless to the recipient. Could you help me come up with a better approach? — White Lily.

A man tells his wife that her mother was throwing pebbles at him from the second floor. Asked how he could be sure, he replied, "I would recognize her laugh anywhere."

Harboring a sense of suspicion is normal. However, we can make things easier by focusing on the issues, rather than concluding that some managers are "incompetent" — the equivalent of suspecting them as pebble-throwers. Of course, there are managers who may have risen to their level of incompetence. It is possible that they don't understand how to motivate people; many of the theories for doing so are confusing or complicated.

The trouble with applying theory to writing commendation letters is that real life is complex. So here are a few more straightforward approaches for commending and motivating workers effectively.

SIX APPROACHES

Workers whose best efforts go unnoticed and remain unappreciated could entertain negative thoughts at some point. This may cause them to become demotivated, leading to a feeling of career stagnation. Bosses may also be reluctant to convey their appreciation to workers out of an unwillingness to be "corny," or out of fear their words will be misinterpreted.

Without hearing appreciative words from the boss, and in the absence of opportunities to shine, employees are bound to lose self-confidence and develop a negative self-image. Here are some steps you can take to prevent this from happening:

One, be clear about your performance expectations.

A job description may not define all your expectations because they're written in broad, general terms. Even if they carry a shotgun provision like "all things necessary to perform the above-stated job functions," workers may still be confused about your expectations. This is one good reason why managers should ensure that all work standards are crystal clear.

Two, catch people doing something right.

You can discover many good things about your workers. Start by focusing on their small wins. Assign them low-hanging fruit to build their confidence. If they do well, write encouraging e-mails or reply to their e-mails with posi-

tive feedback. Their personal growth will start showing in due time.

Three, build on their strengths. Don't highlight any weakness or mistakes, and not in front of other people. If a person is good at data collection, give them additional responsibilities related to analyzing the results. Challenge them with something new or valuable insights from the reports they collected.

Four, be specific about worker achievements. Don't just say: "Congratulations! You did a good job on Project

X." Instead, cite pertinent details on how a worker satisfied your expectations. Here is an example: "With your dedication in completing the project two weeks before deadline, we avoided a potential \$5,000 penalty for delay and maintain our goodwill with an important client."

Five, maintain a consistent management style. Don't confuse employees with an erratic style. They're often suspicious of managers who are stingy in complimenting people who suddenly start showering them with flowery words. Consistency is key. If you don't have it in your record, the people will know it right away and dismiss your new approach.

Last, figure out the employees' aspirations. Find out from the individual and not from the boss or elsewhere in the company. Intrinsic rewards generate positive feelings regardless of the absence of extrinsic factors. Be sure to ask the following questions: "What are your career ambitions? What is making you stay in this company? What are you trying to achieve?"

ALL FOR ONE

Writing effective commendation letters is key to motivating workers. You shouldn't avoid them and deliver verbal praise instead. The important thing is to understand the dynamics of rewarding a single person and how others might react.

Singling out a person of one group for compliments while ignoring colleagues can be awkward. It is often best to commend an entire team rather than one person, unless it emerges from the team itself that they credit one person for a successful outcome.

Without a cohesive and well-oiled team, praise of one person can lead those left out to undermine their colleague and keep them from helping one another. If you don't know how to handle such a situation, no reward and recognition will retrieve the situation.

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Hybrid work seen as instrumental during reopening of economy

HYBRID WORK arrangements will give employees the flexibility to adjust to changing office expectations as quarantine settings ease to Alert Level 1 this month, JobStreet Philippines said.

JobStreet Philippines Country Manager Philip A. Gioca said in a virtual briefing this week that his company, a site for job postings, supports flexible work arrangements.

"We advocate hybrid work. Hybrid work is the best way forward because it gives us the flexibility to be at home when needed and to be in the office when there is a need," Mr. Gioca said.

"The other thing about hybrid work is that in the Philippines, it's not just the pandemic, when it comes to rainy season, during a volcanic eruption or any disaster, that's already your business continuity plan. That's why hybrid work is really something that we advocate," he added.

On March 1, the National Capital Region and 38 other areas were placed under Alert Level 1 for 15 days. Under Alert Level 1, business establishments and public

transport are allowed to operate at 100% capacity. The Trade department has been encouraging workers and companies to expand onsite work to aid the economic recovery.

Mr. Gioca added that it is important for jobseekers in this market to upgrade their skills, which will allow them to adapt as digitalization gains momentum.

"Majority of the jobs that will be relevant in the future, and when I say future, this is five to 10 years from now, will all be about digital. It is important for us to upskill to be digital-savvy," Mr. Gioca said.

Mr. Gioca also mentioned the Filipino experience of social media and videoconferencing can be an avenue for improving digital skills.

"It doesn't mean that we need to learn programming or information technology (IT)... What we need to do is upskill to a level where we are not afraid to experiment on using various platforms... (and) to be able to communicate using face-to-face and virtually," he added.

Mr. Gioca said he expects over 80,000 jobs in Southeast Asia will be offered by more than 200 companies at the company's "Hire the Future" virtual career fair scheduled for March 9-11.

The career fair will be a partnership between JobStreet and technology news website Tech in Asia. It will involve 900 hirers from Singapore, Hong Kong, Indonesia, Malaysia, Thailand, and the Philippines.

According to JobStreet, the virtual career fair will have a mobile-first interface allowing employers and candidates to participate virtually, with on-the-spot recruitment opportunities available via chat and online interviews.

"Filipino jobseekers can access more than 80,000 opportunities within the platform — with over 2,000 tech jobs. These jobs are being offered by more than 200 various notable local companies such as Globe, ePLDT, BDO Unibank, Cognizant, ING Bank, and more," JobStreet said. — **Revin Mikhael D. Ochoa**

Jollibee Vancouver serves thousands on opening day

JOLLIBEE Foods Corp.'s (JFC) first Vancouver outlet was launched last week Friday, Feb. 25, and served nearly 5,000 customers — with some even camping out overnight for over 12 hours just for the famous Filipino fastfood favorite.

"We are extremely delighted by the enthusiastic reception to our first Jollibee store, and we look forward to serving our great-tasting food to more Vancouverites," JFC President and Chief Executive Officer Ernesto Tanmantiong said in a statement on Thursday.

The newly opened store is located on Granville Street at Vancouver's downtown entertainment district. Jollibee said this is its first outlet in British Columbia and its 23rd store in Canada.

Jollibee said it now has branches across "four of the five most populous Canadian provinces," with shops also present in Ontario, British Columbia, Alberta, and Manitoba.

The company plans to launch two more stores in Strawberry Hill Shopping Center in Surrey and along Cambie Street near downtown's Vancouver City Hall.

"Jollibee's entry into the Vancouver market is a milestone for the Jollibee Group as we

continue to expand in North America in line with our vision of becoming one of the top 5 restaurant companies in the world," Mr. Tanmantiong said.

JFC now has over 5,900 stores across 34 countries. It has eight wholly owned brands under its belt, namely: Jollibee, Chowking, Greenwich, Red Ribbon, Mang Inasal, Yonghe King, Hong Zhuang Yuan, and Smashburger.

The company also has six franchised brands, namely: Burger King, Panda Express, PHO24, and Yoshinoya in the Philippines on top of Dunkin' and Tim Ho Wan in certain territories in China. It also has an 80% stake in The Coffee Bean and Tea Leaf and a 60% ownership in the Superfoods Group.

In 2021, JFC swung to profitability with a P5.94-billion net income attributable to equity holders from the P11.51-billion loss incurred in 2020. The company also posted an 18.7% revenue growth to P153.51 billion from P129.31 billion.

On Thursday, Jollibee shares at the stock exchange went up 1.68% or P4.00 to close at P242.80 apiece. — **Keren Concepcion G. Valmonte**

Tax court grants P6-M refund to tech firm

THE COURT OF Tax Appeals partially granted the tax refund claim of Microchip Technology Ireland Limited of its unused input value-added tax (VAT) traced to zero-rated sales for the second and fourth fiscal quarters of 2016.

In an eight-page ruling dated Feb. 24, the court's third division ordered the Bureau of Internal Revenue (BIR) to refund or issue a tax credit certificate to the technology company in the amount of P6 million representing its unused input VAT.

The appellate court earlier partially granted the claim of the company for a refund of P957,300.81 for the period July to September 2015.

The company asked the court to reverse its ruling as it said that the certificate of non-registration of Microchip Technology Ireland Limited issued by the Securities and Exchange Commission (SEC) was sufficient compliance to qualify for VAT zero-rated sales to Microchip Technology Ireland.

Microchip Technology Ireland Limited is engaged in developing and distributing power management circuit boards and semiconductors.

However, the incumbent commissioner of the BIR asked the court to deny the petitioner's claim of refund.

The BIR commissioner argued that services rendered by the company to its customer Microchip

Technology Incorporated is not VAT zero-rated, since the customer is doing business in the Philippines.

Microchip Technology Ireland Limited argued that both parties are the same entity, as Microchip Technology Ireland re-registered as a limited company and is a foreign entity.

Documentary evidence of the original certification of non-registration of Microchip Technology Ireland issued by the SEC was presented by the petitioner, which the court found as sound evidence.

The court said that the certificate attached by the company was sufficient documentary evidence to show that it is a foreign corporation.

"All these, taken together, remove any doubt in the Court's mind that 'Microchip Technology Ireland' and 'Microchip Technology Ireland Limited' are the same entity and that the latter, similar to the former, is a non-resident foreign corporation," the court concluded.

The court ruled that the sales of both Microchip Technology Ireland and Microchip Technology Incorporated would be considered the same, which qualified the company for VAT zero-rating and claim for a refund.

"Proceedings before the Court of Tax Appeals are not governed strictly by technical rules of evidence," it said in the ruling. "The paramount consideration remains the ascertainment of truth." — **John Victor D. Ordoñez**



ANTI-MONEY LAUNDERING COUNCIL

REGULATORY ISSUANCE NO. 02
Series of 2022

Subject : **Extension of Six (6) Months to Comply with the Money Laundering/Terrorism Financing Prevention Program (MTPP) Requirement under the 2021 Anti-Money Laundering/Counter-Terrorism Financing Guidelines for Designated Non-Financial Businesses and Professions, from the 21 December 2021 Deadline to 21 June 2022**

By the authority vested upon the Anti-Money Laundering Council (AMLC) to implement measures as may be necessary and justified to counteract money laundering, in accordance with Section 7(7) of Republic Act No. 9160, also known as the Anti-Money Laundering Act of 2001, as amended, the Council, in its Resolution No. 36, dated 3 February 2022, approved the following:

Section 1. Extension of the Deadline for the Formulation of MTPP. The deadline for the formulation of the Money Laundering and Terrorism Financing Prevention Program (MTPP) required under Section 9 of the 2021 Anti-Money Laundering/Counter-Terrorism Financing Guidelines for Designated Non-Financial Businesses and Professions (2021 DNFBP Guidelines) is extended for six (6) months from 21 December 2021 or until 21 June 2022.

Section 2. Sanctions for Failure to Formulate MTPP. Failure to formulate an MTPP on or before the deadline of 21 June 2022 shall subject the non-compliant covered person to enforcement actions under the *Enforcement Action Guidelines*, and/or administrative proceedings and administrative sanctions under the *Rules of Procedure in Administrative Cases*.

Section 3. Repealing Clause. Section 52 of the 2021 DNFBP Guidelines is hereby amended or modified, accordingly.

Section 4. Effectivity. This regulatory issuance shall take effect immediately after the completion of its publication in the Official Gazette or in a newspaper of general circulation, and filing before the Office of the National Administrative Register, University of the Philippines, Diliman, Quezon City.

For the AMLC:

ORIGINAL SIGNED
MEL GEORGIE B. RACELA
Executive Director

3 February 2022