

OPINION

Worker refuses promotion to supervisory post

Johnny is a loyal, hardworking and consistent high performer. He has been with us for the past five years. When we offered to promote him to a supervisory post, he declined as he admitted to lacking the confidence to manage people and their complex issues. We told him he can be in a leadership program simultaneously with his promotion. Just the same, he refuses to accept the proposal. What can we do to recognize his efforts? What if we charge him with insubordination? — *Over the Rainbow.*

There's more to this issue than meets the eye. You must take many things into consideration, including the possibility of sending the wrong signal to other like-minded employees.

Assuming you have a robust salary structure that is regularly updated to ensure its competitiveness within the industry, a promotion from within policy, and everything in between, you must consider what he wants in the first place. Dig deeper into the root causes of Johnny's refusal. You must understand where the refusal is coming from by asking a lot of probing questions.

Then, map out his answers against what you can offer. Do not force the issue here; you can come to an agreement by exploring a good number of options.

Whatever happens, don't hire outside supervisors unless extremely necessary. This creates more problems than you can prepare for. Supervisors who are pirated from another company may bring in new ideas but they may not jell with the company's culture. Sometimes, current employees may also not like the idea of being supervised by outsiders.

Another important issue is how Johnny's salary will look like in the years to come. I'm assuming that your organization gives out annual merit pay increases to deserving employees. I'm referring to Johnny's salary moving into red circle territory, which means his pay exceeds the upper bounds of a person in his position should get under your salary structure.

TWO-TRACK SYSTEM

Dig the well before everyone gets thirsty. This means a lot of preparation in order to arrive at a holistic solution. If you don't have much time, you may focus on revising your promotion from within policy to ensure that you offer a two-track system that offers both line and staff opportunities to qualified people.

Let me explain. A line supervisor requires an incumbent to manage workers and see to it that they perform according to standards and meet department goals. A line supervisor does a lot of administrative work like creating

schedules, inspecting the work output for quality, managing internal issues, and ensuring teamwork, among others.

On the other hand, a staff position has nothing to do with the direct management of workers. People who hold these jobs are treated as internal experts or consultants who specialize in certain special advisory functions like public relations, government relations, legal, marketing research, accounting, training, or business development.

A staff supervisor need not manage a group of workers except one or two executive assistants to manage paperwork, depending on the size of the organization and the complexity of the business.

Therefore, any worker who refuses to be promoted out of a reluctance to manage people and solve their issues may be offered the staff supervisory track. However, this needs a lot of preparation as well. The sooner that you identify a candidate for either line or staff tracks, you must put them in a long-term Management Development Program (MDP).

An MDP will help you develop leaders and give them the confidence to perform their jobs long before a need arises to promote them.

OTHER OPTIONS

As to your second question, promoting someone from within need not result in disciplining them for insubordination if they refuse. Confidence levels vary, and if the worker admits to lacking the qualities to become a line or staff supervisor, then you must believe him.

It is better that way, rather than forcing the issue, which management may regret later on.

If Johnny insists that he cannot be promoted, then explain that you can't continue to give him an annual merit increase because you wish to avoid creating a red circle situation in which a person becomes overpaid for his job description.

Whatever happens, don't browbeat him. Explain all the possible consequences if he continues to reject the promotion. Then document everything. Documentation will guide other managers in dealing with him in the future. Just the same, allow him to join the MDP when the time comes. Continue to encourage Johnny. Nothing is permanent in this world. There's always a chance he may change his mind in due time.

In the meantime, look for another person that you can promote as the next supervisor.

Have a chat with REY ELBO via Facebook, LinkedIn or Twitter or send your workplace questions to elbonomics@gmail.com or via <https://reyelbo.consulting>



Patent fee waivers eyed for female inventors, MSMEs

THE Intellectual Property Office of the Philippines (IPOP) said it launched programs to assist female inventors and female-led micro-, small-, and medium-sized enterprises (MSMEs) in protecting their intellectual property (IP).

In a virtual launch on Wednesday, IPOP-Bureau of Patents Director Lolibeth R. Medrano said the Juana Patent and Juana Design Incentive Protection programs seek to promote the registration of IP and improve IP awareness, particularly for women.

"The Juana Patent and Juana Design programs are envisaged to assist women inventors, designers, and entrepreneurs (in) protecting their intellectual creations by (offering an) incentive package for invention, utility model (UM), and industrial design (ID) applications," Ms. Medrano said.

The goal is to "promote gender inclusivity and enhance national innovation. IP is one of the areas where female

participation can be greatly enhanced," she added.

According to IPOP, the program will waive fees for up to 50 patents, 150 UMs, and 150 ID applications for applicants that qualify for the program.

"Waiving the fees for application, publication and substantive examination, the new program will provide women inventors and innovative, women-led MSMEs and startups with application savings from P2,700 for IDs and UMs up to about P5,100 for patents," IPOP said.

IPOP also signed a memorandum of agreement with the Department of Trade and Industry (DTI) to promote the programs.

IPOP said those interested in the incentives must have been in business for at least one year, with limited financial capacity. The applicant must also not have previously availed of funding under Republic Act 7459 or the Philippine Inventors and Inventions Incentives Act.

Enterprises whose principals apply for the program must have no more than 20 employees.

"IPOP's programs highlight the role of IP as a valued asset and business tool for entrepreneurs. Protecting IP goes hand in hand with the DTI's objective of shaping a culture of innovation and creativity. Again, we reiterate that we don't want to just create MSMEs. We want to create smarter and higher-value MSMEs," Trade Secretary Ramon M. Lopez said.

"As the pandemic deepened risks to vulnerable groups like women, the (program) comes at an opportune time to help them bounce back from the livelihood losses and economic challenges from the pandemic. By helping them capitalize on their ingenuity and protect their IP, we are also fulfilling our commitment to do more in empowering women to spur innovation in the country," IPOP Director General Rowel S. Barba said. — **Revin Mikhael D. Ochoa**

GM workers in northern Mexico vote to keep union contract

MEXICO CITY — General Motors Co. (GM) workers in northern Mexico have voted by a broad margin to keep their collective contract with one of Mexico's biggest unions, weeks after GM workers in central Mexico elected independent representation, ousting the long-dominant group.

In votes last week at General Motors in the city of Ramos Arizpe in the border state of Coahuila, several thousand workers cast ballots to keep ties with the Confederation of Mexican Workers (CTM), the union said.

Contract ratification votes are required under Mexico's 2019 labor reform, which underpins a new trade deal with the US and Canada, to ensure workers are not bound to contracts that were signed behind their backs, hampering them from demanding better pay.

In the global propulsion systems area of the GM plant, 94% of 1,379 votes cast were in favor of the contract, as were 96% of 2,657 ballots cast in the larger assembly area, CTM said in a statement.

More than 4,500 employees were eligible to vote at the 40-year-old plant, which produces Chevrolet Blazer and Chevrolet Equinox cars as well as two engine types.

General Motors did not immediately reply to a request for comment.

The outcome marks a stark contrast from a vote at a larger GM plant in the central Mexican city of Silao last year where several thousand workers rejected their contract with CTM, a process closely watched by the US government after allegations of irregularities.

In February the Silao workers elected an independent union, SINTTIA, opening the door to the prospect of bigger pay rises. — **Reuters**



UK firms expect pay rises in record numbers as inflation starts to bite

A RECORD number of UK companies expect to increase wages over the next year as the war in Ukraine deepens the cost of living crisis, a survey showed.

The Lloyds Bank Business Barometer found that a quarter intended to boost average wages by at least 2% in the next 12 months. A fifth of businesses that have annual turnover of more than 100 million pounds predicted they'll increase pay by more than 5%.

In response, more than half of 1,200 UK firms polled said they're likely to lift prices.

The report will fan Bank of England concerns about the so-called second-round effects on inflation. That's where higher prices fuel demands for higher pay, which then force firms to increase prices even more to protect profit margins. Governor Andrew Bailey controversially called on employees to exercise restraint in wage bargaining to prevent a wage-price spiral.

The report also showed that hiring demand remains strong, with almost half of firms expecting to take on staff in the next 12 months as the economy recovers from the coronavirus pandemic. That underscores the tightness of the labor market, which is exacerbating inflationary pressures.

Geopolitical and economic uncertainty dragged down business confidence in March, by the most since the first two months of the pandemic, according to the survey. Manufacturing and retail firms were hit hardest, though across sectors confidence remained above the long-term average.

"March's data show UK businesses are facing significant challenges from the impact of Russia's invasion of Ukraine in increasing economic uncertainty and ongoing inflationary pressures," said Hann-Ju Ho, senior economist at Lloyds. "Following encouraging improvements at the start of the year, March's fall in confidence is therefore disappointing, but not surprising." — **Bloomberg**

Deficit, from SI/1

TWO-MONTH PERFORMANCE

For the first two months of 2022, the budget deficit narrowed slightly to P129.2 billion from P130 billion a year ago.

Total revenues jumped by 2.12% to P490.5 billion, slightly outpacing the 1.53% growth in expenditures.

As of end-February, tax collections increased by 4.32% to P453.1 billion, thanks to a 24.69% rise in BoC collections to P117.8 billion. BIR collections dipped by 1.16% to P332.4 billion.

Nontax revenues fell by 10% to P37.4 billion, as income from the BTR plunged by 35% to P15.1 billion due to lower dividends on shares held by the government.

Year-to-date expenditures went down by 1.53% to P619.7 billion, while interest payments increased by 19.94% to P93.8 billion.

"Unless revenue collection can pick up considerably, we may have to expect further deterioration for both the nation's deficit and overall debt levels," ING Bank N.V. Manila Senior Economist Nicholas Antonio T. Mapa said in a Viber message.

Mr. Mapa said a spending slowdown will likely be seen ahead of the May elections, "given the ban on hiring and capital expenditure during the campaign season."

"This is on top of the reluctance from officials to spend to limit the hit on the deficit and overall debt levels. However, the need to support the economy by way of subsidies will force fiscal managers to cough up additional expenses

to help Filipinos through such challenging times," he said.

The election ban on public works started on March 25 and will run until May 8. The law, which also prohibits social welfare dole-outs, seeks to prevent politicians from using state resources for their election campaign.

Rizal Commercial Banking Corp. Chief Economist Michael L. Ricafort said tax collection may improve in the next few months due to looser mobility restrictions, reduced spending on the pandemic response, and increased business activity.

"Thus, these measures would help narrow the country's budget deficit and also help temper the growth in the government's debt stock," he said via Viber.

UnionBank of the Philippines, Inc. Chief Economist Ruben Carlo O. Asuncion said the decline in spending may have come from the "continuing 'normalization' of spending from the unusual kind of spending due to the pandemic response by the government, and this will be observed as the country comes out of the pandemic crisis."

The government has set a budget deficit ceiling of P1.65 trillion for 2022, which is equivalent to 7.7% of gross domestic product.

The government runs on a budget deficit when it spends more than it makes to fund programs that support economic growth. It borrows from foreign and local sources to plug the gap. — **T.J.Tomas**

Cryptocurrency, from SI/1

He said that under BSP Circular 1108, the "smooth love potion" tokens which can be earned through the *Axie Infinity* game could not be considered as a digital unit of exchange.

Meanwhile, Ms. Romero said those who wish to exchange their virtual assets into fiat currency or money should only do so with entities that are registered with the BSP to ensure their safety.

While cognizant of the risks, the BSP earlier also acknowledged that innovations like play-to-earn games can have the potential to boost financial inclusion and payments digitalization when harnessed in a responsible manner.

At the same briefing, Mr. Diokno said the social media platform LYKA/Things I Like Co. Ltd. (TIL) has yet to receive a license from the BSP.

Lyka uses Giftcards in Electronic Mode (GEMS) on its platform, which can be used to purchase, exchange, and pay for goods and services with selected merchants. This makes it function like an operator of payment system (OPS), which are entities that are monitored by the central bank.

Last year, the BSP reiterated that TIL itself should be the one to apply for an OPS license instead of its marketing arm.

As of March 25, Mr. Diokno said there are 200 OPS registered with the BSP — where 39 are banks, 24 are nonbank electronic money issuers (EMIs), while 137 nonbank non-EMI institutions. — **Luz Wendy T. Noble**



Republic of the Philippines
Province of Nueva Ecija
MUNICIPALITY OF GENERAL TINIO (PAPAYA)

Bids and Awards Committee

POST-CONTRACT AWARD DISCLOSURE

PROJECT NAME

Design and Build for the Construction of New Municipal Hall of General Tinio, Nueva Ecija

APPROVED BUDGET FOR THE CONTRACT

Php 250,000,000.00

CONTRACT PERIOD

500 Calendar Days

NAME OF WINNING BIDDER AND ADDRESS

GRAND APEX CONSTRUCTION INC.
(Formerly: Yuxing Construction Inc.) /
XIAO PING LEE / 6F LJK Km21,
Ortigas Avenue Extension, St.,
San Isidro, Cainta, Rizal

AMOUNT OF CONTRACT AWARDED

Php 248,580,580.58

DATE OF AWARD AND ACCEPTANCE

Date of Award Feb. 15, 2022 / Received Feb. 16, 2022

IMPLEMENTING OFFICE

Municipal Engineering Office

