



# Procurement process starts for expanding airports in Roxas City, Vigan, Virac, Baler

THE Transportation department said it has started the procurement process for the eventual expansion of airports in Vigan, Baler, Roxas City, and Virac.

The Civil Aviation Authority of the Philippines (CAAP), an arm of the Department of Transportation (DoTr), issued a shortlist on June 6 for a survey contract preliminary to the expansion of Vigan Airport in Ilocos Sur, according to documents posted on the agency's website.

The CAAP has also started inviting bids for consultancy services to appraise the land and improvements, including crops and trees, ahead of the expansion of Baler Airport in Aurora.

A shortlist was also issued in June for a survey contract ahead of the extension and expansion of Roxas Airport in Capiz.

Bids were also sought for survey services to extend and expand Virac Airport in Catanduanes.

The DoTr said in June that 250 airport projects were completed under the Duterte administration.

The completed projects include the new passenger terminal at Clark International

Airport, the new Bicol International Airport, Mactan-Cebu International Airport, Bohol-Panglao International Airport, Puerto Princesa International Airport, Zamboanga International Airport, Catarman Airport, Calbayog Airport, Siquijor Airport, General Santos Airport, and Ormoc Airport.

"Other notable projects for the country's aviation and airports include the establishment of the long-delayed Communications, Navigation, Surveillance/Air Traffic Management, as well as the night-rating of 23 commercial airports," it said.

New Transport Secretary Jaime J. Bautista has said the department "will focus our efforts at moving passengers and goods that use our roads, airports, seaports, and railways."

"As discussed during my initial meeting with President (Ferdinand R. Marcos, Jr.), we will transform the Philippine transport industry and elevate it to global standards," he said in a recent statement.

He said he plans to continue the Build, Build, Build program initiated by the previous administration. — **Arjay L. Balinbin**

## OPINION

# Transforming with humans at center

(Second of two parts)

While transformation has always been integral to the long-term success of a business, both the nature and rate of transformation have changed in the past few years. Companies have to transform more regularly to keep up due to market disruptions increasing in frequency and impact, further highlighting the need to transform successfully and consistently.

A 2021 research collaboration between EY and the Saïd Business School of the University of Oxford determined that to push organizational change, leaders must use a strategy that emphasizes human factors and take into account both leaders and workers. As much as 67% of the respondents claimed that they had gone through at least one overwhelming transformation during that period, leading to the startling insight that organizations accept this failure rate as the price of transformation.

The path to transformation is neither straightforward nor linear, with detours and turns along the way. Leaders must be able to learn as they go, develop a strong belief in the transformation, cultivate a culture of both discipline and experimentation, and welcome emotions instead of ignoring them. Research findings from the study highlight that emotions are at the core of the complex factors that determine if transformation succeeds, regardless of location or industry. The study identified six key drivers that leaders have to instill in their practices to increase the likelihood of success in their transformation projects.

In the previous article, we discussed the first three key drivers: adapting and nurturing the necessary leadership skills, creating a vision that everyone can believe in, and building a culture that encourages and embraces all opinions. In this second part, we discuss setting clear responsibilities and preparing for change, using technology to quickly drive visible action, and finding the best ways to connect and collaborate.

### EMPOWER: SET CLEAR RESPONSIBILITIES AND PREPARE FOR CHANGE

Transformations are typically viewed as linear processes, but findings from the study prove this is not the case. There will be all manner of twists and turns and stops and starts. Offering structure, discipline, and the creative flexibility to experiment and innovate will be key to managing transformation.

Autonomy to execute must be established for the organization to transform effectively. In high-performing transitions, 52% of respondents indicated that roles and duties were clearly assigned to staff, and 49% said that decision-making authority was delegated in a clear and appropriate manner throughout the business compared to the 29% in low-performing transformations.

By adopting a "fail fast" mentality as opposed to a "don't fail" attitude, leaders can encourage experimentation and innovation. While a fear of failure frequently results in squandered opportunities, huge successes can be gained from small failures. The approach set up by 46% of respondents from high-performing transformations fosters creative experimentation, but they also simultaneously ensure that failed experiments do not have a detrimental impact on compensation or career.

Key driver: In order to seize and take advantage of possibilities that can be overlooked by a mindset that is unwilling to fail, leaders must encourage experimentation and help their people develop a mindset of failing quickly instead.

### BUILD: USE TECHNOLOGY TO QUICKLY DRIVE VISIBLE ACTION

Technology does not create the vision; it enables it. For the vision to be realized and the transformation process to be facilitated, the appropriate technology is essential. According to executives, effective technology usage is

the second most critical factor in success, and poor technology use is the second highest factor in failure.

It's also critical to recognize how emotionally charged the introduction of new technologies may be. There are some that are afraid of what technology is capable of, or the impact it can make. Employees in unsuccessful transformations are 25% more likely to concur that the change causes job security concerns. Others might also view it as a way to avoid interpersonal connections, which are crucial for the emotional health of employees as well as the operations of the company.

To get customers and employees on board with the vision and the value of new technology-enabled techniques, it's critical to demonstrate their value

early on and to attract early adopters and influencers. Leaders must prioritize progress over perfection and recognize how technology can affect the emotions within an organization.

Key driver: With appropriate learning and emotional support, employees are more likely to develop a digital mentality and embrace the vision and value that technology can provide.

### COLLABORATE: FIND THE BEST WAYS TO CONNECT AND CO-CREATE

The perpetual state of transformation now makes interdependency and collaboration a critical need. This is opposed to legacy cultures that adopted a command-and-control, top-down hierarchical approach, with leaders setting the vision and employees simply carrying it out.

Leaders will have to create a culture that encourages collaboration and creativity. They must create a safe environment where new ways of agile and digital working can flourish in order to promote creativity, engagement, and meaningful work. In high-performing transformations, 44% of respondents reported that their organization's culture fostered new methods of working, as opposed to 28% in low-performing transformations. It is therefore important to enable employees to redesign and redefine their own jobs, both in terms of what tasks and behaviors need to change and how work is accomplished. Leaders can co-create new methods of working and purposefully build interdependence across teams to handle both the emotional and logical aspects of change.

Key driver: Leaders and employees must work together to rebalance delegation, ownership, and empowerment in order for new ways of working to be successful.

### UTILIZE THE STRENGTH OF YOUR PEOPLE TO ACCELERATE TRANSFORMATION SUCCESS

Leaders are aware of the need for their organizations to transform but acknowledge that change is difficult, with many intimidated by the idea. Simply standing still is not an option in a time of constant disruption. Leaders can put their business on the path to successful transformation by utilizing the power of their people and implementing leading practices in each of the six drivers.

It is imperative to recognize that success does not come from excelling in just one of these drivers, but in all six of them. Simply put, while strategy, vision and technology set the framework for transformation, it is still humans that have to remain at the center of the journey.

*This article is for general information only and is not a substitute for professional advice where the facts and circumstances warrant. The views and opinions expressed above are those of the author and do not necessarily represent the views of SGV & Co.*

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## Capitol Medical Center celebrates 52<sup>nd</sup> anniversary with ISO certification, gala

Capitol Medical Center (CMC), a premier medical institution based in Quezon City, recently celebrated its 52nd anniversary with a gala celebration to honor hospital service awardees from the medical staff and employees.

The celebration was made more memorable as CMC received its ISO Certificate from the Certification International Philippines for conforming to the Quality Management System requirements of ISO:9001-2015.

Held at the Matrix Creation Events Venue last June 17, 2022, 27 doctors were recognized for rendering from 35 years to 45 years of service. On the other hand, 68 employees were given awards for their service and loyalty to the institution. Recognized were employees who have worked at CMC for five to 35 years.

Another significant highlight of the anniversary celebration was the handover of the ISO certificate by Renato Navarette, President of Certification International Philippines, to the CMC management represented by Rhais M. Gamboa, CMC Chairman of the Executive Committee; Victoria Tan, CMC President; Dr. Ma. Mystica Flodalyn Bautista, Quality Management Representative; Gil Faustino; Finance Director and Norielee Magsingit, Nursing Service Director. Also, on hand to witness the activity were Drs. Maria Realiza Henson, Corazon Logarta,

Members of the Board, and other officers of the Medical Staff.

Last March 23 to 25, 2022, CMC underwent a comprehensive online audit of its processes and procedures to establish its conformity with the Quality Management System requirements of ISO:9001-2015 and the Department of Health for healthcare facilities.

"Passing the ISO Accreditation is a testament of CMC's commitment to continuously improve on its service delivery through increased customer satisfaction, patient safety and clinical excellence across all of the organization," said Gamboa.

The gala celebration was CMC's first face-to-face gathering of its Medical Staff and employees in two years.

"The 52<sup>nd</sup> anniversary celebrates CMC's relentless spirit as an organization to continue to persevere, committed to give the right care all the time, being sensitive to the needs of our clients and constantly thriving to face a changing competitive landscape in delivering quality healthcare," Tan said.

CMC is a tertiary hospital located along Quezon Avenue cor. Sgt. Magbanua. It is equipped world-class medical practitioners and state-of-the-art facilities that is ready to serve and fulfill its mission of providing the "Right Care, Right Here" at CMC.

# Housing developers say gov't needs to intervene in low end of market

By Luisa Maria Jacinta C. Jocson  
Reporter

THE government's intervention is needed on the mass-housing side of the housing market, where private developers cannot operate because the segment is unprofitable, housing developers said, adding that funding for housing is inadequate relative to the overwhelming demand for units.

Subdivision and Housing Developers Association Chairman George T. Siy said in a video interview that the National Housing Authority's budget of P4.9 billion is sufficient for "less than 2% of the demand," which is "among the lowest in the world."

"It has become unprofitable (for) the low-end producers... this is something that needs to be (addressed) as the government is unable to produce," he said.

"The private sector wants to help but we want to remind everyone that it is a primarily government role to provide housing... It's very important to make housing available to the community as we've seen in the last five to six years how housing can become a source of unrest... it's one of the basic

needs; people expect to at least have housing," he added.

"The statistics show that when people own homes, even small ones, economic activity grows because commercial activity grows there. There's a lot of side benefits, so we should view this as jump starting the economy as well. It is one of the major sectors that drives the economy in most countries," he said.

Developing housing projects "creates jobs," which allows workers to afford homes, he said.

The Department of Human Settlements and Urban Development and National Economic and Development Authority recently signed a joint declaration on the adjustment of the price ceiling for low-cost housing from P1.7 million to P2.5 million.

"The government is requiring developers to develop low-end or socialized housing if they are to be allowed to develop the middle or higher-end [housing] so that means they are requiring the private sector to develop affordable housing and there are incentives to do so," he added.

"We'd like the price ceiling for socialized housing to be adjusted to make them practical, otherwise the production becomes a big loss for the people if they don't get to buy

their houses early. They don't get to ride and benefit from inflation, so if someone bought it four years ago, they would have doubled their house values already. Calculating the price ceiling based on tax collection should not be the only criterion, so we would like to see adjustments every three years on a practical basis," he added.

Mr. Siy said that the new administration should continue consulting the industry and streamlining processes through digitalization.

"One thing the (previous) administration did well that we'd like to continue is the coordination and technical working meetings between the public and private sector," he said, adding: "Digitalization should happen for all sectors."

Proper land classification and sufficient funding are also necessary to improve the housing sector, according to Mr. Siy.

"It is also very important to rationalize how they classify land for development as it takes a long time (to rezone for best uses) like retail, tourism, and agriculture. It should be about the overall benefit to the country and not just one sector pushing for its own gain. The rules have to be set early and they have to be consistent and practical," he said.