

INDUSTRIAL RELATIONS AT THE WORKPLACE SURVEY (IRWS)
1999
(Manual of Instructions)

PART 1- INTRODUCTION

A. *DESCRIPTION AND IMPORTANCE OF SURVEY*

The Industrial Relations at the Workplace Survey (IRWS) is a nationwide survey being conducted by the Bureau of Labor and Employment Statistics (BLES) every three (3) years. It covers around 7,500 non-agricultural establishments employing 20 or more workers. The survey aims to provide a benchmark information on employment, labor- management relations and wage and salary practices and policies.

I. ABOUT THE DATA

- **OBJECTIVE/S OF THE STUDY**
To determine the prevailing employment, labor-management relations and wage and salary policies and practices in non-agricultural establishments.
- **MAIN TOPICS COVERED BY THE SURVEY**
Establishment profile, employment practices, wage practices, situation of labor management relations and coping mechanisms to globalization.
- **REFERENCE PERIOD**
End of June starting 1999
- **PERIODICITY (FREQUENCY)**
Every 4 years
- **HISTORY OF THE SURVEY**
The 1995 survey aimed to determine the prevailing employment, labor management relations and wage and salary practices. In 1999, the survey content was modified to include additional terms of inquiry such as indicators on coping mechanisms implemented or plan to be implemented relative to the effect of globalization and financial crisis to establishment.

B. SCOPE AND COVERAGE

The IRWS is an establishment survey conducted nationwide. This survey covers the enumeration of establishments in the private sector with an average total employment of at least 20 persons. It covers 57 industries under the 1994 Philippine Standard Industrial Classification (PSIC). These industries are:

Description	1994 PSIC
MINING AND QUARRYING	
C	
1. Metallic Ore Mining	C10
2. Non- Metallic Mining and Quarrying	C11
MANUFACTURING	
D	
3. Manufacture of Food Products	D15 (excl. D155)
4. Manufacture of Beverages	D155
5. Manufacture of Textiles	D17
6. Manufacture of Wearing Apparel	D18
7. Tanning and Dressing of Leather; Manufacture of Luggage and Handbags	D19 (excl. D192)
8. Manufacture of Footwear	D192
9. Manufacture of Wood, Wood Products and Cork, except Furniture	D201
10. Manufacture of Articles of Bamboo, Cane, Rattan and the Like; Manufacture of Plaiting Materials	D20 (excl. D201)
11. Manufacture of Paper and Paper Products	D21
12. Publishing, Printing and Reproduction of Recorded Media	D22
13. Manufacture of Coke, Refined Petroleum and other Fuel Products	
Description	1994 PSIC
MANUFACTURING (cont'd)	
D	
14. Manufacture of Chemicals and Chemical Products	D24
15. Manufacture of Rubber Products	D251
16. Manufacture of Plastic Products	D252
17. Manufacture of Glass and Glass Products	D261
18. Manufacture of Cement	D262
19. Manufacture of Other Non-Metallic Mineral Products, n.e.c.	D269
20. Manufacture of Basic Metals	D27

21. Manufacture of Fabricated Metal Products, Except Machinery and Equipment	D28
22. Manufacture of Machinery and Equipment	D29
23. Manufacture of Office, Accounting and Computing Machinery	D30
24. Manufacture of Electrical Machinery and Apparatus	D31
25. Manufacture of Radio, Television and Communication Equipment and Apparatus	D32
26. Manufacture of Medical, Precision and Optical Instruments, Watches and Clocks	D33
27. Manufacture of Motor Vehicles, Trailers and Semi Trailers	D34
28. Manufacture of Other Transport Equipment	D35
29. Manufacture and Repair of Furniture	D36
30. Recycling	D37
31. Manufacturing N.E.C.	D39

ELECTRICITY, GAS AND WATER SUPPLY	E
32. Electricity, Gas, Steam and Hot Water Supply	E40
33. Collection, Purification and Distribution of Water	E41
34. CONSTRUCTION	F45

Description	1994 PSIC G
WHOLESALE AND RETAIL TRADE; REPAIR OF MOTOR VEHICLES, MOTORCYCLES AND PERSONAL AND HOUSEHOLD GOODS	
35. Sales, Maintenance and Repair of Motor Vehicles and Motorcycles, Retail Sales Sale of Automotive Fuel	G50
36. Wholesale Trade and Commission Trade, Except of Motor Vehicles and Motorcycles	G51
37. Retail Trade, Except of Motor Vehicles and Motorcycles, Repair of Personal and Household Goods	G52
38. HOTELS AND RESTAURANTS	H55
TRANSPORT, STORAGE AND COMMUNICATIONS	I
39. Land Transport; Transport Via Pipelines	I60
40. Water Transport	I61
41. Air Transport	I62
42. Supporting and Auxiliary Transport Activities; Activities of Travel Agencies	I63
43. Post and Telecommunications except Nation Postal Activities	I64 (excl. I64110)

FINANCIAL INTERMEDIATION		J
44. Banking Institutions except Central Banking		J65 (ecl.J65100)
45. Non- Bank Financial Intermediation		J66
46. Insurance and Pension Funding, Except Compulsory Social Security		J67
47. Activities Auxiliary to Financial Intermediation		J68

REAL ESTATE, RENTING AND BUSINESS ACTIVITIES		K
48. Real Estate Activities		K70
49. Renting of Machinery and Equipment without Operator, Personal and Household Goods		K71
50. Computer and Related Activities		K72
51. Research and Development		K73
52. Miscellaneous Business Activities		K74
53. PRIVATE EDUCATION SERVICES		M81
54. HEALTH AND SOCIAL WORK		N85

OTHER COMMUNITY, SOCIAL AND PERSONAL SERVICE ACTIVITIES		O
55. Sewage and refuse Disposal, Sanitation and Similar Activities		O90
56. Recreational, Cultural and Sporting Activities		O92
57. Other Service Activities		O93

The following industries are excluded from the survey.

Description	1994 PSIC
Agricultural, Hunting and Forestry	A01-A05
Fishing	B06
National Postal Activities	I64110
Central Banking	J65100
Public Administration and Defense and Compulsory Social Security	L75
Public Education Services	M80
Public Medical, Dental and Other Health Services	N85 11
Activities of Membership Organizations	O91
Extra-Territorial Organizations and Bodies	Q99

C. CONCEPTS AND DEFINITIONS

Establishment: an economic unit engaged in one or predominantly one kind of economic activity under a single ownership or control at a single fixed location, e.g. mine, factory, store, bank restaurant. For multi-unit enterprises with different outlets and subsidiaries or whose activities are located at different locations, each branch, outlet or subsidiary is considered an establishment. For firms engaged in activities which may be physically dispersed such as mining, construction, real estate development, transportation, communication, insurance, etc., the establishment is the base from which personnel operate to carry out their activities or from which they are paid.

Main Economic Activity: refers to the activity that contributes the biggest or major portion of the gross income or revenues of the establishment.

Total Employment: refers to the number of workers in the establishment as of the reference period, which includes working owners, unpaid workers and paid officials and employees. Excluded are workers receiving commission only and without employer's control, managers and directors paid solely for their attendance at Board of Director's meeting, silent or inactive partners and contractor/ agency hired workers.

Union: any registered group or association of employees that exists in whole or in part for the purpose of collective bargaining or dealing with employers concerning terms and conditions of employment.

Collective Bargaining Agreement (CBA): the negotiated contract between a legitimate labor organization and the employer concerning wages, hours of work, and all other terms and conditions of employment in bargaining unit.

Natural attrition: gradual reduction in workplace usually done by not filling up the position once it is vacated.

Voluntary Resignation: Involves employees volunteering to resign when management calls for workforce reduction.

Layoff: termination of employment initiated by the employer due to economic reasons. It may be permanent or temporary.

Dismissal: termination from employment initiated by the employer due to misconduct, incompetence of employees, and the like.

Grievance: a complainant or dissatisfaction arising from the interpretation or implementation of the CBA and/or those arising from the interpretation or enforcement of company personnel policies.

Industrial Action: a concerted work stoppage resorted to by workers concerning any controversy or matter relating to terms or conditions of employment or company policies. It is also resorted to by workers in protest or in support of a national issue or pronouncement not arising from conflicts between workers and employers.

Strike: a temporary stoppage of work by the concerted action of employees as a result of an individual or labor dispute. Includes actual strikes (with or without notice) filed at the National Conciliation and Mediation Board (NCMB).

Conciliation/Mediation: mode of settlement bringing together the two parties in a dispute to come to negotiations and settlements of the dispute.

Labor-Management Cooperation: any arrangement, mechanism, activity, or process, apart from the grievances committee, which is made up of workers and management whether unionized or not in order to improve labor-management relations and working conditions, increase productivity, and enhance the quality of work life.

Voluntary Arbitration: mode of settling labor-management disputes by which the parties by mutual consent select a competent, trained and impartial person who shall decide on the merits of the cases and whose decision is final, executory and unappealable. The parties may choose from a pool of voluntary arbitrators accredited by the NCMB.

Sympathetic Strike: a form of concerted work stoppage resulting from strong support for a group of workers already on strike but have no particular dispute or difference with their own employer.

Boycott: a form of concerted action by employees and their union to refrain from patronizing the products of their company.

Mass Leave: a form of concerted work stoppage where the union and the workers avail en masse of their paid leaves under their CBA or by law or where said workers/union go on a massive absence without official leave.

Sitdown: a form of concerted work stoppage where workers refuse to work inside a factory or establishment after punching their time cards.

Slowdown: a deliberate lessening of work effort for a definite purpose and time. In motive, it is similar to a strike and differs from the latter only in the degree of stoppage involved.

Overtime Ban: a deliberate refusal of workers and their union to render overtime work in connection with a labor dispute.

Globalization: the increasingly freer movement of capital, managerial skills and technical expertise across countries amid decreasing impediments to such movements. It is characterized by increasing economic liberalization and falling tariff barriers, integrated financial markets and multinational companies that operate on the premise of homogeneous world market.

UNIT/S OF MEASUREMENT: Numbers and percentages.

D. GEOGRAPHICAL

The whole country.

- **Industrial:** The industry classification is based on the 1994 Philippine Standard Industrial Classification (PSIC). It was patterned after the International Standard Industrial Classification (ISIC), Rev.3 of the United Nations, up to the 4-digit level, but with modifications to suit national situations and circumstances.
- **Employment Sized:** The classification of establishment according to employment size is based on the average total employment, e.g. 20-49, 50-199 and 200 over.
- **Others:** Establishments are categorized as to existence of unions and ownership, industrial relation practices.

E. SURVEY UNIVERSE/ SAMPLE FRAME

The sampling frame used for the survey was taken from the List of Establishments of the National Statistics Office. This is regularly updated based on the responses to other surveys of the BLES, establishment reports on retrenchment and closures submitted to the Regional Offices of the Department of Labor and Employment and other establishment lists.

F. SAMPLING DESIGN

The minimum industry grouping is at the 3-digit PSIC except for the industries observed to be heterogeneous (within their 3-digit level) and therefore requires further breakdown at the 4-digit classification. This level of disaggregation was based on industries/sectors covered by the following:

- Industries affected under the General Agreement on Tariffs and Trade (GATT)
- Products under the Common Effective Preferential Tariff of the ASEAN Free Trade Agreement (AFTA)
- Industries under the Investment Priority Plan of the Board of Investment (BOI)
- List of export winners of the Department of Trade and Industry (DTI)
- Deregulated / liberalized industries
- Industries with relatively few players

Establishments in each industry group were classified according to employment size i.e. 20-49, 50-199, and 200 and over. The formula for determining the sample size for each size category in an industry group is as follows:

$$n = \frac{NC_y^2}{C_y^2 + NC_v^2}$$

where:

n is sample size

N is establishment population

C_y^2 is estimated variance of labor cost;

$C_y = 0.9$

C_v^2 is the expected coefficient of variation of average labor cost; $C_v = 0.10$

The value assumed for the variance was based on the findings of Dr. Arturo Y. Pacificador, Jr. of the Institute of Statistics, UPLB on the natural variability of family income that ranges between 1.2 -1.5. The variance of family income was used as a proxy indicator considering that, earnings are part of family income and of labor cost. However, a lower variance was used since income from wage and salary employment in establishments may be less variable than family income. One of the components of labor cost is the wage of the worker that is dictated by wage practices in establishments. These wage practices in turn affect industrial relations.

Further if the actual response rate for the survey is at least 80 percent, the sample size for each cell was adjusted to build-in replacement. Thus, the adjusted sample size was $n \div 0.8$. The adjusted n was further refined to consider instances where it may be bigger than N.

G. DATA COLLECTION

The survey is conducted in coordination with the Regional Offices of the Department of Labor and Employment. On a project basis, employees are hired to personally deliver and retrieve the questionnaires from the establishments. In some instances, questionnaires are mailed to establishments in less accessible or conflict prone areas, in which case a self-addressed envelope is provided. The establishments may also submit the accomplished questionnaires through fax or e-mail. Delivery of questionnaires starts in July of the reference year and retrieval commences after all questionnaires have been delivered or within 10 working days from delivery or on a date agreed upon by the contact person/respondent and the enumerator.

The 1999 questionnaire is divided into five parts, i.e.

- Establishment Profile;
- Employment Practices- requires data on hiring and retirement and workforce reduction;
- Wage Practices- requires data on the method of fixing or revising wages and salaries, basis of wage payment and benefits granted to employees;
- Labor-Management Relations- requires data on current labor-management situation, policies of communicating with employees and on union organization and grievance handling; and
- Coping Mechanisms- inquiries about the different mechanisms being adopted/implemented by establishments to cope with economic crises.

Substitution of Sampling Units

Sample size was computed to built-in replacements.

H. DATA PROCESSING

Upon collection of accomplished questionnaires, enumerators perform field editing before leaving the establishments to ensure completeness, consistency and reasonableness of entries in accordance with the field operations manual. The forms are again checked for data consistency and completeness by the field supervisors. The BLES personnel undertake the final review, coding of data based on standard geographical/industrial classification, data entry/ encoding and validation and scrutiny of aggregated results. Questionnaires with incomplete or inconsistent entries or are returned to the establishments for verification personally or through mail.

PC Edit is used for data encoding. The data base is then converted to SPSS data format and validation prooflists are generated to check data entries.

After all data have been validated including exclusions based on the rejection list, output tables are generated.

I. TYPES OF ESTIMATES

Totals and distribution of establishment.

J. ESTIMATION/COMPILATION METHODOLOGY

Estimates are obtained by simple expansion, i.e. by multiplying the sample values at the cell level (region, industry and employment size) by the corresponding blowing-up factor which is the ratio of the eligible population of establishments to the number of responding establishments.

Not all of the fielded questionnaires are accomplished. Due to the inadequacy of the frame used, there are reports of permanent closures, non location, duplicate listing and shifts in industry and employment outside the survey coverage after the reference date. Establishments that fall in these categories are not eligible elements of the population and their count is not considered in the estimation. In addition to non-response of establishments because of refusals, strikes or temporary closures, there are establishments whose questionnaires contain inconsistent item responses that are not included in the processing as these have not replied to the verification queries by the time output table generation commences. Such establishments are also considered as non-respondents.

K. ADJUSTMENTS

Non-Response: Non-Response is taken into account in the weighing procedures.

Other bias: No adjustments are made.

Use of benchmark data : No benchmark data is used.

Use of other surveys: No other survey data are used.

Seasonal Variations: Not applicable.

L. INDICATORS OF THE RELIABILITY OF THE ESTIMATES

Coverage of the sampling frame

Partially updated.

Sampling errors/sampling variance

At the time of this report, these have not been computed.

Non-response rate

Non response rate was computed at 20.0 percent for 1995 IRWS and 15.4 percent for 1999 round.

Non-sampling errors

These may occurs due to inaccuracies in reporting by establishments and enumerators, mistakes in coding, editing and data entry. However, efforts are made to reduce non-sampling errors by careful design of the questionnaire, intensive training of survey personnel, linkages with key informants(employers' groups) and through adoption and documentation of efficient operating procedures.

Conformity with other sources: Not relevant

Estimates for non-survey years : Not relevant

II. DOCUMENTATION

- **PERIODICITY OF DISSEMINATION**
The results of the IRWS are published 14-17 months after the reference period.
- **ADVANCE RELEASE CALENDAR**
As advance release calendar that gives one quarter ahead notice of the approximate release data is posted in the BLES Homepage
<http://www.manila-online.net/bles>)
- **DISSEMINATION FORMATS**
Hard Copy
 - Labstat Updates
 - Yearbook of Labor StatisticsElectronic
 - BLES Homepage: <http://www.bles.dole.gov.ph>
 - CD ROM: Yearbook of Labor Statistics

III. CONFIDENTIALITY

The compilation and dissemination of the data are governed by the terms and conditions of Executive Order No. 126 (January 30, 1987) creating the Bureau of Labor and Employment Statistics.

While E.O. 126 is silent on the confidentiality of individual responses from surveys conducted by the BLES, it collects data under the pledge of confidentiality. A statement to this effect is printed in all the questionnaires of BLES surveys.

NOTES ON GLOBALIZATION

Globalization basically refers to the increasingly freer movement of capital, managerial skills and technical expertise across countries amid decreasing impediments to such movements. It is characterized by increasing economic liberalization and falling tariff barriers, integrated financial markets and multinational companies that operate on the premise of a homogeneous world market.

Whether we like it or not, globalization will continue to pervade the Philippine economy in the 21st century.

There will be changes in the structure of the work environment. Since globalization operate on the premise of a homogeneous world market our product and services will have to be competitive in the international market as well as in the domestic scene.

Changes in international trade arrangement exert pressure in the country's production structure and may affect the quality and forms of employment i.e. shifty in employment pattern (sub -contracting and homework).

Therefore, the questionnaire also included queries on what the sampled establishments are doing to cope with the effects or possible effects of globalization to their business operations.

What are the manifestations or indications of globalization?

- a) The emergence of regional economic blocs – North American Free Trade Agreement, European Common Market, Association of South East Asian Nations And the Asia – Pacific Economic Cooperation;
- b) The adoption of trade liberalization measures – e.g. reduction of tariffs and relaxation of non- tariff business in developing countries.
- c) Increase in investments worldwide.

What are some of the current local economic changes?

- a) The liberalization of the banking, and telecommunications industries;
- b) Deregulation of the oil industry;
- c) Privatization of basic service e.g. water distribution;
- d) Downsizing of Establishments.

PART II – GENERAL INSTRUCTION

A. The Survey Questionnaire

The inquiry is a ten-page questionnaire divided into five (5) parts. Part A requires information on the profile of establishments. Part B inquires about their employment practices. Part C deals on establishments wage practices. Part D delves with the current labor management relations. Lastly, Part E queries about the mechanism/s being adopted or planning to be implemented by the establishments to cope with the recent ASIAN financial crisis and effects or possible effects of globalization.

B. Data Gathering

Some questionnaires for National Capital Region (NCR) and areas outside NCR will be delivered, followed-up and retrieved personally by interviewers. A total___ interviewers will hired in NCR and ____ in regions outside NCR. Other questionnaires located in far flung areas will be mailed. Control Lists of Samples will be prepared for recording and monitoring of delivered and retrieved questionnaires.

C. Personal Delivery and Retrieval of Questionnaires

- Prepare a time table. Always remember the deadline.
- Try to establish rapport with the respondents. Explain clearly the procedures in accomplishing the questionnaire. Also inform the respondents that the survey form is to be accomplished and picked up within ten (10) working days upon delivery.
- Leave your office telephone number to facilitate coordination, especially in cases where the respondent may have some queries while accomplishing the form.
- Upon pick-up of accomplished survey form, see to it that all items are properly filled out so to avoid call backs.
- Always see to it that the certification portion is duly accomplished by the respondents. This portion is very useful in case further verification/clarification on the responses is needed

D. Recording and Control

Upon receipt of questionnaire, the interviewer should enter the STATUS and Date Retrieved in the upper right boxes intended for in the questionnaire and on the space provided for in the Control List.

The following status codes should be entered given the corresponding conditions:

RET Retrieved - Good	The establishment duly accomplished the questionnaire.
RFV Retrieved - For Verification	The establishment accomplished the questionnaire with items for verification. The code becomes Ret if verification has been completed.
PCL Permanently Closed	The establishment is permanently closed or no longer in operation at the time of the visit.
TCL Temporarily Closed	The establishment is not in operation for a limited period of time due to inventory, calamity/disaster, repair/maintenance of equipment.
CBL Cannot Be Located	The establishment is not in its given address/ cannot be located or moved to an unknown address. However, the person in-charge should exhaust all possible sources of information before classifying such establishment as CBL, e.g. PLDT directory neighboring establishments.
STR Strike	The establishment is on strike and hence no one can accomplish the questionnaire.
REF Refused	The establishment refuses to cooperate despite all persuasions.
DUP Duplicate	This code is used only when it has been confirmed that the establishment is exactly the same as another sample relative to location and economic activity.
OSP	PSIC excluded from the scope of the survey.

E. Checklist of Materials Each Interviewer Should Have

- Letter of Introduction
- DOLE Identification Card
- Questionnaires to be delivered
- Interviewer's Manual
- Interviewer's Control List of Establishment
- Certificate of Appearance
- Ballpen (blue or Black)

The interviewer should always report to his/her area supervisor at the start or end of the day, as agreed upon by both to take up problems arising during field operations.

PART III- EDITING GUIDELINES

GENERAL INSTRUCTIONS

- Use red ball pen for editing.
- Attachments provided by the establishment should be stapled inside the questionnaire.
- Do not erase or obliterate entries by the establishment. Edited entries or corrections must be done by crossing out neatly the original entry and writing close to it the revised entry.
- In items requiring numerical entries, change to appropriate numbers if entries are written in words.
- Names of editor/ coder/reviewer should be written legibly in the space provided at the last page of the questionnaire. Also write the date when the questionnaire was edited/coded/reviewed. (Do not fill portion)
- If problems arise, consult your supervisor.

SPECIFIC INSTRUCTIONS

PART A- ESTABLISHMENT PROFILE

Item no.

A.1 Name of Establishment	Check for completeness the same of establishment.
A.2 Location	Check for completeness the address up to city/ municipal level.
A.3 Main Economic Activity/ Principal Product	Entry should provide the complete description of the economic activity of the establishment e.g. food manufacturing, construction, hotel and restaurant, wood and wood products manufacturing.
A.4 Total Employment	Check the accuracy of entry.
A.5 Female Employment reported	Entry should not be more than the total employment.
A.6 Ownership/Export Oriented	Only one check mark (/) is acceptable i.e. either the establishment is with the foreign equity or wholly Filipino; either it is engaged in export activities or not.

A.7 Union

Check as applicable. If the establishment is not unionized, skip Item A.8 and proceed to Part B.

A.8 CBA

Check as applicable.

PART B – EMPLOYMENT PRACTICES

1. Read the question carefully.
2. Check the accuracy of entries. There are items requiring more than one (1) check mark (/). If a check mark appears on “Others”, the answer other than those enumerated should be specified.
3. If the entry is “No” in the Item B.2.1, proceed to part C otherwise fill out entry in “how many” and the succeeding items of inquiry.
4. If the answer in Item B.2.2 is dismissal only, proceed directly to Item B.2.5. However, if the dismissal is one of the answers, all the succeeding questions should be answered. In case no check mark appeared opposite dismissal, Items B.2.3 and B.2.4 should be answered only then proceed to Part C.

PART C – WAGE COMPONENT

1. Check accuracy of entries. There are items requiring only one check mark (/).
2. Item C.4 may have more than one check mark. See to it that opposite each benefit (leave and welfare), allowance/bonus, gratuity and social security scheme granted by the establishment, a check mark is provided either under column “Under CBA” or “Employers Decision”, whichever is applicable.
3. If a check mark appears on “Others”, the answer other than those enumerated should be specified.

PART D – LABOR-MANAGEMENT RELATIONS

2. Under Item D.1, check accuracy of entries. For Item D.1.1, only one check mark is required. However, more than one check mark is allowed in items D.1.2 and D.1.3. For Item D.1.4, see to it that only one code (whether 1, 2 or 3 whichever is applicable) is encircled for each category.

3. Item D.2 is for unionized establishments only. If the establishment is non-unionized, skip Item D.2 (Union Organization) and proceed to item D.3 (Grievance Handling). On Item D.2.1 check accuracy of entries. Total membership should not be more than the total employment in Part A – Item A.5.
4. If the establishment is with CBA, check accuracy of entries in Item D.2.3. Total CBA coverage should not more than the total employment reflected in Part A – Item A.4. Likewise, female CBA coverage should not be more than the reported female employment in Part A – Item A.5.

Except for the item D.2.5, all the other items of inquiry may have than one check mark.

5. If the answer is “No” in item D.3.1, go to Item D.3.3. If the answer is “No” in item D.3.3 skip to Part E.

PART E – COPING MECHANISMS

1. Check accuracy of entries. There are items requiring only one check mark (/). Others require more than one check mark (/) as specified in the item of inquiry. If a check mark appears on “Others”, the answer other than those enumerated should be specified.
2. If the answer is “No” or “Still developing” in Item E.1, proceed to Item E.6, otherwise all the succeeding questions should not be answered.
3. For Item E.4, see to it that a check mark appears under either column “YES” or “No”, whichever is applicable, for each group of employees.
4. For item E.6, a check mark should also appear either in column “Implemented” or “Plan to Implement”, whichever is applicable opposite each measure being adopted by the establishment in coping with the recent Asian financial crisis.