

**Department of Labor and Employment**  
**NATIONAL LABOR RELATIONS COMMISSION**  
(Quezon City)

**EN BANC RESOLUTION No. O4- 05**

**Re: THREE (3) - YEAR MASTER PLAN**

**(To Eliminate Backlog by June 30, 2008)**

**WHEREAS**, the Constitution and the Labor Code mandated the National Labor Relations Commission (NLRC) to speedily resolve labor disputes;

**WHEREAS**, the declared vision of the NLRC *"to make [itself] deserving of the public trust as- a quasi-judicial agency of the government that is free from graft and corruption and free from backlog"*;

**WHEREAS**, Executive Order No. 204 requires the NLRC to prepare and submit a Master Plan to eliminate its backlog of unresolved cases;

**WHEREAS**, the Hon. Benedicto Ernesto R. Bitonio Jr., Chairman, NLRC, stated that *"our mission is clear: to resolve labor disputes in the fairest, quickest, least expensive, and most effective way possible"*;

**WHEREAS**, in line with the foregoing policies and directives, the Executive Clerk of Court IV, NLRC *en banc*, prepared and submitted a proposed 3-Year Master Plan (to Eliminate Backlog by June 30, 2008) for the review and consideration of the Commission *en banc*;

**RESOLVED**, AS IT IS HEREBY **RESOLVED**, that the proposed 3-Year Master Plan (to Eliminate Backlog by June 30, 2008) be hereby **APPROVED** in principle, subject to the following policies, parameters and guidelines:

**1. DEFINITION OF BACKLOG:**

For the purpose of the Master Plan, the term "backlog" shall generally refer to cases which have not been resolved by the NLRC within **SIX** (6) MONTHS from filing, re-filing, receipt, remand, docketing or re-docketing, as the case may be: Provided that, at the Commission level, motions for reconsideration shall be considered as a separate "case", considering that at the RAB level, motions for reconsideration are not allowed.

**2. PRESENT BACKLOG:**

Based on the above definition, the backlog in the Commission/ Divisions is only 4,922 cases as of June 30, 2005, which consists of all 2004 and older cases.

**The backlog in the RABs is only 8,808 cases as of June 30, 2005, which consists of all 2004 and older cases.**

**3. ZERO BACKLOG TARGET:**

Based on the above definition and timeframe, the target is for the entire NLRC to have no more pending 2007 **and older** cases by June 30, 2008.

**4. FORECASTS AND ESTIMATES:**

Based on historical data and trends analysis, in order to achieve the Zero Backlog Target, each of the **15** Commissioners and each of the **105** Labor Arbiters assigned to the



RABs must dispose of the following (assuming that total caseload is equally distributed):

- Commissioner: An average of at least **58.4** cases disposed monthly, prioritizing older cases.
- Labor Arbitrator: An average of at least 26.0 cases disposed monthly, prioritizing older cases.

## 5. THE CHALLENGES:

- (A) How to duplicate and further improve top and benchmark performances across Divisions / RABs?
- (B) How to focus on disposing older cases?
- (C) How to channel additional caseload to underloaded Divisions, RABs, Commissioners, and Labor Arbitrators?
- (D) How to channel more resources to overloaded Divisions, RABs, Commissioners, and Labor Arbitrators?
- (E) How to reduce the inflow of new cases?
- (F) How to offset adverse effects of future vacancies?

## 6. STRATEGIES:

- (A) Duplicate Top and Benchmark Performances:

- 1. Document the best **practices** of top and benchmark performers, such as the Second **Division** (which disposed 71 cases per Commissioner per month in 2004) and **RAB VII** (which disposed 52.2 cases per Labor Arbitrator per month in 2004).
- 2. Make the best practices of the top and benchmark performers as the standard practices in the entire NLRC

### (B) Further Improve Top and Benchmark Performances:

- 1. Develop and implement **motivation, rewards, incentives** schemes.
- 2. Computerize, simplify and streamline the compulsory arbitration processes and procedures.
- 3. Train officials and personnel on necessary **managerial** and **technical skills**.
- 4. Improve the legal education and research support system.
- 5. Improve the **records management system**.
- 6. Develop and improve **templates** and **forms**.

- (C) Focus on the Resolution of Earlier Cases:

- 1. Adhere to the **"First In - First Out"** policy in disposing cases, subject to limited exceptions.
- 2. Monitor closely the **aging** of cases.
- 3. Document the best practices of the top performers, particularly the Fifth Division and **RAB IX**, which have approximated the Zero Backlog Target, and adopt their best practices as the standard practices at the NLRC.

(D) Channel Additional Caseload to Underloaded Units:

1. Improve the inter- and intra- Division/ **RAB** Pairing or, Teaming System (Taskforces and *bayanihan*).
2. Assign more **reviewers - Labor Arbiters** to overloaded Commissioners.

(E) Channel More Resources to Overloaded Units:

1. Increase the **manpower support** for overloaded units pursuant to the **DOLE.-NLRC Rationalization Plan**.
2. Increase the **budgetary support** for overloaded units.
3. Prioritize program support for overloaded units.

(F) Reduce Inflow of New Cases,;

1. Institutionalize and strengthen **conciliation** and **mediation** in the NLRC as proposed by the Conciliation and Mediation Center (CMC).
2. Discourage **frivolous and dilatory appeals**, pleadings and motions.
3. Encourage prospective litigants to resort to **alternatives** to compulsory arbitration.
4. Educate the public by publishing showcase decisions that highlight State policies on labor - management relations.

(G) Offset the Adverse Effects of Future Vacancies:

1. Anticipate and prepare for upcoming **retirements** and vacancies.
2. Facilitate the early **filling-up of vacancies** at all levels.
3. Improve (lie organizational capacity to cope with **prolonged vacancies**.

7. MASTER PLAN BY DIVISION AND BY RAB:

Each Division and RAB shall prepare and submit their respective Master Plans in line with herein 3-Year Master Plan based on their existing caseload and projected inflow of new cases, These Master Plans shall be reviewed and updated levery six (6) months, particularly during Mid-Year Performance Assessment (MYPA) and Year-End Performance Assessment (YEPA) exercises, which shall be held within the first two weeks of June and December, respectively.

8. FOCAL PERSONS:

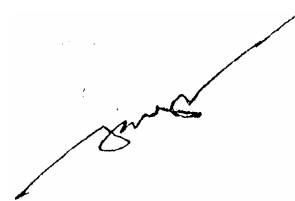
**NLRC:** The Chairman, assisted by the Executive Clerk.

**Divisions:** The Presiding Commissioner, assisted by the Deputy Executive Clerk.

**RABs:** The Executive Labor Arbiter, assisted by personnel designated by the ELA.

9. MONITORING:

The Research Information and Publication Division (RIPD), with the assistance of the Data Center, shall monitor the **disposition** and **aging** of cases, as well as the **backlog**, through the **Electronic Case Management System** (eCMS), and submit a monthly update to the Chairman and the Executive Clerk.




10. PRIORITY AND CROSS-CUTTING CONCERNS:


The achievement of the Zero Backlog Target is a **TOP' PRIORITY** of the NLRC; hence, all officials and personnel, as well as all committees and units, are hereby directed to give their full support to the 3-Year Master Plan and to cooperate and coordinate closely with the focal persons.

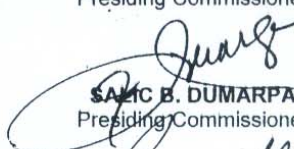
Signed this 2<sup>nd</sup> day of September 2005, in Tagaytay City, Philippines.

  
**BENEDICTO ERNESTO R. BITONIO JR.**  
Chairman

  
**RAUL T. AQUINO**  
Presiding Commissioner

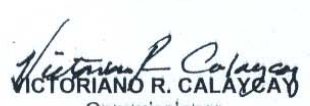
  
**LOURDES C. JAVIER**  
Presiding Commissioner

  
**GERARDO V. NOGRALES**  
Presiding Commissioner

  
**SAM B. DUMARPA**  
Presiding Commissioner

  
**PERLITA B. VELASCO**  
Commissioner


  
**ROMEO L. GO**  
Commissioner


  
**VICTORIANO R. CALAYCAY**  
Commissioner

  
**ANGELITA A. GACUTAN**  
Commissioner

  
**ROMEO C. LAGMAN**  
Commissioner

  
**TITO F. GENILO**  
Commissioner

  
**AURELIO D. MENZON**  
Commissioner

  
**OSCAR S. UY**  
Commissioner

  
**PROCULO T. SARMIEN**  
Commissioner

  
**JOVITO C. CAGAANAN**  
Commissioner

Attested by:

  
**APOLLO X.G.S. SANGALANG**  
Executive Clerk of Court IV