

EXECUTIVE ORDER NO. 099
*Series of 2021***THE LANDBANK PSYCHOLOGICAL RESILIENCE PROGRAM**

Pursuant to Republic Act No. 11036 (*Mental Health Act of 2018*), Civil Service Commission (CSC) Memorandum Circular No. 04, s. 2020 (*Mental Health Program in the Public Sector*), CSC-Department of Health (DOH)-Department of Labor and Employment (DOLE) Joint Memorandum Circular No. 01, s. 2020 (*Occupational Safety and Health Standards for the Public Sector*), and other pertinent rules, regulations and policies to establish a mental health policy/program to enhance delivery of integrated mental health services, promote and protect the right to health of person and ensure a just and humane working condition, the Land Bank of the Philippines Psychological Resilience Program (PRP) is hereby established.

A. RATIONALE

1. Land Bank of the Philippines (LANDBANK or the Bank), shall integrate and advocate the mental health initiatives in its human resource and organization development policies and programs, and ensure that employees are consciously aware and sensitive to mental health issues and programs.
2. LANDBANK commits itself to promoting the well-being of people by ensuring that:
 - a. mental health is valued, promoted and protected; mental health conditions are treated and prevented;
 - b. timely, affordable, high quality and culturally-appropriate health care for these conditions is made available to its employees;
 - c. such health services are free from coercion and accountable to the service users;
 - d. employees affected by mental health conditions are able to exercise the full range of human rights; and work and participate fully at work, free from stigmatization and discrimination; and
 - e. necessary budget is allotted to implement the activities.
3. PRP of Wellness@Work (**Annex A**) of the LANDBANK Employee Wellness Program advocates mental health and endeavors to maintain a psychologically healthy work environment conducive to the development of psychologically resilient personnel enhancing organizational performance and productivity that will enable the Bank to fulfill its given mandate.

B. GUIDING PRINCIPLES

1. The Bank recognizes that prevention is key and envisions a psychologically healthy workplace attainable through the observance of good practices in the following areas:
 - a. *Employee involvement.* Employees shall be reasonably kept informed, through formal or informal means, about the affairs of the Bank insofar as their interests are concerned. They shall be given opportunities to reasonably express their opinion and provide useful input that will contribute to the Management's decision.
 - b. *Work-life integration.* Employees shall be able to unify their personal and work lives in a way that complements both aspects.
 - c. *Employee growth and development.* The Bank shall continue to invest in the improvement of employees' existing skills, and in the acquisition of the new ones as these will enable them to expand their knowledge, skill and behavioral set needed in the performance of higher responsibilities and more complex work.
 - d. *Health and safety.* The Bank shall endeavor to create and maintain a psychologically safe and healthy workplace that promotes the mental health of its employees.
 - e. *Employee recognition.* The Bank shall continue to show appreciation, acknowledge and/or reward employees' contributions to the fulfillment of its mandate and goals through its recognition and reward program.
2. The Bank respects an individual's privacy and observes confidentiality and protects all information/records pertaining to employees' mental health. All information and medical records, including those submitted during the recruitment process shall be protected and treated with confidentiality, as provided under applicable laws and rules, particularly the Data Privacy Act.
3. The Bank shall not tolerate any form of offensive and/or discriminatory behavior, and/or unreasonable conduct (e.g., threat, work-related violence, abuse, harassment, bullying, mobbing, shaming, alienation, hostility, unrealistic demands, etc.) of or by colleagues, clients, business partners and other external parties to ensure the psychological safety of Bank personnel.
4. The work environment shall be one where co-workers and supervisors are supportive of employees' psychological and mental health concerns, and respond appropriately and those with mental health issues are afforded psychological protection.
5. The Bank advocates excellence and thus, seeks continual improvement of this program in line with its quality policy.

C. COVERAGE

This PRP shall cover all LANDBANK employees (whether permanent, temporary or coterminous) and candidates for hiring for positions in the Bank. Where relevant, the PRP may also be observed for outsourced members of the workforce, i.e., Service Company Workers/Contract of Service personnel.

D. DEFINITION OF TERMS

Bullying	a repeated, unreasonable or inappropriate behavior directed towards an employee (or group of employees) that creates a risk to health and safety
Confidentiality	pertains to ensuring that all relevant information related to persons with psychiatric, neurologic and psychosocial health needs is kept safe from access or use by, or disclosure to, persons or entities who are not authorized to access, use or possess such information
Discrimination	any distinction, exclusion or restriction which has the purpose or effect of nullifying the recognition, enjoyment or exercise, on an equal basis with others, of all human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field. It includes all forms of discrimination, including denial of reasonable accommodation. Special measures solely to protect the rights or secure the advancement of persons with decision-making impairment capacity shall not be deemed discriminatory
Harassment	any behavior that demeans, embarrasses, humiliates, annoys, alarms or verbally abuses a person and that is known or would be expected to be unwelcome; it includes words, gestures, intimidation, bullying, or other inappropriate activities
Individual at Risk of Mental Health Condition	someone who has a history of mental illness in a blood relative, has experienced stressful life situations, has a traumatic experience, has a childhood history of abuse or neglect, has a previous mental illness, etc.
Mental Health	state of well-being in which the individual realizes one's own abilities and potentials, copes adequately with the normal stresses of life, displays resilience in the face of extreme life events, works productively and fruitfully, and is able to make a positive contribution to the community
Mental Health Condition	a neurologic or psychiatric condition characterized by a recognizable clinically-significant disturbance in an individual's cognition, emotional regulation or behavior that reflects a genetic or acquired dysfunction in the neurobiological, psychosocial or developmental processes underlying mental functioning; the determination of neurologic and psychiatric conditions shall be based on scientifically-accepted medical nomenclature and best available scientific and medical evidence

CLASS D

Mental Health Services	psychosocial, psychiatric or neurologic activities and programs along the whole range of the mental health support service including promotion, prevention, treatment and aftercare, which are provided by mental health facilities and mental health professionals
Mobbing	ongoing, systematic bullying of an individual by his or her co-workers; it includes rudeness and physical intimidation, as well as more subtle and possibly unintentional behavior involving social ostracism and exclusion
Psychosocial Hazards	arise from poor work design, organization and management, as well as a poor social context of work, and they may result in negative psychological, physical and social outcomes such as work-related stress, burnout or depression
Reasonable Accommodation	necessary and appropriate modification and adjustments not imposing a disproportionate or undue burden, where needed in a particular case, to ensure persons with disabilities the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms; includes modification of work schedules, reassignment to a vacant position, appropriate adjustments or modifications of company policies/ rules/regulations, and other similar accommodations for persons with mental health conditions
Risk-based Approach	studies the possible dangers of a workplace and seeks to minimize those dangers through company policy and modifying employee behavior (e.g., educate employees and then test employee knowledge about current health and safety measures)
Stigma	personal attitude and belief that negatively labels a group of people, such as those with mental illness, which creates fear and consequently results in discrimination that discourages individuals and their families from getting the help they need

E. DUTIES AND RESPONSIBILITIES

1. Human Resource Management Group (HRMG) as program advocate, shall ensure the effective and efficient implementation of projects and activities under this program.
2. Employee Relations Department (ERD), Organization Development Department (ODD) and Personnel Administration (PAD), as applicable, shall:
 - a. Incorporate the mental health perspective in policies, programs and activities under their identified key result areas such as, but not limited to, recruitment, hiring, placement, learning and development, organization development, occupational health and safety, employee engagement, gender and development, diversity and inclusion, etc.;

CLASS D

- b. Ensure protection of data pertaining to employees' mental health under their custody in accordance with the Bank's policy on data privacy and other relevant laws; and
 - c. Maintain contact with concerned institutional networks (e.g., hospitals, testing/assessment centers, government agencies, non-governmental organizations, trainers, psychometricians, organization development professionals, mental health professionals, etc.) to support the implementation of this Program.
 3. ERD shall:
 - a. In coordination with ODD and PAD, be responsible for the proper communication of information and notices relating to the conduct of activities pertinent to this advocacy while optimizing all available communication facilities and media to reach all Bank personnel Bankwide;
 - b. Provide access to mental health support through which employees may seek the services of mental health professionals (e.g., psychological counseling, mental health and psychological support sessions); and
 - c. As far as practicable, establish support groups among employees for those at risk (e.g., working mothers, retiring individuals, etc.).
 4. Department/Unit Heads shall:
 - a. Ensure effective cascading of mental health promotion-related information to personnel within their units to increase the level of awareness regarding mental health and remove the stigma associated with mental health conditions; and as program advocates, ensure the effective and efficient implementation of this Program; and
 - b. Conduct assessment of their respective work environments for the identification of psychosocial hazards, keeping in mind the components of a psychologically healthy workplace, perform risk assessment and institute control measures to address the hazards.
 5. The Bank's employees' associations shall provide support and assistance in developing strategies, administration, information dissemination, implementation and monitoring of the various initiatives under this program.
 6. Bank employees shall:
 - a. Cooperate in the efforts to maintain a psychologically healthy workplace by adhering to the principles of this program and providing psychosocial support to colleagues and leaders in the Bank and refraining from engaging in acts of bullying such as cyberbullying/mobbing; verbal, sexual and/or physical harassment, all forms of work-related violence, threats, shaming, alienation and other forms of discrimination; and render assistance to promote the mental health of clients and business partners as the situation may require;

CLASS D

- b. Provide any assistance in any form to improve the condition of colleagues who are at risk of developing or with mental health condition; and
- c. Seek assistance from ERD for referral/access to mental health professionals and other supportive measures.

F. IMPLEMENTATION MECHANISM

1. The Bank shall promote awareness of mental health issues, through education and training, and ensure availability of various communication channels for issues and concerns.
2. Supervisors/Department/Unit Heads shall be provided with basic training to recognize the signs and symptoms of stress, depression and burnout and implement control measures (e.g., coaching, leave availment, job rotation, reassignment) as well as, referral to mental health professionals, as deemed necessary.
3. Assessment of candidates for hiring and placement/promotion of incumbent employees shall be performed as follows:
 - a. Psychological testing (or neuropsychiatric testing, as may be applicable for positions responsible for maintaining peace and order, or for the protection of life or property) shall form part of the pre-employment requirements for new hires.
 - b. Employee mental health and well-being shall be periodically evaluated to identify employees at risk for mental health conditions, guide for placement and allow for early intervention. This may be done through a survey by ERD (e.g., employee well-being survey, employee engagement survey, and the like) or individual assessment by the Supervisor/Department/Unit Head, in coordination with PAD (e.g., as a requirement for promotions, transfer, or when circumstances warrant).
4. Regular workplace assessment shall be conducted:
 - a. The departments under HRMG shall undertake periodic assessment of organizational factors that may impact employees' mental health and contribute to a psychologically healthy workplace (e.g., employee involvement, work-life integration, employee growth and development, health and safety, rewards and recognition, communication, etc.) through policy review and/or formulation based on the needs of the organization and of the employees.
 - b. Employees work aspects that may affect mental health shall be considered as focus areas to enhance employee well-being (e.g., role, workload, job demands, job satisfaction, motivation, degree of control, decision-making latitude, etc.).
 - c. Findings shall be submitted to the LANDBANK Safety and Health Committee for evaluation and policy recommendations.

CLASS D

- d. Assessment of work environments, using risk-based approach, shall be conducted regularly by the Department/Unit Head to identify psychosocial hazards (**Annex B**) and implement control measures to ensure a psychologically healthy workplace.
 - e. Psychosocial hazards directly attributable to the work relationship with the Supervisors/Heads shall be handled in accordance with the Bank's grievance procedure and employee concerned may seek assistance from ERD.
5. Employees at risk shall be identified and provided the necessary support:
- a. As needed, Department/Unit Heads shall conduct an inventory of employees under the unit by taking note of those among them who may be vulnerable to mental health issues, identifying their needs and implementing action plans to support said employees.
 - b. Department/Unit Heads shall establish a social support system within their units, and facilitate human resource and/or psychological interventions (e.g., coaching and counseling) to employees at risk for mental health condition.
 - c. As far as practicable, implement work accommodation measures to support employees with mental health issues/conditions.
6. Personnel with mental health conditions shall be recognized and their access to treatment and reintegration into the workplace shall be facilitated through the following:
- a. Department/Unit Heads may exercise flexibility in making work arrangements to accommodate the special needs of an employee with a mental health condition and facilitate the reintegration of employee returning to work, subject to policies of the Bank.
 - b. Employees with mental health conditions or have undergone treatment/ have recovered shall be allowed to continue/return to work provided they present a certification issued by a mental health professional (preferably, a psychiatrist or psychologist) attesting to their fitness to work and certifying that continued work will not aggravate their mental health condition to the Department/Unit Head, taking into consideration the recommendations of the attending mental health professional.
 - c. Unit Heads shall monitor the work performance and well-being of employees at risk or those with mental health conditions in order to ensure that the work environment contributes positively to the employees' recovery.
7. Activities relative to the implementation of the Program such as, but not limited to, assessment of work environment, provision of support and treatment and integration of subject employee to workplace shall be recorded in official documents and shall be submitted to the ERD.

G. MONITORING, EVALUATION AND REPORTING

1. The Department/Unit Head concerned shall report and regularly provide updates/status on the significant events and developments of employees identified with mental health condition to the ERD.
2. The departments under HRMG (i.e., ERD, ODD and PAD) shall monitor and evaluate the activities related to PRP to further improve the implementation (e.g., identifying areas for improvement, formulating action plans to address gaps and executing the steps accordingly) and make the necessary recommendations to the Safety and Health Committee.
3. Bank units, employees' associations and the employees shall be encouraged to evaluate initiatives and activities implemented under PRP and provide inputs, where necessary and applicable.

H. PROGRAM ENHANCEMENT

Appropriate authorities such as but not limited to the HRMG Head, Safety and Health Committee and Management reserve the right to enhance, amend or modify any of the provisions of the PRP, including development of additional programs/activities/initiatives, templates, procedures, etc., as deemed necessary.

I. REPEALING CLAUSE

All previous orders or issuances inconsistent herewith shall be deemed superseded/amended accordingly.

J. EFFECTIVITY

This Order shall take effect upon approval.


CECILIA C. BORROMEO
President and CEO

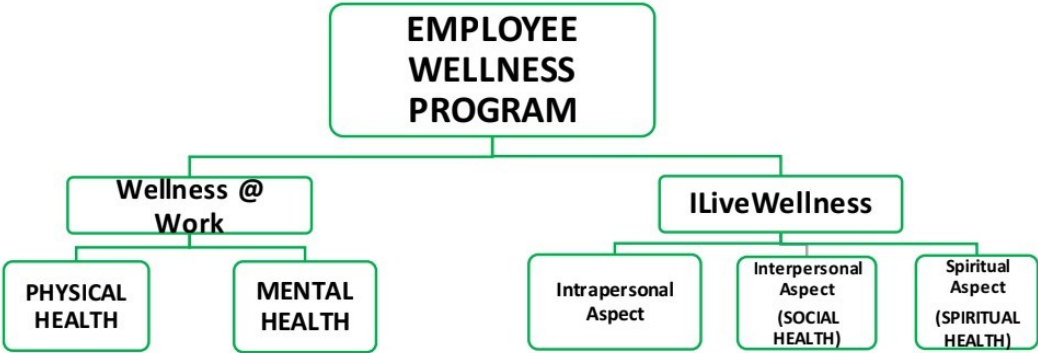
Date: 16 November 2021
/ERD/SMD

**LAND BANK OF THE PHILIPPINES
EMPLOYEE WELLNESS PROGRAM**

A. DESCRIPTION

The LANDBANK Employee Wellness Program is the Bank’s umbrella initiative to ensure the health and well-being of its most valuable asset, its human resources. It adopts the holistic concept of health as defined by the World Health Organization (WHO): “Health is a state of physical, mental and social, well-being and not merely the absence of disease or infirmity.”

Aside from contributing to the employees’ overall well-being and positive experience in the workplace, activities under this program are anticipated to impact employee engagement and productivity.



B. FRAMEWORK

The program focuses on the four (4) dimensions of health:



1. Spiritual (Spirit)

This relates to a sense of connectedness to a supreme being, higher power or belief system; having meaning and purpose in life; the ability to give and receive love; and the feeling of charity and goodwill towards others.

2. Physical (Body)

This refers to the physiological condition of the physical body with its five domains: nutrition, physical activity, sleep, habits (i.e., alcohol/drug use, smoking), health screenings/management of medical conditions; and how our body relates to the work environment.

3. Mental (Mind)

This refers to the mental state and deals with fostering emotional intelligence developing skills and strategies to cope with stress; and recognize, understand and manage one's emotions, as well as recognize, understand and influence the emotions of others.

4. Social (Heart)

This refers to the ability to relate with other people and establish positive relationships that provide social support enhancing well-being and workplace harmony and productivity.

C. OBJECTIVE

The LANDBANK Employee Wellness Program aims for the attainment of optimal health/well-being and work-life effectiveness in a healthy and safe work environment where employees co-exist harmoniously, leading to engagement, work productivity, and a good quality of life aligned with one's personal mission/purpose.

D. PROGRAM COMPONENTS

1. WELLNESS @ WORK

This is LANDBANK's occupational health and safety (OHS) program which targets control of identified workplace health and safety hazards in order to reduce risks and prevent occupational diseases and workplace accidents. Guided by relevant issuances of authorities, it likewise aims to comply with standards and help fulfill the Bank's obligations as a responsible employer.

This program considers both the physical and mental¹ aspects of health and covers the following areas:

- a. reasonable working conditions;
- b. emergency preparedness;
- c. OHS medical services;

¹ The Psychological Resilience Program (PRP) advocates mental health and endeavors to maintain a psychologically healthy work environment conducive to the development of psychologically resilient personnel enhancing organizational performance and productivity that will enable the Bank to fulfill its given mandate. It aims to:

- a. Facilitate the creation and maintenance of a psychologically healthy work environment by identifying workplace psychosocial hazards in all its systems and processes and instituting risk control measures to help prevent unhealthy states/behavior (e.g., substance abuse, nicotine addiction, burnout, violent behavior), mental disorders and other related medical conditions;
- b. Raise awareness and educate employees regarding mental health, correct the stigma associated with mental health conditions and avoid discrimination;
- c. Provide assistance for employees by facilitating access to mental health services and psychosocial support;
- d. Aid employees in developing the ability to effectively manage the demands of daily living and help them bounce back from life's challenges through provision of access to resources that will foster emotional intelligence, teach skills to build resilience and enable them to flourish; and
- e. Comply with relevant laws and issuances promoting mental health:

1) Republic Act No. 11036, Mental Health Act of 2018;

2) CSC Memorandum Circular No. 04, series of 2020, Mental Health Program in the Public Sector;

3) CSC-DOH-DOLE Joint Memorandum Circular No. 01, s. 2020, Occupational Safety and Health Standards for the Public Sector; and

4) Presidential Decree No. 442, Labor Code of the Philippines; Book IV Title II, Occupational Safety and Health Standards

- d. annual medical examination;
- e. occupational accident and illness prevention;
- f. pulmonary tuberculosis (PTB) prevention and control in the workplace;
- g. HIV/AIDS workplace policy and education;
- h. drug and smoke-free workplace;
- i. Hepatitis B prevention;
- j. office ergonomics;
- k. work environment monitoring;
- l. occupational accident and illness surveillance;
- m. OHS information and education;
- n. healthy lifestyle promotion;
- o. food safety;
- p. mental health support;
- q. psychological counseling;
- r. resilience building;
- s. stress management; etc.

2. **ILiveWellness**

This program places value on the multiple roles of a LANDBANK employee and promotes work-life effectiveness (i.e., one's ability to successfully perform his/her various roles) which positively impacts an individual's well-being.

It focuses on three aspects: intra-personal, inter-personal and spiritual. It provides employees with opportunities for:

- a. personal growth through activities which contribute to the development of a well-rounded individual (e.g., pursuit of hobbies and talents, acquisition of personal development/effectiveness skills);
- b. creation of smooth inter-personal relationships through activities which enhance one's ability to relate to other people in the context of the family, workplace and communities; and
- c. spiritual enrichment through activities that support an individual's pursuit of life's purpose and meaning, enhances spirituality and ignites the spirit of volunteerism and charity.

PSYCHOSOCIAL HAZARDS

Career development	Career stagnation and uncertainty; under promotion or over promotion; poor pay; job insecurity; low social value to work
Control	Low participation in decision-making; lack of control over workload; pacing; etc.
Environment and equipment	Inadequate equipment availability, suitability or maintenance; poor environmental conditions such as lack of space, poor lighting, excessive noise
Home-work interface	Conflicting demands of work and home; low support at home; dual career problems
Interpersonal relationships at work	Social or physical isolation; poor relationships with superiors; interpersonal conflict; lack of social support; bullying; harassment
Job content	Lack of variety or short work cycles; fragmented or meaningless work; underuse of skills; high uncertainty; continuous exposure to people through work
Organizational culture and function	Poor communication; low levels of support for problem-solving and personal development; lack of definition of or agreement on organizational objectives
Role in organization	Role ambiguity, role conflict and responsibility for people
Work load and work pace	Work overload or under load; machine pacing; high levels of time pressure; continually subject to deadlines
Work schedule	Shift working; night shifts; inflexible work schedules; unpredictable hours; long or unsociable hours

Source: Adapted from Leka, Griffiths & Cox (2003)