

Stronger people, stronger business



People: The strength behind a business

How motivated employees drive company success

Programs for champions

HR initiatives that promote a culture of excellence

Stronger people, stronger business

Talented and engaged people are the backbone of a strong business.

A company could have the most modern assets and vast funds, but without good people to manage these resources, sustainable growth would not be possible.



Maynilad recognizes this fact, which is why our Corporate Human Capital and Organization Development (CHCOD) Division has been implementing programs to ensure that the organization attracts the best talents and further develops their capabilities.

In this issue of *Ripples*, we highlight CHCOD's efforts to build a work environment where talent thrives, where initiative is rewarded and where every employee strives to improve shareholder value.

Read on and see the hard-earned gains that have put the Maynilad organization on the right path toward a culture of excellence.

Cheers!

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People: The success behind a business

By Jen Casipit-Rufo

What makes a company successful? It's a combination of several factors—a clear strategic direction, strong management, efficient service, cutting-edge products, among others.

One thing common among any successful company though is the quality of its people.



People carry out the tasks and implement the projects that allow the company to meet its overall objectives. If people are not engaged in their jobs or are not given the means to do their work efficiently, operational and financial targets would not be met.

“A well-performing organization is an organization that achieves its goals. I believe in the concept of a balanced scorecard, where the achievement of financial goals are a consequence of motivating and developing people, attending to improvement of processes, and pleasing the customer,” said Tita Datu Puangco, chairperson and CEO of Ancilla Enterprise Development Consulting, a Philippine leader in training and organization development.

The core attribute that will produce good performance in any organization is a combination of external and internal factors. Puangco said that external factors include a company's ability to align its products and services to its external environment, particularly aimed at satisfying customers. Internal factors, meanwhile, would mean having the right people and talents, the right structures and systems that enable people to efficiently deliver their tasks, and a motivating internal environment.

“Drivers of the internal environment are ethical leaders who embody the organization's vision, mission and values. They shape a corporate culture and climate that energizes and respects people,” Puangco said. “I believe in proper people empowerment individually and in teams.”

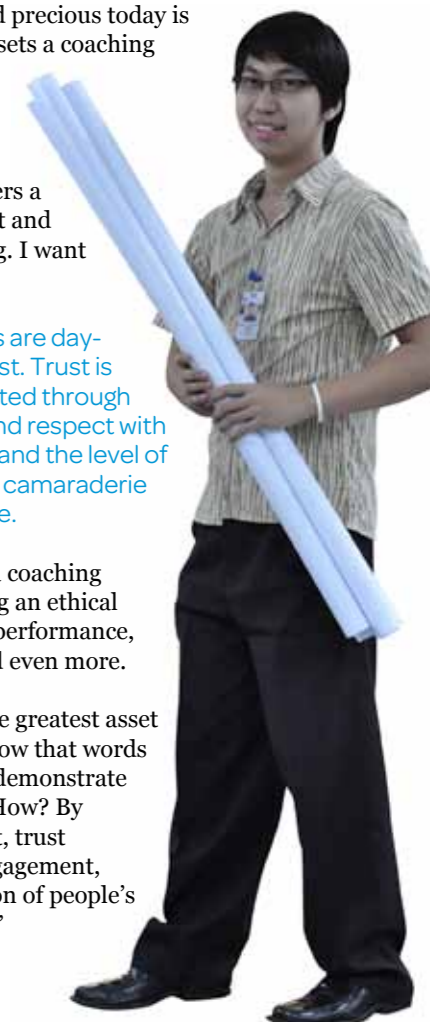
Companies recognize that motivated employees perform well. But monetary rewards alone do not motivate. “What motivate employees are day-to-day relationships of trust. Trust is the defining principle created through management credibility and respect with which people are treated, and the level of authentic connection and camaraderie that exists in the workplace. People trust the people they work for, they have pride in what they do and they enjoy the people they work with. These are the real motivators. Now add to these fair rewards, you have a great workplace,” Puangco noted.

The best type of leadership for motivating employees, she added, is the “mentor” type. “In today's knowledge era where employees have access to so much information, what motivates is a personal relationship with a superior who coaches instead of directs, a boss who asks provocative questions, who helps you discover the answers that are right for you and encourages you to move from commitment to action. Employees seek wisdom and insight when they need mentoring. What is most important and precious today is ‘time.’ When your superior sets a coaching session with you and, at the appointed time, shuts his/her computer and mobile phone and gives undivided attention to you, s/he delivers a powerful message. ‘I respect and honor you as a human being. I want you to succeed.’”

What motivate employees are day-to-day relationships of trust. Trust is the defining principle created through management credibility and respect with which people are treated, and the level of authentic connection and camaraderie that exists in the workplace.

Puangco said that adapting a coaching culture, as well as sustaining an ethical culture of meritocracy and performance, will make Maynilad succeed even more.

“I believe that people are the greatest asset of a company. But we all know that words are cheap. Leaders have to demonstrate this through their actions. How? By building a culture of respect, trust and unity, and by active engagement, participation and recognition of people's talents and intrinsic worth.”



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Programs for a community of champions

By Reggie Indon

The key to a strong business is to have strong people run it. Success is contingent on the ability of an organization to nurture and harness the potential of its people to continually improve their output.

Towards this end, CHCOD has done its best to provide employees with opportunities to improve themselves and build a culture of excellence.

Building competencies. Many of CHCOD's employee development programs are meant to enhance the leadership, behavioral and technical competencies of Maynilad personnel. This is to ensure that the organization has an abundant supply of talent that will drive the business.

One of these is the Engineer Cadetship Program, which to date has graduated 220 engineers. These cadets not only represent a new breed of Maynilad engineers but also a new cadre of future leaders of the company.

Central NRW supervisor Ana Katrina Santiago was among the program's first batch of graduates. "Through the Cadetship Program, I was able to develop and hone qualities that make a good leader, problem-solver and communicator. I gained knowledge and skills, which prepared me for my eventual assignment to CNRW."



The first Golden Meter Awards winners and nominees.

There are also the various conferences and lecture series organized and sponsored by CHCOD. The annual HR Conference, the quarterly Leadership Forum and the monthly Career Talks expose Maynilad employees to various personalities who are leaders of industries. Through these forums, employees learn new concepts, practices and technologies in areas such as business transformation, organization development and people management.



Maynilad president and CEO Ricky Vargas leading an organization geared toward excellence.

"What I like the most in CHCOD's programs is the Leadership Talk Series," shares Water Network head Ronald Padua. "Hearing invaluable insights from the likes of Adel Tamano, Alex Lacson, and Mikee Cojuangco made me realize that I still need to learn a lot of things to be a good leader, follower, citizen and human being.

"I also value the HR Conference that happens every year. The conferences gave us a glimpse of how things are done in other companies and how we can possibly adopt these into our respective teams."

Then there are the technical training programs organized by CHCOD which help in retooling employees so they can continually improve. Many of these programs offer specialized courses ranging from leak detection technology to integrated systems management to plant operations automation.

Engaging people's interests. Other programs cater more to the personal needs of employees, offering opportunities to explore, cultivate and showcase their individual talents and aspirations.

There is no shortage of sports and health-related programs in Maynilad, such as the MVP Olympics, Health and Wellness Awareness Day, various fun runs, departmental sports fests and aerobics sessions.

"People program activities such as the MVP Olympics allow Maynilad employees to take a break from their daily routines and have fun with peers," shares Aeus Almazan of Telemetry. "These activities have also been effective in galvanizing solidarity among employees."

Sing, dance, act—CHCOD also offers programs like the Celebrity Limelight, the Ms. Maynilad Pageant, the monthly variety shows, and the Christmas presentations which encourage employees to share and stage their talents and passion for the arts.



The second Leadership Talk series featured PLM president Adel Tamano (right), who discussed "Leadership in times of change." With him in the photo is Roy Evalle.



Performance skills are honed through Christmas presentations.

Recognizing the individual. CHCOD also promotes programs that recognize the exemplary achievements of individual employees. The Golden Meter Awards, for instance, is an annual event that not only honors the company's top performers but also stirs inspiration among all employees.

In summary, these programs are intended to create a cohesive, competitive and driven Maynilad. CHCOD will continue to commit itself to the holistic development of the Maynilad employee and, in the process, build a community of champions.

Maynilad Pharmacy launched

Maynilad, through its Corporate Human Capital and Organization Development (CHCOD) Division, conducted the 5th Employee Health and Wellness Day last August 11 at the Balara Head Office. Through its partnership with Unilab, this year's program featured the opening of the "Maynilad Pharmacy" where employees and their dependents can purchase health products at a discounted rate.

All Maynilad regular employees are automatically enrolled and can purchase goods from the pharmacy except for those with no net cap. Buying medicines and personal-care products is through salary deductions

within the assigned monthly credit limits.

On the day itself, participants were treated to free medical check-ups and consultations and received freebies from over 40 different companies. The program also included kick-boxing and Zumba demonstrations from professional trainers of Gold's Gym and Elorde Boxing Gym.

Health Management Department head Dr. Ricardo Jose Miranda said these initiatives provide additional health benefits and show Maynilad's dedication to promote the holistic wellness of its employees.—*Karina Alejandro*



Moves for a better organization

By Mikoy M. Arcaina

Maynilad has seen exciting changes in recent years. Under the consortium of Metro Pacific Investments Corporation and DMCI Holdings, Inc., we have been steadily changing our organization from a government-like water utility firm into a dynamic, customer-centric business.

This shift was made possible by focusing the business of human relations on the cycle of talent management, from executing non-traditional recruitment strategies to delivering sound retention, rewards and engagement HR programs.

A robust workforce

The rightsizing programs, reorganizations, and recruitments yielded several benefits. We have reduced the average age of the workforce from 45.5 to 39.04 by leveraging our ties with reputable universities to acquire top engineering board passers and promising young professionals.

In a span of three years, our engineer base grew by 96%. The Cadet Engineer Program has produced 220 engineers, which today make up 10.3% of the total workforce.

The current organization design integrated related functions to promote end-to-end delivery, and consolidated functions that are directly related to the provision of client services.

Meanwhile, outsourcing allowed us to focus on core business functions. This resulted in improved service levels and greater efficiencies in our call center, meter reading, fleet and premises, and Information Technology operations.

Employee engagement

The company advocates a systematic and long-term approach that encourages employee participation. Over the past three years, HR has focused on making its



Talent recruitment initiatives decreased the average age of the company's workforce.



Maynilad's Cadet Engineer Program produced 220 engineers, including the Batch 8 honor roll (L-R) Aubrey Servañez, silver medal; Timothy Ryan Yeo, gold medal; and Marc Adrian Dela Rosa, bronze medal.

processes more accessible to the field offices through business partnering.

Scorecards are made such that all department goals reflect the results of the long- and short-term business plans. This encouraged employees to act in a way that furthers the interest of the business.

In the most recent employee opinion survey, employees have expressed very high confidence in management and committed to provide extra effort to help the company succeed. The survey also revealed that all employees feel positive about serving the company in the years to come.

Events, health and sports

Our employee events promote our core values and work-life balance. HR has also been at the forefront of promoting sports as a way to develop teamwork and a winning culture.

Health management programs are also regularly organized to lower HMO costs and promote wellness.

Changing processes

As the facilitator of policy development, HR has been involved in improving contractor management systems which introduced new contractor accreditation methods, leak repair protocols, infrastructure projects bidding, work variations and inventory management.

HR believes there is unlimited potential for further development. Through this article, we hope to provide insight into some of the work HR has done and where the organization is headed.

What makes a good leader?

By Yang Villa

Most people think that a leader is someone who occupies a position of power and barks orders to subordinates. But in fact, leadership has become less about the position and more about presence—a source of inspiration, a driving force to succeed, a team player, and an example to others.

Indeed, any organization must train its people to become leaders. But what makes a good leader? Maynilad employees share their thoughts on the matter:

“Leaders see the possible in the impossible. They possess good character, set a good example, and inspire their team. They don’t always have to be the smartest person in the room, but they do know how to listen and discern. The leader fulfills his responsibilities for the love of his work and his people, and not merely for the money. A good leader does not take credit for the accomplishments of others.”—**Hazel Bautista, Customer Service Relations Specialist, Customer Service**

“Every organization needs two types of leaders: one who plans well, and one who executes well. A person who plans well knows what needs to be done and by what means they will be delivered. A person who executes well knows what his people are capable of and how to maximize their potential.”—**Mike Batac, PM Engineer, Contracts Management**

“Leadership is more than just taking the lead; it is about motivating others to aspire and do their best in every endeavor, and to never stop believing in what they can do. A leader is an example, a teacher and a mentor you can look up to, someone who is not selfish to share his/her knowledge to others. Obedience toward a true leader is not out of fear, but out of respect. Leadership means knowing that driving others to succeed is one’s own achievement as well.”—**Iris Francesca Gutierrez, Relationship Officer, Key Accounts Management**



“A good leader always begins with a dream and a clear understanding of what must be done to achieve that dream. Thus, he must have wisdom beyond his own experiences, gained by listening to everyone around him. He should have good judgment to see the truths from the lies, the important from the irrelevant. He should act decisively with the moral courage to stand by his convictions. He should have confidence in his own abilities, and he should recognize the abilities of others, treating others with grace, respect, compassion and fairness. Finally, a good leader should be humble, and recognize that any success he may attain is made possible only through the grace of God.”—**Joel Aguirre, Corporate Attorney, Legal and Regulatory Affairs**

“Leadership is all about adding value to yourself so you can add value to others. Most often, we think of leadership as something that is granted through the position that we have. In reality, leadership is measured by the influence that we have over others, and influence can only grow through a sincere and genuine passion to enable others. For our leadership to be effective, we must be able to connect with, engage and excite those who we work with so that they are influenced to buy into, and enthusiastically act on, what we want them to accomplish. Needless to say, the first one that we must lead is ourselves so we can be a credible and visual example of what we want our people to follow. Start your day by asking, ‘how will I add value to myself and others today?’”—**Rommel Y. Ng, Senior Manager, Business Development**

“A good leader is one whose integrity is beyond reproach, and whose encouragement brings about the best in his subordinates. He patiently teaches and explains, and objectively points out his subordinates’ strengths and weaknesses with the end view of unselfishly allowing them to improve professionally. A good leader also knows that his belief in and care for his subordinates foster confidence.”—**Prescila D. Bartolome, Corporate Attorney**

P1.6B earmarked for additional STPs

Maynilad will spend around P1.6 billion to build 11 Sewage Treatment Plants (STPs) this year.

The additional STPs will be constructed in Bagbag, Tatalon, Tandang Sora, Baesa, Samson, Del Monte, Bahay Toro, San Antonio, Paltok, Doña Imelda in Quezon City and Paco in Manila. The STPs will have a total treatment capacity of 57,000 cu.m per day (cmd) of wastewater and will serve parts of the San Juan River catchment, as well as the Paco area.

Currently, Maynilad has three STPs with a combined capacity of 470,000 cmd. The company also plans to expand its wastewater coverage using a combined sewerage system (CSS), which will allow wastewater flow from existing drainages to be collected for treatment before being discharged to major bodies of water.

According to Maynilad president and CEO Ricky Vargas, the additional sewerage facilities are part of the strategic plan to provide full wastewater service coverage in the West Zone. He also stressed the importance of these infrastructures. "Through proper treatment of wastewater, we protect the environment and contribute to the health, wellness and safety of the communities we serve," added Vargas.

The West zone concessionaire has earmarked P78.8 billion for its Sewerage and Sanitation program from 2008 to 2037. For this year, Maynilad allocated P2.3 billion for its wastewater projects.

Since its reprivatisation in 2007, Maynilad has invested nearly P2 billion to improve wastewater services in its concession area. It has connected over 6,000 accounts to its sewer network, and has treated nearly 191 million cu.m. of wastewater. The company has also cleaned



Maynilad is accelerating the construction of its STPs to help protect the environment and the health of its customers.

nearly 225,000 septic tanks of Maynilad customers who are not yet connected to a sewer line.

Aside from building the additional STPs, Maynilad also supports multi-sectoral efforts to clean up major water systems such as the Pasig River and Manila Bay. The company is heavily involved in the ongoing Estero de Paco improvement program through the Pasig River Rehabilitation Commission (PRRC). The program aims to improve the condition of the Estero de Paco—one of the main tributaries of the Pasig River.

"We are fast tracking our wastewater projects because this is our commitment to the government and to our current and future customers," said Engr. Tony Garcia, Maynilad's Head of Wastewater Management.

Maynilad supports Manila Softbells

Maynilad extended its full support to the Asia-Pacific Champions Manila Little League Softball Team. The team, which almost did not make the tournament because of lack of funds, finished second in the recently concluded 2011 Big League Softball World Series held in Kalamazoo, Michigan.

"Maynilad is proud to support Filipino athletes such as the Manila Little League Softball Team. Not only have they shown excellence in sports, their members were also able to triumph over adversity and become examples for the youth," said Maynilad President and CEO Ricky Vargas.



Maynilad President Ricky Vargas presents a check to members of the Manila Little League Softball Team, Coaches Randy Dizer (6th from left) and Anna Santiago (7th from right), and Hon. Rafael Borromeo, Councilor of the 5th District of Manila and President of the Manila Little League (7th from left).

MWSS and its concessionaires commemorate 14 years of partnership

Employees of the Metropolitan Waterworks and Sewerage System (MWSS), Manila Water and Maynilad jointly commemorated the government agency's 1997 privatization through a series of activities held during the entire month of August.



Gracing the events were MWSS chairman Ramon Alikpala, MWSS administrator Gerardo Esquivel, MWSS-Regulatory Office chief regulator Manuel Quizon, Manila Water president Gerry Ablaza and Maynilad president Ricky Vargas.



MWSS chairman Ramon Alikpala says the waterworks model in Metro Manila should be replicated in other parts of the country.



Employees representing the three companies sing the National Anthem.

These activities included a Thanksgiving Mass, joint Flag Ceremony, blood donation drives and a tree-planting activity at the Ipo Watershed.



The Salinlahi Dance Troupe express through dance 14 years of partnership.

In his message before employees of the three organizations during the Flag Ceremony, Chairman Alikpala lauded Maynilad and Manila Water for providing a successful waterworks model that provinces outside of the concession area can follow, in their own bid to provide piped-in water supply.

"It's sad that the government is not implementing in other parts of the country what we are doing in Metro Manila. If the government did, 100 percent of the country would have potable water supply and sanitation service," he said.

Alikpala noted the huge improvements that the private concessionaires have accomplished in their respective areas of responsibility, which enabled them to expand their reach to other areas that need their water services. These other areas, he said, should visit Metro Manila so they can learn from the two concessionaires' best practices.—*Jen Casipit-Rufo*

Passing the Baton

Since the company's reprivatization in 2007, he has helped implement the changes that would make the Maynilad organization leaner and more efficient. Now, the indefatigable Roy Agustin K. Evalle is ready to take on another career challenge, this time with First Pacific Company Limited (First Pacific).

He leaves Maynilad's Corporate Human Capital and Organization Development (CHCOD) Division in the capable hands of Levi Diestro, who brings with him substantial experience in human relations management, as well as the determination to keep the Maynilad organization reaching for excellence.

In this exclusive interview, Roy looks back on his stint with Maynilad, shares his learnings, and reveals what he looks forward to at First Pacific.

What do you feel are the highlights of your stay in Maynilad as head of CHCOD?

I'd say FIRST would be bringing HR to the people. We reorganized HR and made sure that employees' needs are addressed quickly. SECOND, we have been able to harness talent. Slowly, we have been able to get away from the feudal system, where the boss is the lord. We have been able to indoctrinate the organization to involve everyone.

THIRD is "health management." To me, health covers the physical, mental, social and spiritual. The PHYSICAL: We brought the medical team closer to people. The MENTAL part: Dr. Miranda and his medical and dental teams were encouraged to think of creative interventions that will get employees to "think of good health and take care of their health."

SOCIAL: I think now we know what it means to have great FUN. It's very important that employees are not just engaged, they should be happy and they should enjoy the environment. SPIRITUAL: We have indoctrinated employees on what it means to serve customers. I believe that that is part of our being spiritual.

FOURTH is "diversity." Our Talent Acquisition has actually traveled to hire people from Ilocos, Pangasinan, Tarlac, Pampanga, Batangas, Cebu, Panay Islands and Mindanao. We do not discriminate on people just because they come from a different region or have a different faith or sexual preference.

FIFTH, I think we have brought in "good talent." Before 2007, we only had 268 engineers. Now, we have 526. When we hire, we look at the potential of an individual



Love your fellowmen and give.
Do not mind what others will say.
Just keep giving. Love Maynilad.

to lead, not just to manage. We look at people who can embrace transformation and who do not fear it. Those who can adapt to our culture and values, further cultivate it, model it, and be consistent with it and, in the end, hammer the message down to the lowest level.

SIXTH: I believe we have started to learn what it means to "squeeze and stretch." I believe in job enrichment, job enlargement and job enhancement. In the process, we have been more open, more informal, no boundaries. There is high involvement. We have more assertive and productive people, and we taught ourselves to learn from one another.

How does it feel to be leaving Maynilad for your new job at Leadership Succession and Development?

Well, I feel sad because I will be leaving a number of great people at Maynilad. And really, a lot of them became my friends. Good friends. My experience has been so wonderful and beautiful.

Do you know that four years ago, just when I was contemplating on whether to join Maynilad or not, I had more "No" votes from my family and close friends? I guess their idea that it was a company inherited from the government was coming from a more stereotyped impression more than anything else. There was only one person who had encouraged me to join Maynilad. It was my Mother.

I had a great, exciting time here. I remember when RLS (former Maynilad president Rogelio L. Singson) made us at the TMT define "motivation." My answer was, "Motivation is the feeling *na Biernes pa lang sa trabaho, gusto mo Lunes na!*" I still feel the same to this date about Maynilad, and at 58.

Moving on to First Pacific Leadership Succession function will be exciting. I will be dealing with leaders with different backgrounds and disciplines, motivations, egos and characteristics so it will be a colorful experience. That's good for me because I will be a student of my own craft. I guess the greatest plus will be the exposure to MVP.

Please tell us more about your new job and the First Pacific Leadership Academy.

My new role is really Leadership Succession and Development where the First Pacific Academy will be one of the management education interventions that will be used to address senior executive learning gaps. My task is to do a study of our senior talents, essentially find and prepare successors for our leaders in the Group and the companies within the Group.

Mr. Manuel Pangilinan, in many of his speeches, has mentioned that he too will retire one day, so there you have it... and the rest of the other leaders at the helm of our various organizations within the Group. Thus, he will be my first client.

We shall be managing senior level Talent Management that will be working on leadership competencies and assessment, executive succession and career planning. The Group has developed a Leadership Competency Model and instruments that will help us identify prospective talent for succession. We have actually done this at Maynilad in 2009 but now, it's going to be on a much larger scale covering the senior executives.

Now, as I said, the First Pacific Leadership Academy will be one of the management education interventions that will be used to address senior executive learning gaps. The current MMLDC of Meralco Foundation offers excellent skills training programs, as well as management programs and seminars for a lot of its external clients from the private and government sector.

The whole institute will now evolve to what will be the First Pacific Leadership Academy except that the new leadership academy will now develop Management and Senior Executive Programs for the Group, and we are now actually working with Ateneo in the program development.

Continued on page 12

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Maynilad receives a 2009 Top Employer Award. Roy accepts the award from BSP governor Amando Tetango Jr. and SSS president Romulo Neri.

The main objective is that, the Top Leaders of First Pacific Companies should have one Brand. Now, it does not stop there because this leadership academy will be one of the many interventions for Leadership Development.

What are your key learnings from your stint in Maynilad and how will these impact your work in the academy?

We have brought in very good talent in Maynilad lower, middle and top levels. I think I'm good at it. I know a good talent when I see one. We have managed our middlescents at Maynilad and we are in the process of really engaging them well. Surely we cannot promote everyone who deserves a promotion,

especially when your direction is to get the organization flatter, right? But we should engage them well. We can provide mentoring and coaching, interesting and fresh assignments and this way, we will be able to convert the restlessness of middlescents into dynamic energies. We did that a lot at 3M in the US and also at Citibank.

What would you say is your biggest legacy to the Maynilad organization?

Everything that was attached to our philosophy of loving our organization and the business we are engaged in. Everything connected to "I LOVE MANILAD."

What is your message to Maynilad employees?

Love your fellowmen and give. Do not mind what others will say. Just keep giving. Love Maynilad.



Roy performing with the rest of CHCOD during the 2010 Christmas Party.

Roy on what he will miss most about Maynilad

I will miss a lot of things. I will miss our people... I call them the Water Dragons. I will miss my CHCOD Team... my EA, Jo Datu, and my cool Managers and my gung-ho team. They are so creative, intelligent and full of energy. Service is in their blood.

I will miss the way we compete in sports... our Maynilad Olympians (athletes and artists) and the way we support them. It is just amazing.

I will miss Lucia Magno and her team in the R&F Union. They keep me awake. So decisive but very rational.

I will miss our TMT, the collective thought process we go through to



Roy (foreground) in his Benjamin Button getup, hanging out with Ricky Vargas and other Maynilad employees in costume.

develop solutions. They are humble, hardworking and so resilient.

I will miss the MWSA Union and our negotiations. We have a great love/hate relationship.

I will miss all my Cadet Engineers—my flock. They're so cool.

I will miss our chapel and the cross I have designed for it. The chapel has heard all our pains and joys. Gosh, I will surely miss our three training rooms—sometimes a conference room, sometimes a movie house, an auditorium, at times a church, and we even converted it many times into a TV studio! Just amazing.

Levi Diestro on taking over

For Levi Diestro, the role of a company's human resources department is "to help people be more effective in their work, as well as be more satisfied." This he has been doing in his past work as HR Director of the Lina Group of Companies and, before that, as Country HR manager of Numonyx, a subsidiary of Intel Philippines.

Diestro was working as consultant for the Bureau of Customs when he decided to join Maynilad. What enticed him to move? "The first thing that caught me is, Maynilad is a prestigious and stable company with MVP as its Chairman. Second is, Maynilad's Corporate Values of being 'Maka-Dios at Maka-Tao.' You can count with your fingers the few companies that have these two as their core values. I think I found the company that matches my values in life," he shared.

This executive describes himself as someone who is more of a listener than a talker. People generally also find it easy to get along with him.

As a worker, Diestro said he pays close attention to details and also likes simplifying processes to enhance productivity. "I am a morning person, starting work early in order to accomplish all tasks for the day," he revealed. "Part of my daily routine is conversing with people from different levels and sectors of the organization in order to understand their needs."

An experienced HR practitioner, he constantly strives to develop an effective workforce—one that will enable

a company to reach its business goals. His ultimate vision for Maynilad's CHCOD is "to be recognized and respected as one of the premiere companies of HR professionals by 2014."

Diestro has this assurance to employees: "Sa mga kasamahan ko, we at CHCOD will partner with you in all your undertakings. We will continue to strengthen your competencies to face the challenging times ahead of us. *Magkasangga tayo.* I look forward to working fruitfully with you."



His ultimate vision for Maynilad's CHCOD is "to be recognized and respected as one of the premiere companies of HR professionals by 2014."

Levi on what he looks forward to in Maynilad

1. What he's most excited about in Maynilad

I'm excited to work in Maynilad because this is a new industry for me. For the past 25 years, I have been with manufacturing companies such as Intel, Motorola, and IMI (Integrated Microelectronics, Inc.). So this is different. Also, Maynilad is part of two big organizations: MPIC and DMCI. That in itself is an exciting thing.

2. His learnings from his previous work that he wants to apply in Maynilad

We need to automate our processes so we can do things faster. We have to partner with I.T. This way, we can

do proper documentation, sort all processes, and deliver our services. Also, we have to discipline our people.

I'm still at the point when I'm getting to know the organization. But I've already talked to the TMT members one-on-one to determine their expectations from HR. After all, *nagsasayang lang tayo ng oras* if we don't consider what their expectations are. HR should not be just a support group; it should be partners with the business.

HR will strengthen our communication with people. There will be more dialogues. We will identify and strengthen the competencies of our people. Performance will be numbered—that is, we will quantify

based on the set goals. And we will be transparent to our customers.

3. What he sees as his greatest challenge as head of CHCOD

The biggest challenge that I see is succession planning. Many senior employees are now retiring, and they have no successors.

Roy has been quite successful at bringing in new talent through the Cadet Engineer Program. That is already in full swing. So now the focus has to be on pinpointing the people who will take over after the senior employees retire. We have to be able to identify already who can take their job.

TRANSFORMING THE MAINLINES

By Greg R. Antonio

i2O System: Advanced approach to pressure management

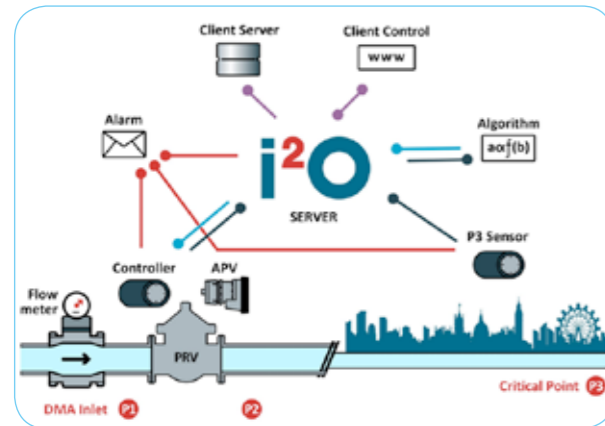
Frequent and sudden pressure changes within the network can damage our pipelines and result in the leakages that contribute to Non-Revenue Water (NRW). One tool that our Water Network Department uses to prevent this from happening is the i2O System, an advanced Pressure Regulating Valve (PRV) controller that works with a Short Message Service(SMS)/ General Packet Radio Service (GPRS)-capable logger.

The i2O System helps in managing supply and pressure states in a pipe network. Composed of an electronic controller, pilot, PRV, and sensor, this assembly is installed to monitor what are called the “critical points” of our pipe network—that is, the locations in our pipelines where water pressure is at its lowest, such as in far-flung or highly elevated areas.

Water Network has a clear and challenging mission: To upgrade the management of our distribution system to meet global standards. In this column, our Water Network engineers will share with our readers their challenging journey ahead, as they work to transform our distribution network.



The i2O System is made up of (1) Electronic Controller (2) Pilot (3) Pressure Reducing Valve (4) Sensor.



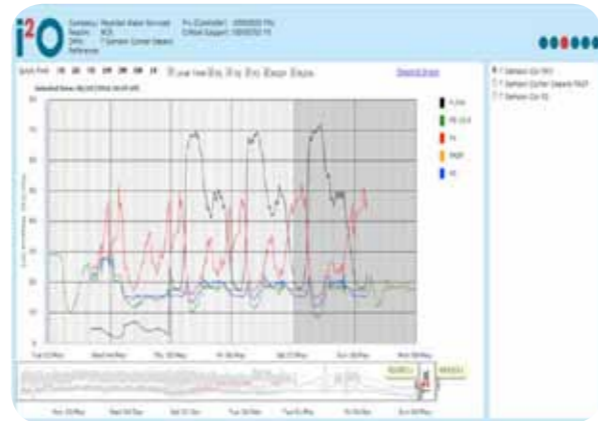
Simple i2O configuration and operation. SOURCE: <http://www.i2owater.com/>

This is how it works: The i2O sensor picks up the pressure reading at the critical point and sends it remotely to a server or a local computer. After receiving the information, the server sends a command to the electronic controller, which then adjusts the pressure setting. So the PRV increases or decreases pressure at the network to manage and maintain critical point service level pressure.

Operation and control is as simple as that. And best of all, the i2O System renders human intervention unnecessary. Also, water pressure and flow data can be viewed via the internet.

The i2O System was acquired early this year by Maynilad from a company based in the United Kingdom. Three pilot areas were considered and currently have their respective demo units, namely: North Caloocan, Quirino/Roosevelt, and Tondo Business Areas. From time to time, these areas are checked to see if the equipment is functioning properly and is applicable to Maynilad’s system.

So far, the units are working quite well and contributing significantly to water savings. We hope to apply this technology throughout our service area so that in the end, we elevate our company’s water supply system and NRW management to world class standards.



Sample of pressure and flow data viewed in the internet.

Reduction of water loss is an ongoing battle for the company. Get blow-by-blow accounts of the developments straight from Maynilad’s CNRW engineers

NRW WATCH

By Rolixto Jodieres Jr.

JD7 – Investigator: Another high-tech leak detection equipment

We have discussed in detail the benefits of the Sahara® in finding leaks, illegal connections and unknown laterals on large-diameter pipes (i.e. pipes with a diameter greater than or equal to 400mm). Now, Maynilad has acquired yet another cutting edge technology to detect leaks.

Called the JD7 “Investigator,” this technology operates much like the Sahara®. It is a tethered leak detection equipment with a CCTV (Close Cable Television) capability that is primarily used for small diameter pipes (75mm to 350mm). It detects leaks, air pockets and illegal connections, and assesses internal pipeline condition and alignment.

Maynilad is the first and currently the only company that owns and operates this leak detection equipment in Asia.

Aside from making leak detection without service interruption possible, the “Investigator” lessens traffic obstruction by minimizing road excavations necessary to check the pipes. Its systems camera and hydrophone technology helps detect the actual location of the leak from the surface and marks it for repair.

To operate, the device is inserted in a 2 or 2.5-inch insertion tap to a pipeline. It is capable of 100m



JD7 schematics

inspection with or against the flow of water. The device can even be launched through fire hydrants, pressure fittings, air valves, and gate valves.

Prior to the purchase of the equipment, Maynilad tested the “Investigator” in the pipeline system and found it to be effective and efficient at finding illegal connections, leaks, and tuberculation in the pipeline (tuberculation is the formation of mounds of corrosion products inside an iron pipe, which roughens the pipe and increases resistance to water flow).



Monitoring pipe condition using JD7 is more efficient.

Maynilad spent about Php 5.17 million for the equipment, which is now being operated by highly trained Maynilad engineers.

Currently, we are using the equipment in Tondo and Sampaloc where high recoverable NRW volume is identified. These are the same areas where Sahara® proved successful.



An engineer conducts inspection using the JD7.

DOC RIC SAYS

By Ricardo Jose Miranda, M.D.

Got some health and wellness concerns? Our resident medical expert, Doc Ric, will help you address these concerns to keep you in excellent shape.

How to deal with workplace anxieties

Dear Doc Ric,
My officemate recently left the company so now I'm handling the work of two people. I don't mind the added load but I'm always worried that I'm going to mess up sooner or later. The anxiety is starting to affect my health. Any tips you can give me?—Feeling Anxious

Dear Feeling Anxious,

Most of us experience anxiety at some points in our lives. In a challenging work environment, stress and anxiety are normal emotional consequences. We worry about project deadlines, co-worker relationships, and what our boss thinks of us. The way we feel at work directly affects productivity.

People who can't cope with daily pressures find that their anxiety can escalate to panic attacks and, in some cases, result in depression.

While we can't avoid anxiety altogether, we can do something to overcome its negative effects. Here are some steps you can take:



STEP 1 SELF-EXAMINATION

- What is causing you to worry? Be specific.
- Figure out what part of the situation is under your control.
- Assess the problem: Is the threat real or are you blowing it out of proportion?
- Acknowledge how you're feeling.
- Try to see those feelings as a chance to learn more about yourself and your choices.

STEP 2 ACT ON THE SITUATION AND BE CREATIVE

- Writing in a journal or talking to a friend can help you sort out your feelings. A straightforward, honest talk is often the best way to defuse anxiety.
- Find those coping skills that effectively manage the anxiety. Begin to learn what works, what doesn't, and what you need to do to improve your anxiety management skills.
- Learn to challenge your negative thinking with positive statements and realistic thinking.

- Train yourself to take it one day at a time. Instead of worrying about how you will get through the rest of the week or coming month, try to focus on today.
- Encourage yourself to use new skills to adapt to a situation where you can create long-lasting habits. It will become easy to stick with these new habits once you discover how much they help ease your anxiety.

STEP 3 JUST LET IT GO

- You can do this by focusing on something else, reminding yourself of the solutions you have worked on, or trying some stress management strategies that can help you feel more centered and at peace, such as prayer and meditation or listening to music.

STEP 4 GET BACK INTO LIFE

- The more time you spend living your life and participating in activities, the less time you have to dwell on problems.
- Focus on the positive possibilities. You really can use this anxiety to build the career that makes you happy.

MARKETING MIX

By Patrick "Pato" C. Gregorio

Maynilad's division head for Commercial and Marketing gives employees a vivid account of the company's marketing and advocacy efforts through this new column.

Just add water



What do people know about Maynilad? Ask the common man on the street and he doesn't even know the difference between Maynilad and MWSS. In worst cases, he will refer to us as NAWASA.

The more informed person would identify Maynilad as the water and wastewater services provider for the West Zone of Metro Manila. While this is correct, we want people to know that there's more to our company than just its technical operations. Maynilad is not only a utility firm that implements engineering solutions to treat and distribute water; it is a marketing organization that produces the water essential to improved living conditions and, ultimately, to nation building.

Establishing this distinction in the minds of our stakeholders is important. It must be clear to our publics that Maynilad's product is a limited resource and must therefore not be taken for granted. Only then will they be able to appreciate the valuable role Maynilad plays in their lives and in society.

Ad campaign

Strangely, many Filipinos would rather save money to buy a cell phone load rather than to pay for their water bills. This general disinterest on issues related to water management gives rise to problems such as water theft, wastage and contamination.

For Maynilad, water is not only a business interest; it is a national interest. Filipinos must work together so that we don't have to outsource our national interest.

So how do we convince the public that water should be their priority?

The answer: We highlight the relevance of water for a better life and, more importantly, a brighter future. We should point out that without water, our children will not grow to reach their full potential. Without potable water, they will not become the next Manny Pacquiao, the next Dr. Jose Rizal, or the next Manuel V. Pangilinan.

Just add water, and we create champions.

This has been the subject of our print ad placements in the past months. With time, we hope to evoke the

response we want from our customers with this simple but thought-provoking message.

The soft side

Further supporting this ad campaign is Maynilad's advocacy work, which is crucial to promote the softer side of our business—the employees who work night and day to ensure reliable water supply, the socialized projects that make potable water accessible to poor communities, the sports advocacy that encourage excellence.

These efforts make up our Maynilad brand. Beyond the creation of our visual identity such as a new company logo or official typeface, a branding activity involves generating emotions from target audiences. We want people to feel positive emotions when they think about Maynilad and its services.

We want them to know that by just adding water, they secure a better future and a better country for their children. And Maynilad is their partner in this goal.



A sample "Just Add Water" print ad, which highlights the benefits of water for the next generation of leaders.

Do you have commendable co-workers who deserve recognition? Submit to us their stories of excellence. Ripples will publish the best employee profiles that demonstrate remarkable work attitude, leadership ability and customer service skills.

Zenaida Bautista: The pride of ITS

By Marie Clarisse Lyka N. Elbo

The success achieved by Ms. Zenaida Bautista, known around the office as Ms. Zeny, in managing skilled people and high-technology software goes to show that women can shine in a field normally dominated by men.



Ms. Zeny is the newly appointed head of Maynilad's Information Technology (IT) Operations and Projects. She currently handles the operations of the outsourcing team and the implementation of new projects for the improvement of the company's business processes. For her I.T. family, she is the "house mother" who keeps everything in check with her watchful eyes.

It may come as a surprise to many that Ms. Zeny is actually a licensed accountant. From handling the Big Accounts under the Metropolitan Waterworks and Sewerage System (MWSS), she became highly involved in the efforts to replace and enhance the old mainframe

system after the government corporation's privatization in 1997.

Leading the implementation of system enhancements for accounting, procurement and human capital management earned her two highly deserved nominations for Maynilad's Golden Meter Awards. Though she has yet to win the award, she has always been a source of pride for the I.T. Division.

Ms. Zeny shares everything she knows with her officemates because she believes that the achievement of the entire team, not just her own, drives the growth of the division. Those of us fortunate enough to work with Ms. Zeny can say that we have learned a lot from and with her, because her persistence and dedication are contagious, and her thoroughness very inspiring.

With her rich experience and infectiously positive attitude towards work, we have no doubt that Ms. Zeny will definitely help lead Maynilad toward its goals.

ERRATUM: Rolito Jodieres Jr. is a Maynilad Golden Meter Award winner, not as otherwise claimed in the Ripples July 2011 issue.

MVP speaks at Iloilo business summit

Maynilad chairman Manuel V. Pangilinan recently addressed an audience of Iloilo business leaders and executives at the 1st Iloilo City Business Summit. Pangilinan expounded on the theme of "Revitalizing Struggling Businesses to Succeed in Today's Competitive Market" by sharing his expertise in transformative management.

In his speech, Pangilinan shared that, "Whatever your starting point might be, it is important to begin with understanding how the local economy and the environment work, and with that understanding, craft a vision, then build actionable plans."

Pangilinan also highlighted how Metro



Pacific Investments Corporation invests in specific businesses which offer significant returns to shareholders and improve the lives of people by focusing on Maynilad's turnaround story.

"Maynilad was in a precarious situation when we took over in 2007.

It was deep in debt, non-revenue water (NRW) was dismally high, and cash was tight. All this, after 10 years of operation," said Pangilinan. "We were able to turn the company around in its first year. Now, NRW is at its lowest, revenue and profit will be at historic highs this year. Maynilad generated employment for over 100,000 workers because of its many service improvement projects," he added.

The 1st Iloilo Summit brought together around 500 business leaders, academics, and economic development officers of local governments in Western Visayas to provide a venue for generating ideas on how to make Iloilo City a prime trade and investment destination.

BASECO outreach program: Seeing poverty up close

By Marichi Ojeda

The Bataan Shipping and Engineering Company (BASECO) compound, located in the heart of the City of Manila's Port Area in Tondo, is home to about 6,000 urban poor families. These families struggle to survive as ambulant vendors, construction workers, metal scavengers, port workers, beggars, etc.

To alleviate their plight and bring these families cheer, Maynilad's Business Area Operations, in cooperation with the Feeding Metro Manila (FMM), organized an outreach program for 40 families that represent the poorest of the poor of BASECO.

Led by its division head Christopher Lichauco, the BA Operations brought used clothes, grocery items and snacks for the families. Some of the children who came were not adequately clothed. A few men, women and children also came barefoot.



The writer (left) with the rest of the BA Operations support group as they organize their giveaways.



Kids who joined the outreach activity were treated to food, fun and games.

Aside from our gifts of food and clothes, we also brought with us our lovable mascot, Tubee, along with some clowns to provide cheer to the children. The little ones thoroughly enjoyed the entertainment we provided. They also had fun with Tubee and gazed in awe at the balloons tied to their wrists.



BA Operations head Chris Lichauco (second from left, back row) with members of his team at Baseco.

It was obvious from their reactions that moments such as these come rarely for the children of BASECO.

That day was truly an experience worth remembering. The outreach program made us more aware of our social problems, such as poverty, overpopulation and increasing gap between the rich and the poor.

It also made us appreciate how lucky we are that we have a roof over our heads, clothes on our backs and food on our tables.

Legal and Regulatory Affairs



As Maynilad strives to hit its targets and comply with its service obligations, the Legal and Regulatory Affairs (LRA) Division ensures that it does so in accordance with the law and the provisions of our Concession Agreement with the government.

This lean division, comprised of 10 people, is tasked primarily to manage Maynilad's legal risks and exposure. "LRA deals with, and handles, a wide range of external and internal legal and regulatory issues. The challenge lies in developing a corporate-wide culture of risk awareness and risk management," said LRA division head Atty. Lourdes Marivic Espiritu.

To achieve this, Espiritu said the LRA is now taking a more proactive role in educating and coordinating with the different operating units to guarantee regulatory compliance without negatively affecting the bottom line.

The department's current organizational structure makes its work easier to accomplish. "The LRA is under the Office of the President. Unlike in the past where the Legal Department and the Regulatory Affairs Department were kept separate, these departments have now been merged as they deal with many matters and issues that are very much interrelated.



Atty. Espiritu giving instructions to Rissa, one of her team members.

This structure thus resulted in synergy and operational efficiency."

"Corporate Governance, which used to be under Internal Audit, is now under the LRA. I believe that this is a more appropriate structure because the first requisite for good corporate governance is compliance with laws and regulations," Espiritu explained.

She added that this merging of functions has brought a varied mix of issues, big and small, before the LRA's doorstep.

"As head of LRA, my job is not limited to identifying legal and regulatory issues and ensuring that these issues or concerns are appropriately and timely addressed. I also have the task of handling escalated customer service issues to resolution. Being the head of LRA neither insulates me

The entire LRA team, headed by Atty. Lourdes Marivic Espiritu (center).

from the mundane concerns raised by customers nor shields me from irate customers who want their pound of flesh. It is in the process of finding and forging mutually acceptable solutions that I derive gratification."

"The greater satisfaction lies in knowing that I have contributed to the Company's stability and growth by helping manage its legal and regulatory risks, and helping expand Maynilad's reach by providing water to the waterless areas in our concession. It is seeing the joy and relief in the faces of people who, after many years of having no access to water, are now able to open their taps and enjoy Maynilad water that gives me a great sense of fulfillment," Espiritu said.



Maynilad's lawyers deep in discussion as they pore over contracts.