

THE CIVIL SERVICE REPORTER

GAWING LINGKOD BAYANI ANG BAWAT KAWANI

Volume 63 No.2

2nd Quarter 2022 Issue

Public Service Continuity: Resilience through Innovation

National Retail Payment System Core Team from the Bangko Sentral ng Pilipinas

They received the 2020 Presidential Lingkod Bayan Award-Group Category for developing a safe, efficient, and inclusive financial ecosystem

CSC approves ‘flexi-work’ for gov’t employees

CSC releases guidelines for government workers affected by EO 138

CSC reminds government agencies of post-elections appointment guidelines



Futures of the Philippine Civil Service System delivered by

CSC Chairperson
Karlo A. B. Nograles

New batch of Filipino scholars pursue postgraduate studies in Australia

CSC reminds government workers: Respect PHL flag

CSC Resolution No. 2200209

Policies on Flexible Work Arrangements in the Government



Your direct line to efficient public service

ISANG DEKADA NG *Paglilingkod*

The CCB was established in 2012 through the joint initiatives of the CSC and the Department of Information and Communications Technology (formerly National Computer Center), pursuant to Republic Act No. 9485 or the Anti-Red Tape Act of 2007.

RA No. 9485 was amended by RA No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018. The Implementing Rules and Regulations state that the CCB, the feedback facility of the CSC, shall be part of the complaints mechanism under the Citizen's Charter of government agencies.

The 15-seat CCB facility is located at the CSC-Central Office and managed by the Public Assistance and Information Office. It operates from Mondays to Fridays, 8 a.m. to 5 p.m., except holidays.

The CCB has received and acted on more than one million transactions from September 2012 to December 2021.

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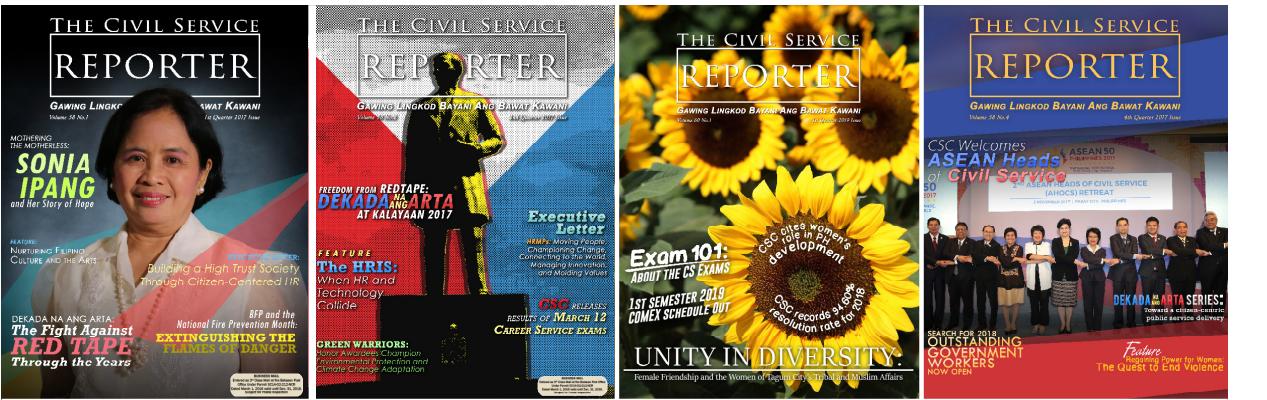
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Readership SURVEY

Tell us what you think about the Civil Service Reporter magazine.

We hope that you would take time to answer this short questionnaire to help us improve our upcoming issues and determine the mode(s) of publication best suited for our readers.

All the information collected from this survey shall be treated with strict confidentiality and shall be used only for feedback processing. Personal information shall NOT be shared with third parties. An informant has the right to request for the deletion of his/her data from the host's records provided that the host has already processed the survey responses for appropriate usage.

Answer the survey online (<https://bit.ly/CSReporterSurvey2022>) or accomplish this physical survey, snap a photo and email to paio.pmr@csc.gov.ph with the subject line "CS Reporter Survey".

Should you have any concern regarding this survey, please send an email to paio.pmr@csc.gov.ph with the subject "Civil Service Reporter magazine survey".

Thank you.

1. How did you know about this survey?
 - 35-44
 - 45-54
 - Region VI - Western Visayas
 - CSC website (csc.gov.ph)
 - Region VII - Central Visayas
 - CSC Facebook Page (fb.com/civilservicegovph)
 - Region VIII - Eastern Visayas
 - Hard copy of the Civil Service Reporter
 - Region IX - Zamboanga Peninsula
 - magazine
 - Region X - Northern Mindanao
 - PDF copy of the Civil Service Reporter
 - Region XI - Davao Region
 - magazine
 - LGBTQ+
 - Region XII - Soccoksargen
 - Prefer not to say
 - Region XIII - Caraga
 - CAR - Cordillera Administrative Region
 - BARMM - Bangsamoro Autonomous Region in Muslim Mindanao
 2. Date of answering this survey: _____
 3. Email address: _____
 4. Age:
 - 18-24
 - 25-34
 - Second Level
 - 35-44
 - 45-54
 - 55-64
 - 65+
 - Third Level
 5. Gender:
 - Female
 - Male
 - LGBTQ+
 - Prefer not to say
 6. Location
 - National Capital Region
 - Region I - Ilocos Region
 - Region II - Cagayan Valley
 - Region III - Central Luzon
 - Region IV A - CALABARZON
 - Region IV B - MIMAROPA
 - Region V - Bicol Region
 7. Government employee?
 - Yes
 - No
 8. Years of service in the government
 - 1-5
 - 6-10
 - 11-15
 - 16-20
 - 21-25
 - 26-30
 - 31-40
 - 41 years and above
 9. Sector
 - National Government Agency
 - Local Government Unit
 - State University or College
 - Government Owned and Controlled Corporation
 - Local Water District
 - Government Financial Institution
 - Other: _____
 10. Position classification
 - First Level
 - Second Level
 - Third Level
 11. Which of the following best represents your sector/occupation?
 - Private sector
 - Civil society organization/non-government organization
 - Student
 - Looking for job opportunities
 - Other: _____
 12. How do you usually get a copy of the Civil Service Reporter magazine? (tick all answers that apply)
 - Hard copy (mail subscription)
 - Hard copy (in a CSC office)
 - Hard copy (in my organization)
 - Soft copy/PDF (downloaded from CSC website)
 - Soft copy/PDF (link posted on CSC's Facebook Page)
 - Soft copy/PDF (downloaded from a CSC eNewsletter)
 - Soft copy/PDF (link sent by a colleague)
 - Other: _____
 13. Which format of the CS Reporter would you read most likely?
 - New CSC issuances
 - Special eligibilities
 - Public sector unionism
 - Human interest or stories of public servants
 - HR issuances and policies
 - Civil Service Examinations
 - Legal opinions
 - Training programs
 - HR insights and tips
 14. I have been reading the Civil Service Reporter for:
 - Less than a year
 - 1-2 years
 - 3-4 years
 15. Featured topics which I find most useful (pick up to three topics):
 - 5 years or more
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 - Sell to a recycling center/junk shop
 - Give old copies to friends
 - Recycle or reuse
 - Donate
 - Other: _____
 16. CS Reporter should feature more articles on (pick up to three topics):
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 - Special eligibilities
 - Public sector unionism
 - Human interest or stories of public servants
 - HR issuances and policies
 - Civil Service Examinations
 - Legal opinions
 - Training programs
 - HR insights and tips
 17. How do you dispose old copies of the CS Reporter? (choose up to two only)
 - Hard copy
 - PDF/digital copy
 - Online magazine/magazine website
 18. Which format of CS Reporter would you most likely refer/share to a colleague or friend?
 - Hard copy
 - PDF/digital copy
 - Online magazine/magazine website
- Other comments/suggestions:
-
-
-
-

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THE CIVIL SERVICE REPORTER

GAWING LINGKOD BAYANI ANG BAWAT KAWANI



To say that the past few years have been difficult is an understatement. The persistence of the COVID-19 pandemic has resulted to an economic and health crisis beyond compare. These, coupled with personal losses led us to one of the darkest ages in history. Still, we are here and we have prevailed.

The unfortunate events of the past years may have scarred us but they are also a testament of our courage and ability to rely on each other's strengths. The frontline medical workers who sacrificed their health to save lives; the teachers who patiently instilled in their learners the value of education even in uncertain times; and the volunteers who braved calamities and health crises to extend help are the very faces of resilience.

In public service, resilience is something often expected of us. As civil servants, we are programmed to deliver uninterrupted quality public service even in the midst of unanticipated challenges. Thus, this Second (2nd) Quarter Issue of the Civil Service Reporter magazine placed resilience upfront and at the center of public service.

In this issue, we share the story of resilience of a 2020 Civil Service Commission *Pagasa* awardee – Gerard M. Lavadia, Local Disaster Risk Reduction and Management Officer IV of the City Government of Tagbilaran. In a country battered by natural calamities, he implemented policies and interventions on disaster risk reduction and management resulting to community preparedness and facilitation of recovery for affected areas.

There is also resilience in our ability to adopt counteractive measures to challenges confronting us. These include efforts to capacitate our people and invest in systems and technology infrastructures to enable workspace flexibility and continued delivery of services in these unprecedented times.

We can learn from the journey of the Bangko Sentral ng Pilipinas National Retail Payment System (NRPS) Team, a recipient of the 2020 Presidential *Lingkod Bayan* Award. They transformed the country's retail payments ecosystem with the *Instapay* and *PESONet* –safe, efficient, and inclusive payment services. Through their innovation, people were able to rely on online banking and digital money transfer transactions despite restrictions in mobility and observance of health protocols.

Thus, we hope that the stories in this issue of the Civil Service Reporter magazine inspires us to embrace resilience and strengthen our commitment to serve.

As we move forward, let us summon every ounce of resilience. Together, we shall transform unthinkable difficulties into extraordinary progress. We have and we will continue to endure.

Mabuhay kayong lahat!

Atty. AILEEN LOURDES A. LIZADA
Senior Commissioner¹

¹ Pursuant to Section 15, Book V of Executive Order No. 292 (Administrative Code of 1987)

PUBLIC DOMAIN

REPORT THE FOLLOWING VIOLATIONS

under Section 21 of Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018

- 1** Refusal to accept application or request with complete requirements being submitted by an applicant or requesting party without due cause;
- 2** Imposition on additional requirements other than those listed in the Citizen's Charter;
- 3** Imposition of additional costs not reflected in the Citizen's Charter;
- 4** Failure to give applicant or requesting party a written notice on the disapproval of an application or request;
- 5** Failure to render government services within prescribed processing time on any application and/or request without due cause;
- 6** Failure to attend to applicants or requesting parties who are within the premises of the office or agency concerned prior to the end of official working hours and during lunch break;
- 7** Failure or refusal to issue official receipts; and
- 8** Fixing and/or collusion with fixers in consideration of economic and/or other gain or advantage.

PENALTIES and LIABILITIES (Section 22 of R.A. No. 11032)

- (a) **1ST OFFENSE**
Administrative liability with six (6) months suspension; provided, however, that in case of fixing and/or collusion with fixers under Section 21 (h), the penalty and liability under Section 22(b) of this Act shall apply.
- (b) **2ND OFFENSE**
Administrative liability and criminal liability of dismissal from the service, perpetual disqualification from holding public office and forfeiture of retirement benefits and retirement.

Criminal liability shall also be incurred through the commission of bribery, extortion, or maliciously soliciting favor in cash or in kind. The Penal Code and other special laws shall also apply.



Since it was established in 2012, the Contact Center ng Bayan (CCB) has maintained a high resolution rate (percentage of resolved transactions out of received transactions) ranging from 98.81% to 100%.

In 2021, despite restrictions on activities due to COVID-19 and periods of lockdown, the CCB posted a resolution rate of 99.69%. It was able to resolve 211,726 transactions out of the total 212,382 transactions received for the year.

For complaints, requests for assistance, suggestions, commendations, and inquiries related to government services, please get in touch with the Contact Center ng Bayan via text/SMS at 0908-8816565 or via email at email@contactcenterngbayan.gov.ph.



Repatriation requests from Overseas Filipino Workers (OFWs) topped the list of reasons for reaching the Contact Center ng Bayan (CCB) in 2021. Most of these requests were about contracts that have not been renewed; employer violations such as unpaid salaries and benefits; and physical abuse of employees, including maltreatment and sexual offenses.

In fact, in 2021, the Overseas Workers Welfare Administration (OWWA) emerged as the agency with the most number of transactions received from the CCB, numbering 2,277.

Featured in the photo is an OFW's feedback on the assistance provided by OWWA based on a referral made by the CCB. We thank OWWA for being the CCB's active partner in ensuring effective and efficient response to citizens' concerns, whether here or abroad. It reads: "Maraming salamat po sa inyong tulong. Nakarating na po ako sa Pilipinas last July 10. Salamat po sa OWWA dahil hindi po kami pinabayaan. Nang dahil sa kanila ay safe po akong nakauwi ng Pilipinas."

To ensure that public services are accessible and inclusive, government offices must always consider the special needs of their clients. All Filipinos have the right to avail themselves of quality government services, regardless of the physical, economic, social, or cognitive barriers they face.

The photo features a client's commendation for an employee of the Bureau of Internal Revenue (BIR) Calamba branch, who went the extra mile to assist him with his transaction. The commendation resulted from a referral made by the Contact Center ng Bayan (CCB).

It reads: "Nais ko lamang po ipaabot ang aking karanasan sa BIR Calamba. Ako po ay isang PWD na hirap maglakad. May isang empleyado po sila na nagulat talaga ako sa ginawa. Dumating ako ng mga 2 p.m., saktong kakain pa lamang siya ng tanghalian. Sumubo lamang siya nang kaunti at binalikan niya agad ako. Kinuha ang kailangan ko at pinaupo ako. Humingi sa akin ng P130 at matapos ang ilang minuto, binalikan niya ako dala na ang resibo sa binigay kong pera. Sinamahan niya ako sa releasing counter. Noong bandang huli ko nalaman, siya pala ay bisor ng koleksyon doon. Mabilis ko natapos ang aking transaksyon. Salamat po!"

CSC releases guidelines for government workers affected by EO 138

Government employees with permanent appointments who will be affected by the devolution of certain functions of the Executive Branch to local governments and who opt to transfer will still have security of tenure.

This was announced by the Civil Service Commission (CSC) through CSC Resolution No. 2200162 promulgated on 26 January 2022, also known as the “Guidelines in the Implementation of the Personnel Policies and Options for Affected Personnel Pursuant to E.O. No. 138, s. 2021”. The resolution will take effect 15 days after its publication on 8 April 2022.

EO 138 provides for the full devolution of certain functions of the Executive Branch to the Local Government Units (LGUs), as well as the creation of a Committee on Devolution. This was issued by President Rodrigo Roa Duterte on 1 June 2021 in consonance with the Supreme Court ruling in Mandanas, et al. vs. Executive Secretary, also known as the Mandanas ruling. “Transfer” under the said guidelines pertains to transfer of the position item, whether within the agency or from one agency to another within the executive branch. Upon transfer, the position shall be considered “coterminous with the incumbent,” meaning it will be abolished once the incumbent employee is reappointed or promoted to another position, transfers, retires, resigns, or is separated from the service.

Affected personnel occupying medical/allied-medical items in the Department of Health (DOH) and other agencies may apply for transfer to a DOH-supervised hospital.

Employees who will be affected by the devolution under EO 138 may also opt to retire or be separated from the service. They will be entitled to retirement benefits and/or separation incentives under existing laws, if qualified. They cannot be reemployed in any agency within the Executive Branch for five (5) years. Reemployment within the prohibited period will result to refund of separation incentives received under EO 138.



However, the five-year prohibition will not apply to teaching and medical staff in educational institutions and hospitals, respectively. This will also not apply to reemployment in other branches of government, i.e., the legislature, judiciary, constitutional bodies, and in the local government units.

Meanwhile, affected government workers with non-permanent appointments (temporary, casual, contractual, coterminous, or fixed term) may apply to vacant positions in other government agencies. Prohibitions under the Omnibus Election Code and Commission on Elections (COMELEC) rules promulgated during the election will still apply. Exemptions from the prohibitions may be requested by agencies from the COMELEC.

Mandanas ruling

Through the Mandanas ruling, the SC held that all collections of national taxes, except those accruing to special purpose funds and special allotments for the use and development of national wealth, should be included in the computation of the base of the just share of LGUs starting in fiscal year 2022.

According to EO 138, with the total shares expected to increase significantly this year, LGUs will become empowered to provide basic services and facilities to their constituents. National government agencies can then “assume more strategic and steering functions to address persistent development issues.”

CSC reminds government agencies of post-elections appointment guidelines

The Civil Service Commission (CSC) reminded government agencies that, as a general rule, appointments issued after the 9 May election up to 30 June 2022 shall be disapproved or invalidated.

The CSC advised outgoing elective and appointive (coterminous with the President) officials who act as appointing authorities that issuing appointments during the said period are only allowed under the following conditions:

1. The appointee meets the approved minimum qualification standards or qualification standards required under special law, if any, for the position to which he/she was appointed;
2. The appointee has undergone the Human Resource Merit Promotion and Selection Board (HRMPSB) screening prior to the election ban. In this case, the appointing officer/authority or agency shall submit the minutes of the HRMPSB meetings and the evaluation report of the applicants;
3. There is an urgent need for the issuance of the appointment/s so as not to prejudice public service or endanger public safety; and
4. Civil Service Law, rules and regulations, and special laws, if any, on the issuance of appointments are followed.

This is pursuant to Sections 112 and 113 of the 2017 Omnibus Rules on Appointments and Other Human Resource Actions (ORAOHRA) as revised by CSC Resolution No. 1800692.

The CSC stressed that appointments issued after the elections up to 30 June that do not meet the said requisites shall be disapproved or invalidated upon their submission for attestation.

CSC warns public vs. fraudulent spam email

The Civil Service Commission (CSC) warned the public against responding to a fraudulent spam email purportedly sent by Chairperson Karlo Nograles, in which the CSC chief requests assistance with the distribution of gifts.

The email reads: “Good morning. I have selected some of the staff to receive gifts for their hard work and I'll be needing your assistance. I don't know your schedule for today, so let me know if you're able to assist me with this task. Your confidentiality will be appreciated. I wouldn't want to ruin the surprise. Thanks. Regards, KARLO ALEXEI B. NOGRALES, Chairman”

The CSC stressed that said email did not originate from Chairperson Nograles nor his office.

It urged the public to be wary regarding messages of this nature, and to “always check the sender's email address and, if in doubt, you may easily confirm it with the concerned office.”

“The directory of all our offices, including official email addresses, is available on our website at www.csc.gov.ph.”

Suspicious emails or other forms of communications involving the CSC may be reported to the Contact Center ng Bayan.

The public may get in touch by sending a message via SMS to 0908-8816565, or by sending an email to email@contactcenterngbayan.gov.ph. They may also communicate via the CSC Facebook page at www.facebook.com/civilservicegovph.

CSC approves ‘flexi-work’ for gov’t employees

Flexible work arrangements in the public sector may now be adopted anytime.

This was approved by the Civil Service Commission (CSC) in CSC Resolution No. 2200209 promulgated on 18 May 2022. The policy took effect on 15 June 2022.

The CSC emphasizes that flexible work arrangements are subject to the discretion of the head of agency on the condition that all their stakeholders are assured of continuous delivery of services from 8 a.m. to 5 p.m.

During the State of Public Health Emergency, the Commission issued interim guidelines authorizing government agencies to implement alternative work arrangements based on the mandate and functions of the agency, to answer the exigencies of public service at the height of the pandemic that limited the movement of government workers.

The CSC seeks to institutionalize flexible work arrangements as part of the nationwide effort to transition from a state of public health emergency to the new normal. It serves as a preventive measure to safeguard the health, safety, and welfare of government officials and employees while ensuring the government's continued operations and efficient delivery of public services.

With this policy in place, the CSC aims to improve work-life balance, encourage the adoption of information and communications technology (ICT) for remote work, and provide reasonable work arrangements for vulnerable employees such as senior citizens, pregnant women, immunocompromised individuals, or those recovering from sickness/injuries and issues of mobility. Safe work spaces and compliance with occupational health and safety standards are ensured in the implementation of flexible work arrangements.

As a parallel policy to the Telecommuting Law of the private sector, the flexible work arrangement guidelines covering 1.7 million government employees regardless of the status of appointment, will certainly change the landscape of work in the country. The CSC is confident that greater flexibility will lead to increased productivity as the work environment becomes more responsive to employees' unique individual needs.

Work arrangements

Per the resolution, flexible work arrangements include:

- (1) **Flexiplace**, wherein officials and employees may be authorized to render services away from their office;
- (2) **Compressed work week**, in which the 40-hour work

week is compressed into four (4) days or less, instead of five (5);

(3) **Skeleton workforce**, where a minimum number of personnel will be required to report to the office when full staffing is not possible;

(4) **Work shifting** for agencies required by law to operate 24/7 or agencies required to observe workplace health and safety protocols;

(5) **Flexitime**, where employees are allowed to report between 7 a.m. to 7 p.m. provided they complete the required 40-hour workweek; and

(6) **Combination of flexible work arrangements** that may be adopted by an agency according to what is appropriate or applicable to its mandate and functions.

The adoption of flexible work arrangements may be allowed on a regular or recurring basis, situational, or for medical reasons.

General Requirements for Flexible Work Arrangements

Agencies must ensure that the delivery of government services, programs, and projects will not be negatively affected, delayed, or hampered with the adoption of flexible work arrangements.

Moreover, agencies are tasked to draw up their internal guidelines on the chosen flexible work arrangement(s) and incorporate the same in their public service continuity plans. They are likewise mandated to adopt performance standards and timelines in accordance with Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, and in consonance with approved work plans and targets.

Monitoring mechanisms for daily or weekly reports, use of teleconferencing platforms for meetings or assemblies, and reasonable and appropriate security measures may be adopted by agencies to ensure confidentiality of official documents and information in compliance with Republic Act No. 10173 or the Data Privacy Act of 2012.

Support Mechanisms and Employee Benefits

Government agencies shall ensure that support mechanisms are in place in the implementation of flexible work arrangements, such as appropriate personal protective equipment to frontline service providers and transportation facilities for physically reporting employees, reimbursement of laboratory or medical expenses incurred during official travel and reasonable expenses incurred during an imposed WFH arrangement, subject to existing budgeting, accounting, and auditing rules.

Regardless of work arrangement, government agencies shall ensure that employees are provided equal opportunities in terms of awards, promotions, and training; health or psychosocial interventions for mental well-being; and medical benefits for sustained wounds or injuries while in the performance of official duties.

CSC reminds government workers: Respect PHL flag

In the observance of Flag Days from 28 May to 12 June, the Civil Service Commission (CSC) reminded government workers of their duty to respect the Philippine flag as an act of patriotism.

"As civil servants, we should be living exemplars of patriotism. Not only is it part and parcel of the public nature of our jobs, but also because it is mandated by law," said CSC Chairperson Karlo Nograles.

"This is why patriotism is one of the core public service values, together with excellence, integrity, and spirituality."

The CSC chief, a lawyer and former member of Congress, was referring to Republic Act No. 6713 or the Code of Conduct and Ethical Standards for Public Officials and Employees, in which "Nationalism and Patriotism" are included among the eight norms of conduct for public officials and employees.

Chairperson Nograles said that one of the ways government workers can show patriotism is by respecting the Philippine flag and what it represents.

"The flag's history stems from our struggle for independence, and thus, is a visible reminder of the sacrifices of our heroes and our nation's common ideals and aspirations," he said.

"Given this, we should always comply with the guidelines stipulated in Republic Act No. 8491 or the Flag and Heraldic Code of the Philippines, including the proper display and hoisting of the flag; the conduct of flag raising and lowering ceremonies in government offices every first and last working days of the week, respectively; and proper singing of the National Anthem and recitation of the Panunumpa sa Watawat," he explained.

The CSC head also urged government workers, as civil servants, to familiarize themselves with the 1987 Philippine Constitution, the Code of Conduct for public officials and employees, and other laws of the land.

According to the Chair, "as public servants, it is incumbent upon us to be examples of good and responsible citizenship."



Last, he urged them to provide excellent service at all times, without discrimination on the basis of age, gender, economic status, or political affiliation.

"Always be mindful that our loyalty lies with the country, and that we are all accountable to our people."

Republic Act No. 8491, or the Flag and Heraldic Code of the Philippines, establishes the period of 28 May to 12 June of each year as Flag Days, where all government offices, business establishments, learning institutions, and private homes are enjoined to display the Philippine Flag.

The 16-day observance begins with May 28, the day when the flag was first raised after the Battle of Alapan on 28 May 1898, wherein Spanish forces were defeated by revolutionaries who thereafter captured the province of Cavite. The last day coincides with the celebration of Independence Day.

CSC Central Luzon holds human resource confab

CSC Regional Office III held a four-day virtual Central Luzon Human Resource Management Practitioners Conference with the Theme: "Developing Resilient Organizations" on 24 to 27 May 2022, which was attended by 184 human resource personnel.

CSC Chairperson Karlo A. B. Nograles participated in the virtual event with a keynote address via recorded video.

In his inspirational message, he explored the relevance of organizational resilience and defined it as the ability to survive a crisis and thrive in a world of uncertainty.

"A true resilient organization has two important capabilities: strategic foresight and situation awareness to prevent crisis from emerging and an ability to turn crises into a source of strategic opportunity," emphasized the Chairperson.

Nograles motivated all the attendees to see resilience as a critical competency, adding, *"The future belongs to those who openly embrace new possibilities presented by Technology for digitized, automated, data-driven, social, mobile and cloud-enabled systems for better outcomes."*

Senior Commissioner Aileen Lourdes A. Lizada also inspired the Human Resource Practitioner attendees through a message.

Quoted from a book co-authored by Sherly Sandberg, COO of Facebook, the Senior Commissioner said: *"Resilience is the strength and speed of our response to adversity, and we can build it. It isn't about having a backbone. It's about strengthening the muscles around the backbone."* She added that resilience is already inherent in us and what has to be done is to strengthen that resilience to respond positively.

Assistant Regional Director Atty. Rosalinda A. Tanaliga-Oliva welcomed the participants, while Director II Seymour R. Pajares of CSC Field Office-Aurora introduced and managed Session 1 of Day 1.

Mr. Mark Flores, President of Organization Development Practitioners Network and Director for Capability Development of ASEAMETRICS HR Consulting Inc., shared his expertise on Developing Resilient Leaders on Day 1, Session 1.

OIC-Legal Services Division Atty. Maria Melissa D. Cariño rolled the session for Day 2 with a recap of the previous day's insights.

HROD Consultant Mr. Jay M. Tumaliuan lectured on Public Service Values in Times of Adversities for Session 2 which was introduced and managed by Director II Eleanor M. Prado of Field Office Nueva Ecija.

Engr. Ravenal A. De. Jesus, Concurrent Provincial Head-SECURE GovNet Focal-PKI RA DICT Provincial Office Aurora, shared his technical expertise on the Roles of ICT in Human Resource Management to complete Session 3 of Day 2. The session was introduced and managed by Director

II Maria Cristina R. Gonzales of CSC Field Office-Tarlac.

Atty. Elaine Grace R. Vicaldo-Rombaoa of LSD recapitulated Day 2 to begin the sessions for Day 3.

Living Life to the Fullest in Session 4 was facilitated by Dr. Flor Villa Pineda-Marticio, Adjunct Professor of the Adventist University of the Philippines. The highlights of the discussion were managed by Director II Dulce J. Cochon of CSC Field Office-Bulacan.

Engr. Albert T. Valencia, a DOLE-OSHC Accredited Occupational Safety and Health Consultant discussed OSH and its importance, while Gearing Toward Developing Resilient Organization for Session 5 was managed by Director II Emily R. Reyes of CSC Field Office-Pampanga.

A sharing on Building a Resilient Organization: PBSU-ETSO Experience and Good Practices on Adjusting its Operation in Response to COVID-19 Pandemic was facilitated by Ms. Bernadeth B. Gabor, Associate Professor V, PBSU for the final session. She is likewise a Director, PBSU-ETSO, Hope Behind Bars Project Team Leader, and 2021 Presidential Lingkod Bayan Awardee (Group Category). CSC Field Office-Bataan Director II Edgardo C. Cruz managed Session 6 Sharing of Best Practices.

Regional Director Fernando O. Mendoza further integrated the discussion on resilience and resilient organization with the following key concepts: volatility, uncertainty, complexity and ambiguity. He encouraged participants of the convention to remain focused on the bottomline: excellent public service delivery in the Philippine society with *matatag, maginhawa, at panatag na buhay para sa lahat*.



CSC Commissioner Ryan Alvin R. Acosta delivers an inspiring message on resilience.



Participants of the Central Luzon HRMP Conference in a photo opportunity.

600 Human Resource practitioners attend summit in Western Visayas

More than 600 participants turned up for the 2022 Regional HR Summit organized by the Civil Service Commission Regional Office VI at the Grand Xing Imperial Hotel, Iloilo City on 27 to 28 April 2022. It was the first ever face-to-face summit since the pandemic and participants came from the six provinces of Region VI namely, Aklan, Antique, Capiz, Guimaras, Iloilo, and Negros Occidental.

CSC RO VI Regional Director Nelson G. Sarmiento welcomed all the delegates to the Summit.

In his message, he emphasized the need to future-proof the government workforce through skills and knowledge-building, particularly in the four core HR systems. Meanwhile, in a keynote speech, CSC Chairperson Karlo A.B. Nograles highlighted the importance of advancing the field of HR in response to the challenges in the new normal such that, *"Ang lingkod bayani dapat handa sa anumang hamon ng makabagong panahon."*

The three-day event showcased subject matter experts in the field of human resources and organization development, service delivery, information technology, psychology and values formation. These were CSC Assistant Commissioner Ariel G. Ronquillo who discussed the Latest Issuances and Decisions on Civil Service Matters and EODB-EGSD; Ms. Sabrina Ongkiko, Master Teacher I of Culiat Elementary School, who shared about Discovering One's True Calling; and Asst. Professor Gabriel Sebastian N. Lizada of Ateneo de Davao University who talked about Finding the Feel Good Factor: A Talk on Positive Psychology.

In addition, Atty. Judith Dongallo-Chicano, Regional Director of CSC NCR presented the topic, Navigating Governance in the Post-Election Scenario. Ms. Patricia Joy Pronstroller-Tolentino of PPT Consulting delivered the topic, Breakthrough Results through Personal Branding; and Mark G. Flores, President of the Organizational Development Practitioners Network, talked about Future-Proofing Leaders in the Digital Era.

CSC Commissioner Aileen Lourdes A. Lizada delivered a closing message to cap off the Summit. In her speech, she echoed the call of CSC Chairperson Nograles to push for digitalization in the delivery of public service. She encouraged all HRMPs to apply and integrate the insights they learned in the Summit into their duties and responsibilities in order to improve productivity and performance in the workplace. Also present during the event were CSC RO VII Regional Director Carlos P. Evangelista, CSC RO VI Assistant Regional Director Atty. Erna T. Elizan, and heads of the CSC Field Offices in Region VI. The Summit is a continuing professional education for HR managers and leaders to capacitate them in their role as CSC's partner in the implementation of the Commission's programs and policies. It is in response to the call of Chairperson Nograles to modernize public service delivery and professionalize the civil service, with emphasis on empowering civil servants through digital solutions.



CSC Senior Commissioner Aileen Lourdes A. Lizada pushed for digital transformation.



Key activities during the Regional HR Summit.

Citizen's Guide

CSC pilots Customer Feedback and Satisfaction Survey to gauge service quality

A Customer Feedback and Satisfaction Survey (CFSS) tool aims to standardize the adoption of customer satisfaction survey and gathering of feedback at the Civil Service Commission's (CSC) Central, Regional, and Field Offices.

LEGAL BASES

1. **Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 enacted on 28 May 2018, amending Republic Act No. 9485** which aims to improve efficiency in the delivery of government services by streamlining the current systems and procedures to reduce red tape and expedite transactions in the government.
2. **JMC 2019-001 or the Implementing Rules and Regulations (IRR) of RA 11032** promulgated on 17 July 2019 to guide government agencies and stakeholders to effectively carry out the provisions of RA 11032.
3. **ARTA Memorandum Circular No. 2019-002 (6.6 and 6.7) or the Guidelines on the Implementation of the Citizen's Charter in compliance with RA 11032 or the EODB EGSD Act of 2018 and its IRR dated 13 August 2019.**
4. **Item 5.4 IATF (AO 25) MC No. 2020-1, 2020 re Guidelines on the Grant of the Performance-Based Bonus (PBB) for Fiscal Year (FY) 2020, under Executive Order No. 80, s. 2012 and Executive Order No. 201, s. 2016** to aid departments/agencies in determining the effectiveness of streamlining and process improvements, and institutionalizing Service Quality Standards (SQS) in critical services in the government. In addition, Government offices should embed feedback mechanisms and client/citizen satisfaction measurement in their process improvement efforts.
5. **Clause 9.1.2 of ISO 9001:2015.** One of the requirements of the Quality Management System is the monitoring of customer satisfaction on the delivery of products or services. It provides that "*The organization shall monitor customers' perceptions of the degree to which their needs and expectations have been fulfilled. The organization shall determine the methods for obtaining, monitoring and reviewing this information.*"



OBJECTIVES

The development and administration of a standard Customer Feedback and Satisfaction Survey (CFSS) for external and internal services in the approved CSC Citizen's Charter aims to:

1. Comply with the statutory and other requirements relative to the setting up of a citizen/client satisfaction measurement;
2. Enhance the generation of data, evaluation, and analysis of results, and provide evidence-based recommendations to address customers' needs;
3. Sustain the high level of satisfaction and/or how the service providers maintain the high quality of service being provided to the transacting public; and
4. Standardize the tool used for gathering customer feedback and satisfaction across all CSC Central, Regional and Field Offices.



SIGNIFICANCE OF THE SURVEY

- The survey aims to make the customer satisfaction survey more accessible and easier to fill-out, and ensure real-time availability of data by using electronic means of gathering feedback.
- Using a standard Customer Feedback Survey will ensure consistency on the service quality being measured and would facilitate the analysis of results at the level of the organization.
- The results of the survey will be used as bases to identify the processes or services that need streamlining and improvements.



METHODOLOGY

CSC conducted benchmarking and stakeholder consultation to identify the most appropriate method of data collection for the CFSS. Based on the feedback gathered from different private and public sector organizations, the following are the means to gather the CFSS:

1. Electronic version of the CFSS – a web-based Customer Feedback Survey available online. Service providers shall provide access to the survey using a dedicated office tablet, laptop, PC, or other devices with internet access upon completion of the transaction.

The customer may also be given a copy of the online link or the QR code for the survey via the customer's email address or mobile number. Link/QR code of the CFSS tool may be embedded in the automatic email responses upon completion of the transaction. The CFSS tool shall also be readily available on the CSC website.

2. Automated CFSS – Customer Feedback Survey installed on the CSC's Multi-Touch Kiosk located in the lobby or conspicuous places within the service office.
3. For offices with no or limited internet access, a local access network (LAN)-based CFSS tool will be installed in designated desktop computers.
4. Paper-based CFSS tool – in case the office encounters a network and internet connectivity issues, a printed or paper-based CFSS may be used. However, customer responses need to be manually encoded in the electronic/automated/LAN based tool to ensure that the feedback is recorded and included in the generation of report.

Consolidation shall be done by the CSC Regional Offices which shall then submit quarterly reports on Customer Feedback. A quarterly CFSS Report analyzing the customer satisfaction level on critical and all other services reflected in the Citizen's Charter will be submitted for action. A consolidated annual report will also be submitted and will be the basis for the Citizen/Client Satisfaction Survey (CCSS) Report requirement.

Sample Computer-Based CFSS Tool

CSC CALLS ON CLIENTS TO PROVIDE FEEDBACK TO IMPROVE ITS SERVICES

The solicitation of customer feedback was named as a requirement in the grant of Performance Based Bonus (PBB) to government agencies.

Under Item 5.4 of Memorandum Circular No. 2020-1 (Guidelines on the Grant of Performance-Based Bonus (PBB) for Fiscal Year (FY) 2020 under Executive Order No. 80, s., 2012 and Executive Order No. 201, s., 2016) issued by AO 25 Secretariat of the Inter-Agency Task Force (IATF) on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems, "to aid departments/agencies in determining the effectiveness of streamlining and process improvements, and institutionalizing Service Quality Standards (SQS) in critical services in the government, departments/agencies should embed feedback mechanisms and citizen/client satisfaction measurement in their process improvement efforts."

In addition, one of the requirements of the Quality Management System under Clause 9.1.2 of ISO 9001:2015 is the monitoring of customer satisfaction on the delivery of products or services. It provides that "The organization shall monitor customers' perceptions of the degree to which their needs and expectations have been fulfilled. The organization shall determine the methods for obtaining, monitoring, and reviewing this information."

With this, the CSC rolled out the use of the CFSS which aims to standardize the adoption of customer satisfaction survey and gathering of feedback at the CSC Central, Regional, and Field Offices.

The development and administration of a standard CFSS for external and internal services in the

approved CSC Citizen's Charter is in compliance with the statutory and other requirements relative to the setting up of a citizen/client satisfaction measurement which is made more accessible and easier to fill-out, and ensures real-time availability of data by using electronic means of gathering feedback.

By using a standard tool across all CSC offices, consistency on the service quality being measured is ensured and this would facilitate the analysis of results. In addition, the enhanced generation of data, evaluation and analysis of results, will provide the CSC with evidence-based recommendations to address customers' needs. In the end, the data generated from the CFSS will help CSC sustain the high level of satisfaction and/or how the service providers maintain the high quality of service being provided to the transacting public.

Modes of access to the customer satisfaction survey

A web-based Customer Feedback Survey is available online and CSC service providers will provide customers access to the survey using a dedicated office tablet, laptop, PC, or other devices with internet access upon completion of the transaction.

The customer may also be given a copy of the online link or the QR code for the survey via the customer's email address or mobile number.

Access the CFSS tool at
cfss.csc.gov.ph

122nd PHILIPPINE CIVIL SERVICE ANNIVERSARY

TRANSFORMING PUBLIC SERVICE IN THE NEXT DECADE: HONING AGILE AND FUTURE-READY SERVANT-HEROES

Join us in celebrating the 122nd Philippine Civil Service Anniversary (PCSA) this September! The 122nd PCSA continues to adopt the 10-year theme, Transforming Public Service in the Next Decade: Honing Agile and Future-Ready Servant-Heroes, with **resilience** as the thematic focus for 2022.

Check out the events lined up pre-event and for the whole month of September:

1. Pre-event

- PCSA Conference for the CSC's Central and Regional Offices, and members of the Correspondents' Network or CNet.
- PCSA Event Launch will be open to the public and will feature a panel of speakers to discuss resilience in governance and public service delivery.



2. Linggo ng Lingkod Bayani (Week 1)

- Online Zumba and Film Showing (4 September 2022)
- PCSA Kick Off Activity at the CSC (5 September 2022)
- Awards Rites for Outstanding Government Workers (Schedule to be announced)
- R.A.C.E. to Serve Fun Run (TBA)

3. Linggo ng Yamang Tao (Week 2)

- Public Sector HR Symposium 14-16 September 2022
- PRIME-HRM Awards Schedule and venue to be announced by CSC Regional Offices



4. Linggo ng Malasakit (Week 3)

- Government Online Career Fair 19-23 September 2022, Accessible via the CSC website at www.csc.gov.ph
- PCSA Photography Contest Submission of entries: 1-30 July 2022 Awards ceremony: 21 September 2022



5. Linggo ng Pasasalamat (Week 4)

- Contact Center ng Bayan 10th Anniversary 27 September 2022
- Appreciation Program for Frontliners 28 September 2022



6. Special Treats for Government Workers (month-long)

- Official Agency Family Day - agencies to determine their respective schedules



Resilience

a must to future-proof public service delivery

The COVID-19 outbreak became a global pandemic leading to considerable losses, mostly in health systems and the global economy. We witnessed the fragility of health and medical institutions, disruption of government and social services, stoppage of industries, collapse of financial systems, cancellation of major events, and interruption of transportation services.

The pandemic showed how important it is to be prepared for volatility, upheaval, complexity, and ambiguity to make institutions and systems function as if it is business as usual. Furthermore, COVID-19 highlighted the need for maximum efficiency and optimization of resilience against disruptions, the effects of which leave governments, the public, and social institutions in a weakened state.

Now synonymous with efficiency and resilience is digital transformation.

With majority of the global population under isolation, the Internet has become our classroom, our workplace, our meeting space and even our reunion platform.

With flattening the curve as the priority, limited mobility and fewer options pressured people into finding new ways of going about their daily routine.

Studies revealed that paper money increases the risk of coronavirus transmission since it can harbor harmful bacteria and viruses for several days.

Resilience is going digital in the new normal

Physical transactions have moved to the virtual realm due to the fear of contracting the virus. According to a report by Oxford Business Group, the Philippines is seeing a rise in digital usage, as more and more people embrace basic and critical services served within the digital economy to help keep with physical distancing and health protocols, apart from the greater convenience they offer.

With the volume of COVID-19 infections in 2020, one aspect that needed to be digitally transformed is the Philippines' financial ecosystem.

However, Filipinos have historically exhibited a strong preference for cash over digital payments. In 2018, cash still accounted for 99 percent of local transactions, according to the Bangko Sentral ng Pilipinas (BSP). This was due to variety of reasons—lack of awareness of digital wallets and how they work, security concerns, and the country's slow internet speeds.

In the same survey, 93 percent of respondents said they use cash and 60 percent claimed that it is their most used mode of payment. Filipinos are the highest cash payers among ASEAN countries. Further, in a diagnostic study performed by Better than Cash Alliance, an international organization which promotes digital payments around the world, the report showed that the Filipinos made an average number of monthly payments of PHP2.5 billion, corresponding to over USD74 million. Only one percent of such a huge payment volume was done electronically.

BSP initiates system to make country's finance ecosystem resilient pre-pandemic

Pondering on the low level of digital payments, the BSP identified that the major reason was that electronic payment funds transfer services in general were inefficient, costly, and unsafe in some instances. Most Philippine banks and non-bank electronic money issuers maintained closed-loop systems, thus allowing only intrabank or intra-institution fund transfers or the transfer of money between accounts maintained with the same bank or financial institution.

For instance, if an entrepreneur then had 10 suppliers maintaining accounts with 10 different banks, he needed to maintain an account with each of those banks to be able to make e-payments to those suppliers. This was certainly cumbersome and costly, discouraging people from making digital payments and driving them to resort to physically moving cash or issuing checks.

With this, the BSP formed the National Retail Payment System (NRPS) Team to develop and institutionalize a safe, efficient, and inclusive financial ecosystem where Filipinos are given the opportunity to access online payment services with the aid of financial technology.

The NRPS is composed of Director Jay Dizon of the Payments and Settlements Department as team leader, Deputy Director Bridget Rose Mesina-Romero, and Bank Officers V German Constantino, Jr and Anna Lissa Racines. According to Director Dizon, "The journey of the NRPS Team was long and, mostly, on uncertain waters. Like any change being introduced, it took time before people or institutions warmed up to the change we were pushing for – a safe, efficient, reliable, and inclusive payment system. With the team having a common vision to create change and impact lives of every Juan and Maria, the team persevered and was able to produce results. These results would not have been possible without the collective effort of each team member of the NRPS core team – both part time and full time."



Filipinos are given the opportunity to access online payment services with the aid of financial technology.



Signing of the Memorandum of Agreement for the NRPS between the BSP and partner institutions.



A caricature of the NRPS Core Team.

The inefficiencies in the payment systems translated into a drag on the economy. If available funds slowly change hands due to the lack of an efficient, reliable, and inclusive payment system, productive activities are slower since money is a vital input to any economic activity.

As financial system regulators, the BSP's NRPS needed to adopt a system of governance that would break closed-loop systems and ensure that all potential payment service providers, including the small banks which serve Filipinos living in rural areas, can participate in the payment system.

In a nutshell, NRPS is a regulatory framework, a system and not an infrastructure. NRPS is a set of reform-oriented retail payments regulation, requiring interoperability among banks and even non-bank electronic money issuers or EMIs.

Interoperability simply means that financial institutions should open up their systems to allow interbank or inter-institution fund transfers.

With banks interoperating, a person practically needs just one transaction account, which could be a bank account or

an e-money account that can be used to digitally receive funds which may represent his salary, remittance from a relative, or any payment to him. Using the same account, he may also send funds to pay loans even to financial institutions other than his bank, pay for goods and services, and even settle taxes, permit fees, and other obligations to the government.

Interoperability became possible with the establishment of two electronic funds transfer services under the NRPS framework – the PESONet and InstaPay in November 2017 and April 2018, respectively.

Unlike a check, the PESONet allows receipt of funds on the same banking day that the sender initiates the payment within the cut-off time of his bank or non-bank e-money issuer. The financial institutions generally do not impose a transaction limit on fund transfers. It is ideal for payments to suppliers, distribution of dividends to shareholders, payment of salaries of employees, settlement of obligations to the government, and many other use cases.

Meanwhile, InstaPay is an electronic funds transfer facility, allowing movement of funds to happen almost real-time, including banking and non-banking days.

It addresses low-value and urgent payment requirements such as those for hospital bills, medicines, food, merchandise, products, services, and so on. The InstaPay caps each transaction at PHP50,000. However, a sender can make as many payments as needed anytime.

NRPS makes the PESONet and InstaPay truly appealing with the transaction fee much lower than transferring funds through other means. Some financial institutions even offer these services for free. To avail of PESONet and InstaPay, Filipinos simply need to visit the official webpages or download the mobile apps of their banks or payment service providers and undergo an online registration process.



The PESONet is a batched electronic funds transfer service which is intended to be the electronic alternative to the paper-based check.

Roadblocks to digital financial adoption

"The adoption of the NRPS regulatory framework was not an easy feat as we have gone through seemingly insurmountable challenges. At the time we introduced the NRPS in 2015, the National Payment Systems Act, which empowers the BSP to oversee payment systems, was not enacted yet. Anyone at that time could challenge our authority and things might get worse to the extent that we could be brought before the courts to justify the legal basis for the regulatory reform we persistently pursued," narrated Team Leader Jay Dizon. He added that the members of the NRPS Team were attacked left and right when they called for cooperation from financial institutions in pursuit of interoperability. Yet, they persevered and organized consultative meetings and threshed out compromises amid adverse reactions. They presented scenarios and sold the system's advantages knowing that millions of Filipinos will benefit from digital payment services.

"Our team knows that realizing a fully digital retail payment system is still a long way, but we needed to start somewhere. Our enthusiasm to take greater strides toward this goal grew even more as we see increasing number of happy and contented Filipinos utilizing the system." said Dizon.



InstaPay is an electronic funds transfer facility, allowing movement of funds to happen almost real-time, including banking and non-banking days.



The NRPS during various activities relative to the system roll-out.



The Bangko Sentral ng Pilipinas and partner financial institutions during the launch of the PESONet.

Online financial transactions during the pandemic

The InstaPay and PESONet turned out to be a necessity when the COVID-19 pandemic broke out in 2020. With people in quarantine, there has to be an alternative to pay bills, transfer money real time, send remittances, and buy goods and services other than cash. “Without these funds transfer services, it is difficult to imagine how else our fellow Filipinos could have done their financial transactions. Even when the quarantine measures have been relaxed, it was difficult to think how many more Filipinos might have caught the virus if there was no InstaPay and PESONet,” remarked Dizon.

Payments made through PESONet and InstaPay demonstrated exponential growth amid the COVID-19 outbreak as consumers exhibited increasing preference for digital payments over cash, ATMs and checks. The volume and value of payments made through the PESONet and InstaPay reached record highs in 2020. By the end of 2020, the volume of PESONet transactions reached 15.3 million transactions worth PHP951.6 billion. PESONet transfers in December 2020 rose by 376 percent and 188 percent in volume and value, respectively, compared to reported figures in December 2019.

Meanwhile, settlements made through InstaPay hit 86.7 million transactions amounting to PHP463.4 billion demonstrating substantial year-on-year growth in volume and value by 459 percent and 340 percent, respectively.

In addition, per data of the BSP, the volume of check payments

dropped by 13 percent to 11.9 million transactions, and their value declined by 21 percent to PHP3 billion based on the monthly comparative data for December 2019 and December 2020. Likewise, the volume of ATM withdrawals slightly declined by 3 percent over the same period to 36.3 million transactions with its value broadly unchanged at PHP190.6 billion. These suggest that consumers are having more favorable sentiment towards the use of digital payments over their traditional counterparts as the former offers safer and greater convenience for making payments amid recurring community quarantines in the country.

In view of the lockdown imposed in 2020 and 2021, the BSP urged payment service providers such as banks and e-money issuers to suspend the charging of fees on the use of online banking platforms, including those for InstaPay and PESONet services. There were over 40 PESONet and InstaPay participating institutions which agreed to waive their transfer fees over varying periods.

On top of reducing the financial burden borne by Filipino households during the pandemic, the waiver of electronic funds transfer fees was intended to promote the use of digital payment and financial services since these services minimize physical contact, which increases the likelihood of COVID-19 transmission.

Overall, the NRPS made the country more financially resilient against the adverse economic effect of the pandemic.

Use of QR for money transfers

The use of the national quick response code standard (QR Ph) for person-to-person (P2P) transfers under the *InstaPay* also gained traction among end-users. In just over a year since its launch in November 2019, the volume of QR Ph P2P rose by almost sixtyfold to 26,116 transactions worth PHP163.6 million by the end of December 2020, representing about 160 times the value of payments made during its initial month of operation.

This uptrend in QR Ph P2P transfers is indicative of the growing acceptance and increased reliance of more Filipinos on safer and convenient digital payment services that can cater to their various retail payment needs. The steady takeoff of the QR Ph payment stream through the *InstaPay* rail was firmly supported by the adoption of the National QR Code Standard under BSP Circular No. 1055. This policy aims to enhance interoperability of payment solutions and reduce the fragmentation of payment services in order to obviate the need for both merchants and customers to maintain several accounts and for merchants to display numerous QR codes.

Drawing on the successful takeoff of the QR Ph P2P, the BSP continues to collaborate with the Philippine Payments Management, Inc. to extend the QR Ph use to include person-to-merchant (P2M) payments. Since accepting payments via QR codes is simple and affordable, it is expected to benefit not only large business organizations but also the small unbanked vendors such as owners of sari-sari stores and micro, small and medium enterprises. This innovation is also expected to emerge as a significant accelerator to the digitization of payments given the country's consumer-driven economy.

With the massive impact of the NRPS, other government agencies decided to enroll their payment systems. One of such is the Social Security System (SSS) distribution of pension and small business wage subsidies. Another is the national government's Social Amelioration Program,

Pantawid Pamilyang Pilipino Program, and the conditional Cash Transfer making it easy for beneficiaries to withdraw cash transfers anytime.

“Long journey on uncertain waters requires the capability to adjust and be resilient to reach the goal and to do that, we leaned on each member’s strength to collectively weather the challenges and roadblocks. No idea was a bad idea. We discussed the goals and worked on how we can achieve it. And, when the going gets tough or a lot of things just need to be done, we always had each other’s back. This team would not have survived without trust. We set each other for success and we wanted to be that catalysts of change we want to see,” said Dizon.

While COVID-19 may have disrupted the progress of government programs, it also highlighted the resilience of government institutions which quickened the pace of reform implementation. For the BSP, the goal is to shift at least 50 percent of payment transactions into digital form and it has been fast-tracked because of the pandemic. With various quarantine measures being observed and physical distancing as a norm, electronic means of payment have been essential. This is evident in the substantial increase in transactions in PESONet and InstaPay, the two automated clearing houses (ACHs) formed under the NRPS. Achieving their established goals in institutionalizing a system for digital financial transactions in a span of less than five years, the BSP's National Retail Payment System Team was awarded with the Presidential Lingkod Bayan Award-Group Category in 2020.

The *Presidential Lingkod Bayan Award* is the most prestigious and most coveted award that is conferred to outstanding government workers in the Philippines. This recognition is given to an individual or group of individuals for exceptional or extraordinary contributions resulting from an idea or performance that had nationwide impact on public interest, security, and patrimony.



In 2018, the Philippine Payments Management, Inc. was recognized as the official Payment System Management Body of the Philippines

Resilience in Disaster Risk Management

“**D**aig ng maagap ang masipag,” so goes the Filipino saying. In a country battered by natural calamities, being prepared for disasters not only saves lives, but also speeds up recovery and saves needed resources. Thus, the entire government has put in place policies and interventions on disaster risk reduction and management or DRRM to improve the resilience of communities.

Executive Order No. 29 signed on 28 June 2017 mandates the observance of National Disaster Resilience Month (NDRM) in July “throughout the country through the conduct of activities relative to building of disaster resilience covering the four thematic areas: prevention and mitigation, preparedness, response and rehabilitation and recovery.”

The NDRM observance reiterates the importance of understanding disaster risks, strengthening disaster risk governance, investing in disaster risk reduction for resilience, enhancing preparedness for effective response, and implementing “Build Back Better” in rehabilitation and recovery. The theme for this year (2022) is “Sambayanang Pilipino, Nagkakaisa Tungo sa Katatagan at Maunlad na Kinabukasan”.

One recipient of the Civil Service Commission Pagasa Award in 2020 made it his mission to promote the significance of disaster resilience.



Lavadia as he monitors the Communication Line for Emergency Alarm and Response or CLEAR System, an early warning mechanism.

Building a disaster-ready city

Learning from the lessons of a 7.2-magnitude earthquake that struck Bohol in 2013 and reduced some of its major structures to rubble, the Tagbilaran City Government amped up its disaster preparedness. At the center of DRRM activities in the city is Gerard M. Lavadia, who heads the City DRRM Office. Lavadia conceptualized the Communication Line for Emergency Alarm and Response System or CLEAR, an early warning system that features a feedback mechanism.

As an early warning device, it carries a LED board that flashes weather updates, warnings, and reminders before and after a calamity. It is also equipped with a speaker, blinkers, a camera and CCTV. Feedback is made possible by a yellow phone attached to the CLEAR system which is directly connected to the Command Center, serving as a 24/7 emergency hotline. An Emergency Response Unit manages incoming calls, guided by a protocol to standardize emergency response. At present, CLEAR devices have been set up in 12 strategic locations around the city.

Lavadia explained, “The concept behind this is to have an automated, interactive warning system that does not only warn the public about impending disasters or emergencies through visual and auditory means, but also allows the public to report to the CDRRMO what is happening on the ground.”



Local Disaster Risk Reduction and Management Officer IV Lavadia with his team in one of their huddles.

Under Lavadia’s leadership, the City DRRM Office undertook significant measures to prepare the city against disasters. It conducted a Geological Hazard Survey in 15 barangays that resulted in detailed hazard maps and provided a comprehensive assessment of the city’s capability in handling earthquakes, storm surges, liquefactions, and tsunamis. The office also equipped itself with a search and rescue truck, water tanker, fire truck, and three emergency ambulances.

Being the very first DRRM Officer in the city, his job proved to be a challenge, which he is able to manage successfully despite being a dialysis patient. “I had to be a good student and a teacher at the same time. I had to learn DRRM fast and be able to train my staff, too. This requires me to be always analytical and introspective at work, reading various references and listening to suggestions from both experts and people on the ground. This has helped me in crafting DRRM policies and contingency plans that are effective because they are grounded on real conditions.”

Lavadia’s commitment to duty enables him to make sacrifices and push harder in order to make Boholanos disaster-resilient. “I could not think of a job better than this, really. I mean, even before I joined the government service, I already considered myself a humanitarian. When I was in high school, I think that was in the late 80s, I was in Cebu and the province was struck with typhoon Ruping, and our neighbor, the entire family, got crushed under a tamarind tree that fell on their house. I was one of



Tagbilaran City DRRM Working Group.

those that actually had to retrieve the bodies of my neighbors after the event. At that time I already had an inkling, a feeling that saving people is my calling. Immediately after graduating from college, I joined an NGO which was more into humanitarian services, serving the urban poor communities impacted by different types of disasters. So when I joined the government, I already had a humanitarian spirit in me; Later on, through the skills training provided by the government service, such humanitarian spirit was also strengthened by skills in actually helping people in times of disasters. So, that's it, since then, I cannot imagine myself being transferred or being assigned to another work other than this,” shared Lavadia.

EXECUTIVE LETTER

KEYNOTE MESSAGE FOR THE WEBINAR ON THE FUTURES OF PHILIPPINE CIVIL SERVICE SYSTEM

Atty. Karlo A. B. Nograles
Chairperson, Civil Service Commission



CSC Chairperson Karlo A. B. Nograles delivers the keynote message at the *Webinar on the Futures of the Philippine Civil Service System 2030* held on 5 April 2022, organized by the University of the Philippines National College of Public Administration and Governance in collaboration with the Development Academy of the Philippines' Graduate School of Public and Development Management.

Maayong buntag, ug daghang salamat to our participants for joining this Webinar on the Futures of Philippine Civil Service System.

We are all slowly emerging from two years of quarantines nationwide. We are hopeful and cautious as we move forward from here. Many of our visioning programs in the Civil Service Commission shall also be revised and recalibrated this year. We are also approaching elections, and we shall be serving under a new administration come July.

In periods of transitions, I pose these three questions to myself and ponder how I could contribute best. These questions are: What have I learned? What should I strive to continue? What should I change?

I share with you the answers that came to mind in the context of leading the Civil Service Commission in ushering the ***Futures of the Philippine Civil Service System***.

What have I learned? My most important lessons of the past two years are:

- First, there is no returning to the pre-pandemic way of doing business, and
- Second, during the widespread upheaval, the 1.7 million civil servants of the Philippine bureaucracy are our true public service heroes. We are all witness to their commitment, especially our frontliners who continue to deliver services despite threats to their life caused by the COVID-19 virus.

Doing away with the ‘business as usual’ mindset cannot be overemphasized, thus we have to work in ushering not just a *new normal*, but a better *normal*. Key to this are technology-based, streamlined, and accessible processes to ensure continued and flexible government services both for our workers and our transacting public. Republic Act No. 11032 or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018 is the catalyst that will transform the way government operates and serves its citizens, and it challenges every process, system, policy, and structure in the public sector.

By now government offices should have gone back to their drawing boards with these words in mind—revamp, streamline, transform, re-engineer, and automate to improve both business and non-business transactions.

The Anti-Red Tape Authority (ARTA) will soon be administering the Report Card Survey (RCS) 2.0. The RCS is an evaluation tool that will examine three core areas: institutionalization of Republic Act No. 11032 mandates, overall client satisfaction, and agency performance and recognition.

We have some serious leapfrogging to do to drastically transform our services until people can do it via smartphones, and avail of them online anytime, anywhere. The Futures of the Philippine Civil Service System is to shift toward more personalized services. This started in Scandinavian countries 20 years ago and scores of public service interactions in Western governments have personalized their services and made available from home and mobile devices.

Another learning is my deeper appreciation for the 1.7 million civil servants who form the backbone of our government. The efficient performance of their functions has a direct impact on the life of our people, thus the CSC needs to really go back to its “true north”: take care of the professional development, growth, and general welfare of our human capital through various HR programs and these will ultimately redound to our bottom line: HR excellence translates to excellent public service.

A major initiative that the CSC needs to address for the Futures of the Philippine Civil Service System is *strengthen competencies for innovation, futures thinking, strategic foresight via anticipatory planning, risk management, and emergency response*.

In 2020, the administration of the career service examination needed to be suspended because of the COVID-19 pandemic. It is understandable since we faced volatility and uncertainty then. But what reforms have been taken in the past 24 months to make both our people and our processes agile, innovative, and future-ready, with strong adaptive capacity?

These are not just competencies needed by people in the

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normal.*

CSC, but these competencies should be developed in the 1.7 million government workers—the knowledge, skills, ability, and empathy to ensure that the government can provide uninterrupted service delivery regardless of the circumstances.

Those are my learnings. We move to the initiatives that we want to continue because of their impact such as a thorough study on the Program to Institutionalize Meritocracy and Excellence in HR Management (PRIME-HRM) and the modernization of the Contact Center ng Bayan (CCB).

PRIME-HRM aims to improve the maturity level of HR systems, procedures, and processes in the bureaucracy, particularly in four core functions—recruitment, performance management, learning and development, and rewards and recognition.

We have to maximize improvements in HR management and integrate them into processes, systems, and practices to change public service delivery.

Strategic public sector HR translates to excellent public service. We have to measure impact and if what we have done are not enough, we go back to the drawing board, make adjustments, and work smarter. Keep in mind that everything we do to improve the civil service will be felt by the over 100 million Filipinos we vowed to serve when we took our oath of office.

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*HR excellence translates to
excellent public service.*

EXECUTIVE LETTER

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We have to maximize improvements in HR management and integrate them into processes, systems, and practices to change public service delivery.

We also need to continue strengthening public accountability and integrity via citizen engagement. One effective mechanism in place is the Contact Center ng Bayan (CCB).

Pursuant to Section 30 of the IRR of Republic Act No. 11032, the CCB as the feedback facility of the CSC shall be part of the complaints mechanism under the Citizen's Charter of government agencies.

For almost a decade, the CSC continues to operate the CCB and it has acted on more than a million complaints and requests. Last year alone, the facility was able to resolve a total of 211,726 transactions. This, from a total of 212,382 transactions received, posting a resolution rate of 99.69%.

The **Futures of the Philippine Civil Service System** include modernizing the CCB facility to improve its efficiency and responsiveness so it can service the transacting public and provide evidence-based recommendations to improve the delivery of services of frontline offices based on public feedback. Corollary to this, we encourage government agencies to strengthen their respective public feedback mechanisms and engage our citizens' participation in process and systems improvement.

We move on to what do I think I want to change? I will zero-in on two things:

- I want to change outdated modes of service delivery. We digitize what can and should be digitized; we upskill our entire workforce to be digitally literate and adaptive and agile in internet-based service delivery and learning. Digital solutions should empower and not intimidate our civil servants.

- I want to change how we care for our human capital in the public sector. It is my dream that I can work with you for the entire length of my term to transform the way we approach professionalizing government service. That is, not just through reactive punitive actions for accountability, but through institutionalized pro-active programs. I want transformation for our

civil servants to educate, equip, and empower each of you, so that public service becomes a truly rewarding calling in terms of life-long learning, career advancement, and societal contribution, without sacrificing care for your families, and your mental and physical health.

How? We are currently in second year of implementation for the Philippine Talent Management Strategy (PTMS). PTMS is envisioned as the national framework that will establish a public sector that is technology enabled, people-centered, clean, efficient, and green governed.

The PTMS is instrumental in the establishment of a single comprehensive HR management information system that will utilize digital tools for HR data analytics and support decision-making of the CSC. This will enable the Commission to better and more effectively manage civil service nationwide.

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Keep in mind that everything we do to improve the civil service will be felt by the over 100 million Filipinos we vowed to serve when we took our oath of office.

Closing

The theme of the webinar is **Futures of the Philippine Civil Service System** and we are here because we share the belief that the future belongs to the most agile governments which openly embrace new possibilities presented by technology and civic engagement for better outcomes.

As I have said, there is no returning to the pre-pandemic way of doing business, thus we MUST transform the way government operates and serves its citizens; strengthen competencies for future-ready government workers; improve HR management in government offices; strengthen public accountability and integrity through citizen engagement; and finally, do away with outdated modes of service delivery.

With these reforms, we expect to see simplified interactions with citizens, more dynamic workforces, more accurate assessments of program impact, and greater citizen participation. We will collectively emerge not just in a "new" but in a "better" normal and realize the vision of a "matatag, maginhawa, at panatag na buhay para sa lahat".

Daghang salamat. Mabuhay kayo at mabuhay ang serbisyo publiko!

HR SPOTLIGHT



Frequently Asked Questions (FAQs)

Policies on Flexible Work Arrangements

1. What is CSC Resolution No. 2200209 promulgated on 18 May 2022?

This is the policy on flexible work arrangements in the government.

It was circularized via CSC Memorandum No. 6, s. 2022 dated 6 June 2022.

This policy institutionalizes the adoption of flexible work arrangements to provide safe work spaces for government workers, and protect their health and welfare while meeting the demands of public service. This is to prepare government agencies to overcome challenges during times of crises.

2. When is the effectivity date of this policy?

CSC Resolution No. 2200209 dated 18 May 2022 shall take effect on 15 June 2022 or after fifteen (15) days from its publication in the Business World on 31 May 2022.

3. Why are policies on flexible work arrangements implemented?

To ensure efficient and effective public service delivery despite the occurrence of natural or human-made calamities, health issues of government workers, and traffic congestion disrupt government operations; thus, preventive measures such as the adoption of flexible work arrangements in the government were implemented over the years.

The CSC issued Memorandum Circular (MC) No. 22, s. 2014, on the adoption of the four-day workweek scheme in Metro

Manila; MC No. 25, s. 2019, on the revised guidelines on flexible working hours to complement the strategies of the government to ease the traffic congestion in Metro Manila and other highly urbanized cities in the country; and MC Nos. 10 and 18, s. 2020, on the adoption of the alternative work arrangements in government during the community quarantine due to the COVID-19 pandemic.

An alternative work arrangement, through telecommuting, is already available in the private sector pursuant to Republic Act No. 11165 (An Act Institutionalizing Telecommuting as an Alternative Work Arrangement in the Private Sector, 20 December 2018) to promote a healthy work-life balance for Filipino workers and to alleviate the traffic congestion, particularly in Metro Manila. The CSC, the Department of Health (DOH) and the Department of Labor and Employment (DOLE) also issued Joint Memorandum Circular (JMC) No. 1, s. 2020, that enjoined all concerned agencies to comply with the Guidelines on Occupational Safety and Health Standards for the Public Sector to ensure that agencies are able to protect their officials and employees from occupational-related hazards, injuries, sickness, or death as they adopt flexible work arrangements.

With the evolution of HR management systems and practices brought about by the changing needs and conditions of the workforce, the advent of new information communication technologies, the emergence of COVID-19 and other infectious diseases, continuing traffic congestion problems, and the occurrence of natural and man-made calamities, the Commission needed to re-evaluate the present government work scheme, as well as determine the applicability of some

HR SPOTLIGHT

alternative work arrangements adopted by the private sector to ensure the effective and efficient delivery of public service.

4. What are the objectives of the adoption of flexible work arrangements in government?

The adoption of the flexible work arrangements in the government aims to achieve the following objectives:

- Institutionalize relevant and appropriate work arrangements for government officials and employees to ensure efficient and effective performance of governmental functions and delivery of public services, and to ensure protection of their health, safety, and welfare at all times;
- Ensure that government workers will be able to achieve the targets set by the agency, and agencies will be able to perform and achieve strategic plan and objectives under any circumstances;
- Boost the morale and enhance the welfare of government officials and employees by giving them the opportunity to accomplish their task/s through appropriate work arrangement/s thereby increasing employee productivity and performance, and allowing work-life balance;
- Encourage agencies to adopt Information and Communications Technology (ICT)-enabled work and relevant tasks that can be performed remotely; and
- Provide reasonable work arrangement/s to senior citizens, persons with disability (PWDs), pregnant and nursing mothers, immunocompromised individuals or persons with chronic conditions, and those who suffered from accidents affecting mobility but can physically and mentally work.

5. What is the scope and coverage of these work arrangements?

These policies shall apply to all appointive government officials and employees in all government agencies and instrumentalities, namely: constitutional Bodies; departments, bureaus, and agencies of the national government; government-owned or -controlled corporations (GOCCs) with original charters; local government units (LGUs); and state universities and colleges (SUCs), regardless of status of appointment (permanent, temporary, provisional, substitute, coterminous, casual, contractual or fixed term).

6. Are COS and JOs covered?

The guidelines provide that the Department of Budget and Management (DBM) and/or the Commission on Audit (COA) may formulate a parallel issuance on the matter for contract of service (COS) and job order (JO) workers in government, taking into consideration the same parameters set forth in these Policies.

7. Is there a need to have the internal guidelines of the agency be approved by the CSC before the same may be adopted/implemented by the agency?

Agencies shall formulate their internal guidelines on the flexible work arrangement/s they have adopted and implemented, which are appropriate/applicable to their mandate and functions and shall comply with the provisions of CSC-DOLE-DOH JMC No. 1, s. 2020, to be submitted to CSC Regional Offices for records and reference purposes.

8. Are agencies required to adopt flexible work arrangements?

The policies on flexible work arrangements authorizes heads of the agencies to adopt/implement flexible work arrangements in accordance with their mandate and functions.

9. Can agencies adopt/implement flexible work arrangements even with the implementation of Alert Level System?

Agencies may adopt flexible work arrangements, anytime, in accordance with their mandate and functions, provided the agencies shall comply with the requirements as provided under the policies.

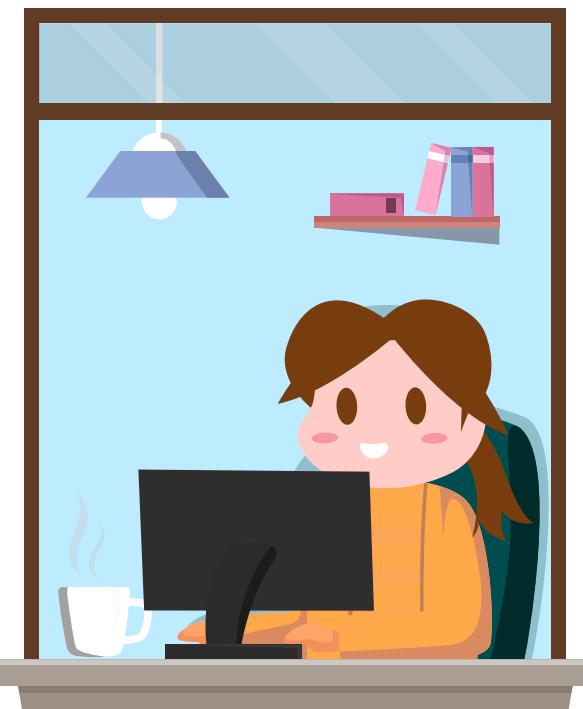
10. What are the flexible work arrangements allowed under the guidelines?

- Flexiplace - refers to an output-oriented work arrangement that authorizes government officials or employees to render service at a location away from their office, either in the home/residence of the official or employee, agency satellite office, or another fixed place, on a temporary basis duly approved by the head of office/agency;
- Compressed workweek - refers to a work arrangement whereby the forty (40) hours workweek for five (5) days of the government officials or employees is compressed to four (4) days or less, as may be applicable;
- Skeleton workforce - refers to a work arrangement where a minimum number of government officials or employees is required to man the office to render service when full staffing is not possible.

• Work shifting - refers to a work arrangement applicable to offices/agencies mandated by law to operate 24-hour continuous service delivery on a daily basis, or to agencies required to observe workplace health and safety protocols. This is also applicable to occupational groups that provide security and safety to agency personnel and/or property.

• Flexitime - refers to a work arrangement where the agency is allowed to adopt flexible time for its government officials and employees from 7 a.m. to 7 p.m. on a daily basis, provided that the required forty (40) hours workweek is complied with.

• Combination of flexible work arrangements - refers to



a work arrangement whereby the agency may adopt a combination of any of the above-mentioned flexible work arrangements appropriate or applicable to the mandate/functions of the agency.

Examples include:

Skeleton workforce and WFH - three (3) days in the office and two (2) days WFH at eight (8) hours per day. A minimum of four (4) hours to be spent in the office/field and the remaining hours in WFH per day; provided the 40-hour workweek requirement shall be complied with.

Work shifting and WFH - three (3) days work shifting in the office and two (2) days WFH at eight (8) hours per day. Agencies may adopt two (2) work shifts in a day, e.g., 7 a.m. to 1 p.m. and 1 p.m. to 7 p.m. exclusive of lunch/dinner, provided that it shall be in combination with WFH work arrangement to comply with the required 40-hour workweek.

Compressed workweek and WFH - A minimum of six (6) hours to be spent in the office/field and the remaining hours in WFH for four (4) days; or two (2) days spent in the office/field and two (2) days in WFH at ten (10) hours per day, provided that the required forty (40)-hour workweek shall be complied with.



11. What are the types of flexiplace?

- Work from home (WFH) – is a work arrangement where the government officials or employees work at home or from their residence;
- Work from satellite office – is a work arrangement where the government officials or employees, instead

of reporting to their office, report for work at their agency satellite office near their place of residence (e.g., central/other regional office/field office); and

c. Work from another fixed place – is a work arrangement where the government officials and employees render service within the Philippines, at a place conducive for productive work and efficient performance of official duties and responsibilities, other than their home or residence and satellite office.

12. Under what conditions may flexiplace work arrangements be allowed?

a. Regular – under this work arrangement, the government officials or employees may request to work at an alternative worksite on a regular and recurring basis. Said government officials or employees may be allowed to work off-site for a period agreed upon with the supervisor and duly approved by the head of agency/office.

Situational - this work arrangement is appropriate for ad-hoc task/s or assignment/s that require/s short period of time or project-based, e.g., project proposal preparation, reports preparation, research, case adjudication, and other analogous circumstances.

b. Medical - this work arrangement may be allowed for government officials or employees who are recuperating from a medical condition, e.g., Osteogenesis Imperfecta, cancer, diabetes mellitus, chronic kidney disease, and other analogous diseases, which does not affect his/her ability to perform regular work assignment at an alternate worksite as certified by the attending physician. The duration of the flexiplace work arrangement shall be based on the recommendation of the attending physician. Request for flexiplace due to medical conditions shall be supported by the medical records of the government official or employee concerned.

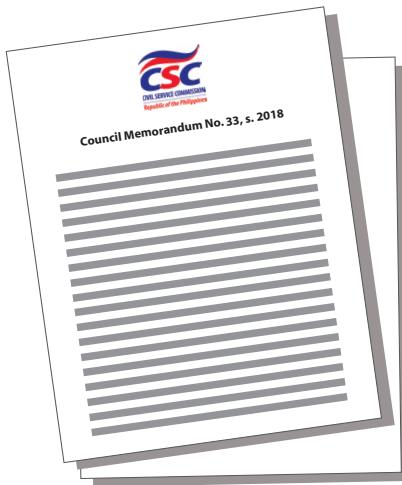
13. What flexible work arrangement may be adopted by agencies during Daylight-Saving Time?

Flexitime may be adopted in case the Daylight-Saving Time is declared by the proper authorities, subject to the following provisions:

1. Agencies may adopt flexible time for their government officials and employees provided that they shall render not less than a total of forty (40) hours a week for five (5) days a week, exclusive of time for lunch.

2. The working hours of agencies adopting flexitime shall start not earlier than 7 a.m. and end not later than 7 p.m.. Under this work arrangement, government officials and employees may choose their time to report for work (time-in) in the morning and time to leave the office (time-out) daily for the duration of the period subject to the approval of the agency/office head.

Heads of departments, offices and agencies shall, however, ensure that the public is assured of their frontline services from 8 a.m. to 5 p.m., including lunch break.



3. In the exigency of the service, working days may also be altered to include Saturdays and Sundays; Provided that employees who work on such days may choose a compensatory days-off during weekdays, provided further that the Saturday and Sunday are regular workdays and not cases of overtime.

14. What are the general requirements for flexible work arrangements?

Government officials and employees are required to render work from 8 a.m. to 12 p.m. and from 1 p.m. to 5 p.m. on all days except Saturdays, Sundays, and holidays.

Even when adopting flexible work arrangements, agencies should ensure continuous delivery of services from 8 a.m. to 5 p.m., including lunch break, throughout the workweek. However, the implementation of such arrangements should not prejudice the participation or involvement of their officials and employees in official activities of the agency.

15. Are agencies allowed to customize flexible work arrangements according to their mandate, functions, or situation?

Under the guidelines, agencies are required to formulate their internal guidelines on the flexible work arrangement/s that they have adopted and implemented, which are appropriate/applicable to their mandate and functions. The internal guidelines should comply with the provisions of CSC-DOLE-DOH JMC No. 1, s. 2020 (Occupational Safety and Health (OSH) Standards for the Public Sector) to be submitted to CSC Regional Offices for records and reference purposes.

Said internal guidelines should include tasks that may be allowed to be accomplished outside the office and other protocols such as health emergency plans to prevent the spread of infectious diseases.

Agencies should also incorporate their flexible work arrangements in their Public Service Continuity Plan pursuant to the National Disaster Risk Reduction and Management Council Memorandum No. 33, s. 2018 (Public Service Continuity Plan Template for Government Agencies).

16. Are compensatory overtime credit/overtime pay applicable

WFH may likewise be extended to government officials and employees whose task/s cannot be accomplished at the office, satellite office, or another fixed place under the following situations:

- emergence of a national or local outbreak of severe infectious disease and/or the occurrence of natural or human-made calamities;
- their place of assignment is located within one-kilometer radius from facilities and installations where infected/suspected patients and public health workers and other frontline workers who are regularly exposed to infectious diseases;
- their place of assignment is located within one-kilometer radius of a calamity-stricken area;

The agency shall determine and assign alternative task/s subject to the performance standards and timelines for its completion in consonance with the approved OPCR/DPCR/IPCR.

When the agency has not assigned any other task/s, the concerned officials and employees who were not able to produce outputs during this period shall be considered on excused absence.

For Work from Satellite Office:

Work from satellite office shall apply to government officials or employees whose task/s can be accomplished outside the office but may need equipment/facilities that are available in the nearest satellite office. This may be allowed when the government workers cannot report for work due to typhoons/floods and other natural or man-made calamities, upon approval of the head of agency/office, except when the work arrangement is limited to WFH as declared by the Office of the President or proper authorities. Government workers who are stranded due to quarantine protocols, unavailability of transportation or inaccessible road may also be allowed to work

at agency satellite offices. The 40-hour workweek shall still be observed under this arrangement.

For this purpose, the concerned government officials or employees shall request approval from their immediate supervisor or next higher officer in order that workload arrangement costs incurred by the satellite office may be properly coordinated.

For Work from Another Fixed Place:

Work from another fixed place shall apply to government officials or employees whose task/s can be accomplished outside the office, at a place conducive for productive and efficient performance of official duties and responsibilities, other than their home, residence, or satellite office. For this purpose, the concerned government officials or employees shall request approval from their immediate supervisor or next higher officer in order that task/s may be properly assigned.

This arrangement may be allowed for government workers whose task/s cannot be accomplished outside the office and are stranded at a place away from their home or satellite office; or stranded due to quarantine protocols, unavailability of transportation or inaccessible road. However, the agency should still assign alternative task/s subject to the performance standards and timelines for its completion in consonance with the approved OPCR/DPCR/IPCR and existing CSC rules. Task/s assigned to government workers under this arrangement should be performed to the full extent possible in terms of workhours and workdays per workweek.

The agency shall take full responsibility of the grant of work from another fixed place and verification of the employees' entitlement to be granted said arrangement. Verification should include the validation of the location of the government officials or employees, and the verification that their location is covered in the declaration of state of calamity by the proper government agency and such other evidence as may be necessary, e.g.,



17. How should performance standards be measured under flexible work arrangements?

Agencies are directed to adopt performance standards and timelines in accordance with RA No. 11032 (Ease of Doing Business and Efficient Government Service Delivery Act of 2018) and in consonance with the approved Office/Division/Individual Performance Commitment and Review (OPCR/DPCR/IPCR) to guide government officials and employees in the performance of their assigned task/s.

Failure to accomplish the assigned task/s within the timelines set by the agency may be a ground to deny subsequent requests for flexiplace work arrangement. Agencies are also directed to implement a monitoring mechanism, such as submission of daily or weekly accomplishment report/s, etc., in consonance with the performance standards they adopted.

18. In particular, how are flexiplace arrangements implemented?

For WFH:

WFH may be adopted anytime, subject to mutually agreed arrangements between the officials or employees and their supervisors. It shall apply to government officials and employees whose assigned task/s can be accomplished outside the office.

bus ticket.

19. What are the benefits provided for employees under flexible work arrangements?

Agency heads shall ensure that all government officials and employees are provided with support mechanisms, employee benefits, and ICT resources.

Support mechanisms include:

- provision of appropriate personal protective equipment to frontline service providers, government officials, and employees who are required to physically report to work during the pandemic or other calamities;
- provision of vehicle or transportation facilities to transport government officials and employees required to physically report to work, whenever practicable, during a pandemic or occurrence of calamities, subject to budgeting, accounting, and auditing rules and regulations;
- reimbursement of laboratory and medical expenses incurred by government officials and employees in compliance with protocols, as issued by proper authorities, who are on official travel during the period of pandemic or emergence of any infectious disease;
- provision of health/psychosocial interventions to address problems related to mental well-being;
- defrayment of reasonable expenses incurred such as electricity bills, internet connection cost only when there is imposition of WFH arrangement due to emergence of national or local outbreak of a severe infectious disease and/or the occurrence of natural or human-made calamities subject to budgeting, accounting, and auditing rules and regulations;
- provision of other monetary and forms of incentives as may be allowed by the Office of the President or other authorized agencies or upon approval by the head of office/agency subject to budgeting, accounting, and auditing rules and regulations.

Employee benefits include:

- equal opportunities in terms of awards, promotions, training, and career development for government workers, regardless of the work arrangement that they have adopted, and in consonance with the existing civil service law, rules, and regulations;
- Medical benefits for those who sustained wounds and/or injuries while in the performance of their official duties, regardless of their work arrangement and subject to the conditions under CSC-DBM Joint Circular No. 1, s. 2006, as amended by CSC-DBM Joint Circular No. 1, s. 2015, and the agency's Collective Negotiation Agreement with the accredited employees' association.

ICT resources:

- ICT resources, such as but not limited to computers/laptops, phones, authorized software, including reimbursement of internet and mobile data subscription expenses, subject to budgeting, accounting, and auditing rules and regulations, shall be provided for employees to adequately perform their duties. Agencies are also tasked to ensure protection of government properties and provide necessary support (e.g., troubleshooting and maintenance of mobile office equipment) for employees under the flexible work arrangements.
- Personal devices and equipment of government officials and employees may be used if the provision of agency-owned ICT resources is not feasible. Such practice must be included in the agency's internal guidelines with provisions that these personal devices and equipment to be used by government officials and employees on flexible work arrangement must be properly recorded by the agency.

20. What measures should be adopted to ensure privacy and safety of data and online transactions under flexible work arrangements?

Agencies shall adopt reasonable and appropriate organizational, technical, and physical security measures to ensure confidentiality, integrity, and availability of official documents and other relevant information. Personal data shall be processed by the employees pursuant to RA No. 10173 or the Data Privacy Act of 2012.

Agencies are encouraged to use the Philippine National Public Key Infrastructure (PNPKI), which secures communications among individuals and government agencies, of the Department of Information, Communications and Technology. As such, government officials and employees should register their respective signatures on the PNPKI and use it for official government transactions in compliance with EO No. 810, s. 2009 (Institutionalizing the Certification Scheme for Digital Signatures and Directing the Application of Digital Signatures in e-Government Services).

Online government transactions must be implemented in accordance with COA Circular No. 2021-006 (Guidelines on the Use of Electronic Documents, Electronic Signatures, and Digital Signatures in Government Transactions).

LINGKOD Bayani

CSC grants posthumous award to *Bayaning Pulis*



CSC Regional Office V Director IV Daisy P. Bragais delivers an inspirational message during the awarding of the *Pamanang Lingkod Bayani* to PNP personnel in the Bicol Region who died in the performance of their duty.



Director IV Bragais with Police Brigadier General David K. Peredo Jr., Deputy Regional Director for Administration of Police Regional Office 5.

Law enforcers, particularly police officers, are usual targets of violent reprisal for enforcing the rule of law and keeping the peace in the community. They play a pivotal role in the achievement of the government's aspiration for peace, security, and public order, which are essential bedrock elements in building the foundation for inclusive growth, a high trust and resilient society, and a globally-competitive knowledge economy.

In the performance of the public service mandates of combatting illegal activities, stopping criminal elements, preventing the rise of radicalism and violent terrorism, many have lost their lives.

The Civil Service Commission Regional Office V (CSC RO V) granted posthumous award to the members of the Philippine National Police in Region 5 during the flag raising ceremony at Camp General Simeon A. Ola on 4 April 2022.

Director IV Daisy Punzalan Bragais of CSC RO V, together with PBGEN David K. Peredo Jr., Deputy Regional Director for Administration of Police Regional Office 5 and other officials granted the *Parangal sa Lingkod Bayani* certificate and financial assistance to the families of the PNP personnel who died in the line of duty.

The posthumous award through the *Pamanang Lingkod Bayani* or PLBi, a project under the Honor Awards Program (HAP), was conferred to Patrolman Marvin G. Castro of the Sorsogon Police Provincial Office, Bulan, Sorsogon who died on 7 November 2020 due to a vehicular accident while responding to a report on the presence of armed men at the jurisdiction road of Maharlika Highway in Barangay Liang, Irosin, Sorsogon, and Barangay Hidhid, Matnog in Sorsogon. The *Parangal sa Lingkod Bayani* certificate for Patrolman Castro and the financial assistance worth PHP 100,000.00 was given to his wife, Ms. Irene G. Castro.

Another PLBi recipient is Patrolman Emerson B. Belmonte of the 1st Provincial Mobile Force Company of the Albay Police Provincial Office who was an operative member of Oplan 2020-19 combat operations and was ambushed by suspected members of Communist Terrorist Group in Barangay San Isidro, Jovellar, Albay on 24 June 2020. Patrolman Belmonte's wife, Ms. Jenilyn S. Belmonte received the certificate and financial assistance.

"But not all heroes are dead heroes. Most of them are still alive and continuously fight for their dreams, their aspirations for their families, and look after the welfare of the community they serve. Emerson and Marvin were not recognized just because they have died in the course of their duties. Emerson and Marvin were already heroes the moment they chose and took oath as public servants," Director Bragais said during the ceremony.

Other CSC regional offices follow suit

These police officers did not shirk in their duties, despite knowing that the COVID-19 virus is as dangerous as the risks they encounter during peace and security enforcement or combat duty.

Police Lieutenant Efrem Z. Quinan, Station Chief of the Cagayan de Oro City Maritime Police Station was tasked to secure the safety of locally stranded individuals and returning Overseas Filipino Workers. On 20 September 2020, PLT Quinan together with ten police personnel participated in the International Clean-up Activity.

Three days later, he experienced mild cough and colds. Eight days later, he needed to be rushed to the hospital as he complained of breathing difficulty.

He was subjected to a swab test and he tested positive for



CSC RO V Director Daisy P. Bragais with PNP Police Brigadier General David K. Peredo Jr., awards the PLBi to Irene G. Castro, the wife of Patrolman Marvin G. Castro of the Sorsogon Police Provincial Office. He died on 7 November 2020 due to a vehicular accident while responding to a report on the presence of armed men.

COVID-19. On 5 October, he died of malignant arrhythmia and COVID-19 induced myocardial injury.

Meanwhile, Police Lieutenant Fortunato Roman Severo III, assigned in the Intelligence Section and was the Team Leader of the Mobile Patrol Security Unit of the PNP Aviation Security Group, died when he acquired COVID-19 as a frontliner. He was stationed at the vehicle screening area and controlled checkpoints leading to the Ninoy Aquino International Airport (NAIA) Complex.

The PNP also named the late Police Senior Master Sergeant Louie John Banaylo of the Aviation Security Group as a *bayaning pulis*. Based on the report, PMS Banaylo was deployed as an investigator at NAIA Terminal 2 Police Station where he attended to complaints and implemented measures to protect the riding public and airport stakeholders against COVID-19.

On 12 August 2020, as he was preparing to report for duty, PMS Banaylo collapsed. He was brought to the hospital, but was pronounced Dead on Arrival. The cause of death was Bronchopneumonia with COVID-19 as underlying cause.

The PNP has the most number of PLBi recipients from 2011 to 2021 with 167 of 226 or 73.89 % of awardees as of end of December 2021.

CSC announces revised guidelines for the grant of PLBi

The CSC through Resolution No. 2100266 dated 10 March 2021 issued the *Pamanang Lingkod Bayani* (PLBi) Enhanced Implementing Guidelines which will be adopted for the year 2021 onwards.

It highlights that all civilian and non-uniformed employees with permanent, temporary, probationary, elective, contractual, casual and co-terminus status of employment are covered under the program, except those entitled to compensation and death benefits under existing and prospective laws and issuances, such as but not limited to Republic Act No. 11494 otherwise known as Bayanihan to Recover as One Act; Republic Act No. 1159 or "An Act Extending the Availability of Appropriations Under RA 11494; Republic Act No. 6963 or An Act Granting Special Financial Assistance and Benefits to the Family or Beneficiary of any Police or Military Personnel or Fireman Killed or Permanently Incapacitated while in the Performance of His Duty or by Reason of His Office or Position and for Other Purposes; and Executive Order No. 110 entitled "Institutionalizing the Comprehensive Social Benefits Program (CSBP). This is to align the PLBi guidelines to the "new normal"



LunChat with CSC is the Commission's monthly online broadcast that features an in-depth discussion of CSC's policies, programs, and activities.

Catch it live on the CSC Facebook Page (fb.com/civilservicegovph) and YouTube channel (youtube.com/cscphmedia) every last week of the month.



This episode provides a guide to entering government service, where viewers can learn about the rules and processes related to recruitment, selection and appointment. Know what to expect as you apply for a vacant position and go through the application process, and get a glimpse of what it's like to be a civil servant.

Guest : Director IV Jennifer L. Timbol
CSC Human Resource Policies and Standards Office

Short URL : <https://bit.ly/3OuYld7>

GUIDE TO ENTERING GOVERNMENT SERVICE

Lunch at CSC

Guest: Director IV Jennifer L. Timbol
CSC Human Resource Policies and Standards Office



In this episode, viewers can learn about the rationale and objectives of the Policies on Flexible Work Arrangements in the Government, its scope, the different work arrangements that may be adopted by government agencies, and the specific guidelines for implementing these.

Guest : Director III Sheila G. Acuña, CSC Human Resource Policies and Standards Office

Short URL : <https://bit.ly/3QKcMkY>

POLICIES ON FLEXIBLE WORK ARRANGEMENTS IN GOVERNMENT

Lunch at CSC

Guest: Director III Sheila G. Acuña
CSC Human Resource Policies and Standards Office

LINGKOD BAYAN DIARIES

AN ANTHOLOGY OF CIVIL SERVANTS' STORIES



APRIL

This April, CSC shares the story of Lucia Jacinta Benter, Medical Technologist I of the Municipal Government of Benguet.

She received the Dangal ng Bayan award in 2021 for her responsiveness to the people of La Trinidad during the COVID-19 pandemic, ensuring that the infection is well-managed and spread of the virus averted with the extensive swabbing and contact tracing activities she led. She was on-call to conduct swab tests both on the living and the dead, regardless of weather conditions and terrain and even during holidays and weekends. As the lone medical technologist of the municipality, she renders laboratory services, working extra hours and days without additional compensation.

With people like Lucia Benter in government, we can be assured that public service excellence is upheld even in the midst of crisis.

Short URL: <https://bit.ly/3HDEEmz>

Discover more about her accomplishments in this Honor Awards Program (HAP) Story: <https://bit.ly/3bdbvlP>

MAY

This May, we promote agility and future-readiness by sharing the story of the NRPS Core Team of the Bangko Sentral ng Pilipinas. The team was able to beat the odds and made the implementation of the National Retail Payment System possible.

The NRPS is widely recognized as a gamechanger because of its benefits to the country's financial ecosystem. The NRPS framework allowed interoperability of all payment systems resulting to better services for consumers. It spurred the use of payment platforms such as PESONet and InstaPay which hastened migration to online payments and provided wider financial inclusion for its digital-enabled system. Its impact was most felt during the pandemic when, given restrictions in mobility and observance of health protocols, people were able to rely on online banking and digital money transfer transactions.

Short URL: <https://bit.ly/39CZ2HS>

Discover more about their accomplishments in this Honor Awards Program (HAP) Story: <https://bit.ly/3tJslIY>

JUNE

This month, Lingkod Bayan Diaries features 2020 Civil Service Commission (CSC) Pagasa awardee JESUS CATIGAN INSILADA, who displays his love of country with his life and work. In this video, he shares his advocacy on culture-based education.

As Principal II at Malitbog National High School in Iloilo, Insilada established a culture-based and inclusive education system in his school, integrating the beliefs, practices, and spirituality of indigenous people (IP) in the school's lessons and teachings. He initiated various activities to mainstream awareness of Panay Bukidnon IP culture in the school through films, painting, and literature. His Pagdungaw Program addressed the problem of high dropout rate among IP students by involving parents and guardians in monitoring student attendance and performance.

Short URL: <https://bit.ly/3y39zW8>

Discover more about his accomplishments in this Honor Awards Program (HAP) Story: <https://bit.ly/3QSQIVB>



This year, the CSC introduced Policy Highlight as its new monthly video content on Facebook and YouTube.

If you are an HR practitioner looking to brush up on information about guidelines and procedures, or a government worker who would like to understand HR policies better, make sure to check out Policy Highlight. In this series of videos and resource materials, the CSC will be sharing highlights of HR policies to continue informing civil servants of updated or new rules, or of existing guidelines that respond to current issues and concerns.

Check out the episodes on facebook.com/civilservicegovph and on youtube.com/cscphmedia.

APRIL



feat. CSC Resolution No. 2100339

**STATEMENT OF ASSETS, LIABILITIES, AND NET WORTH
RE: FILING AND SUBMISSION OF THE STATEMENT OF
ASSETS, LIABILITIES, AND NET WORTH DURING
EXCEPTIONAL CIRCUMSTANCES**

This month of April, Policy Highlight video is about CSC Resolution No. 2100339 or the Filing and Submission of the Statement of Assets, Liabilities, and Net Worth During Exceptional Circumstances.

Get to know the provisions of this policy, which allows electronic filing and submission of SALN during public health or public safety situations.

Watch on YouTube: <https://bit.ly/3O8TYKf>
View on Facebook: <https://bit.ly/3ukz1V>

MAY



feat. CSC Resolution No. 1800692

**2017 OMNIBUS RULES ON APPOINTMENTS AND OTHER
HUMAN RESOURCE ACTIONS (REVISED 2018)**

This month of May, we feature on Policy Highlight the 2017 Omnibus Rules on Appointments and Other Human Resource Actions (revised 2018), also known as ORAOHRA.

The ORAOHRA is a comprehensive consolidation of rules pertaining to appointment, promotion, reassignment, separation, and other human resource actions in the civil service.

It also serves as a helpful resource material for heads of agencies and human resource practitioners in government responsible for implementing such processes, for state workers undergoing movements in their career, and private individuals interested to enter the government service.

Watch on YouTube: <https://bit.ly/3N5byNW>
View on Facebook: <https://bit.ly/3usPNks>

JUNE



feat. CSC Resolution No. 2200209

**POLICIES ON FLEXIBLE WORK ARRANGEMENTS
IN THE GOVERNMENT**

This June, the CSC issued Resolution No. 2200209 or the Policies on Flexible Work Arrangements in the Government. It was circularized via CSC Memorandum Circular No. 6, s. 2022.

The CSC seeks to institutionalize flexible work arrangements as part of the nationwide effort to transition from a state of public health emergency to the new normal as well as to protect government workers while ensuring uninterrupted public service delivery in situations that disrupt government operations.

Watch on YouTube: <https://bit.ly/3u9c1bw>
View on Facebook: <https://bit.ly/3ldvkGp>

Subscribe to our
YouTube Channel youtube.com/cscphmedia

CSC encourages govt employees to get COVID-19 vaccine

The Civil Service Commission (CSC) encouraged all eligible government employees to get vaccinated against COVID-19 as a protection against the virus.

The call was made as the Department of Health issued the guidelines for the administration of second booster doses for individuals eighteen (18) years old and above belonging to Priority Group A1: Workers in Essential Health Services, and all individuals sixty (60) years old and above (Priority Group A2: Senior Citizens).

Excused absence

The CSC reiterated its policy allowing government employees to file for excused absence for absences due to COVID-19 vaccination.

Under CSC Memorandum Circular No. 16, s. 2021 or the Interim Guidelines on Absences of Government Officials and Employees Due to COVID-19 Vaccination and/or Adverse Events Following Immunization (AEFI) of COVID-19 Vaccine issued on 12 November 2021, government employees may avail themselves of excused absence under the following conditions:

- Absence from work during the day of inoculation of the first and second doses of COVID-19 vaccine, including future booster shots. Required documents include proof of vaccination schedule (e.g. vaccination card) and the application of leave of absence; and
- Absence from work due to the required treatment/recuperation period from AEFI of the first and second doses of COVID-19 vaccine, including future booster shots.

Government workers who have incurred absences due to COVID-19 vaccination and/or have undergone treatment from AEFI prior to the issuance of CSC MC No. 16, s. 2021 may request for the restoration of the deducted leave credits through their agency's Human Resource unit.

The Omicron variant and what we need to know

The Omicron variant, like other variants of the Coronavirus Disease 19 (COVID-19), is comprised of a number of lineages and sublineages. The three most common lineages of Omicron currently are BA.1, BA.1.1 and BA.2.

The Omicron variant spreads more easily than earlier variants of the virus that cause COVID-19, including the Delta variant. CDC expects that anyone with Omicron infection, regardless of vaccination status or whether or not they have symptoms, can spread the virus to others. What are the symptoms of Omicron and its sub-variants? Persons infected with the Omicron variant can present with symptoms similar to previous variants. The presence and severity of symptoms can be affected by COVID-19 vaccination status, the presence of other health conditions, age, and history of prior infection.

Are the symptoms severe?

Omicron infection generally causes less severe disease than infection with prior variants. Preliminary data suggest that Omicron may cause more mild disease, although some people may still have severe disease, need hospitalization, and could die from the infection with this variant. Even if only a small percentage of people with Omicron infection need hospitalization, a large volume of cases in a community could overwhelm the healthcare system which is why it's important to take steps to protect yourself.

Are vaccination effective against Omicron?

COVID-19 vaccines remain the best public health measure to protect people from COVID-19 and reduce the likelihood of new variants emerging. This includes primary series, booster shots,

WHAT IS THE COVID-19 OMICRON VARIANT?

The Omicron (B.1.1.529) Variant is a mutated COVID-19 virus first described in South Africa last November 2021. Initial studies associate the Omicron Variant to have:

- Evading immune protection
- Increased transmissibility



CSC Resolution No. 2200209 Policies on Flexible Work Arrangements in the Government

Promulgated on 18 May 2022

WHEREAS, an alternative work arrangement, through telecommuting, is already available in the private sector pursuant to Republic Act (RA) No. 11165, to promote a healthy work-life balance for Filipino workers and to alleviate the traffic congestion, particularly in Metro Manila;

WHEREAS, the CSC, the Department of Health (DOH) and the Department of Labor and Employment (DOLE) issued Joint Memorandum Circular (JMC) No. 1, s. 2020, that enjoined all concerned agencies to comply with the Guidelines on Occupational Safety and Health Standards for the Public Sector to ensure that agencies are able to protect their officials and employees from occupational-related hazards, injuries, sickness, or death as they adopt flexible work arrangements; and

WHEREAS, in light of the nationwide effort to transition from a state of national public health emergency to the new normal, the necessity of providing measures that would address the emergence of natural and man-made calamities, and any situation that would disrupt the efficient and effective performance of governmental functions and delivery of public services, the CSC, in consonance with its constitutional and statutory mandate, shall undertake to establish guidelines on flexible work arrangements in the government to ensure its continued operations and ensure the health, safety, and welfare of government officials and employees, without prejudice to the efficient delivery of public services;

WHEREFORE, the Commission RESOLVES to ADOPT the following Policies on Flexible Work Arrangements in the Government (Policies):

I. BACKGROUND AND RATIONALE

The CSC, as the central human resource agency of the government, is mandated to establish rules and regulations to implement the constitutional and statutory provisions on human resource (HR) policies, systems, and standards. In consonance with the said mandate, the Commission continuously reviews said policies, systems, and standards, and HR programs to ensure efficient and effective public service delivery.

The HR policies that are constantly reviewed by the Commission are on office attendance, work arrangements, and absences of government officials and employees, as well as their workplace conditions. As such, the Commission has issued policy guidelines on flexible work scheme, i.e., flexible working hours (flexitime), four-day workweek, interim guidelines on alternative work arrangements, absences due to the required quarantine and/or treatment, and absences of those stranded in places away from their workplaces, among others.

With the evolution of HR management systems and practices brought about by the changing needs and conditions of the workforce, the advent of new information communication technologies, the emergence of the Novel Coronavirus Disease (COVID-19) and other infectious diseases, continuing traffic congestion problems, and the occurrence of natural and man-made calamities, the Commission needs to re-evaluate the present government work scheme, as well as determine the applicability of some alternative work arrangements adopted by the private sector to ensure the effective and efficient delivery of public service.

In order to prepare government agencies to overcome challenges during

the occurrence or emergence of the above-mentioned situations, there is a need to institutionalize relevant policies on work arrangements to provide safe work spaces for government officials and employees and ensure their health and welfare, and, at the same time, meet the demands of public service.

The policies on flexible work arrangements will provide adaptable and responsive work schemes for government officials and employees to manage any current or emergent situations caused either by natural and man-made calamities or any other situation that may affect the delivery of public services.

II. OBJECTIVES

The adoption of the flexible work arrangements in the government aims to achieve the following:

A. General Objective

These policies aim to institutionalize relevant and appropriate work arrangements for government officials and employees to ensure efficient and effective performance of governmental functions and delivery of public services, and to ensure protection of their health, safety, and welfare at all times.

B. Specific Objectives

1. To ensure protection of the health, safety, and welfare of the government officials and employees at all times;
2. To ensure that government officials and employees achieve the objectives set by the organization, and, in the same way, the organization achieves the objectives that it has set itself in its strategic plan under any circumstance;
3. To boost the morale and enhance the welfare of government officials and employees by giving them the opportunity to accomplish their task/s through appropriate work arrangement/s thereby increasing employee productivity and performance, and allowing work-life balance;
4. To encourage agencies to adopt Information and Communications Technology (ICT)-enabled work and relevant tasks that can be performed remotely; and
5. To provide reasonable work arrangement/s to senior citizens, persons with disability (PWDs), pregnant and nursing mothers, immunocompromised individuals or persons with chronic conditions, and those who suffered from accidents affecting mobility but can physically and mentally work.

III. SCOPE AND COVERAGE

These policies shall apply to all appointive government officials and employees in all government agencies and instrumentalities, namely: Constitutional Bodies; departments, bureaus, and agencies of the National Government; Government-Owned or -Controlled Corporations (GOCCs) with original charters; Local Government Units (LGUs); and State Universities and Colleges (SUCs), regardless of status of appointment (permanent, temporary, provisional, substitute, coterminous, casual, contractual or fixed term).

The Department of Budget and Management (DBM) and/or the Commission on Audit (COA) may formulate a parallel issuance on the matter for contract of service (COS) and job order (JO) workers in government, taking into consideration the same parameters set forth in these Policies.

IV. CONCEPT AND DEFINITION OF TERMS

Agencies in government may adopt any of the following flexible work arrangements:

A. Flexiplace – refers to an output-oriented work arrangement that authorizes government officials or employees to render service at a location away from their office, either in the home/residence of the official or employee, agency satellite office, or another fixed place, on a temporary basis duly approved by the head of office/agency.

Flexiplace work arrangement has three (3) types, namely:

1. **Work from home (WFH)** – is a work arrangement where the government officials or employees work at home or their residence;
2. **Work from satellite office** – is a work arrangement where the government officials or employees, instead of reporting to their office, report for work at their agency's satellite office near their place of residence (e.g., central/other regional office/field office); and
3. **Work from another fixed place** – is a work arrangement where the government officials and employees render service within the Philippines, at a place conducive for productive work and efficient performance of official duties and responsibilities, other than their home or residence and satellite office.

The adoption of the flexiplace work arrangement may be allowed under any of the following conditions:

1. **Regular** – under this work arrangement, the government officials or employees may request to work at an alternative worksite on a regular and recurring basis. Said government officials or employees may be allowed to work off-site for a period agreed upon with the supervisor and duly approved by the head of agency/office.
2. **Situational** - this work arrangement is appropriate for ad-hoc task/s or assignment/s that require/s short period of time or project-based, e.g., project proposal preparation, reports preparation, research, case adjudication, and other analogous circumstances.
3. **Medical** - this work arrangement may be allowed for government officials or employees who are recuperating from a medical condition, e.g., Osteogenesis Imperfecta, cancer, diabetes mellitus, chronic kidney disease, and other analogous diseases, which does not affect his/her ability to perform regular work assignment at an alternate worksite as certified by the attending physician. The duration of the flexiplace work arrangement shall be based on the recommendation of the attending physician. Request for flexiplace due to medical conditions shall be supported by the medical records of the government official or employee concerned.

B. Compressed Workweek – refers to a work arrangement whereby the forty (40) hours workweek for five (5) days of the government officials or employees is compressed to four (4) days or less, as may be applicable.

C. Skeleton Workforce – refers to a work arrangement where a minimum number of government officials or employees is required to man the office to render service when full staffing is not possible.

D. Work shifting – refers to a work arrangement applicable to offices/agencies mandated by law to operate 24-hour continuous service delivery on a daily basis, or to agencies required to observe workplace health and safety protocols. This is also applicable to occupational groups that provide security and safety to agency personnel and/or property.

E. Flexitime – refers to a work arrangement where the agency is allowed to adopt flexible time for its government officials and employees from 7:00 AM to 7:00 PM on a daily basis, provided that the required forty (40) hours workweek is complied with.

F. Combination of Flexible Work Arrangements – refers to a work arrangement whereby the agency may adopt a combination of any of the above-mentioned flexible work arrangements appropriate or applicable to the mandate/functions of the agency.

V. POLICIES

A. General Requirements for Flexible Work Arrangements

1. As a general rule, government officials and employees shall render work from 8:00 AM to 12:00 PM and from 1:00 PM to 5:00 PM on all days except Saturdays, Sundays, and Holidays.

2. All agencies, including those adopting/implementing flexible work arrangements, shall ensure that all their stakeholders are assured of continuous delivery of services from 8:00 AM to 5:00 PM, including lunch break, throughout the workweek. However, the implementation of such arrangements shall not prejudice the participation or involvement of their officials and employees in official activities of the agency.

3. Agencies shall formulate their internal guidelines on the flexible work arrangement/s they have adopted and implemented, which are appropriate/applicable to their mandate and functions and shall comply with the provisions of CSC-DOLE-DOH JMC No. 1, s. 2020, to be submitted to CSC Regional Offices for records and reference purposes.

Said internal guidelines shall include tasks (See Annex A for Sample tasks) that may be allowed to be accomplished outside the office and other protocols such as health emergency plans to prevent the spread of infectious diseases.

4. Agencies shall incorporate in their Public Service Continuity Plan pursuant to National Disaster Risk Reduction and Management Council (NDRRMC) Memorandum No. 33, s. 2018, the adoption of flexible work arrangements.

5. Officials and employees under flexible work arrangement shall be entitled to Compensatory Overtime Credit/Overtime Pay if they physically reported for work and rendered services beyond the normal eight (8) hours on scheduled workdays or forty (40) hours a week, and those rendered on rest days or scheduled days off, holidays, and special non-working days, both exclusive of time for lunch and rest, subject to the provisions of CSC-DBM Joint Circular No. 2, s. 2015, as amended, and other related civil service, budgeting, accounting, and auditing rules and regulations.

6. Agencies shall adopt performance standards and timelines in accordance with RA No. 11032, in consonance with the approved Office/Division/Individual Performance Commitment and Review (OPCR/DPCR/IPCR) to guide government officials and employees in the performance of their assigned task/s.

Failure to accomplish the assigned task/s within the timelines set by the agency may be a ground to deny subsequent requests for flexiplace work arrangement.

7. Agencies shall adopt a monitoring mechanism, such as submission of daily/weekly accomplishment report/s, etc., in consonance with the performance standards they adopted.

8. Agencies may adopt the use of videoconferencing/teleconferencing in conducting meetings/assemblies and other official activities, whenever applicable.

9. Agencies shall adopt reasonable and appropriate organizational, technical, and physical security measures to ensure confidentiality, integrity, and availability of official documents and other relevant information. Personal data shall be processed by the employees pursuant to RA No. 10173 or the Data Privacy Act of 2012.

Agencies are encouraged to use the Philippine National Public Key Infrastructure (PNPKI), which secures communications among individuals and government agencies, of the Department of Information, Communications and Technology. As such, government officials and employees should register their respective signatures on the PNPKI and use it for official government transactions in compliance with EO No. 810, s. 2009.

Online government transactions must be implemented in accordance with COA Circular No. 2021-006.

B. Parameters in the Implementation of Flexible Work Arrangements

1. 1 WFH

1.1.1 WFH may be adopted anytime, subject to mutually agreed arrangements between the officials or employees and their supervisors. It shall apply to government officials and employees whose assigned task/s can be accomplished outside the office.

1.1.2 WFH may likewise be extended to government officials and employees whose task/s cannot be accomplished at the office, satellite office, or another fixed place under the following situations:

a. During the emergence of a national or local outbreak of a severe infectious disease and/or the occurrence of natural or man-made calamities; and

b. Their place of assignment is located within one (1)-kilometer radius from:

1. Facilities and installations where infected/suspected patients and public health workers and other frontliners who, while in the performance of their respective public duties, are regularly exposed to infectious diseases, are located; and

2. A calamity-stricken area.

For this purpose, the agency shall determine and assign alternative task/s subject to the performance standards and timelines for its completion in consonance with the approved OPCR/DPCR/IPCR.

When the agency has not assigned any other task/s, the concerned officials and employees who were not able to produce outputs during the emergence of national or local outbreak of a severe infectious disease and/or the occurrence of natural or man-made calamities shall be considered on excused absence.

1.1.3 Task/s assigned to officials or employees should be performed to the full extent possible in terms of workhours and workdays per workweek.

1.1.4 Employees under WFH arrangement are not entitled to Compensatory Overtime Credit/Overtime Pay.

1.2 Work from Satellite Office

1.2.1 Work from satellite office shall apply to government officials or employees whose task/s can be accomplished outside the office but may need equipment/facilities that are available in the nearest satellite office.

For this purpose, the concerned government officials or employees shall request approval from their immediate supervisor or next higher officer in order that workload arrangement costs incurred by the satellite office may be properly coordinated.

1.2.2 Work at satellite office may be allowed when the government officials or employees cannot report for work due to typhoons/floods and other natural or man-made calamities, upon approval of the head of agency/office, except when the work arrangement is limited to WFH as declared by the Office of the President or proper authorities.

1.1.3 Government officials or employees who are stranded due to quarantine protocols, unavailability

of transportation or inaccessible road may also be allowed to work at agency satellite offices.

1.1.4 Government officials or employees who are allowed to report for work at the agency satellite office shall comply with the prescribed working hours of forty (40) hours per workweek pursuant to RA No. 1880.

1.3 Work from another fixed place

1.3.1 Work from another fixed place shall apply to government officials or employees whose task/s can be accomplished outside the office, at a place conducive for productive and efficient performance of official duties and responsibilities, other than their home, residence, or satellite office.

For this purpose, the concerned government officials or employees shall request approval from their immediate supervisor or next higher officer in order that task/s may be properly assigned.

1.3.2 Government officials and employees whose task/s cannot be accomplished outside the office and are stranded at a place away from their home or satellite office may be allowed under work from another fixed place arrangement provided that the agency has assigned alternative task/s subject to the performance standards and timelines for its completion in consonance with the approved OPCR/DPCR/IPCR and existing CSC rules.

1.3.3 Government officials or employees who are stranded due to quarantine protocols, unavailability of transportation or inaccessible road may also be allowed to work from another fixed place subject to existing CSC rules.

1.3.4 Task/s assigned to government officials or employees should be performed to the full extent possible in terms of workhours and workdays per workweek.

1.3.5 The agency shall take full responsibility of the grant of work from another fixed place and verification of the employees' entitlement to be granted thereof. Said verification shall include the validation of the location of the government officials or employees, and the verification that their location is covered in the declaration of state of calamity by the proper government agency and such other evidence as may be necessary, e.g., bus ticket.

1.3.6 Employees under work from another fixed place arrangement are not entitled to Compensatory Overtime Credit/Overtime Pay.

2. Compressed Workweek

3.1 Compressed workweek may be allowed for government officials and employees whose task/s or portions thereof cannot be accomplished outside the office, particularly those on skeleton workforce observing the four(4)-day workweek, and those identified by the agency/office head necessary for the continued operation of the office in order not to prejudice public service delivery.

2.2 Agencies may adopt the following workweek options: Monday to Thursday, Tuesday to Friday, Monday to Tuesday, and Thursday to Friday, or a combination of workdays less than the prescribed five (5)-day workweek provided that public service delivery shall not be prejudiced during the whole workweek (Monday to Friday).

3. Skeleton Workforce

3.1 Skeleton workforce shall be adopted only when full staffing is not possible.

3.2 Government officials and employees assigned as skeleton workforce shall comply with the normal working hours of not less than

eight hours a day for five days a week or a total of forty (40) hours a week exclusive of time for lunch. However, if this work arrangement is adopted in combination with other flexible work arrangements, the required working hours thereof shall be complied with.

3.3 The total number of government officials and employees to make up the skeleton workforce shall be determined by the head of agency based on the services it provides and subject to existing guidelines such as health protocols issued by the proper authorities.

3.4 Government officials and employees who failed to report to office onsite on their assigned working days shall be considered absent either as authorized or unauthorized vacation leave, unless a medical certificate is presented to avail of sick leave of absence.

4. Work Shifting

4.1 Work shifting shall apply to agencies mandated by law to operate 24-hour continuous service delivery on a daily basis (e.g., hospital/ clinic medical services, broadcast news services, and other analogous services). It shall also apply to occupational groups that provide security and safety to agency personnel and/or property.

4.2 Work shifting may also apply to agencies required to observe workplace health and safety protocols during the emergence of any infectious disease, and those agencies affected by natural or man-made calamities.

4.3 The work shifting schedule shall be made with prior consultation with government officials and employees who are senior citizens, PWDs, pregnant and nursing mothers, and those with health risks.

5. Flexitime

5.1 Agencies may adopt flexible time for their government officials and employees provided that they shall render not less than a total of forty (40) hours a week for five (5) days a week, exclusive of time for lunch.

5.2 The working hours of agencies adopting flexitime shall start not earlier than 7:00 AM and end not later than 7:00 PM. Under this work arrangement, government officials and employees may choose their time to report for work (time-in) in the morning and time to leave the office (time-out) daily for the duration of the period subject to the approval of the agency/office head.

Heads of departments, offices and agencies shall, however, ensure that the public is assured of their frontline services from 8:00 AM to 5:00 PM, including lunch break.

Examples:

Combination of Flexible Work Arrangements	Working Hours
Skeleton Workforce and WFH	Three (3) days in the office and two (2) days WFH at eight (8) hours per day; A minimum of four (4) hours to be spent in the office/field and the remaining hours in WFH per day; provided the forty (40)-hour workweek requirement shall be complied with.
Work Shifting and WFH	Three (3) days Work Shifting in the office and two (2) days WFH at eight (8) hours per day; Agencies may adopt two (2) work shifts in a day, e.g., 7:00 AM -1:00 PM and 1:00 PM – 7:00 PM

Compressed Workweek and WFH	exclusive of lunch/dinner, provided that it shall be in combination with WFH work arrangement to comply with the required forty (40)-hour workweek. A minimum of six (6) hours to be spent in the office/field and the remaining hours in WFH for four (4) days; or Two (2) days spent in the office/ field and two (2) days in WFH at ten (10) hours per day Provided that the required forty (40)-hour workweek shall be complied with.
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Entitlement to Support Mechanisms/Employee Benefits/ICT Resources

The agency heads shall ensure that all government officials and employees are provided with the following support mechanisms, employee benefits, and ICT resources:

1. Support Mechanisms

1.1 Agencies shall provide appropriate personal protective equipment to frontline service providers, government officials, and employees who are required to physically report to work during the pandemic or other calamities;

1.2 During a pandemic or occurrence of calamities, agencies shall provide service vehicle or transportation facilities to transport government officials and employees required to physically report to work, whenever practicable, subject to budgeting, accounting, and auditing rules and regulations;

1.3 Agencies shall shoulder the reimbursement of laboratory and medical expenses incurred by government officials and employees in compliance with protocols, as issued by proper authorities, who are on official travel during the period of pandemic or emergence of any infectious disease;

1.4 Agencies shall ensure that their government officials and employees are afforded health/psychosocial interventions (e.g., free counselling sessions, online webinars, etc.) to support government officials and employees in addressing problems related to mental well-being;

1.5 Reasonable expenses incurred by government officials and employees (e.g., electricity bills, internet connection cost, etc.) may be defrayed by the agency only when there is imposition of WFH arrangement due to emergence of national or local outbreak of a severe infectious disease and/or the occurrence of natural or man-made calamities subject to budgeting, accounting, and auditing rules and regulations;

1.6 Other monetary and forms of incentives as may be allowed by the Office of the President or other authorized agencies or upon approval by the head of office/agency subject to budgeting, accounting, and auditing rules and regulations.

2. Employee Benefits

2.1 Government officials and employees shall be provided equal opportunities in terms of awards, promotions, training, and career development (e.g., Information Technology-literacy programs and other related employment considerations), regardless of the work arrangement that they have adopted, in consonance with the existing civil service law, rules and regulations; and

2.2 Medical benefits shall be granted to government officials and employees, who sustained wounds and/or injuries while in the performance of their official duties, regardless of their work arrangement subject to the conditions under CSC-DBM Joint Circular No. 1, s. 2006, as amended by CSC-DBM Joint Circular No. 1, s. 2015, and the agency's Collective Negotiation Agreement with the accredited employees' association.

3. ICT resources while on flexible work arrangement

3.1 Agencies are enjoined to invest on annual subscriptions to software that enables secure and more efficient management of task/s and remote collaboration for all officials and employees.

Agencies shall provide its government officials and employees appropriate ICT resources, such as but not limited to computers/laptops, phones, authorized software, including reimbursement of internet and mobile data subscription expenses, subject to budgeting, accounting, and auditing rules and regulations to adequately perform their duties;

3.2 Personal devices and equipment of government officials and employees may be used if the provision of agency-owned ICT resources is not feasible. Such practice must be included in the agency's internal guidelines with provisions that these personal devices and equipment to be used by government officials and employees on flexible work arrangement must be properly recorded (e.g., device model and serial number) by the agency; and

3.3 Agencies shall adopt measures to ensure protection of government properties (e.g., office equipment) and provide necessary support (e.g., troubleshooting and maintenance of mobile office equipment) for government officials and employees under the flexible work arrangements.

VI. REPEALING CLAUSE

Any provision of existing Civil Service rules, policies, and guidelines inconsistent with the provisions of these Policies is deemed repealed accordingly.

VII. SEPARABILITY CLAUSE

If any provision of these Policies or the application of such provision to any person or circumstance is declared invalid, the remainder of the Policies or the application of such provision to other persons or circumstances shall not be affected by such declaration.

VIII. EFFECTIVITY

These Policies shall take effect after fifteen (15) days from the date of publication in a newspaper of general circulation or the Official Gazette.

Quezon City.

ATTY. KARLO A. B. NOGRALES
Chairperson

ATTY. AILEEN LOURDES A. LIZADA
Commissioner

ATTY. RYAN ALVIN R. ACOSTA
Commissioner

Attested By:

KATHERINE LIMARE-DELMORO
Acting Director IV
Commission Secretariat and Liaison Office

Watch out for CSC's upcoming announcements and issuances on the celebration of the 122nd Philippine Civil Service Anniversary!

122nd CSC CIVIL SERVICE COMMISSION Republic of the Philippines

PHILIPPINE CIVIL SERVICE ANNIVERSARY

TRANSFORMING PUBLIC SERVICE
IN THE NEXT DECADE:
HONING AGILE AND FUTURE-READY
SERVANT-HEROES

