



# The Public Sector amidst the COVID-19 Pandemic: A Case Study on the Adoption of Alternative Working Arrangements



# DAP as the APO Center of Excellence on Public Sector Productivity

The Philippines has been designated as the Asian Productivity Organization (APO) Center of Excellence on Public Sector Productivity (COE-PSP) with the Development Academy of the Philippines (DAP) as the focal organization and implementing institution. The DAP also serves as the country's National Productivity Organization (NPO) that supports the APO in promoting and implementing public sector productivity-related activities in the Asia-Pacific region.

As the implementing institution and the country's NPO, the DAP is tasked to facilitate learning and sharing of knowledge and best practices on PSP among APO members, conduct relevant research on new areas related to the PSP including identifying innovations and best practices, develop resources and materials to assist member countries with their programs, and build a database of experts who could assist APO member countries with their programs on PSP.

Specifically, the COE-PSP has the following objectives:

- Promote the advancement of the public sector productivity movement in Asia and the Pacific region;
- Help address common and critical issues on public sector productivity performance besetting the APO member countries;
- Foster cutting-edge research, facilitate training and knowledge-sharing, and support outreach to APO member countries in raising productivity of the public sector organizations in the region; and
- Serve as a hub of a 'web of collaborators' (physical or virtual) on innovation and productivity in the public sector.

The Philippines is the newly-appointed COE by the APO during the 57th Session of the APO Governing Body Meeting in Bangkok in April 2015. The designation to the Philippines as COE is next to Singapore which is the COE on Business Excellence since 2009 implemented by SPRING, and the Republic of China which is the COE on Green Productivity since 2013 implemented by the China Productivity Center.

The designation of a COE is a key strategy of the APO to develop NPOs such as the DAP in areas where NPOs possess unique strengths and expertise. The DAP is a government corporation with more than four decades of dedicated support in training senior government officials to be highly effective, conducting strategic and innovative research in public sector efficiency, providing technical assistance along the lines of public sector efficiency and national productivity, and serving as nexus for catalyzing the exchange of ideas and expertise in productivity and development in Asia and the Pacific.

Through the DAP, the COE-PSP has initiated projects that would help member countries improve their public sector performance and productivity. Among the activities include research, needs assessment, capacity building initiatives, introduction of new knowledge, and continuing review of the APO Public Sector Productivity Framework.

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# Introduction



In a bid to curb the COVID-19<sup>2</sup> global pandemic outbreak, both the public and private sectors are encouraged to implement alternative work arrangements for most of their employees. These alternative working arrangements aim to purportedly sustain productivity and efficiency of private and public sector organizations amidst the COVID-19 pandemic. In the Philippines, a number of legislations and policy reforms have already been in place to provide workers alternative working arrangements even before the pandemic ruckus. These include the recently enacted Telecommuting Act of 2019 allowing workers in the private sector to remotely perform their functions and the Civil Service Commission Memorandums on alternative working schedule for government employees during the state of calamities and national emergencies. Implementing alternative working arrangements to boost employee and organizational productivity in the country, however, is yet to be proven effective through empirical researches and case studies.

Now that the world is facing greater uncertainty due to the COVID-19 pandemic, the public and private sectors are left with no viable option but to adopt al-

ternative working schemes to protect their employees while still attempting to continue their business and operations. While according to many experts a productivity slump is inevitable in the private sector given the community quarantine imposed for most parts of the country, the public sector is expected to perform better in this critical moment, notwithstanding that they are also under a different working arrangements.

Against this background, the study attempted to situate the productivity of government agencies as they adopt alternative working arrangements while ensuring that the delivery public services does not falter in the midst of the crisis. Through an online survey and focus group discussion, the study sought to determine the effects of alternative working arrangements on the productivity of public sector at the individual and organizational levels. The study identified the facilitating and hindering factors and put forward some recommendations which could inform future policies to better support alternative working arrangements given that such will likely become part of the “new normal”.

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<sup>1</sup> The study was conducted by the Development Academy of the Philippines (DAP) from May – July 2020. Established by PD 205 in 1973, the DAP is the country's National Productivity Organization. It is designated as the APO Center of Excellence on Public Sector Productivity.

<sup>2</sup> COVID-19 is the acronym of the novel corona virus disease, which escalated into a global pandemic in early 2020.

## Related Literature

### *Overview on alternative working arrangement<sup>3</sup>*

With the unprecedented advancements in technology combined with the significant change in the demographic profile of the current workforce, performance, efficiency and productivity have been redefined. From new trends in the physical working environment such as the rise of coworking spaces, applications of data science to improve desired outcomes within a shorter timeframe, and greater flexibility in working arrangements, these are just some of what experts deem as “innovative and disruptive” ways of responding to the rapidly evolving needs of the 21<sup>st</sup> century workforce. Focusing on the non-traditional working arrangements, given their temporal and spatial adjustability and driven by the demands of employees for a more balanced work and personal life, alternative working arrangements have increasingly become part and parcel of operations strategy of many organizations to ensure high performance and productivity while at the same time, keeping their employees satisfied.

As flexible work arrangements become a viable component of doing business, establishing empirical evidence on the benefits and challenges of alternative work arrangements has become a growing concern among academicians and policymakers. Flexible work arrangements or FWAs is loosely defined as “alternative arrangements or schedules other than the traditional workhours, workdays, or workweeks” (DOLE, 2020). According to the Georgetown University Law Center’s Workplace Flexibility 2010 initiative, FWAs encompass variations in the scheduling of working hours which may include flexitime and compressed workweeks, reduction in the amount of working hours clocked in, and working remotely aided by Information and Communications Technology (ICT) tools or telecommuting.

Empirical evidence on the effectiveness of flexible or alternative work arrangement is mixed. In a 2015 randomized experimental study on the work-from-home (WFH) arrangement of a Chinese travel agency, results reported a significant increase in the performance of employees, higher work satisfaction, more positive attitude toward their work, and a decrease in attrition rates among those who adopted WFH arrangement (Bloom, Liang, Roberts, and Ying, 2015).

Similarly, the International Labor Organization (ILO) 2017 research report on telecommuting among selected high income countries indicated that telecommuting lead to higher productivity and efficiency and improved overall work-life balance among other benefits (Messenger et al., 2017). The International Workplace Group (IWG) in their 2018 survey on workspace flexibility found out that majority of the employers perceived flexible workspace as a critical strategy of

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<sup>3</sup> Alternative and flexible are used interchangeably in this study.

boosting employee productivity, recruiting and retaining top talent, and improving the competitiveness of their company (IWG, 2018).

While flexible work arrangements boast a number of benefits at the individual and institutional levels if properly implemented and well-supported, these non-traditional arrangements have some drawbacks empirically rendering their effectivity on overall productivity as ambiguous. With telecommuting, there is the tendency to clock in longer working hours, blurring distinction between paid work and personal life, and work intensification (Messenger et al., 2018). There is also the possibility of lesser team or collaborative work among telecommuters due to limited social interactions and reduced productivity for employees who need constant supervision to remain focused in their work (Lakshimi, Nigam, and Mishra, 2017). Moreover, access to resources and opportunities for promotion may be less for telecommuters causing career stagnation.

In the case of the public sector, results of the study on the impact of the four-day workweek adopted in Philippine government offices in 2005 amidst the surging crude oil prices in the world market showed that the compressed workweek provided savings on the operational costs of the government and saving opportunities for employees. However, the four-day workweek had neutral to slightly negative impact on workforce productivity which was in part attributed to fatigue and increase stress levels due to longer working hours, and decline in client satisfaction. Despite this, government employees still preferred the four-day workweek for its non-tangible benefits, like increased time for family. Those with supervisory functions indicated preference for the four-day workweek because it gave extra day for meetings and strategic planning (DAP, 2006).

### **Policy Landscape of Alternative Work Arrangements**

In recent years, the adoption of alternative work arrangements in the Philippines is on the rise primarily because of the worsening traffic problems and urban congestion in the country's metropolis. While the Department of Labor and Employment (DOLE), through its Bureau of Working Conditions (BWC), has been issuing guidelines on the implementation of alternative work arrangements since the 1990s, it is only in 2019 that telecommuting was institutionalized through Republic Act 11165 otherwise known as Telecommuting Act of 2019. RA 11165 allows employers and employees in the private sector to adopt telecommuting program on a voluntary basis and subject to certain conditions mutually agreed upon by both parties. Since the law is fairly new, how it is implemented and adopted by the private sector is yet to be determined although this is considered as a critical step of the government in embracing the rapidly changing nature of workplaces. Another notable DOLE-BWC issuance on alternative work arrangements is the Department Advisory No. 2 Series of 2009 which guided private companies in adopting various alternative work arrangement as remedial measures in times of economic difficulties and national emergencies instead of terminating their employees.

The alternative work arrangements outlined in the issuance includes compressed work-week, reduction of workdays, rotation of workers, forced leaves, broken-time schedule, and flexi-holidays. The memorandums issued by the Civil Service Commission (CSC) guided the implementation of alternative work arrangements in the public sector. In 2019, the CSC issued Memorandum Circular No. 25 on the implementation of flexible working hours for public sector employees as response to ease traffic congestion in Metro Manila and other highly urbanized cities. Additional guidelines on alternative work arrangements, in particular, the Memorandum Circular No. 10, s. 2020 was subsequently issued by the CSC in response to the national emergency brought about by the COVID-19 global pandemic.



### **Public Sector in the Philippines and the COVID-19 Outbreak**

In the Philippines, the public sector has a significant role in providing the core social services and the vital public infrastructure needed by the population (Mendoza, 2016). Government is also a major contributor to economic activities given the government final consumption expenditure (GFCE) which accounts to 16.5% of the country's Gross Domestic Product (GDP) for the first semester of 2020. To deliver its core services, the Philippine government employs a total of 1,728,641 government personnel (as of May 2019), which include career and non-career workers in national government agencies (NGAs), government-owned and controlled corporations (GOCCs), local government units (LGUs), and state universities and colleges (SUCs) (CSC, 2019).

Significant structural reforms and institutional programs were introduced within the last two decades to strengthen the productivity of the public sector. In essence, public sector productivity refers to the optimized delivery of services through the efficient use of public funds to increase citizen satisfaction, public trust, accountability, overall competitiveness, and general quality of life (DAP, 2017). While measuring public sector productivity is deemed to be more complicated, its importance in raising the country's overall total factor productivity has gained attention especially within the past few years wherein the productivity outlook is seen to be steadily increasing albeit still behind its neighbors in Asia (DAP, 2017). This was, of course, in normal times.



In the midst of a crisis, regardless of scale, the public sector is almost always expected to discharge vital responsibilities. Now more than ever, the public sector responsibility on ensuring its productivity to deliver key social services to the general public is under intense scrutiny as the country battles the COVID-19 pandemic outbreak. While the community quarantine is imposed, government agencies are directed to adopt alternative work arrangements to be able to continue the provision of basic services while at the same time supporting the goal to “flatten” the COVID-19 outbreak curve. Various alternative work arrangements are indicated in the CSC Memorandum Circular 10 s. 2020, most notable of which is a relatively untried option in the public sector, i.e. the work-from-home. While a productivity slump is expected in the private sector due to suspension of operations, the case in the public sector may be another story.

## Objectives of the Study

The study sought to examine the effects of alternative work arrangements on the performance and productivity of the public sector in the midst of the COVID-19 pandemic. Specifically, it aimed to:



Determine the effects of alternative working arrangements on public sector productivity and efficiency at the individual and organizational levels;



Identify the key factors which enable or hinder the performance of employees as they adopt alternative work arrangements during the community quarantine period; and



Formulate recommendations to better support alternative working arrangements in the public sector.

## Methodology and Limitations of the Study

The study employed two data gathering methods, namely, survey and focus group discussion (FGD), both administered online. The survey was intended to measure the effects of alternative work arrangements at the individual level while the FGD was used to validate and probe further the findings from the survey and determine the effects of the alternative work arrangements at the organizational level. The initial results were further validated in a forum with representatives from various government agencies. Insights from the agencies were incorporated in the final report.

The survey was administered at the time of the Enhanced Community Quarantine (ECQ) in the entire island of Luzon, including Mandaue City and Cebu City in the Visayas, and General Community Quarantine (GCQ) for the rest of Visayas and Mindanao.

### Survey of Government Employees

The DAP conducted an online survey among government employees across the entire Philippines from May 20 - 27, 2020. The instrument, administered through the Google Forms, surveyed the alternative work arrangement practices adopted; the effects of alternative work arrangements on productivity in terms of self-perceived quality, quantity, timelines, and effectiveness in performing or accomplishing tasks and outputs; the tools used and support mechanisms provided by the government agency; and the factors that facilitated or hindered the work arrangements. The DAP gathered overwhelming response from a total of 2,756 government employees from various parts of the country.

### Focus Group Discussion

To validate and further substantiate the findings, an FGD was conducted with the Human Resource Department and/or the Administration Department of selected agencies last June 23, 2020. The Department of Education, the Department of Interior and Local Government, the Development Bank of the Philippines, the Cagayan State University, and the CARAGA State University participated in the FGD.

## Results of the Survey

### Profile of Survey Respondents

All in all, there were a total of 2,756 respondents from 281 agencies representing all regions in the country. Table 1 below summarizes the profile of respondents. Briefly, majority of the respondents are relatively young, between 21-30 years old (31%), and most are female (71%). A sizeable proportion or 73% currently work in departments and/or line agencies of the national government. About 58% are stationed in the National Capital Region (NCR), which is expected since most of the central offices of government are located in the NCR. A good number of them or 41% are relatively new - have been working in the government for less than five years, 54% are non-managerial, 57% belong to operations/technical, and 81% are regular permanent employees.

Variables	Description	Frequency	Percentage
Age	> 21 years old	4	0.15%
	21-30	865	31%
	31-40	701	25%
	41-50	598	22%
	51-50	483	17%
	60 and above	105	4%

Sex	Male	802	29%
	Female	1,954	71%
Type of Government Agency	Constitutional Commissions and Others	171	7%
	Departments and Line Agencies of the National Government	2,021	73%
	Local Government Units	62	2%
	GOCCs	199	7%
	SUCs	214	8%
	Other Executive Offices	45	2%
	Legislative	36	1%
	Judiciary	8	0.29%
Years of Service	>1-5 years	1,131	41%
	6-10	506	18%
	11-15	214	8%
	16-20	224	8%
	21-25	224	8%
	26 years and more	457	17%
Job Function	Operations/technical	1,559	57%
	Support to operations	443	16%
	General administrative support services	754	27%
Job Position	Managerial	1,500	46%
	Non-managerial	1,756	54%
Status of Employment	Regular/Permanent	2,209	81%
	Contract of Service	401	15%
	Casual	68	2%
	Co-terminus	78	3%
Geographical Areas of Work	National Capital Region	1,610	58%
	Region I: Ilocos	46	2%
	Cordillera Administrative Region	28	1%
	Region II: Cagayan Valley	56	2%
	Region III: Central Luzon	84	3%
	Region IVA: CALABARZON	212	8%
	Region IVB: MIMAROPA	43	2%
	Region V: Bicol	41	2%
	Region VI: Western Visayas	153	6%
	Region VII: Central Visayas	29	1%
	Region VIII: Eastern Visayas	24	0.87%
	Region IX: Zamboanga Peninsula	73	3%
	Region X: Northern Mindanao	35	1%
	Region XI: Davao	32	1%
Region XII: SOCCKSARGEN	237	9%	
Region XIII: CARAGA	27	0.98%	
BARMM	1	0.04%	
<b>N=2,756</b>			

Table 1. Profile of Respondents  
Source: DAP Survey on Alternative Work Arrangement, 2020.

### Alternative Work Arrangement Practices

In surveying the work practices, the survey referred to the alternative work arrangements indicated in the CSC Memorandum Circular 10, s. 2020. This circular provided the interim guidelines for alternative work arrangements adopted by and support mechanisms for government employees during the period of National Emergency due to the COVID-19 pandemic outbreak in the Philippines. The circular encouraged to adopt any or a combination of these alternatives: work-from-home, deployment of skeleton workforce, four-day workweek, and or staggered working hours. Following is the CSC definition of these alternative work arrangements. The Work-from-Home (WFH) is an output-oriented work arrangement which authorizes the employee to produce outputs or results and other accomplishments outside the office premises. The Skeleton (Skeletal) Workforce is a work arrangement in which there is only a minimum number of employees required to go to the office to provided services when full staffing is not permitted. The Four-day (Compressed) Workweek is a work arrangement in which employees render four days each week. The Staggered Working Hours is a work arrangement in which employees adopt flexible working hours.

According to the same guideline, other alternative work arrangements may be adopted by the government agency as long as it is compliant with the prevailing community quarantine rules where the agency is located and the nature of the jobs of the employees.



Going back to the results of the survey, it is noted that out of the 2,756 respondents, nearly all or 93% were working-from-home during the community quarantine period. Forty-six percent (46%) became part of the skeleton workforce, 10% had flexible working hours, while the rest adopted compressed workweek and other types of alternative work arrangement, as can be seen from Figure 1.

## Alternative Work Arrangement Practices

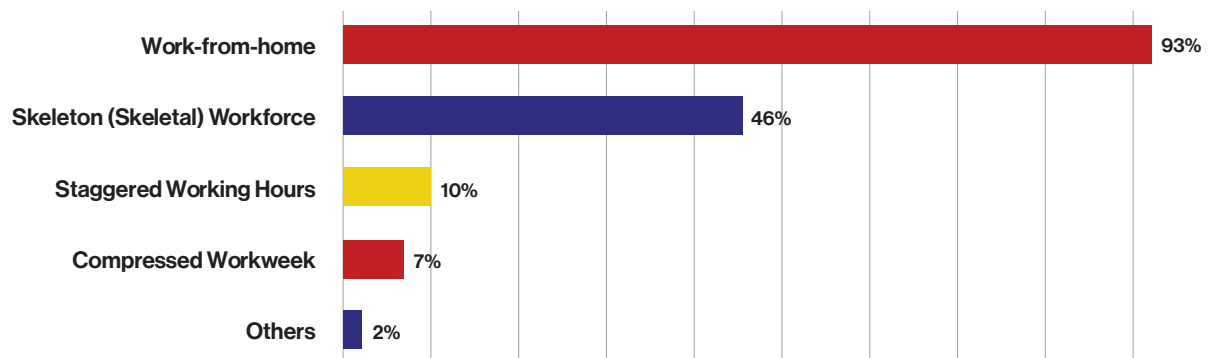


Figure 1. Alternative Work Arrangement Practices  
Source: DAP Survey on Alternative Work Arrangement. 2020.

Based on the geographical area where the respondents' offices are located, the WFH arrangement is the most widely adopted for all regions, followed by the deployment of skeleton workforce. The practice is the same for selected regions with the highest number of survey respondents as shown in Figure 2. In the NCR, where the most number of respondents are stationed, 95% adopted the WFH arrangement, 43% were part of the skeleton workforce, while less than 10% were on compressed workweek and staggered working hours. This is almost similar for those working in Region IVA (CALABARZON). For those working in Region VI (Western Visayas), 89% were on WFH arrangement, 63% were part of the skeleton workforce, and less than 20% adopted other forms of AWA. For those in Region XII (SOCCKSARGEN), majority also adopted the WFH arrangement.

## Regions per type of AWA

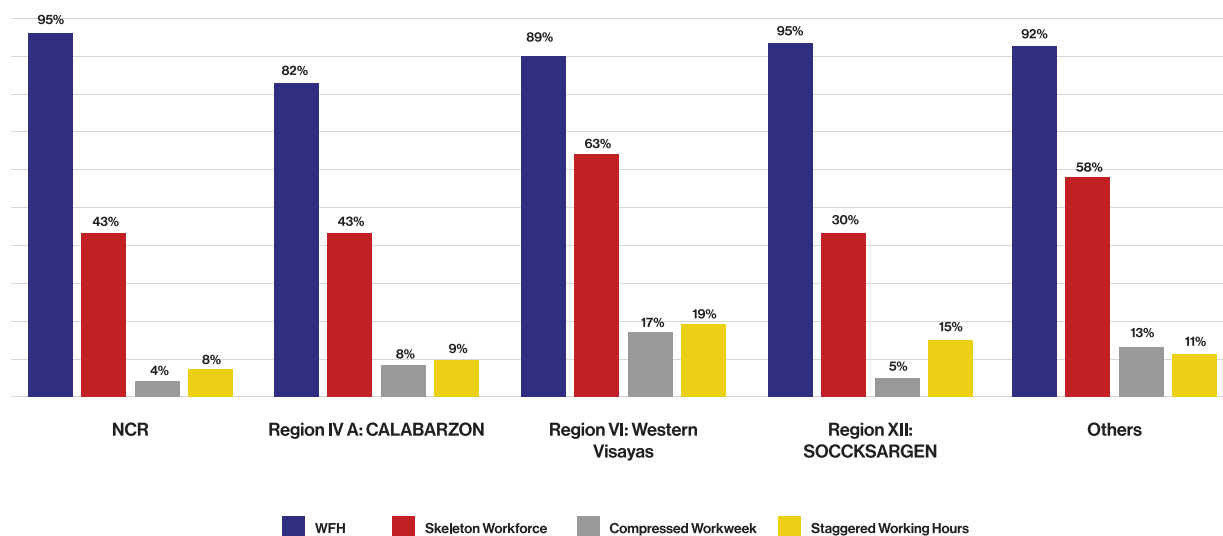


Figure 2. Selected Regions per Type of Alternative Work Arrangement Practiced  
Source: DAP Survey on Alternative Work Arrangement, 2020.

It is important to note that the NCR and the CALABARZON are among the regions with the most number of COVID-19 cases in the Philippines. And since during the period of Enhanced Community Quarantine, onsite reporting was restricted only to government agencies providing health and emergency frontline services, border control, and other critical services, it is not surprising that most government employees who are based in these regions resort to the WFH arrangements. For the other regions in Visayas and Mindanao, work in all government was allowed to operate at full capacity or under alternative work arrangements in accordance to the needs of the agencies and in compliance to the rules of CSC. In terms of job position, there are more non-managers (55%) compared with managers (45%) who adopted the WFH arrangement. More managers adopted compressed workweek and staggered working hours during the community quarantine period. This is somewhat expected since managers have responsibilities to oversee vital operations that must continue and authorize certain transactions that necessitate them to report onsite. Figure 3 shows the disaggregated responses from managers and non-managers.

### Job Position per AWA Practiced

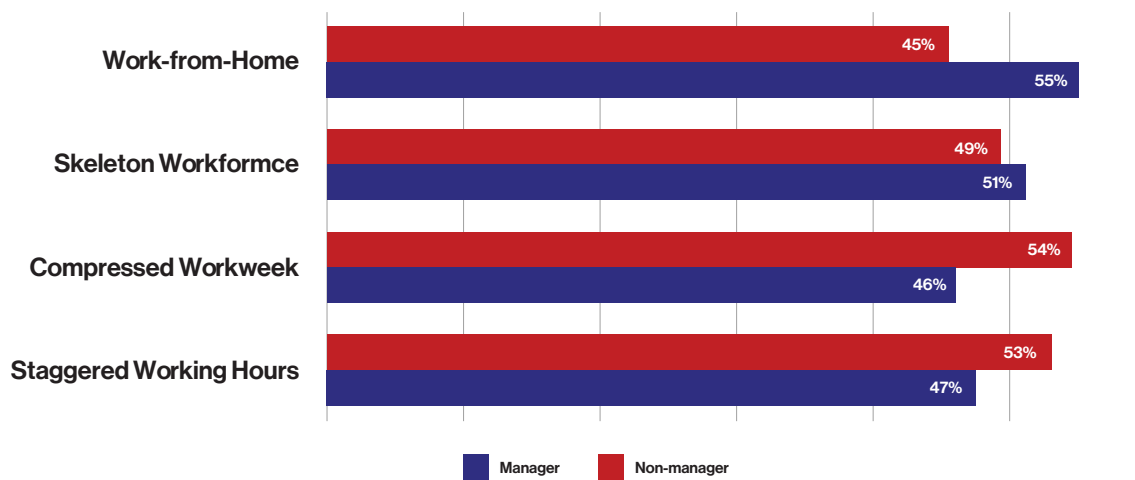


Figure 3. Job position per Type of Alternative Work Arrangement Practiced  
 Source: DAP Survey on Alternative Work Arrangement, 2020.

### Functional Areas of Work

The survey showed that alternative work arrangements are most applicable to certain functions. When asked in what functional areas of work did the alternative work arrangement apply, respondents ranked the top five functions as follows: Policy and Planning with 34%, General Administrative Services with 26%, Information and Communication Services with 26%, and Research with 25%. Other areas of work garnered less than 20%. Refer to Figure 4.

## Functional Areas of Work

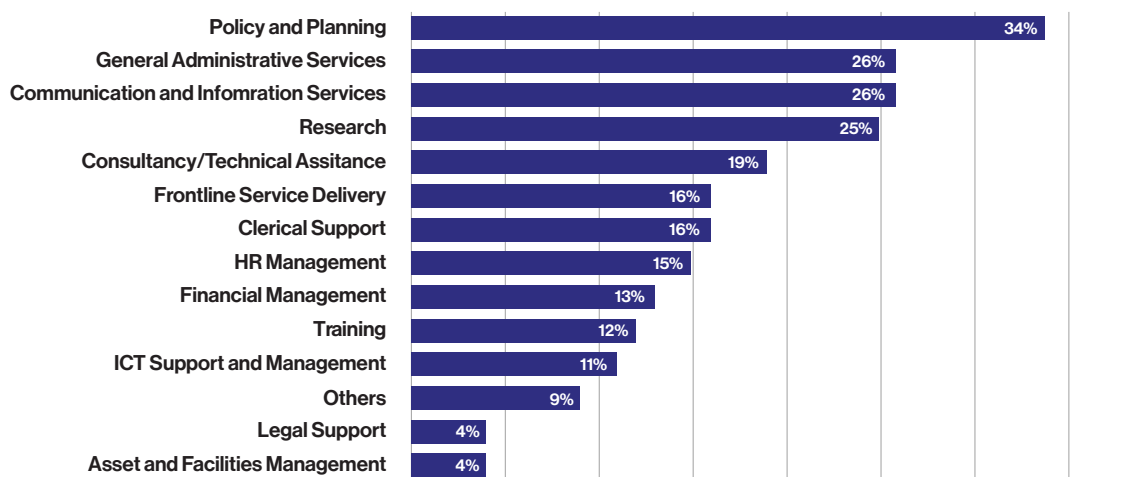


Figure 4. Functional Areas of Work  
Source: DAP Survey on Alternative Work Arrangement, 2020.

Disaggregating the functional areas of work based on the AWA the respondents adopted, for those who adopted WFH arrangements and those part of the skeleton workforce, majority of them have tasks under Policy and Planning (35% for both), Communication and Information Services (27% for WFH and 26% for skeletal), and General Administrative Services (25% for WFH and 30% for skeletal). Tasks under policy and planning, including policy formulation, review, and amendment, is stipulated in the CSC MC as amongst those which can be performed using WFH arrangement during the pandemic. For those who practiced compressed workweek, their top areas of work while on alternative work arrangement during the community quarantine period were Frontline Services Delivery (29%), Communication and Information Services (29%), and Policy and Planning (28%). For those who adopted staggered working hours, most of their tasks fell under General Administrative Services (24%), Policy and Planning (22%), and Communication and Information Services (19%). Figures 5-8 show the distribution of functional areas of work for each AWA type.



## Functional Areas of Work for WFH

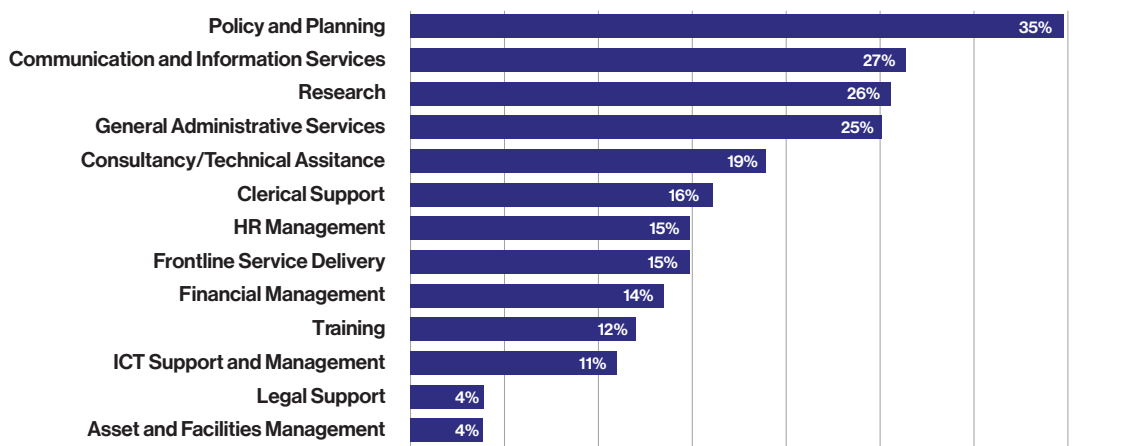


Figure 5. Functional Areas of Work for WFH  
Source: DAP Survey on Alternative Work Arrangement. 2020.

## Functional Areas of Work for Skeleton Workforce

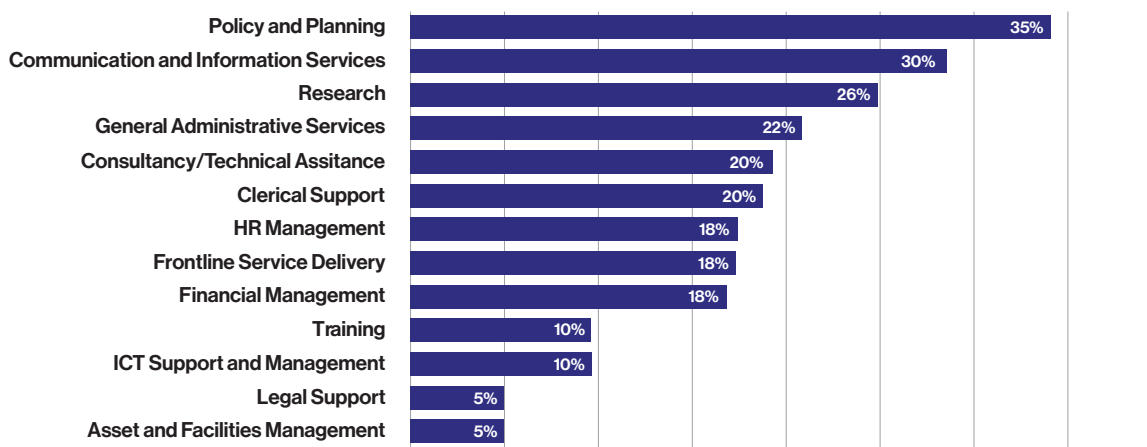


Figure 6. Functional Areas of Work for Skeleton Workforce  
Source: DAP Survey on Alternative Work Arrangement. 2020.

## Functional Areas of Work for Compressed Workweek

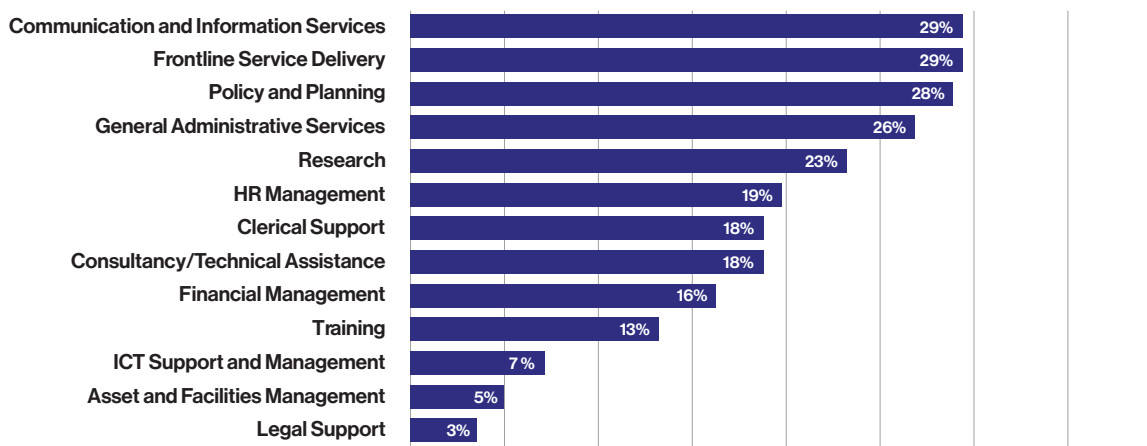


Figure 7. Functional Areas of Work for Compressed Workweek  
Source: DAP Survey on Alternative Work Arrangement. 2020.

## Functional Areas of Work for Staggered Working Hours

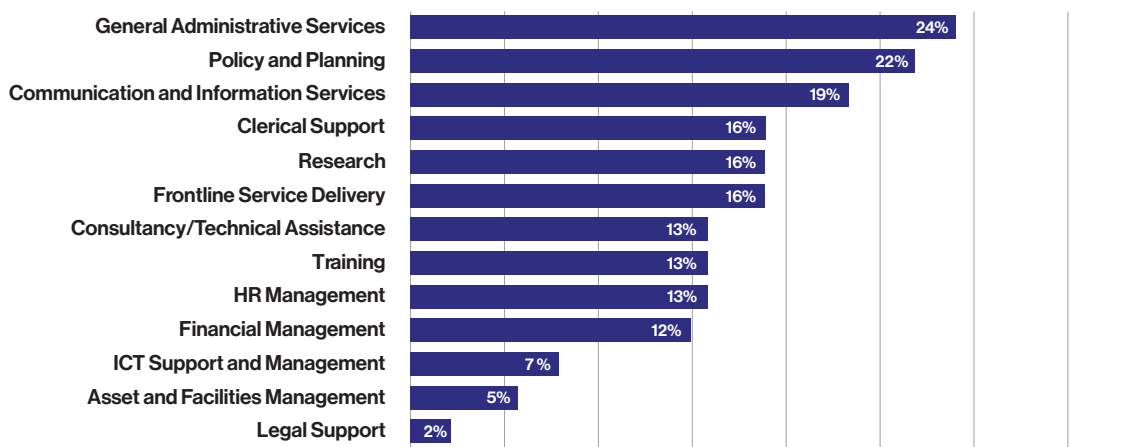


Figure 8. Functional Areas of Work for Staggered Working Hours  
Source: DAP Survey on Alternative Work Arrangement. 2020.

### Effects of the AWA on Productivity at the Individual Level

Overall, majority of the respondents perceived themselves to be productive in these aspects of productivity regardless of the alternative work arrangement they adopted and in spite of the difficult situation posed by the pandemic. The self-perceived level of productivity of the government employees while on alternative work arrangement was measured in terms of the following dimensions: quantity of tasks accomplished, quality of outputs delivered, timeliness of delivering the outputs, and effectiveness in accomplishing their tasks.

Interestingly, in terms of the quantity of tasks that respondents were able to accomplish while on AWA (Figure 9), 46% perceived to have accomplished all or almost all (90-100%) of the tasks assigned to them, 33% said substantial (50-89%) tasks were accomplished, while there were 14% respondents who reported that they were able to accomplish more than 100% of their usual tasks, and 7% reported to have accomplished minimal of less than 49% of the tasks assigned to them. This is almost the same for managers and non-managers (Figure 10).

### How much of your tasks were you able to accomplish while on AWA?

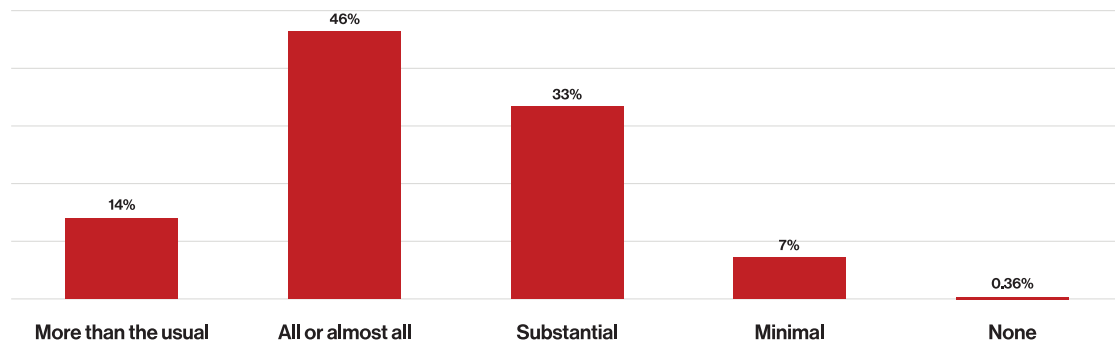


Figure 9. Quantity of Tasks (All)  
Source: DAP Survey on Alternative Work Arrangement. 2020.

## How much of your usual tasks are you able to accomplish while on AWA?

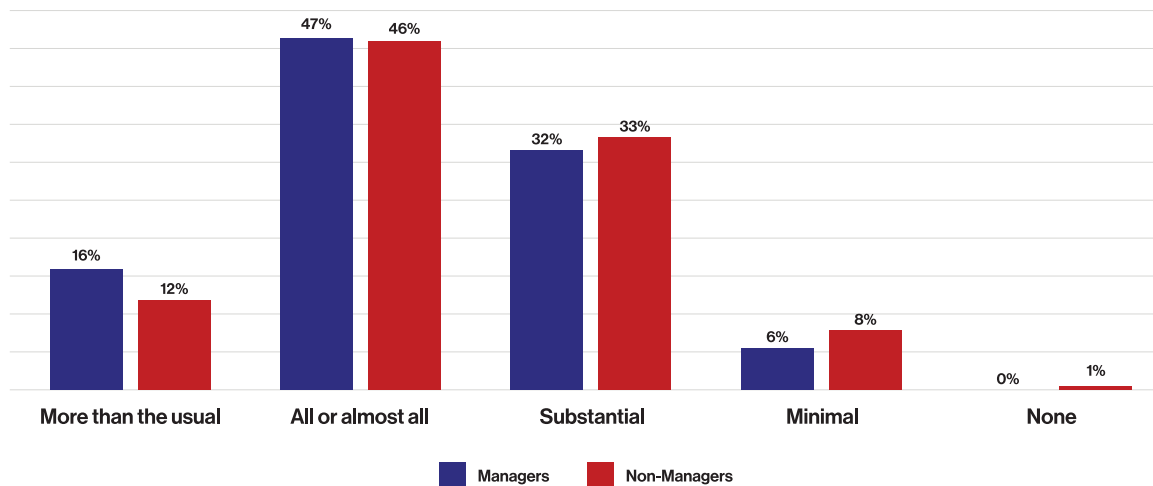


Figure 10. Quantity of Tasks (Manager vs. Non-Manager)  
 Source: DAP Survey on Alternative Work Arrangement. 2020.

Moreover, as to the quality of outputs accomplished (Figure 11), more than half or 57% of the respondents rated their outputs to be of very good quality, 25% rated theirs as good, 15% rated theirs as excellent, and 3% as fair. Disaggregating between managers and non-managers, there are more managers who rated their outputs to be of "very good" quality while there are more non-managers who rated their outputs to be of "good" quality. Figure 12 below shows the disaggregation for managers and non-managers.

## How would you rate the quality of your work outputs accomplished while on AWA?

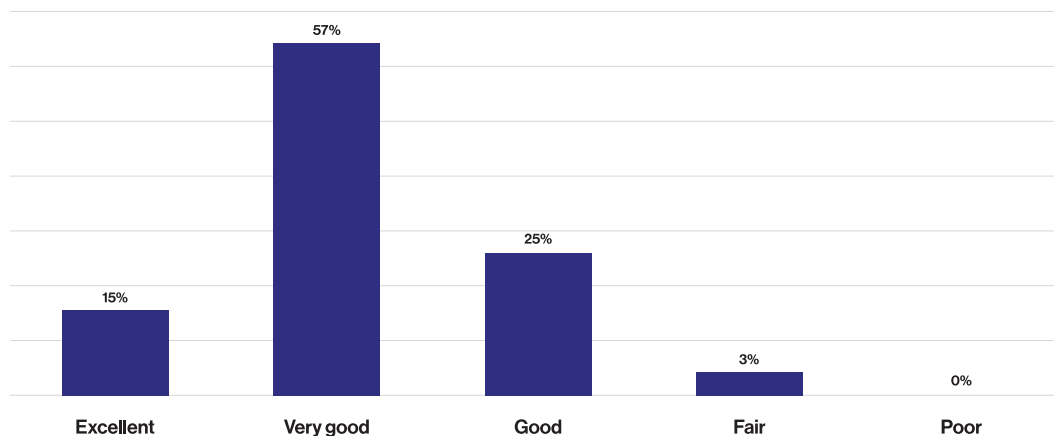


Figure 11. Quality of Output (All)  
 Source: DAP Survey on Alternative Work Arrangement. 2020.

## How would you rate the quality of your work outputs accomplished while on AWA?

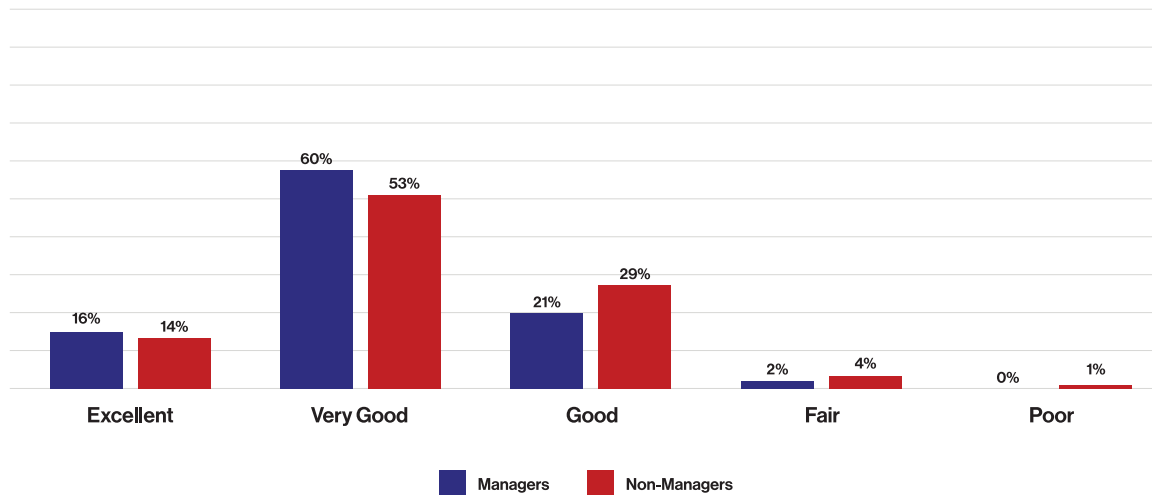


Figure 12. Quality of Output (Manager vs. Non-Manager)  
Source: DAP Survey on Alternative Work Arrangement. 2020.

In terms of timeliness in delivering outputs (Figure 13), 57% perceived to deliver their output always or almost always on time, 25% often on time, 14% ahead of their deadlines, and 4% occasionally on time. Figure 14 shows that there are slightly more managers who rated their timeliness to be always or almost always on time while more non-managers rated their timeliness to be often on time.

## How would you rate the timeliness of delivering your output while on AWA?

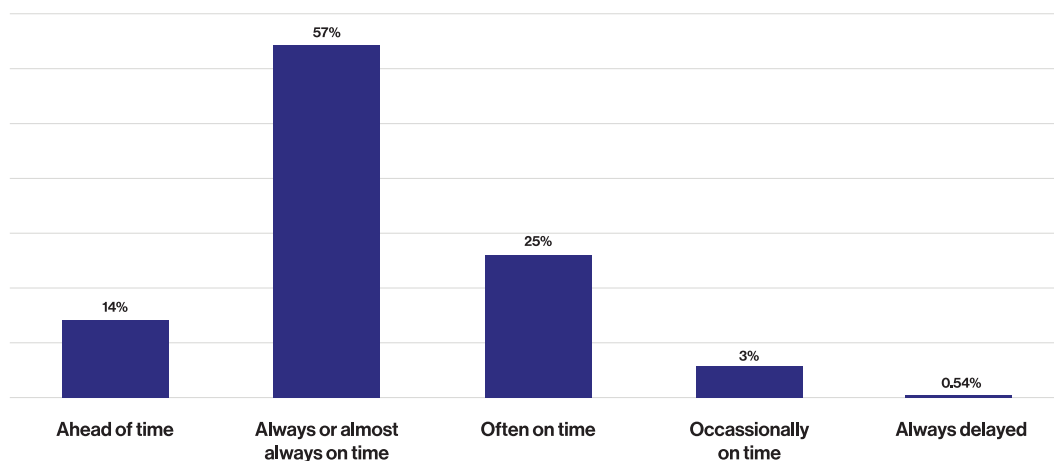


Figure 13. Timeliness of Output Delivery (All)  
Source: DAP Survey on Alternative Work Arrangement. 2020.

## How would you rate the timeliness of delivering your outputs while on AWA?

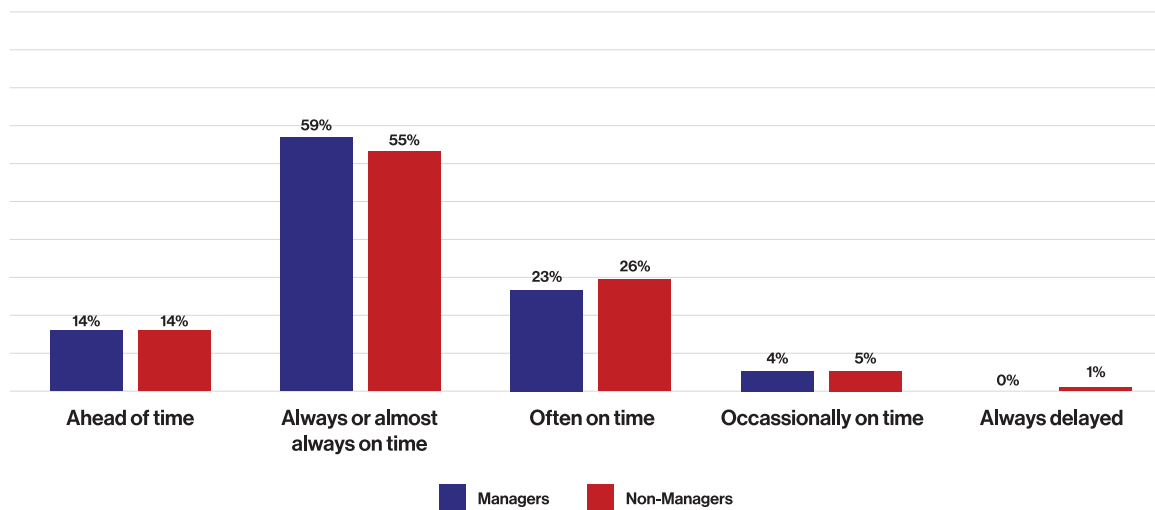


Figure 14. Timeliness of Output Delivery (Manager vs. Non-Manager)  
Source: DAP Survey on Alternative Work Arrangement. 2020.

Respondents also perceived themselves to be effective in performing their tasks under a different work arrangement. Figure 15 shows that 49% of the respondents rated themselves to be very effective in performing their tasks while on alternative work arrangement, followed by 37% who rated themselves to be moderately effective, 8% rated themselves to be extremely effective, and 4% considered themselves to be slightly effective. The survey also showed that managers were more likely to rate themselves as very effective while non-managers were more likely to rate themselves as moderately effective. Figure 16 shows the comparison of responses for managers and non-managers.

## How effective do you think you were in accomplishing your usual tasks under the AWA you adopted?

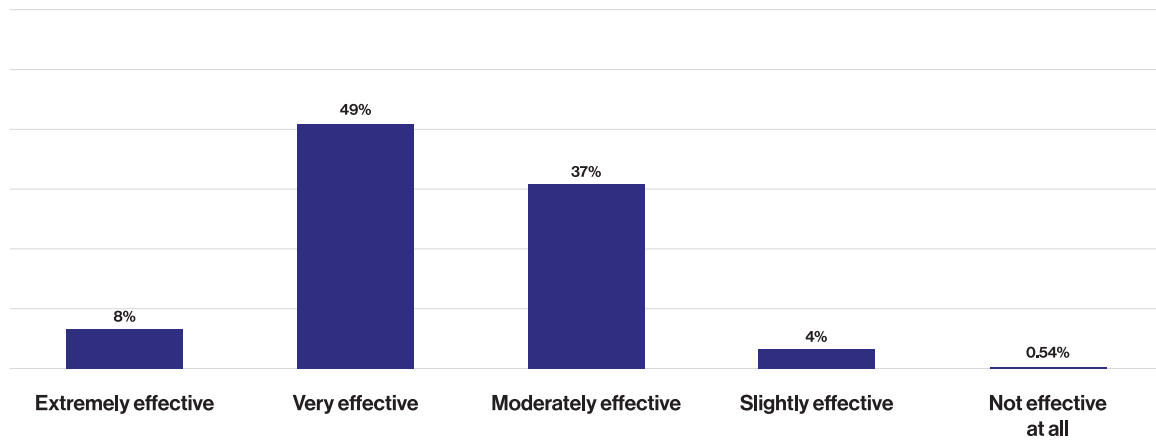


Figure 15. Effectiveness (All)  
Source: DAP Survey on Alternative Work Arrangement. 2020.

## How effective do you think you were in accomplishing your usual tasks under the AWA you adopted?

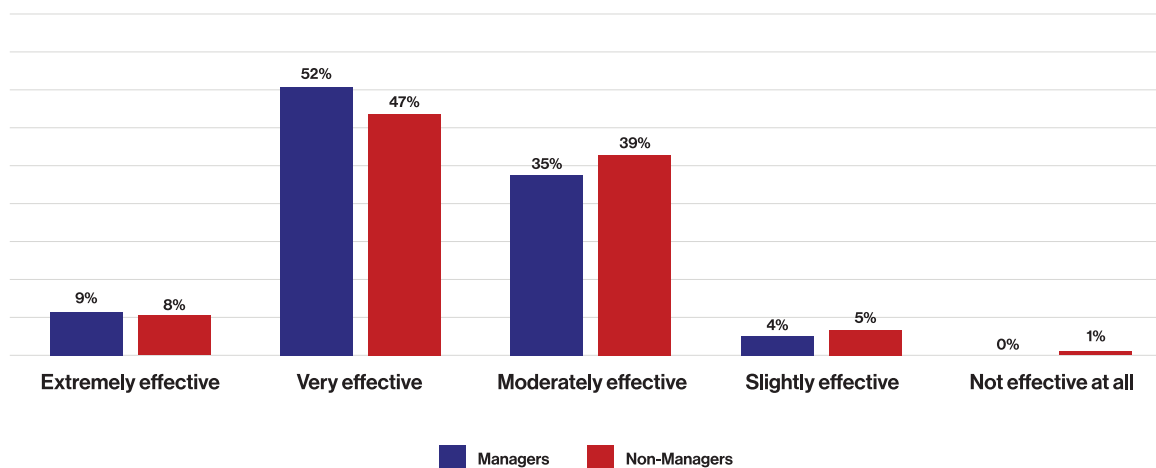


Figure 16. Effectiveness (Manager vs. Non-Manager)  
Source: DAP Survey on Alternative Work Arrangement. 2020.

### Managers' Assessment on Subordinates' Productivity

Managers or those who supervise staff seem to be satisfied with the quality of outputs their subordinates churn in while on AWA. Out of the 1,256 manager-respondents, 56% of rated their subordinates' output to be of very good quality, 31% said that their outputs were good, and 6% said that their outputs were either excellent or fair. Figure 16 shows the managers' assessment on the quality of their subordinates' outputs.

### How would you rate the quality of your subordinates' outputs while on AWA?

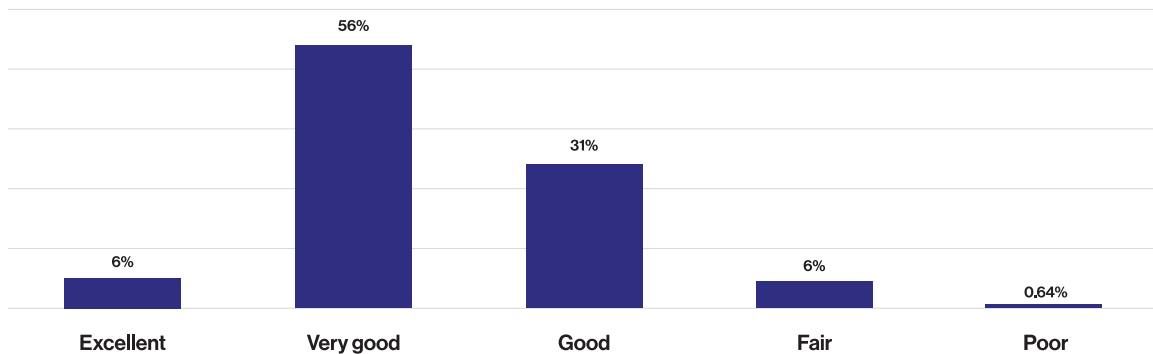


Figure 17. Quality of Subordinates' Output  
Source: DAP Survey on Alternative Work Arrangement. 2020.

Fifty-five percent (55%) manager-respondents said that their subordinates were always or almost always on time in delivering their outputs even while on alternative work arrangement and during this COVID-19 outbreak, 30% said that they were often on time, 8% reported that they were ahead of their deadlines, and 6% occasionally on time. Figure 17 illustrates the distribution.

### How would you rate the timeliness of your subordinates in delivering their outputs while on AWA?

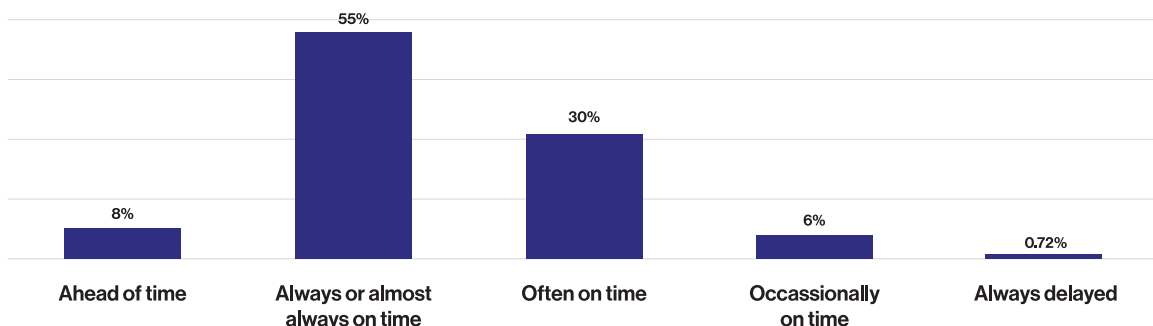


Figure 18. Timeliness of Subordinates  
Source: DAP Survey on Alternative Work Arrangement. 2020.



In terms of the subordinates' effectiveness in performing their tasks, it can be seen in Figure 18 that half of the manager-respondents considered their subordinates to still be very effective in accomplishing their tasks, 39% considered that their subordinates were moderately effective, 6% slightly effective, and 4% to be extremely effective.

### How would you rate the effectiveness of your subordinates while on AWA?

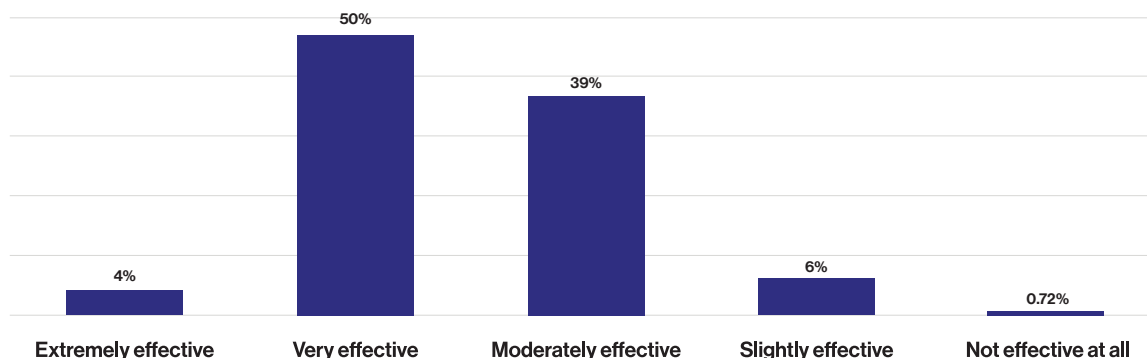


Figure 19. Effectiveness of Subordinates  
Source: DAP Survey on Alternative Work Arrangement, 2020.

### Tools and Support Mechanisms for the Alternative Work Arrangements

The survey highlighted the need for adequate telecommunication infrastructure and provision of important tools and mechanisms to enable employees to effectively perform their work under alternative modes. Varied levels of support, which are either institutional or personal, were observed. As can be gleaned from Figure 19, it is evident that the tools used and support mechanisms for those who worked-from-home were mostly personally-owned and or acquired by the respondents. Nearly all or 86% of those under the WFH arrangement indicated that they use their personal internet connection and mobile/smartphone to accomplish their tasks, 54% said that they have their own computer/laptop for work purposes, and 48% reported that they shoulder their own communication expenses. Only 30% of them indicated that the computer/laptop they use was provided by their respective agencies, while 18% received communication allowance for work and 15% had access to software applications. In addition to physical support, some were provided by their agencies with regular health tips and other informational materials on keeping themselves healthy during the pandemic, daily health monitoring, stress debriefing and online medical consultation.

## Tools used and Support Mechanism for WFH

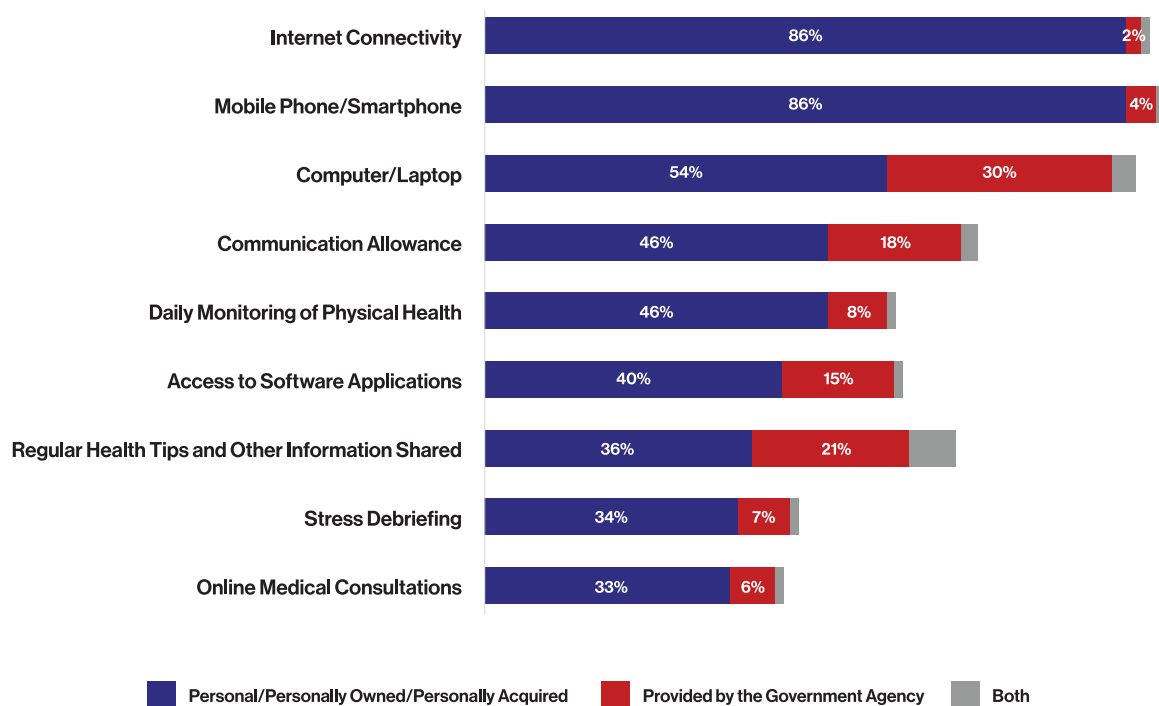


Figure 20. Tools Used and Support Mechanisms for WFH  
Source: DAP Survey on Alternative Work Arrangement, 2020.

For respondents who became part of the skeleton workforce and adopted compressed work-week, staggered working hours, and other forms of alternative work arrangement, majority reported that they use their own ICT tools and equipment and other support mechanisms. Thirty-nine percent (39%) of the respondents indicated that they use their own mobile phone, 24% their own internet connection, and 18% their own computer/laptop in accomplishing their tasks. About 25% use computer/laptop provided by their respective agencies. As for the other support mechanisms, 19% mentioned that they were given hazard pay or special risk allowance, while 13% were provided with transportation service and personal protective equipment including hygienic supplies. Refer to Figure 20.

## Tools Used and Support Mechanisms for Other AWA

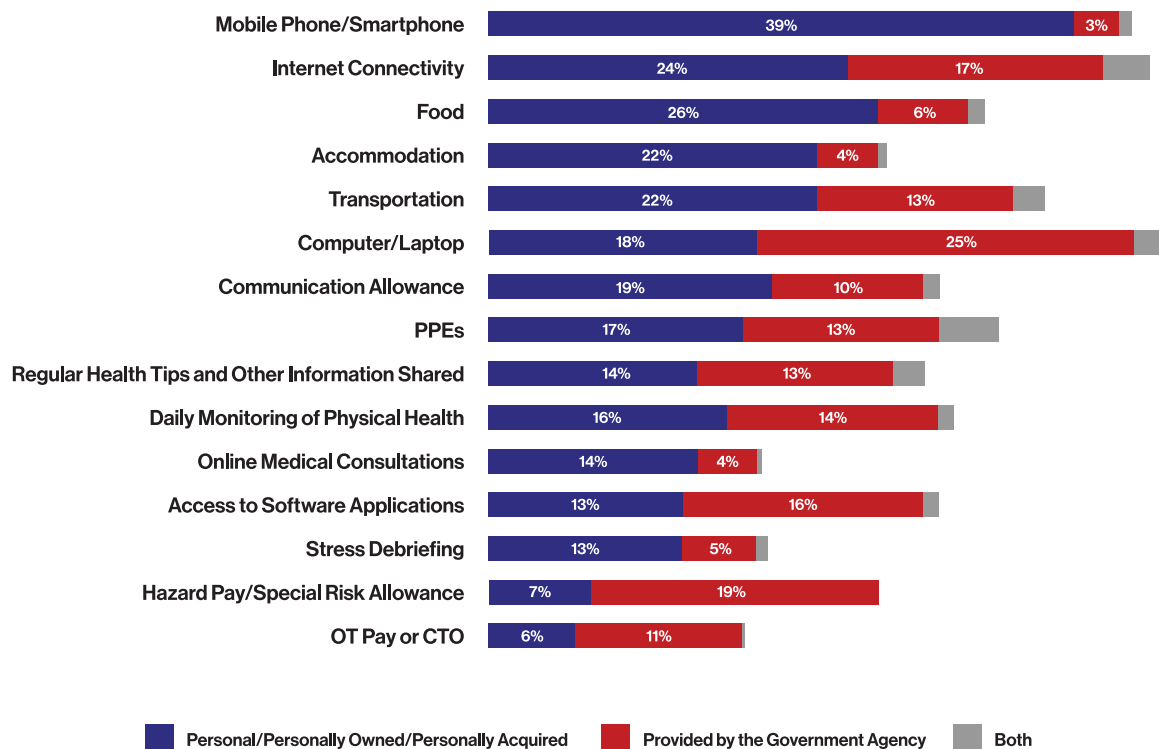


Figure 21. Tools Used and Support Mechanisms for Other AWA  
 Source: DAP Survey on Alternative Work Arrangement, 2020.

Figures 21 and 22 show the responses of managers and non-managers when it comes to personal vis-a-vis agency-provided tools and other support mechanisms. Notably, more managers benefitted from agency-provided computer/laptops (35%) and communication allowance (26%). More non-managers relied on their personal computer/laptop (59%) and communication facility (51%).

## Personal Tools Used and Support Mechanisms

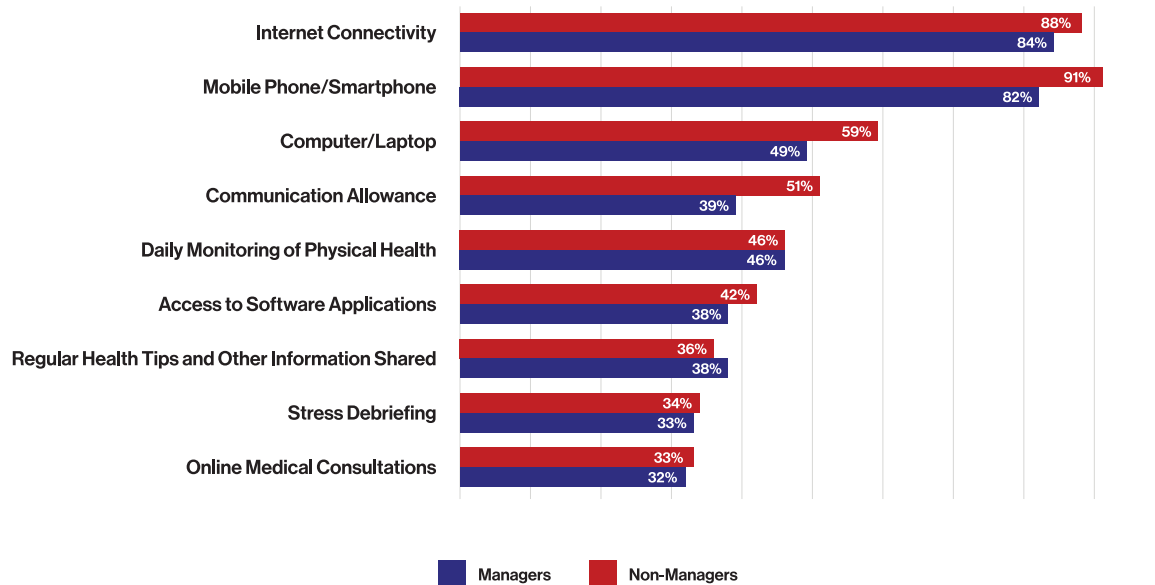


Figure 22. Personal Tools Used and Support Mechanisms (Manager vs. Non-Manager)  
Source: DAP Survey on Alternative Work Arrangement. 2020.

## Agency-provided Tools Used and Support Mechanisms

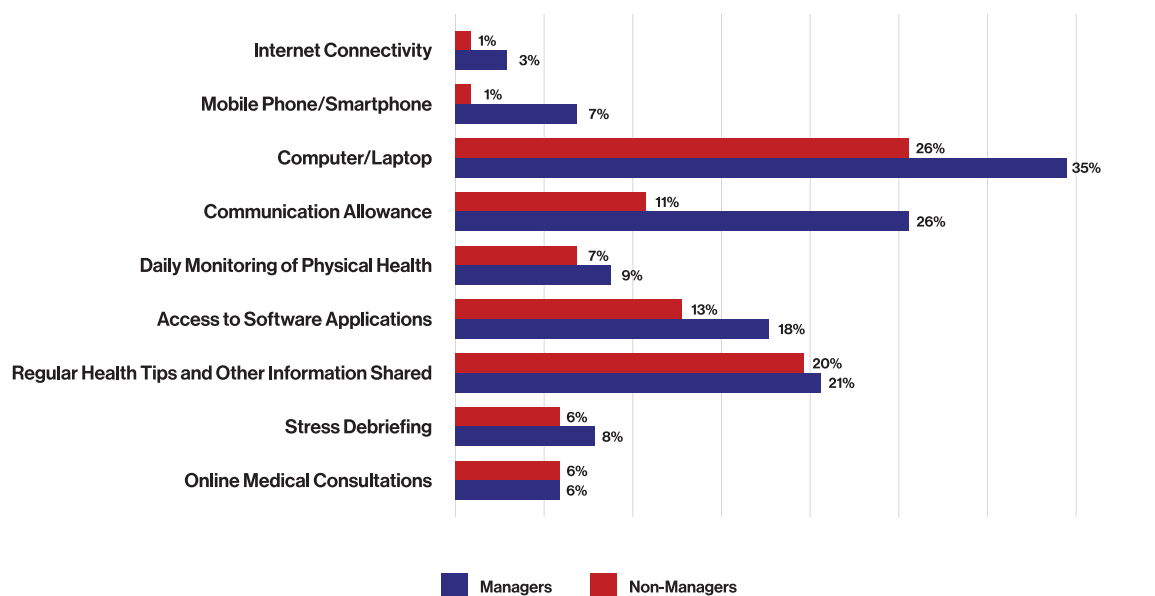


Figure 23. Agency-Provided Tools Used and Support Mechanisms (Manager vs. Non-Manager)  
Source: DAP Survey on Alternative Work Arrangement. 2020.

### Factors affecting the task accomplishment and output delivery while on AWA

Understandably, adequate preparation for the employment of various alternative work arrangements could no longer be done with the sudden declaration of national emergency due to COVID-19 pandemic. Nevertheless, the survey showed that despite the crisis situation, respondents and their superiors perceived that they were still effective in accomplishing their tasks even under different work arrangements. Respondents deemed the four most important facilitating factors as: strong internet connectivity (60%), effective communication system for efficient cascading of information and instructions (57%), provision of ICT tools and equipment by the agency (44%), and high levels of trust and support between the employees and the management (40%). Additional enabling factors cited by the respondents include feeling of safety and security while working at home, flexibility of time and work performance, and increase in work commitment.

### Facilitating Factors (All)

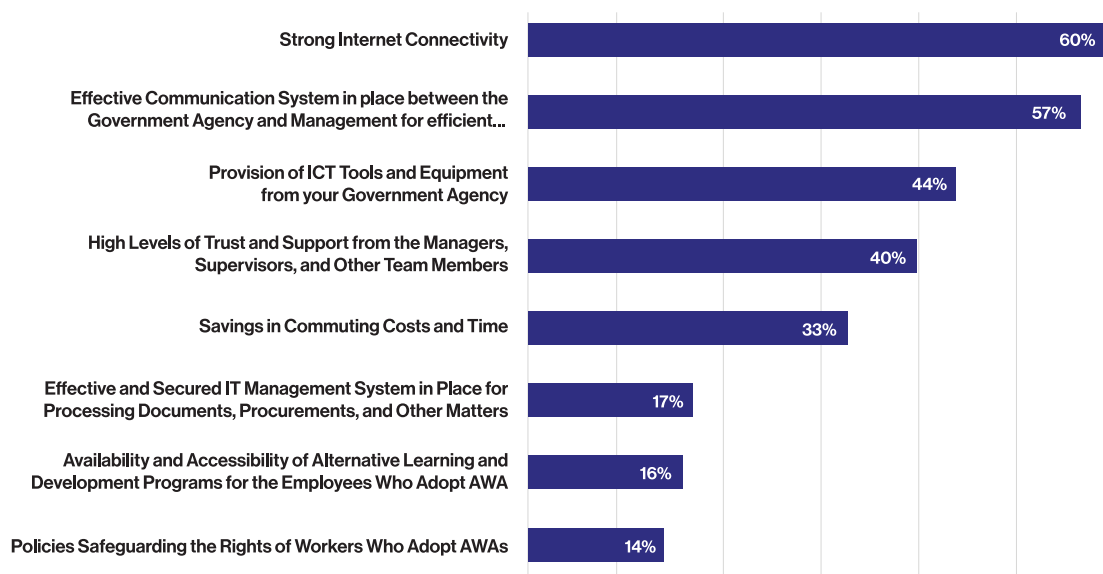


Figure 24. Facilitating Factors (All)  
Source: DAP Survey on Alternative Work Arrangement. 2020.

Between managers and non-managers, strong internet connectivity and effective communication system are the top two enabling factors as shown in Figure 23. They differ on the third. On one hand, more managers indicated the provision of ICT tools and equipment as important facilitating factor. Non-managers, on the other hand, rated high levels of trust and support between the employees and the management among as the third facilitating factor. The latter points to the importance of trust in ensuring the effectiveness of alternative work arrangements since the usual performance monitoring cannot be done. Employees need assurance that their superiors believe that they are doing productive activities, and not unproductive ones, while working from home even without actual supervision.

## Facilitating Factors (Manager vs. Non-Manager)

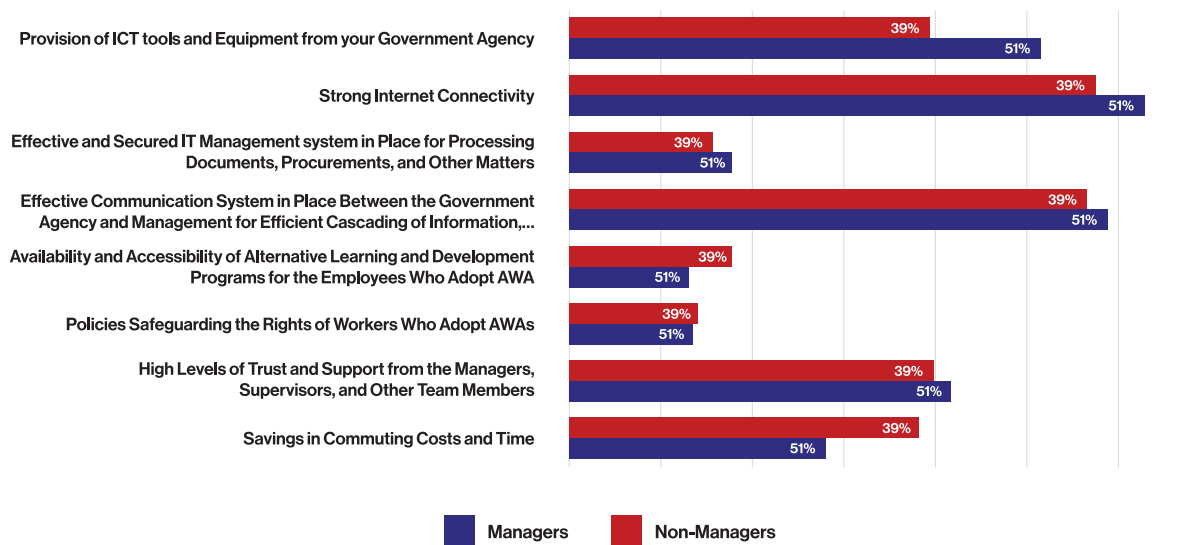


Figure 25. Facilitating Factors (Manager vs. Non-Manager)  
Source: DAP Survey on Alternative Work Arrangement. 2020.

As to the factors that hindered the performance of tasks and delivery of expected outputs while on AWA, the limited access to speedy and stable internet connection topped the list as expressed more than half of the respondents (56%), followed by personal distractions (46%), and limited collaboration with colleagues (39%). Refer to Figure 25. Both managers and non-managers cited same set of restraints as shown in Figure 26. To be sure, especially when employees work remotely, connectivity is an absolute necessity since it is mainly via the internet or the mobile phones that communication and transmission of instructions, information, and outputs could be done. Without the necessary facilities and access, remote work is difficult. Moreover, individuals can get easily distracted by non-office activities while at home since these activities may be too close to be avoided.

## Hindering Factors (All)

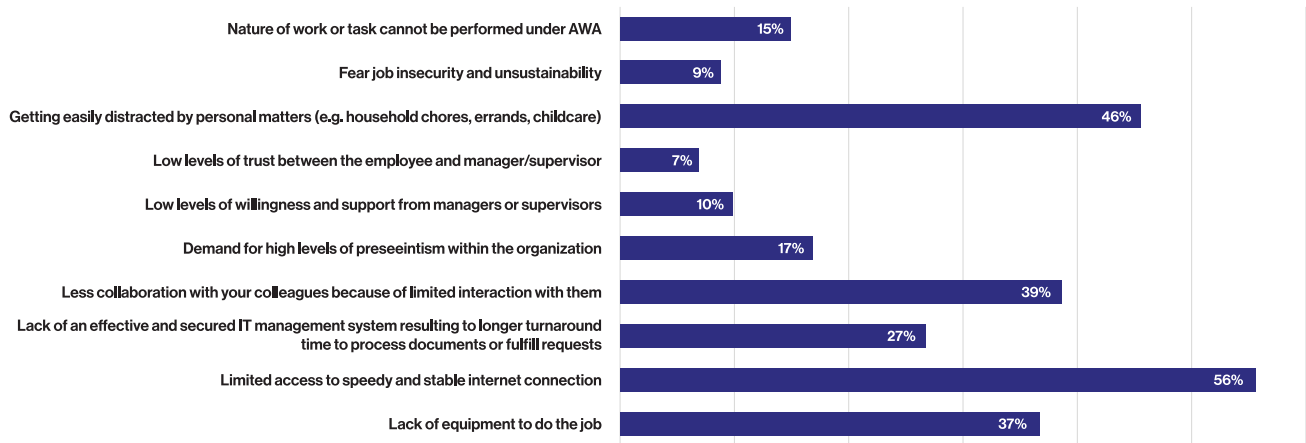


Figure 26. Hindering Factors (All)  
Source: DAP Survey on Alternative Work Arrangement. 2020.

## Hindering Factors (Manager vs. Non-Manager)

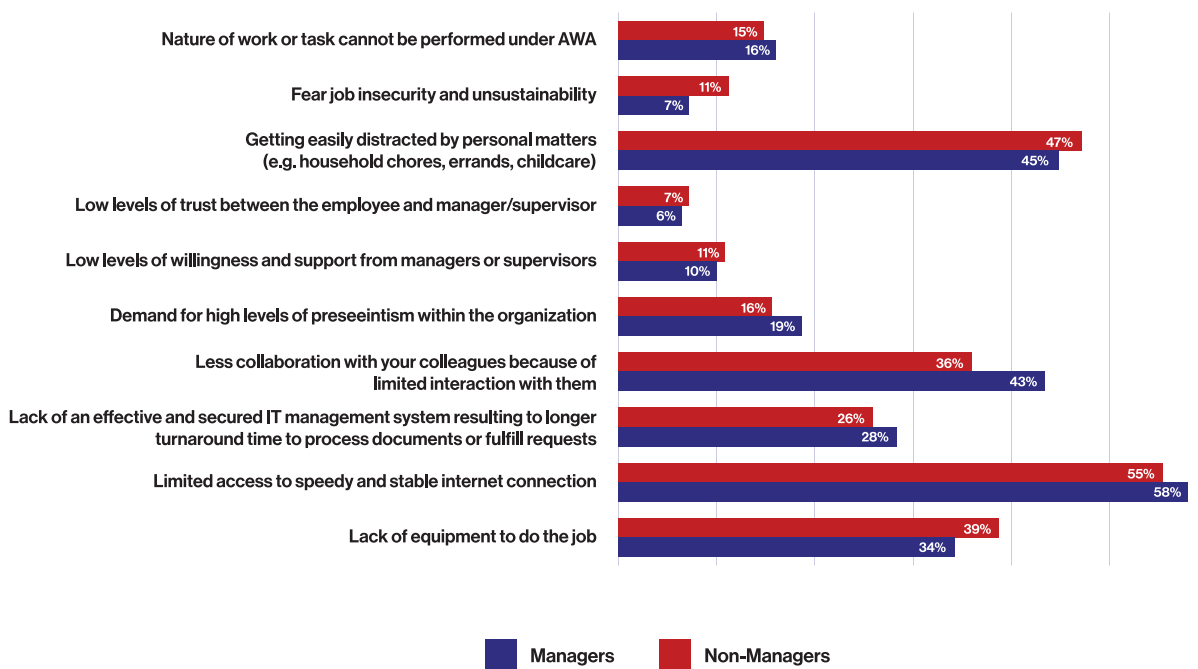


Figure 27. Hindering Factors (Manager vs. Non-Manager)  
Source: DAP Survey on Alternative Work Arrangement. 2020.

## Result of Focus Group Discussion

To probe further the findings and assess the effect of alternative work arrangements on organizational productivity, a focus group discussion with the human resource and/or administrative personnel of select government agencies was conducted. Two participants were from departments of national government agencies, two from state colleges and universities, and one from a government financial institution. Overall, the participants were modest in stating how productive their organization were while their employees work on alternative modes during the community quarantine period. Inevitably, there were services and functions of government agencies which were heavily disrupted by the imposition of community quarantine due to the pandemic outbreak. Given the situation, while certain performance targets are likely be unattainable for now, agencies are exerting their best efforts to continue operations to ensure the delivery of essential public services.

### Alternative Work Arrangement Practices

The FGD participants validated the survey finding that many government employees adopted the WFH scheme during the period of community quarantine. Apparently, the alternative work arrangement adopted depended on the type of community quarantine imposed in the area, type of work of their employees which can be performed on a non-traditional manner, and the nature of services provided by their organization. In general, agencies adopted a combination of alternative work arrangements as guided by the Memorandum Circular of the CSC. For the Development Bank of the Philippines (DBP), around 80% of their employees were part of the skeleton workforce to deliver their core frontline services while the remaining 20% or those part of the support services were on WFH arrangement. It should be noted that even during the ECQ, bank services were considered essential and thus institutions like the DBP were allowed to operate. For the CARAGA State University (CARASU), it is mostly the employees who are conducting research-related activities who were on WFH.

The FGD also confirmed that the survey finding that Policy and Planning, General Administrative Services, Communication and Information Services, and Research were the main areas of work of those who adopted the alternative work arrangements. Nonetheless, the FGD participants mentioned that the COVID-19 pandemic required additional work on the part of their agencies to deal with the crisis. While their employees adopt alternative work arrangements, agencies such as the Department of Education (DepED) and the DBP strengthened their learning and business continuity plans to ensure uninterrupted delivery of their core services.



On top of the usual functions, agencies were also tapped to provide the necessary assistance to the government's COVID-19 Inter-Agency Task Force, especially in policy formulation at the national level and community outreach at the local level. For instance, in the case of the CARASU, a significant part of their work right now consisted of helping communities, their city government, and their stranded students to cushion the adverse impact of COVID-19.

### **Productivity of Government Employees**

During the FGD, participants qualified the productivity performance of government employees while on alternative work arrangements during the community quarantine period by situating the self-perceived productivity in terms of the workload given to the employees. To be sure, at the time of crisis, the workload assignment varies per functional areas of work. For the Cagayan State University (CSU) which is located in Region 2, the workload was still the same although the performance of their employees in accomplishing their tasks could be considered only as "moderately effective" due to unstable internet connection in their province. For the CARASU, the workload of employees under the general administrative, human resource, finance, and procurement services slightly decreased. The Department of the Interior and Local Government (DILG) and the DepED opined that while there were challenges encountered especially at the onset of implementation of the alternative work arrangements, their employees were able to adapt and increase their productivity in spite of the situation. Moreover, the workload increased, especially for the members of the departments' management committee. In the case of the DBP, the implementation of their business continuity plan ensured that their employees' workload remain the same and that their operations remain unhampered.

### **ICT Tools and Support Mechanisms**

While the survey revealed that adopting alternative work arrangement comes at a perceived additional cost for most of government employees, the FGD participants mentioned that their respective agencies provide various support mechanisms to enable their employees to accomplish their tasks. For the DBP, all their bank units are required to maximize the use of the enterprise-wide Microsoft tools such as email and Teams, and other software to facilitate communication and ensure that employees are able to work remotely. Similarly, the DepEd heavily invested on building the capacity of their employees in using different ICT software. In addition, the DepEd provided hazard pay to employees who were asked to report onsite and mental health support (e.g. online Zumba classes) to ease out the worries of their employees. For the DILG and the CSU, support was given by way of advanced payment of salaries to employees, hazard pay for those who are entitled, and transportation services for those who need to report onsite. For the CARASU, the teachers were encouraged to enroll in Coursera, an online learning platform, while the employees and students were given mental health support as well.



### **Productivity Performance at the Organizational Level**

At the organizational level, the FGD participants cannot categorically state the productivity performance of their respective agencies during the community quarantine period. Quantitative performance data would be necessary to measure the actual productivity level and these are not yet available at the time of the study. Nevertheless, the FGD participants stressed that most agencies are trying their best to deliver the services and expected outputs while dealing with the pandemic. With the adoption of alternative work arrangements, certainly, savings on utility bills, travelling expenses (e.g. for trainings), and the like were realized. Yet at the same time, additional expenses were incurred by the agencies, notably, the health kits provided to employees, fuel expenses to fetch employees, internet subscription to increase bandwidth, hazard pay for those who report onsite, and other expenses to observe the health and sanitation protocols. Some agencies also expect an increase in operating expenses once the internet connectivity subsidy and communication allowances for their staff e.g. teachers are approved.

## **Summary**

The COVID-19 pandemic has inevitably disrupted how employees traditionally work and forced organizations, both public and private, to adopt alternative work arrangements to sustain productivity and efficiency amid the crisis. Particularly for the public sector, much is expected from government agencies to keep the delivery of their key public services unhampered while the country grapples with the ramifications of the pandemic. This case study situated the productivity of government agencies as they adopt alternative work arrangements during the community quarantine period through an online survey and focus group discussion.

Overall, the survey showed that the alternative work arrangement during the community quarantine period under study, regardless what type, had positive effects on the overall performance and productivity of government employees. The findings were validated during the focus group discussion on June 23, 2020 and the forum with several agencies last July 29, 2020. The self-perceived productivity of government employees indicates their agility in adopting nontraditional work arrangements and resiliency in remaining productive while the country faces an unprecedented crisis. At the organizational level, expected outputs were still delivered although the targets may have changed given the various restrictions imposed at the time of enhanced community quarantine. From the agencies' viewpoint, some savings were reportedly realized but there were also additional expenses incurred. Thus, the actual productivity performance of agencies can only be determined once the performance evaluation and financial data become available. Notably, the adjustments being made by the agencies signify the extra effort they wield to ensure that their core services are delivered despite the disruption.

The availability of ICT tools and equipment provided by the agencies and the strong internet connectivity facilitated the accomplishment of tasks while employees were on AWA. Additionally, organizational culture, particularly high levels of trust and support from the management, good communication system in place within the organization, and collaboration within the organization, play a pivotal role in ensuring employee productivity.

While government employees remained productive during the community quarantine period, the alternative work arrangements, especially remote work, come with additional personal cost. Most employees (non-managerial) were using their personal computer/laptop and internet connection to work on their assigned tasks while at home. Physical environment at home also affected the productivity performance. Those who work from home can easily get distracted by personal matters such as household chores and childcare. However, having a conducive work environment at home is already within the control of the employees but might prove to be extra difficult given the pandemic situation.

## Recommendations

With COVID-19 infections still on the rise, alternative work arrangement will become embedded in the "new normal" in both public and private offices, but its adoption must ensure that productivity performance is maintained. Supporting the alternative work arrangements in the public sector requires various yet integrated efforts from the agencies and the employees themselves.

### **Embracing Digital Governance and Maximizing Use of ICT Technologies**

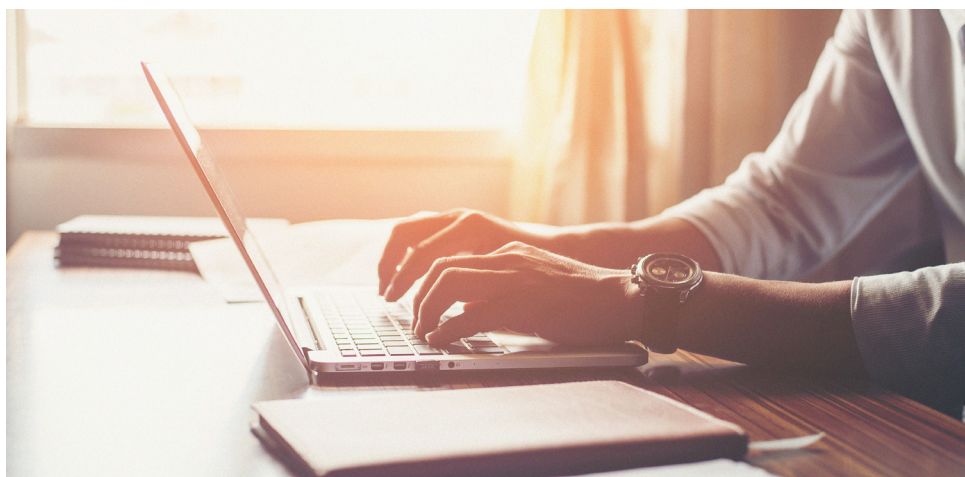
The COVID-19 pandemic has emphasized the urgency to fully embrace digital transformation to provide a stronger backbone for remote work and other alternative arrangements in the long run. A robust digital infrastructure in place ensures employee and organizational productivity and business continuity.

While the Philippine government has been significantly investing on digital infrastructure, the demand for stronger and reliable internet connectivity has become more pronounced given the community lockdowns, and the demand is expected to increase further as most government transactions, including education, are conducted online. Relatedly, there's a need to ramp up the development and enhancement of IT-enabled operations of the agencies for contactless transactions with the public and their general and administrative support systems to allow secure access by those working remotely. Digitization must also extend to the processing and authorization of financial transactions (e.g. the use of electronic signatures) and similar transactions requiring original documents per existing accounting and auditing rules of the Commission on Audit. In all of this, data security and protection must also be reinforced to forestall possible breaches in cybersecurity.

### **Establishing clear performance standards for functions and tasks done remotely**

Performance monitoring is key challenge in implementing alternative work arrangements since the so-called principal-agent problem sets in - the managers have poor information about the activities of employees and whether they are productive or not, especially when they are working remotely. Thus, the effectiveness of AWA especially the option to work-from-home depends to a large extent on clear output specification and performance standards, and associated monitoring.

Agencies can identify the alternative work arrangements suitable to particular functions (or viceversa) and establish the appropriate performance indicators, targets and standards which shall become the basis for individual assignments. With set performance standards, it is easy to monitor and evaluate employee performance and productivity especially when they work remotely.



### **Strengthening capability for effective use of ICT tools**

Boosting the IT-literacy and competencies of government employees on the various information and communications technology is urgently needed since these are essential tools that allow employees to be productive under the AWA. Capability development programs, both for managers and employees, should include the use of application softwares, management of online platforms, navigating IT-supported operating systems, system security, online etiquette, simple troubleshooting, and related topics.

### Provision of support for employees working remotely

As alternative work arrangements especially, remote work become the new norm in most workplaces, government agencies should consider how to equip employees with the necessary ICT tools and equipment for them to effectively perform their work. Internet connection allowance or subsidy would be of great help to ensure employee productivity. Additionally, while public transportation is still restricted and risks due to commuting is high, the provision of transportation service could also be a matter of concern. Agencies could be properly guided with appropriate issuance from oversight agencies such as the COA, the CSC, and the Department of Budget and Management on the provision of internet allowance or subsidy, transportation service, and other additional support mechanisms for general employees that would be allowable as they adopt alternative work arrangements for a longer period.

### Re-examining Policies and Guidelines

Given the new normal in work arrangements, government may need to revisit and amend or adjust accordingly certain policies and guidelines to make AWA function more effectively. The existing rules and regulations may no longer be appropriate if the public sector were to go digital and perform contactless transactions. For instance, the COA may need to review its current requirement for originally signed documents vis-a-vis the use of electronic signatures which are verifiable through the Department of Information and Communications Technology (DICT). Oversight agencies may review the usual reporting requirement to submit printed copy vis-à-vis electronic file. Agencies also ought to establish and perhaps re-calibrate their policies pertaining remote access to their IT-systems and databases, and authorization to bring out official records and documents of office premises to carry out individual assignments remotely. Agencies will also need to review the existing human resource policies and systems appropriate to this new normal. An inventory of the various online systems and other Apps developed by agencies to support remote work and contactless transactions will allow government to identify which systems can be replicated and adopted by other agencies (instead of having a proliferation of stand-alone systems), in order to fast-track digital transformation in the public sector (considering also that agencies are at different levels of automation). The DICT and the Department of Science and Technology (DOST) can lead the effort to identify these islands of digitization and scale-up government-wide.



## Direction for Future Research



This study focused on self-perceived level of productivity for both the employees and organizations as they adopt alternative work arrangements during the community quarantine period. While self-perception is important, quantifiable indicators on public sector productivity juxtaposed against self-perceived level of productivity can provide us a more distinct picture of public sector performance during the community quarantine period. However, as of this writing, performance data (i.e. financial reports, physical accomplishment) is not yet available. Hence, the subsequent research could look into the effects of the adoption of the AWA on overall organizational performance and productivity. Other areas for further study are as follows: development of performance standards for functions done remotely; psychological impact of alternative work arrangements on employees; assessment of policy and equipment readiness of government agencies as the country transitions to digital governance; and performance monitoring for alternative work arrangements.

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**ANNEX.****List of  
Participating  
Agencies in  
the Survey**

- Advanced Science and Technology Institute
- Agricultural Credit Policy Council
- Agricultural Training Institute
- Aklan Provincial Government
- Aklan State University
- Alilem, Ilocos Sur Municipal Government
- Anti-Red Tape Authority
- Antique Provincial Government
- Apayao State College
- Armed Forces of the Philippines
- Baguio General Hospital and Medical Center
- Bangko Sentral ng Pilipinas
- Batangas State University
- Benguet State University
- Biodiversity Management Bureau
- Board of Investments
- Bukidnon State University
- Bulacan State University
- Bureau of Agriculture and Fisheries Standards
- Bureau of Animal Industry
- Bureau of Domestic Trade Promotion
- Bureau of Fire Protection
- Bureau of Fisheries and Aquatic Resources
- Bureau of Immigration
- Bureau of Import Services
- Bureau of Internal Revenue
- Bureau of Local Government Finance
- Bureau of Soils and Water Management
- Cabaiao, Nueva Ecija Municipal Government
- Cagayan State University
- Capiz State University
- Catanduanes State University
- Cavite Provincial Government
  - Imus, Cavite Municipal Government
  - Magallanes, Cavite Municipal Government
- Cebu Normal University
- Center for International Trade Exposition and Missions
- Central Bicol University
- Central Luzon University
- City College of Calamba
- City Government of Muntinlupa
- City Government of Paranaque
- City Government of Pasig
- City Government of Quezon City
- City Government of San Pedro
- City Government of Tacloban
- City Government of Taguig
- Municipal Government of Tanauan, Batangas
- Civil Aviation Authority of the Philippines
- Civil Service Commission
- Clark Development Authority
- Claveria, Cagayan Municipal Government
- Climate Change Commission
- Commission on Audit
- Commission on Election
- Commission on Filipino Overseas
- Commission on Higher Education
- Commission on Human Rights
- Commission on Population and Development
- Commission on the Filipino Language
- Compostela Valley State College
- Construction Industry Authority of the Philippines
- Cooperative Development Authority
- Council for the Welfare of Children
- Credit Information Corporation
- Dangerous Drugs Board
- Department of Public Works and Highways
- Department of Agrarian Reform
- Department of Agriculture
- Department of Budget and Management
- Department of Defense
- Department of Education (DepEd)
  - DepEd - General Santos City
  - DepEd - Binabalan
  - DepEd - Santa Rosa
  - DepEd - SDO Caloocan

- DepEd - Rizal
- DepEd - Baguio City
- Department of Environment and Natural Resources (DENR)
- DENR - NCR
- DENR - Region I
- DENR - Rizal
- Department of Finance
- Department of Foreign Affairs
- Department of Health (DOH)
- DOH Center for Health Development – Region IVA
- DOH Center for Health Development – Region VI
- DOH Center for Health Development – Region IX
- Department of Human Settlements and Urban Development
- Department of Information and Communications and Technology
- DICT - Luzon Cluster 1
- DICT - Mindanao Cluster 1
- Department of Justice
- Department of Labor and Employment (DOLE)
- DOLE - Region I
- DOLE – Region IVA
- DOLE – Region VII
- DOLE- Region XII
- Department of Public Works and Highway - CAR
- Department of Science & Technology (DOST)
- DOST - Region IVA
- DOST – Region V
- DOST – Region VI
- DOST – CARAGA
- Department of Social Welfare and Development (DSWD)
- DSWD Kalahi-CIDSS
- Department of the Interior and Local Government
- Department of Tourism (DOT)
- DOT - Region VI
- Department of Trade and Industry (DTI)
- DTI - Region II
- DTI - Region VII
- DTI – Region XII
- Department of Transportation
- Department of Energy and Natural Resources
- Design Center of the Philippines
- Development Academy of the Philippines
- Development Bank of the Philippines
- Philippine Atmospheric, Geophysical, and Astronomical Services Division
- Dr. Jose Fabella Memorial Hospital
- Enrile, Cagayan Municipal Government
- Eastern Visayas State University
- Emergency 911 National Office
- Export Marketing Bureau
- Fair Trade Enforcement Bureau
- Fertilizer and Pesticide Authority
- Food and Nutrition Research Institute
- Foreign Service Institute
- Forest Products Research and Development Institute
- Government Procurement Policy Board
- Government Service Insurance System
- Guimaras State College
- Guimaras Provincial Government
- Hinigaran, Negros Occidental Municipal Government
- Home Development Mutual Fund/Pag-IBIG Fund
- House of Representatives
- Ilocos Sur Polytechnic State College
- Iloilo Science and Technology University
- Industrial Technology Development Institute
- Institute for Labor Studies
- International Training Center on Pig Husbandry
- Intramuros Administration
- JH Cerilles State College
- Jose R. Reyes Memorial Medical Center
- Juvenile Justice and Welfare Council
- Kalinga State University
- Laguna State Polytechnic University
- Land Registration Authority
- Land Transportation Office
- La Castellana, Negros Occidental Municipal Government
- Lung Center of the Philippines
- Mabalacat, Pampanga Municipal Government
- Mactan-Cebu International Airport Authority
- Margosatubig Regional Hospital
- Mariano Marcos State University
- Marikina Polytechnic College

- Maritime Industry Authority
- Metals Industry Research and Development Center
- Metropolitan Manila Development Authority
- Meycauayan, Bulacan Municipal Government
- Mindanao Development Authority
- Mindoro State College of Agriculture and Technology
- Mines and Geosciences Bureau (MGB)
- MGB – Region IVB
- MGB – Region VI
- Narvacan, Ilocos Sur Municipal Government
- National Academy of Science and Technology
- National Anti-Poverty Commission
- National Archives of the Philippines
- National Book Development Board
- National Children’s Hospital
- National Commission for the Culture and Arts
- National Conciliation and Mediation Board
- National Council for Children’s Television
- National Defense College of the Philippines
- National Economic and Development Authority
- National Food Authority
- National Government Portal
- National Irrigation Administration
- National Labor Relations Commission
- National Library of the Philippines
- National Mapping and Resource Information Authority
- National Nutrition Council (NNC)
- NNC – Region XII
- National Police Commission
- National Telecommunications Commission
- National Telehealth Center, National Institutes of Health, UP Manila
- National Tobacco Administration
- National Transmission Corporation
- National Water Resources Board
- National Youth Commission
- National Economic Development Authority (NEDA)
- NEDA – Region I
- NEDA – Region IVA
- NEDA – Region IVB
- NEDA – Region VI
- NEDA – Region VIII
- NEDA Region IX
- NEDA – Region X
- NEDA – Region XI
- NEDA - Caraga
- NEDA - Region XII
- Negros Occidental Provincial Government
- North Luzon Philippines State College
- Nueva Ecija University of Science and Technology
- Nueva Vizcaya General Comprehensive High School
- Nueva Vizcaya State University
- Parole and Probation Administration
- Office for Alternative Dispute Resolution
- Office of Solicitor General
- Office of the Chief Minister - BARMM
- Office of the Government Corporate Counsel
- Office of the President
- Office of the Presidential Adviser on the Peace Process
- Overseas Workers Welfare Administration
- Paete, Laguna Municipal Government
- Palawan Council for Sustainable Development Staff
- Palawan State University
- Pampanga State Agricultural University
- Pangasinan State University
- Philippine Statistics Authority
- Philippine Health Insurance Corporation (PhilHealth)
- PhilHealth – Region IVA
- Philippine Accreditation Bureau
- Philippine Army
- Philippine Coast Guard
- Philippine Coconut Authority
- Philippine Commission on Women
- Philippine Competition Commission
- Philippine Council for Agriculture and Fisheries
- Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development
- Philippine Council for Health Research and Development
- Philippine Council for Industry, Energy and Emerging Technology Research and Development
- Philippine Crop Insurance Corporation
- Philippine Deposit Insurance Corporation
- Philippine Drug Enforcement Agency

- Philippine Economic Zone Authority
- Philippine Extractive Industries Transparency Initiative
- Philippine Fiber Industry Development Authority
- Philippine Guarantee Corporation
- Philippine Institute for Development Studies
- Philippine Institute of Traditional and Alternative Health Care
- Philippine Institute of Volcanology and Seismology
- Philippine National Oil Company
- Philippine Navy
- Philippine Normal University
- Philippine Nuclear Research Institute
- Philippine Overseas Employment Administration
- Philippine Ports Authority
- Philippine Public Safety College
- Philippine Rice Research Institute
- Philippine Rural Development Project
- Philippine Veterans Affairs Office
- Power Sector Assets and Liabilities Management Corporation
- Presidential Communications Operations Office
- Privatization and Management Office
- Professional Regulation Commission
- Public-Private Partnership Center
- Quezon Provincial Government
- Research Institute for Tropical Medicine
- Rizal Provincial Government
  - Angono, Rizal Municipal Government
  - Cardona, Rizal Municipal Government
  - Pililla, Rizal Municipal Government
  - Tanay, Rizal Municipal Government
- San Joaquin Mother and Child Hospital
- Senate of the Philippines
- Southern Philippines Agri-Business and Marine and Aquatic School of Technology (SPAMAST)
- Sugar Regulatory Administration
- Supreme Court of the Philippines
- Talisay City College (LGU-City of Talisay, Cebu)
- Tariff Commission
- Tarlac Agricultural University
- Technical Education and Skills Development Authority
- Technology Application and Promotion Institute
- Toll Regulatory Board
- University of Southeastern Philippines
- University of Southern Mindanao
- University of the Philippines
- University of the Philippines Los Banos
- West Visayas State University