



MC No. 06, s. 2022

## MEMORANDUM CIRCULAR

**TO : ALL HEADS OF CONSTITUTIONAL BODIES; DEPARTMENTS, BUREAUS, AND AGENCIES OF THE NATIONAL GOVERNMENT; LOCAL GOVERNMENT UNITS; GOVERNMENT-OWNED OR -CONTROLLED CORPORATIONS WITH ORIGINAL CHARTERS; AND STATE UNIVERSITIES AND COLLEGES**

**SUBJECT : Policies on Flexible Work Arrangements in the Government**

Pursuant to CSC Resolution No. 2200209 promulgated on 18 May 2022, the Commission adopts 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.

Bawat Kawani, Lingkod Bayani

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 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,<sup>1</sup> 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,<sup>2</sup> 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,<sup>3</sup> 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,<sup>4</sup> in consonance with the approved

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<sup>1</sup> Occupational Safety and Health (OSH) Standards for the Public Sector.

<sup>2</sup> Public Service Continuity Plan (PSCP) Template for Government Agencies.

<sup>3</sup> Policies and Guidelines on Overtime Services and Overtime Pay for Government Employees.

<sup>4</sup> An Act Promoting Ease of Doing Business and Efficient Delivery of Government Services, amending for the purpose Republic Act No. 9485, otherwise known as the Anti-Red Tape Act of 2007, and for other purposes.



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.<sup>5</sup>

Online government transactions must be implemented in accordance with COA Circular No. 2021-006.<sup>6</sup>

## **B. Parameters in the Implementation of Flexible Work Arrangement/s**

### **1. Flexiplace**

#### **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.

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<sup>5</sup> Institutionalizing the Certification Scheme for Digital Signatures and Directing the Application of Digital Signatures in e-Government Services.

<sup>6</sup> Guidelines on the Use of Electronic Documents, Electronic Signatures, and Digital Signatures in Government Transactions.



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 frontline workers 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.
- 1.2.3 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.
- 1.2.4 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.<sup>7</sup>

### **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.

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<sup>7</sup> An Act to Amend the Second Paragraph of Section Five Hundred and Sixty-Two and Section Five Hundred and Sixty-Four of the Revised Administrative Code. (Re legal hours of labor-minimum requirement), 22 June 1957.





- 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**

- 2.1 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.

- 5.3 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.<sup>8</sup>

- 5.4 Flexitime may be adopted in case the Daylight-Saving Time is declared by the proper authorities, subject to the provisions of Items V.B.5.1 to V.B.5.3 of these policies.

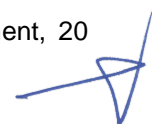
## 6. Combination of Flexible Work Arrangements

- 6.1 Agencies may adopt a combination of any of the following flexible work arrangements that are appropriate/applicable to the agency mandate/functions as well as the location of their workplace:
- a. Skeleton Workforce and WFH;
  - b. Compressed Workweek and WFH;
  - c. Work Shifting and WFH;
  - d. Combination of the three (3) types of flexiplace; or
  - e. Other combination of work arrangements.

Examples:

<b>Combination of Flexible Work Arrangements</b>	<b>Working Hours</b>
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 exclusive of lunch/dinner, provided that it shall be in combination with WFH work arrangement to comply with the

<sup>8</sup> CSC MC 25, s. 2019, Revised Guidelines on Flexible Work Arrangement in the Government, 20 November 2019.



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

### C. 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; and

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

  
**ATTY. AILEEN LOURDES A. LIZADA**  
Senior Commissioner

**06 June 2022**

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<sup>9</sup> Pursuant to Section 15, Chapter 3, Subtitle A, Title I, Book V, Executive Order No. 292 (Administrative Code of 1987)