

DSWD – Human Resource Management and Strengthening Arrangements for Employees (HRM-SAFE) Under the New Normal

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The tragedy of the COVID-19 pandemic was unprecedented and had a profound impact on the lives of hundreds of thousands of Filipinos. The Philippines was hit hard by COVID-19, which was declared by the World Health Organization as a pandemic on 11 March 2020. President Rodrigo Roa Duterte, through Proclamation No. 922 and later 929 declared the whole Philippines under a State of Calamity for a period of six (6) months from 16 March 2020; and (b) imposed an Enhanced Community Quarantine (ECQ).

The pandemic had a severe adverse effect on the jobs, livelihoods, and well-being of DSWD workers and their families. It also challenged traditional office-based setups due to restricted mobility imposed by community quarantines and lockdowns that impeded physical movement of government workers and slowed down the decision and policy making processes of officials. During lockdowns of government offices and facilities as well as the stringent implementation of community quarantines, the Civil Service Commission (CSC) issued Interim Guidelines for Alternative Work Arrangements and Support Mechanisms for Workers in the Government for the duration of the State of Public Health Emergency Pursuant to Proclamation No. 922. The DSWD adopted the alternative work scheme in March 2022 to cope with lockdowns and stringent implementation

of community quarantines. However, on 27 February 2022, the IATF issued guidelines on the Nationwide Implementation of Alert Level System for COVID-19 Response. Thus, ending the alternative work scheme in government agencies.

On 18 May 2022, the CSC promulgated Resolution No. 2200209 titled, Policies on Flexible Work Arrangements in Government (CSC), 2022). The general objective of the said resolution is 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. Further, this also aims to ensure protection of the health, safety and welfare of the government officials and employees. This likewise provides opportunity to employees to accomplish their tasks through appropriate work arrangements

thereby increasing productivity and performance, and allowing work-life balance.

As a matter of general policy, the State affirms labor as a primary social and economic force that drives Philippine society towards prosperity and progress. To this end, the State, through its agencies and instrumentalities, initiates and promotes policies that protect the rights of workers in the public and private sectors and maximizing net social benefit, general welfare, and opportunities. The issuance of alternative working arrangement (AWA) guidelines internal to the Department, is a manifestation of the State's responsibility of protecting the health and welfare of its citizens and workers, especially during natural and human induced disasters, and public health emergencies such as the COVID-19 pandemic. In the face of these trends and risks, and to pursue employee welfare and equity in the workplace, this policy analysis paper is developed to explore, codify, and analyze the net benefits of implementing AWA for the DSWD. The proposed policy alternatives in this paper, sustains AWA measures beyond the pandemic as part of the new normal setup for the DSWD that calls for more agile and flexible working arrangements and adoption of technological advances in telecommuting and offsite work.

OBJECTIVES

This policy analysis paper explores AWA as a viable means of sustaining organizational performance while simultaneously securing employee welfare and equity in the workplace. The policy analysis paper presents salient details on AWA and its practical applications in the face of a continuing pandemic and subsequent emergency situations faced by the DSWD. Specifically, the policy paper:

1. Analyzes various elements of the

policy issue and codifies its effects and potential impact to the performance of the organization and its employees;

2. Generate policy alternatives with specific and measurable indicators to gauge feasibility and effectiveness;
3. Evaluates policy alternatives;
4. Forecast potential scenarios and impact of policy alternatives;

POLICY ISSUE

In defining the scope of the policy issue and bringing to the surface the many elements and perspectives surrounding AWA, examining the apparent issue and its possible symptoms and cause is primary. In the case of the DSWD, adoption of alternative work arrangement was pursued at the start of the pandemic (March 2022) based on the Civil Service Commissions' Memorandum Circular No. 18 s2020.

The adoption of AWA drove all DSWD Offices, Bureaus, Services, Units (OBSU) and facilities to practice Work from Home (WFH) and skeletal office duty arrangements. The measures were applied to minimize risk of localized transmission of the virus in all DSWD workplace as well as comply with the stringent COVID-19 containment measures enforced throughout the country at the time. At the height of the pandemic, the Department recorded a total of 4,939 individuals as confirmed COVID-19 cases. Out of the 4,939, 4,913 were declared as recovered while there were 24 reported deaths. Additionally, various types of assistance were also provided to DSWD Employees affected by COVID-19 Pandemic such as (i) Burial Assistance - 7 individuals, (ii) Medical Assistance - 554 individuals (iii) Financial Assistance - 1,215 individuals, and (iv) Psychosocial Services - 11,457 individuals. Although the Department is mandated to provide social protection for the poor and vulnerable, it is also needs to attend to the welfare of its own staff during the pandemic and other emergency

situations.

However, adopted AWA measures were temporary and as of March 2022, all alternative work arrangements were suspended by the DSWD due to IATF resolution no. 164-D series of March 2022, which states the lowering of alert level 1 in many parts of the country including the national capital region (NCR) and surrounding suburbs. The resolution also mandates all government agencies to revert back to a 100% onsite capacity even in the face of a continuing pandemic, limited public transportation, and rising fuel prices. The limited capacity of public transportation and the continuing risk of infection are real risks faced by DSWD employees. These do not discount the fact that the risks of bodily harm, limitation of movement, and impairment of regular work during emergency situations is a constant problem of the DSWD, especially in disaster prone regions such as regions II, V, VIII, as experienced during recent disaster operations in those areas.

This major concern of reverting back to pre-pandemic workplace capacity, presents several challenges and issues for both employee and Department.

In the past two years, significant changes in working arrangements were undertaken by employees and bureaus. Work plans, habits, deliverables, and performance standards were all pre-developed with the understanding of sustained work from home arrangements. On top of the administrative and logistical issues, familial domestic concerns of employees also come into play. Assisting in child rearing, study from home of children, child and elderly care are also being considered by

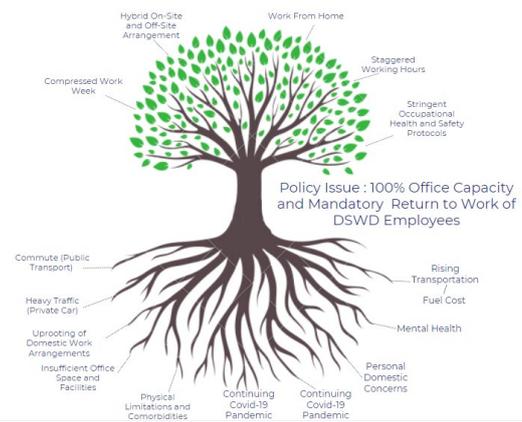


Figure 1. Root-Cause Analysis re: Mandatory Return to Work

employees as important aspects of their work-home arrangements made during the pandemic. To illustrate the issues and concerns on the mandatory return to office work, root cause analysis (RCA) is employed as follows:

It is important to note that the Department continued in carrying out its mandate at the height of the pandemic as well as performing disaster response functions during disaster operations and other emergency situations (as declared by the National Disaster Risk Reduction and Management Council). For instance, the DSWD employees were deployed in the field for the implementation of programs and services such as the Social Amelioration Program (SAP), provision of financial/medical/burial/educational assistance for individuals in crisis situations (AICS), distribution of Social Pension (SP) among others, to ensure continuous delivery of quality social welfare and development for the poor and vulnerable sectors. Furthermore, during disasters and calamities, the DSWD, as the frontline agency for disaster preparedness and response, takes the lead in responding to emergency situations in the most badly hit areas. The very nature of the Department puts DSWD workers from both national and regional levels at greater risk of infection, injury, and other bodily harm in carrying out its core mandate and

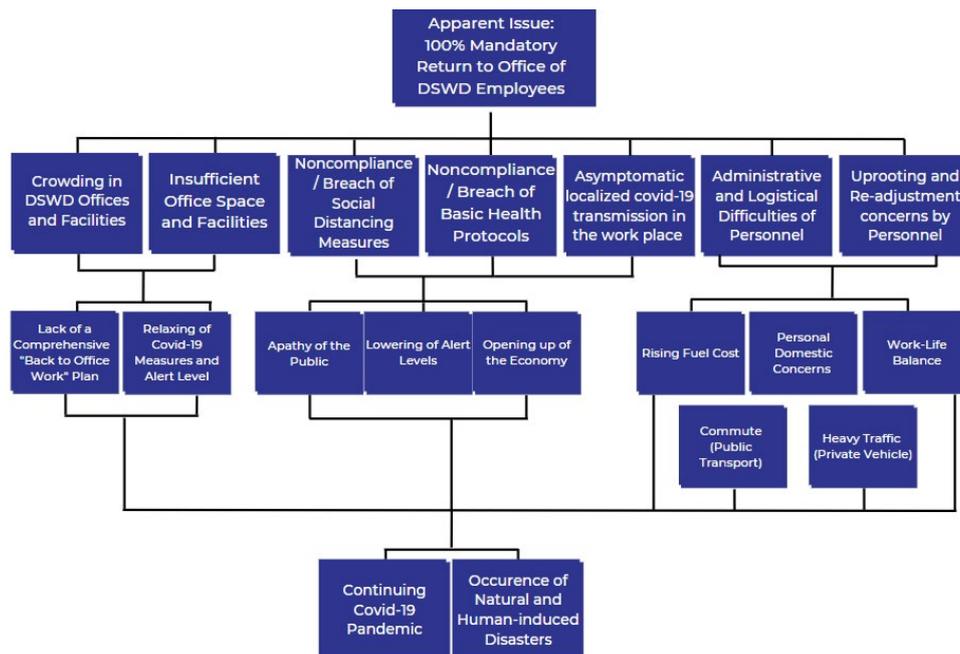


Figure 2. Thematic Analysis

interventions for social protection and welfare. Additionally, over the past two years, DSWD employees have adjusted their life and work to the realities of the pandemic. The 100% back to office work orders of the IATF poses serious risks of unsafe environments disrupts work-life balance of the employees and requires readjustments for the organization during the “new normal”:

Working from home represents a huge potential for overall gains to society during uncertain times such as this COVID 19 affected season. There is a strong clamor to allow workers and management to negotiate for a mutually beneficial outcome. It is important for the Department to consider the merits of adopting policies that support alternative work arrangements. Academic research and studies conducted on the subject, such as those made by the Development Academy of the Philippines (DAP), manifests evidence that AWA or telecommuting arrangements in the public sector boosts productivity of employees engaged with technical and clerical functions. In addition, the studies argue that AWA is a viable and practical

mechanism to ensure the continuous delivery of public services while, more importantly, safeguarding the workforce against potential virus infection and exposing them to risks. Although the study did not definitively prove the superiority of flexible working arrangements vis-à-vis traditional office work capacity, the results provided necessary data to establish the merits and benefits of adapting AWA in the DSWD.

The policy alternatives for AWA may provide an opportunity to explore work arrangements with measurable performance while giving workers the flexibility and options in rendering their work. Moreover, it is generally acknowledged by experts in both the academia and public service, that a healthier work-life balance for employees can be conducive to more productive, motivated, creative, and dedicated employees.

Ultimately, transposing the apparent issue of mandatory return to office into a policy question, it can be surmised that the main policy issue at hand is

the discontinuance of AWA based on the IATF order for mandatory return to office work and the prevailing absence of internal guidelines or similar issuances pertaining to alternative work arrangements in the DSWD.

Therefore, the main policy goal would be the development and issuance of an appropriate administrative order (or similar policy) allowing for the existence of a permanent alternative working arrangements under the new normal setup and for disaster/emergency situations.

COST-EFFECTIVENESS: ALTERNATIVE WORK ARRANGEMENT SCHEME

The 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 such as the DSWD, to keep the delivery of key social welfare intervention and services. The consideration in the implementing or issuing internal policy guidelines for AWA in the DSWD might be based on results of a cost-effectiveness analysis of alternative and agile work arrangement. Over the course of the previous years, alternative work proved effective at minimizing transmission and keeping safe DSWD workers at the national and regional offices. Technical and clerical work continued and all frontline services of the DSWD such as disaster response operations and provision of assistance to individuals in crisis situations.

Table 1: Cost-Benefit: Employee Perspective

Actual Cost	Forecasted Benefit
Extended Work Hours (beyond regular time) for Urgent Deliverables	Flexibility in working arrangements
Domestic commitments and distractions	Increased productivity and agility of workers while at home
Intermittent internet connection	
More use of conferencing tools	
Increased electricity cost and internet data consumption due to use of online conferencing tools	Work-life balance
	Lessened risk of COVID-19 infection
	Savings on Transportation and Fuel cost

Table 2: Cost-Benefit: Organizational Perspective

Actual Cost	Forecasted Benefit
Delay in the turn-over of documents	Lessened overhead and utility cost (water, electricity, fuel, internet, etc)
Perceived lower performance of DSWD in the delivery of its programs and services	Continued delivery and performance of frontline services (Disaster Response, SAP assistance, Core Social Protection Function)
Public perception of lessened DSWD presence	Lessened expense on health and safety of personnel (due to off-site work)
	Lessened risk of localized COVID-19 transmission with DSWD offices and
	Technological innovations and advancement for off-site work

Note that basic listing of cost-effectiveness analysis already establishes more benefits than cost in implementing AWA

measures. As for the costs associated at the organizational level, these were already addressed through technological innovation such as the use of electronic signature for ease and faster signing and approving of documents, greater social media presence and regular press releases to provide information and access to the general public, and development of performance standards for off-site work and imposition of individual weekly deliverables.

Should a permanent AWA in the DSWD be achieved, approximately 27,000 DSWD employees and officials composed of permanent, casual, contractual, coterminous, COS workers or Memorandum of Agreement (MoA) workers and Job Orders nationwide would stand to benefit, with the DSWD sustaining its performance and increasing productivity in some technical functions and clerical work.

POLICY GOALS

As mentioned in the policy issue section, there is a need to emphasize and push for specific organizational policy goals on working arrangements under the new normal and during emergency situations. Under the new normal context, the DSWD must carefully consider the welfare, efficiency and equity of its employees, while fulfilling its mandate of serving the poor, vulnerable and disadvantaged communities in our country. In generating policy alternatives, various policy goals must be set to guide the DSWD in planning and analyzing approaches to working arrangements. To this end, the DSWD must consider the following policy goals: **1.) Organizational efficiency; 2.) Employee welfare and equity; and 3.) Organizational effectiveness.** Cited below are the descriptions and principles for each policy goal.

Organizational efficiency - under this goal, the Department is focused entirely on maximizing the efficiency and performance of the organization in carrying out its mandate. This policy goal is closest to the pre-pandemic context and work setup of the Department and pursuing this policy goal is essentially going back to pre-pandemic and business as usual norms observed and practiced by the Department. Under this goal, the following indicators are the main focus of the organization:

- Increased workplace productivity of DSWD Office, Bureaus, Services through maximizing physical employee working hours in the workplace;
- Maximizing savings or efficiency in administrative and overhead costs incurred (utilities, transportation cost, employee working hours);
- Increased client satisfaction under the EODB and ARTA (mandate delivery).

Organizational efficiency goals simply revert the Department to return to a 100% physical work and office capacity to deliver and perform its core mandates. This policy goal can be viewed as the current preference of management, not just in the DSWD, but for management level in general. Moreover, under this policy goal, employee perspective of flexibility and protection in the workplace is virtually non-existent.

Employee welfare - this policy goal is focused on employee protection and interest in the workplace. Under this policy goal, the Department ensures the wellness of its personnel through strict enforcement of Occupational Safety and Health protocols (OSH) and pursuing policies on flexible working arrangements under the context of the new normal (post-pandemic) and during emergency situations.

This policy goal is introduced to address the lack of institutionalized administrative and logistical support mechanisms for DSWD personnel affected by disasters and other emergency situations. Non-prioritization of employee's occupational health, safety, and welfare in the DSWD decision making process was clearly manifested by the recently concluded internal survey re: Baseline of the OSH Compliance Checklist and Rollout Plan in DSWD Workplaces, shows that the Department has low compliance to standard procedures and protocols. Adequate workspace, office equipment, supplies and parking spaces are not sufficient to sustain the needs of a growing number of employees. The rising fuel cost and ineffective transportation system in the urban and peri-urban areas, have affected the health and well-being of DSWD workers and evidently have placed a near overwhelming pressure on DSWD personnel over the past years. Currently, the DSWD no longer implements alternative working arrangements (CSC-MC. No. 18-2020) due to IATF resolution on 100% back to office work. This policy of return to physical work by March 2022, revealed gaps and flaws within the existing DSWD policy structure and enforcement (administrative and logistical support policies) and can be viewed as "reactive" approach to dealing with calamities, disasters and emergency situations. In pursuing this policy goal, the Department is imbibing and giving importance to principles of employee welfare and promotion of a healthier work-life balance for its personnel. The adoption of AWA in the DSWD is one of the many indicators under this goal. Below are the other criteria/indicators that may be pursued to achieve employee welfare and equity policy goals:

- Presence/ Absence of updated AWA unified policy
- OSHS Intervention: PPEs/Sanitary kits

- Number of personnel infected with COVID-19 provided with DSWD support intervention
- Increased Work Life Balance (Balanced Caseload, Time with Family)
- Employee Savings (Transportation, Fuel Cost)
- Employee Costs
- Number of DSWD Offices (CO and FOs) Compliant to OSHS policies and procedures
- Capacity Building for DSWD personnel on OSHS (OSHS, COVID-19, Disasters, etc.)

Based on various research and studies on AWA, such as those conducted by the Development Academy of the Philippines (DAP) at the start of the pandemic in the country, there is an impact of AWA on the performance and welfare of both public and private employees. Additionally, various studies from both domestic and international context, support alternative work arrangement as the new normal in labor and employment for both public and private sector, thus providing a compromise for management and employees, especially government agencies, in protecting employee welfare and delivery of services and performance of core mandates.

Organizational Effectiveness - Under this policy goal, both the Department and its employees consider a balanced approach to working arrangements under the new normal and future emergency situations. This goal is considered as a compromise goal between employee welfare and maximizing organizational performance. The following policy indicators may be measured in pursuing the effectiveness policy goal the following indicators is used:

- Number of DSWD Employees Avail of Hybrid Working Arrangement
- DSWD OBS Performance is maintained
- Number of DSWD Employees increased

- quality of work while availing of AWA
- Number of employees considered the adoption of AWA as a regular practice in DSWD

As a compromise of both organizational efficiency and employee welfare and equity policy goals, both employee and management may both agree to hybrid work arrangement, which is a combination of onsite and offsite work arrangements per week (e.g. In 1 week, 3 days onsite work and 2 days offsite work is allowed). As the indicators imply, this policy goal balances the need to protect and promote employee welfare and interest while maintaining the performance of DSWD Office, Bureaus, and Services through their Office Performance Contract (OPC) rating.

STAKEHOLDERS' ANALYSIS

Applying the "PRINCE" (Probe, Interact, Calculate, Execute) approach (Coplin and Leary, 1998) to Stakeholders Analysis, the following power and interest matrices is produced:

Table 3: Position - PRINCE Approach

Opposition			Neutral	Support		
Strong Opposition	Moderate Opposition	Weak Opposition	Neutrality	Weak Support	Moderate Support	Strong Support
-3	-2	-1	0	1	2	3

Table 4: Power - PRINCE Approach

Weak Power	Moderate Power	Strong Power
1	2	3

Table 5: Priority - PRINCE Approach (Salience)

Low interest or concern for the issue	Moderate interest or concern for the issue	High interest or concern for the issue
1	2	3

*Table 6: Position-Power-Priority Matrix
 Policy Issue: Alternative Work Arrangement in the DSWD*

Major Players	Position (Opposition/Support)	Power	Priority	Total Score (for zero, multiply remaining whole number and then add parenthesis)
Office of the President (OP)	0	3	3	(9)
Office of the Executive Secretary (ES)	0	2	3	(6)
Inter-Agency Task Force on Infectious Diseases	-3	2	3	-18

Civil Service Commission (CSC)	3	2	3	18
Department of Budget and Management (DBM)	0	2	1	(2)
DSWD Executive Committee	-2	2	1	-4
DSWD Management Committee	-2	2	1	-4
DSWD Employees	3	1	3	9
DSWD Employee Association (SWEAP)	3	1	3	9
Business Sector	0	1	1	1

A-Score of all actors supporting the issue:	9
B-Absolute value of actors opposing the issue:	7
C-Scores of actors with zero issue positions (with parenthesis)	18
D-Total Stakeholders Score	80
E-Total Support Score (A+C/2)	18
F-Probability of Support (E/D x100) (%)	22.5% pv

Interpreting the values generated by the matrix, the probability of support from the current stakeholder environment (major players) is only around 22.5%. This means that the proposed policy alternatives for alternative work arrangement (AWA) in the DSWD is generally perceived as both low priority with stakeholder ranks and that the stakeholders have plenty of reservation about the policy issue and the proposed policy alternative. In order to increase the percentage of probability support, policy advocacy and strategies are needed to be introduced. Below is an opportunity and feasibility matrix for AWA policy:

Table 7: Opportunity and Feasibility Matrix for AWA Policy

Major Players	Opportunities for change/ political feasibility	Obstacles to change/ political feasibility
Office of the President (OP)	Neutral can be changed to Support based on the details, benefit analysis, and positive public impact and sentiment of the submitted proposal for AWA.	Counter-proposal of the IATF, DTI, DOLE, and NEDA to retain 100% workplace capacity to increase economic activity and spur economic growth recovery (obsolete normal)
Office of the Executive Secretary (ES)	Neutral can be changed to Support based on decision of the President	President's sentiment and decisions with affect the potential support of ES, since the ES is subservient and directly controlled by the President

Inter-Agency Task Force on Infectious Diseases	Highly unlikely a change of position from neutral to Support to AWA options. Currently ordered 100% back to office work space in all government offices (March 2022 IATF resolution on Alert Level 1). Unless, a new variant of COVID emerges.	May initiate counter-proposal for retention of 100% workplace capacity and blocking of AWA options in the name of economic recovery continuing decline of active COVID cases.
Civil Service Commission (CSC)	Currently supportive for permanent AWA options in the government work	Shift in strategic policy and priorities of the Commission, due to change in leadership and counterproposals of IATF, DTI, DOLE, and NEDA
Department of Budget and Management (DBM)	Neutral can be changed to Support based on the decision of the President and government expenditure cost-benefit analysis on AWA options.	Neutrality might be changed to opposition if AWA would entail greater government cost and expenditure.
DSWD Executive Committee	Currently opposed to AWA options due to 100% back to office work order of the IATF. Sentiments might be changed to Support depending on the merits of the proposed AWA policy analysis and brief.	DSWD Execom might retain the 100% workplace operations based on IATF recommendation.
DSWD Employees	Supportive of the AWA options in the workplace.	Support may change to Neutral or Opposition if cost-benefit analysis for AWA proves more costly for DSWD employees.
DSWD Employee	Association (SWEAP) Supportive of AWA, although no official position from the SWEAP was released, on AWA options for DSWD	Support may change to Neutral or Opposition if cost-benefit analysis for AWA proves more costly for DSWD employees and could be detrimental to the welfare of employees at the institutional level
Business Sector	Currently opposed to AWA options due direct impact to the economy.	Push for vaccination, and continue of public health interventions to protect the gains made by the Country, to avoid lockdowns

POLICY ALTERNATIVES

Alternative 1 - Status Quo option or 100% onsite office work requirement per IATF Resolution

There is no explicit policy covering AWA and will therefore mean that DSWD will maintain the reactive rather than proactive approach on the adoption of work arrangement for every emergency situation that may arise. This practice may put the safety and security of every Official and Employee of the Department at risk and lowers employee job satisfaction.

Alternative 2 - Resumption/issuance of DSWD AWA Guidelines

All Officials and Employees will be guided on the adoption of appropriate work arrangement or flexible work hours that they may avail during emergency situations, whether natural or human induced disaster, as follows (in pursuance to the CSC Resolution No. 2200209 titled, Policies on Flexible Work Arrangements in the Government promulgated on 18 May 2022):

1. Flexiplace
2. Compressed workweek
3. Skeleton Workforce
4. Work shifting
5. Flexitime
6. Combination of Flexible Work Arrangements

The creation of the DSWD Committee/ Task Force is needed to facilitate the crafting of internal guidelines and standard mechanisms in the adoption of AWA. In addition, the DSWD Management may execute its discretionary authority in accordance with Section 6 of Rule XVII of the Omnibus Rules Implementing Book V of Executive Order No. 292 states that “Flexible working hours may be allowed subject to the discretion of the head of agency”.

With the availability of the DSWD Omnibus Guidelines on AWA, the following will be achieved:

DSWD workers are protected during emergency situations

1. DSWD workers have alternative work scheme options during emergency situations
2. DSWD workers has increased work satisfaction (work/life balance)
3. DSWD workers’ transportation and daily subsistence cost is lessened
4. DSWD workers have better working environment (enough office workspace, provision of health kits)

Alternative 3 - Stronger Enforcement of the DSWD AO 3 s. 2021 on OSH

The DSWD to enforce the implementation of the Occupational Safety and Health Standards (OSHS) through the provision of safe and secure workspace per employee within the office premises with consideration to the following, as per the recommendations/ ways forward re: Baselineing of the OSH Compliance Checklist Rollout Plan in DSWD Workplaces:

1. Address and work on the OSH Indicators with low compliance rate;
2. Plan and implement OSH programs that would improve working conditions relative to a safe and healthy working environment
3. Strengthen information dissemination and advocacy to promote OSH through a
4. communication plan and conduct of capacity building activities; and,
5. Coordinate with appropriate government authorities to be provided with the necessary guidance

POLICY ANALYSIS MATRIX (EX-ANTE FORECASTING)

With the limitation in some of the indicators in the matrix needed to process the policy analysis, the Ex-Ante Evaluation was used wherein policies, programs, and projects before they are undertaken. Concerned Office or Bureau expressed that the requested data in the policy analysis is insufficient, thus, the policy analysts utilized this method.

Table 8: Breakdown of Score per Policy Goal

Policy Alternative	DSWD Employee Welfare and Equity Goal	Organizational Efficiency Goal	Organizational Effectiveness (Effective for both Employee and Management)	TOTAL
Policy Alternative 1: Status Quo	21	25	11	57
Policy Alternative 2: AWA Guidelines	39	12	12	63
Policy Alternative 3: Stronger Enforcement of the DSWD AO 3 s. 2021 on OSH	32	14	9	55
Results: Policy Alternative 2 on the resumption / issuance of alternative work arrangement incurs the highest numerical probability value of 63. This means, that among the 3 policy alternatives, Policy Alternative number 2 is the most probable policy option to pursue across the three policy goals on Employee Welfare, Efficiency, and Effectiveness (compromise) with an Average Probability Value of 22.				

*NPV-Numerical Probability Value

To determine the relative fitness and probability of the three proposed policy alternatives based on informed forecast rather than actual results, below is the Policy Analysis Matrix that analyzes the probability and merits of each policy alternative vis-à-vis organizational criteria and overall achievement of the three policy goals. The matrix makes use of the Probability Scale Scoring as discussed by Patton and Sawicky as well as basic policy analysis by Weimer and Vining, to generate forecast results and alignment of policy alternatives to policy goals:

Table 9: Policy Goal No. 1 - Employee Welfare

Policy Goals	Organizational Criteria / Indicators	Proposed Policy Alternatives		
		Policy 1 (Status Quo option of 100% onsite office work requirement per IATF Resolution)	Policy 2 (Resumption / Issuance of DSWD AWA Guidelines)	Policy 3 (Stronger Enforcement of the DSWD AO 3 s. 2021 on OSH)
Instructions for Probability Scale Scoring: Based on its inherent factor, rate each probability statement (1=Not Probable, 2=Less Probable, 3=Neutral, 4=Probable, 5=Very Probable) on the likelihood that the indicators will be achieved once the Policy Alternatives are introduced, with the overall objective of pursuing the respective Policy Goals.				
DSWD Employee Welfare Goal	1. Offsite Work Arrangements	Offsite-Work Arrangements are in Place (Score=1)	Offsite-Work Arrangements are in Place (Score=5)	Offsite-Work Arrangements are in Place (Score=3) No relating provision in AO 3-2021. Offsite Arrangements not part of AO 3 on DSWD-OSH Guidelines
	2. OSHS Intervention: Provision of Basic Personal Protection Equipment (PPE) Sanitary and Hygiene Kits *Based on the survey to be led by the HRMDS	Provision of Basic Protective Equipment (PPEs) and Sanitary/ Hygiene Kits. (Score= 4)	Provision of Basic Protective Equipment (PPEs) and Sanitary/Hygiene Kits. (Score= 4)	Provision of Basic Protective Equipment (PPEs) and Sanitary/Hygiene Kits. (Score= 5) Stronger requirements and compliance to OSH, therefore greater provision of basic PPEs and Sanitary/Hygiene Kits.
	3. Employee Assistance: Number of personnel provided support interventions (pandemic related or during disasters cases)	Employee Support Assistance Provided for Pandemic / Disaster Related Cases (Score=3) Based from historical data, DSWD provides some limited employee assistance support through CIU-AICs. Provision of assistance is reactive and intermittent	Employee Support Assistance Provided for Pandemic / Disaster Related Cases (Score=5) Based on the past 2 years of pandemic, DSWD provides more support interventions and assistance to employees.	Employee Support Assistance Provided for Pandemic / Disaster Related Cases (Score=3) Neutral - No employee assistance provision in AO 3-2021 OSH Guidelines
	4. Employee Welfare: Increased Work Life Balance (balanced case-load, time with family and loved ones) *Based on the survey to be led by the HRMDS	Increased Work-life Balance (Score=2)	Increased Work-life Balance (Score=5)	Increased Work-life Balance (Score=3) Neutral - No relating provision in AO 3-2021 OSH Guidelines
	5. Employee Savings (Transportation, Fuel, Basic necessities) *Based on the survey to be led by the HRMDS	Greater Employee Savings on Transportation and Fuel Costs (Score= 1)	Greater Employee Savings on Transportation and Fuel Costs (Score=5)	Greater Employee Savings on Transportation and Fuel Costs (Score=3) Neutral - No relating provision in AO 3-2021 OSH Guidelines
	6. Employee Cost on Utilities (electricity, water, internet data) *Based on the survey to be led by the HRMDS	Employee spending more on utilities (Score=2)	Employee spending more on utilities (Score=5)	Employee spending more on utilities (Score=3) Neutral - No relating provision in AO 3-2021 OSH Guidelines
	7. Increased DSWD Offices (CO and FOs) Compliant to OSHS policies and procedures	Increase in DSWD-OBS compliance to OSH (Score=3)	Increase in DSWD-OBS compliance to OSH (Score=3)	Increase in DSWD-OBS compliance to OSH (Score=5) Stronger compliance and active engagement with OSHS policies and protocols
	8. Employee Individual Performance *Based on HRMDS' IPCR records of employees	Positive Individual Performance is maintained (Score=3)	Positive Individual Performance is maintained (Score=4)	Positive Individual Performance is maintained (Score=3) Neutral - No relating provision in AO 3-2021 OSH Guidelines
	9. Capacity Building for DSWD personnel on OSHS (OSHS, COVID-19, Disasters, etc.) *Based on the survey to be led by the HRMDS	Greater Participation of Employees to OSHS Orientation, disaster-related capacity building activities, etc. (Score=2)	Greater Participation of Employees to OSHS Orientation, disaster-related capacity building activities, etc. (Score=3)	Greater Participation of Employees to OSHS Orientation, disaster-related capacity building activities, etc. (Score=5) Full and mandatory Employee participation: 100% of personnel attended/ participated in OSHS Orientation and relating activities
	TOTAL NUMERICAL PROBABILITY VALUE	21-NPV	39-NPV	32-NPV

Results: Among the three proposed policy alternatives, policy alternative 2, on the resumption / issuance of DSWD-AWA Guidelines, is the most probable policy alternative to pursue DSWD employee welfare and equity in the workplace. This policy alternative is a proactive and employee-centric approach to welfare and protection of DSWD employees under the new normal, continuing pandemic, and subsequent emergency situation that will be faced by the Department in the future.

Table 10: Policy Goal No. 2 - Organizational Efficiency

Policy Goals	Organizational Criteria / Indicators	Proposed Policy Alternatives		
		Policy 1 (Status Quo option of 100% onsite office work requirement per IATF Resolution)	Policy 2 (Resumption / Issuance of DSWD AWA Guidelines)	Policy 3 (Stronger Enforcement of the DSWD AO 3 s. 2021 on OSH)
Organizational Efficiency Goal	Instructions for Probability Scale Scoring: Based on its inherent factor, rate each probability statement (1=Not Probable, 2=Less Probable, 3=Neutral, 4=Probable, 5=Very Probable) on the likelihood that the indicators will be achieved once the Policy Alternatives are introduced, with the overall objective of pursuing the respective Policy Goals.			
	1. Increased Workplace Capacity / Operations of DSWD Offices and Facilities	Increased workplace productivity / performance (Score=5)	Increased workplace productivity / performance (Score 1)	Increased workplace productivity / performance (Score 3)
	2. Faster Turn-Over Rate of DSWD documents and communications	Faster turn-over and approval of documents (Score=5)	Faster turn-over and approval of documents (Score=2)	Neutral - No relating provision in AO 3-2021 Faster turn-over and approval of documents (Score 3)
	3. Increased Workplace Performance based in the Office Performance Contract	Increase of Office Performance Rating (Score=5)	Increase of Office Performance Rating (Score=4)	Neutral - No relating provision in AO 3-2021 Increase of Office Performance Rating (Score=3)
	4. Increased customer satisfaction (EODB and ARTA, ISO)	Increased customer / client satisfaction (Score=5)	Increased customer / client satisfaction (Score=2) Lower customer / client satisfaction due to reduced onsite workers and operations	Neutral - No relating provision in AO 3-2021 Increased customer / client satisfaction (Score 3) Neutral - No relating provision in AO 3-2021
	5. Organizational Savings (Utilities: Water, Electricity, Fuel, Internet etc) *Based on the DSWD Administrative Cost from 2019 to present provided by the Administrative Service	Department will Save on Utility Cost (Score=5)	Department will Save on Utility Cost (Score=3) <i>Decentralized cost. Utilities spread and shouldered by employees during offsite work</i>	Increased Department Savings on Utility Cost (Score 2) Neutral - No relating provision in AO 3-2021
	TOTAL NUMERICAL PROBABILITY VALUE	25-NPV	12-NPV	14-NPV

Results: Among the three proposed policy alternatives, policy alternative 1, on status quo and retention of 100% work arrangement, is the most probable policy alternative to pursue DSWD organizational efficiency. This policy alternative is management centric, giving emphasis on the well-being of the Department at the macro level. This policy alternative can be pursued if the focus of the organization is reverting back to pre-pandemic levels of performance, commitments, and arrangements.

*Table 11: Policy Goal No. 3 - Organizational Effectiveness
 (Effective for both Employee and Management)*

Policy Goals	Organizational Criteria / Indicators	Proposed Policy Alternatives		
		Policy 1 (Status Quo option of 100% onsite office work requirement per IATF Resolution)	Policy 2 (Resumption / Issuance of DSWD AWA Guidelines)	Policy 3 (Stronger Enforcement of the DSWD AO 3 s. 2021 on OSH)
Organizational Effectiveness (Effective for both Employee and Management)	Instructions for Probability Scale Scoring: Based on its inherent factor, rate each probability statement (1=Not Probable, 2=Less Probable, 3=Neutral, 4=Probable, 5=Very Probable) on the likelihood that the indicators will be achieved once the Policy Alternatives are introduced, with the overall objective of pursuing the respective Policy Goals.			
	Hybrid Working Arrangement (Offsite / Onsite)	Hybrid Working Arrangements are in Place in all DSWD Offices and Facilities (Score= 2)	Hybrid Working Arrangements are in Place in all DSWD Offices and Facilities (Score=4)	Hybrid Working Arrangements are in Place in all DSWD Offices and Facilities (Score 3) Neutral - No relating provision in AO 3-2021
	DSWD-OBS Performance Maintained	Positive Performance of DSWD-OBS is maintained (Score=4)	Positive Performance of DSWD-OBS is maintained (Score=4)	Positive Performance of DSWD-OBS is maintained (Score=3) Neutral - No relating provision in AO 3-2021
	Customer / Client Rating Maintained	Positive Customer / Client Satisfaction Rating is Maintained (Score=5)	Positive Customer / Client Satisfaction Rating is Maintained (Score=4)	Positive Customer / Client Satisfaction Rating is Maintained (Score 3) Neutral - No relating provision in AO 3-2021
	TOTAL NUMERICAL PROBABILITY VALUE	11-NPV	12-NPV	9-NPV

Results: Among the three proposed policy alternatives, policy alternative 2, on the resumption / issuance of DSWD-AWA Guidelines, is the most probable policy alternative to pursue if the goal of the DSWD lean towards Organizational Effectiveness. In the context of this paper, effectiveness is defined as indicators that cater to both the needs of employees and organization (effective with both parties) and strikes a balance between the interests of parties involved. This policy alternative is a compromise and consensus-building approach to policy making, wherein the goal is balancing the needs for ensuring employee safety and welfare in the workplace, providing some degree of equity (work options), and maintaining organizational performance in the midst of the pandemic and subsequent emergency situation that the DSWD will face in the future.

PROPOSED AWA ADVOCACY PLAN

Table 12: AWA Advocacy Plan

Targeted Stakeholder	Message	Advocacy Strategy	Timeframe
Office of the President (OP)	<p>We recognize the efforts of the Office of the President in ensuring the welfare and protection of its employees through the implementation of Alternative Work Arrangements (AWAs) during the height of the COVID-19 Pandemic. The full support of the said office on the continuous adoption of AWA at the public sector as part of the new normal set-up is highly anticipated.</p> <ul style="list-style-type: none"> Employee protection and welfare (protection from COVID, rising fuel cost, appeal for employee work-life balance) Sustaining Agency/Employee performance thru AWA Performance of DSWD during the pandemic as an evidence to support AWA 	<ul style="list-style-type: none"> Press conference Press releases Consultation Meetings Public Forum <p>Present the CBA results on AWA policy Present advocacy materials/ activities within the Department</p>	<p>April - June 2022</p> <p>July -December 2022</p>

Targeted Stakeholder	Message	Advocacy Strategy	Timeframe
Office of the Executive Secretary (ES)	<p>We recognize the efforts of the Office of the Executive Secretary in ensuring the welfare and protection of its employees through the implementation of Alternative Work Arrangements (AWAs) during the height of the COVID-19 Pandemic. The full support of the said office on the continuous adoption of AWA at the public sector as part of the new normal set-up is highly anticipated.</p> <ul style="list-style-type: none"> Employee protection and welfare (protection from COVID, rising fuel cost, appeal for employee work-life balance) Sustaining Agency/Employee performance thru AWA Performance of DSWD during the pandemic as an evidence to support AWA 	<ul style="list-style-type: none"> Press conference Press releases Consultation Meetings Public Forum <p>Present the CBA results on AWA policy Present advocacy materials/ activities within the Department</p>	April - June 2022
Inter-Agency Task Force on Infectious Diseases	<p>The efforts of IATF in issuing immediate guidance relative to the promotion of safety and protection of the general public during the height of the COVID-19 Pandemic is very much appreciated. Regular updating of guidance based on the actual situation of the country relative to COVID-19 Response is expected.</p> <ul style="list-style-type: none"> Emphasis on CBA Benefits of AWA Evidence-based references (literature, studies, research results) 	<ul style="list-style-type: none"> Press conference Press releases Consultation Meetings Public Forum <p>Present the CBA results on AWA policy Present advocacy materials/ activities within the Department</p>	31 December 2022

Targeted Stakeholder	Message	Advocacy Strategy	Timeframe
Civil Service Commission (CSC)	<p>We recognize the efforts of our Civil Servants on their dedication to their work despite the ongoing pandemic. The issuance of general guidelines among government offices on the adoption of applicable AWA is expected especially now that there were several NGAs who supported the same e.g. MMDA, NEDA, and DICT due to rapid increase in fuel cost, traffic congestions, as well as for the protection and welfare of the general public.</p> <ul style="list-style-type: none"> • Appreciation on efforts for permanent AWA • Presentation Evidence-based references in the context of DSWD showing that AWA is effective under Social Welfare Agency (survey on AWA implementation within DSWD) • Affirmation of Civil Servant welfare and protection 	<ul style="list-style-type: none"> • Towncall meeting • Consultations • Press releases • Public Forum <p>Maintain support through writing letter of support or appreciation for the CSC's AWA initiatives</p>	31 December 2022
Department of Budget and Management (DBM)	<p>We recognize the support of the DBM for the issuance of guidelines to ensure that government employees have access to or are provided with communication equipment or facilities, such as computer/laptop, internet or e-mail, facsimile, telephone or mobile phone to facilitate the implementation of the WFHA</p> <ul style="list-style-type: none"> • Presentation Evidence-based references • Emphasis on CBA • Employee protection and welfare (protection from COVID, rising fuel cost, appeal for employee work-life balance) • Sustaining Agency/Employee performance thru AWA • Performance of DSWD during the pandemic as an evidence to support AWA 	<p>Present the CBA results on AWA policy Present advocacy materials/ activities within the Department</p>	31 December 2022

Targeted Stakeholder	Message	Advocacy Strategy	Timeframe
DSWD Executive Committee	<p>The DSWD employees acknowledged the unwavering support of the Execom in sustaining the enthusiasm of the employees to perform well and responsive to the employees welfare especially during the height of COVID 19 by adopting AWA. .</p> <ul style="list-style-type: none"> • Sustaining Agency/Employee performance thru AWA • DSWD employee protection and welfare • Presentation Evidence-based references • Emphasis on CBA • Affirmation for the Care for the Carers (DSWD Policy Agenda) 	<p>Present the CBA results on AWA policy</p> <p>Present advocacy materials/ activities within the Department conduct of consultation/ dialogue</p>	<p>31 December 2022 and Next Administration</p>
DSWD Management Committee	<p>The DSWD employees acknowledged the unwavering support of the Execom in sustaining the enthusiasm of the employees to perform well and responsive to the employees welfare especially during the height of COVID 19 by adopting AWA.</p> <ul style="list-style-type: none"> • Sustaining Agency/Employee performance thru AWA • DSWD employee protection and welfare • Presentation Evidence-based references • Emphasis on CBA • Affirmation for the Care for the Carers (DSWD Policy Agenda) 	<p>Present the CBA results on AWA policy</p> <p>Present advocacy materials/ activities within the Department conduct of consultation/ dialogue</p>	<p>31 December and Next Administration</p>
DSWD Employees	<p>The DSWD Employees c</p> <ul style="list-style-type: none"> • Employee protection and welfare (protection from COVID, rising fuel cost, appeal for employee work-life balance) • Presentation Evidence-based references in the context of DSWD showing that AWA is effective under Social Welfare Agency (survey on AWA implementation within DSWD) 	<p>Conduct social advocacy the CBA results on AWA policy</p>	<p>31 December and Next Administration</p>

Targeted Stakeholder	Message	Advocacy Strategy	Timeframe
DSWD Employee Association (SWEAP)	We recognized the support of SWEAP for their representation in advocating and promoting employees welfare of the Department. <ul style="list-style-type: none"> • Sustaining Agency/Employee performance thru AWA • DSWD employee protection and welfare • Presentation Evidence-based references • Emphasis on CBA • Affirmation for the Care for the Carers (DSWD Policy Agenda) • Affirmation of the principles of the Association on promoting employees' interest 	Conduct social advocacy the CBA results on AWA policy	31 December and Next Administration

RECOMMENDATIONS

In conclusion, this analysis paper establishes the AWA as a viable tool to maintain pre-pandemic levels of productivity both at the employee and organizational levels (as evidenced by the DAP studies). However, the adoption of AWA should be dependent on the type of job function and/or services being performed or delivered by the various DSWD Office, Bureaus, Services, and Units (OBSUs) as well as the majority preference of the organizational workforce. AWA can be used in combination with on-site and off-site arrangement to ensure unhampered delivery of social welfare and development services by the Department, within the context of the new normal. Hybrid work arrangement is seen to be the new working mode in the foreseeable future and necessary support measures such as ICT-related support should be in place for upskilling of employees and recalibration of performance measures and deliverables. For the DSWD Management to execute its discretionary authority towards the issuance of Omnibus Guidelines on AWA in accordance to Section 6 of Rule XVII of the Omnibus Rules Implementing Book V of Executive Order No. 292 states that “Flexible working hours may be allowed subject to the discretion of the head of agency”. The following actions provided below is for consideration:

1. Pursue alternative work arrangements in the DSWD central and regional offices as well as in all DSWD facilities through the crafting of internal Administrative Order for AWA, in pursuance to the CSC Resolution No. 2200209 titled, Policies on Flexible Work Arrangements in the Government;
2. The HRMDS to development of standard monitoring mechanism and recalibration of OBSU performance indicators and deliverables in congruence with alternative work arrangements;
3. The HRMDS to coordinate with oversight agencies such as the Civil Service Commission to generate updates, support, and guidance in implementing AWA in the DSWD;

4. The HRMDS to conduct further studies to generate future AWA models that is replicable and addresses the needs of the organization going forward;
5. Conduct of full cost-effectiveness / cost-benefit analysis on AWA, in consonance with the HRMDS, that will establish data driven policy design and decision-making for DSWD AWA;
6. Engagement of the DSWD Social Marketing Service (SMS) for the preparation and implementation of AWA information materials and orientation sessions to raise awareness on the salient points of the AO for AWA as well as the scope and limitations of AWA;
7. The HRMDS to coordinate with the DSWD-TWG on OSH on harmonizing plans and actions for the strengthening of the implementation of the DSWD AO 3 s2021 on the Occupational Safety and Health Standards for the DSWD

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