



M.C. No. 22, s. 2014

MEMORANDUM CIRCULAR

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

SUBJECT : Adoption of Four-Day Workweek Scheme in Government Agencies in Metro Manila

The Civil Service Commission, as the central human resource institution of the government, is mandated by the Constitution to establish a career service, adopt measures to promote morale, efficiency, integrity, responsiveness, and courtesy in the civil service, strengthen the merit and rewards system, integrate all human resource development programs for all levels and ranks, and institutionalize a management climate conducive to public accountability.

Section 12 (3), Title I, Subtitle A, Book V of the Administrative Code of 1987 (Executive Order No. 292), conferred on the Civil Service Commission the power and function to “*promulgate policies, standards and guidelines for the Civil Service and adopt plans and programs to promote economical, efficient and effective personnel administration in government*”.

Section 7, Rule XVII (Government Office Hours) of the Omnibus Rules Implementing Book V of EO 292 and Other Pertinent Civil Service Laws provides that in the exigency of the service, or when necessary by the nature of the work of a particular agency and upon representations with the Commission by the department heads concerned, requests for the rescheduling or shifting of work schedule for a number of working days less than the required five (5) days may be allowed provided that government officials and employees render a total of forty (40) hours a week and the public is assured of core working hours of eight in the morning to five in the afternoon continuously for the duration of the entire work week.

In pursuit of the CSC’s vision to be Asia’s leading center of excellence for strategic human resource and organization development, there is a compelling need for the CSC to develop policies, standards and programs that promote work-life balance, drive individual and organizational performance, and maintain high levels of employee satisfaction and engagement.

In a R. A. C. E. to Serve: Responsive, Accessible, Courteous and Effective Public Service

In line with the CSC vision and purpose and in response to the worsening traffic situation in Metro Manila brought about by major infrastructure projects, the CSC conducted a survey on alternative work schemes and employee services that may be adopted by the government.

In view thereof, the Commission has promulgated in CSC Resolution No. 1401286 dated September 8, 2014, the attached Guidelines on the *Four-Day Workweek Scheme in the Government*.

All rules, regulations and issuances of the Commission which do not conform to the attached guidelines are repealed, amended or modified accordingly.

This Memorandum Circular shall take effect immediately.


FRANCISCO T. DUQUE III, MD, MSc
Chairman

SEP 12 2014



**Adoption of the Four-Day Workweek Scheme
in Government Agencies in Metro Manila**

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Number: 1401286
Promulgated: 08 SEP 2014

RESOLUTION

WHEREAS, the Civil Service Commission, as the central human resource institution of the government, is mandated by the Constitution to establish a career service, adopt measures to promote morale, efficiency, integrity, responsiveness, and courtesy in the civil service, strengthen the merit and rewards system, integrate all human resource development programs for all levels and ranks, and institutionalize a management climate conducive to public accountability;

WHEREAS, Section 12 (3), Title I, Subtitle A, Book V of the Administrative Code of 1987 (Executive Order No. 292), conferred on the Civil Service Commission the power and function to “*promulgate policies, standards and guidelines for the Civil Service and adopt plans and programs to promote economical, efficient and effective personnel administration in government*”;

WHEREAS, Section 7, Rule XVII (Government Office Hours) of the Omnibus Rules Implementing Book V of EO 292 and Other Pertinent Civil Service Laws provides that in the exigency of the service, or when necessary by the nature of the work of a particular agency and upon representations with the Commission by the department heads concerned, requests for the rescheduling or shifting of work schedule for a number of working days less than the required five (5) days may be allowed provided that government officials and employees render a total of forty (40) hours a week and the public is assured of core working hours of eight in the morning to five in the afternoon continuously for the duration of the entire work week;

WHEREAS, in pursuit of the CSC’s vision to be Asia’s leading center of excellence for strategic human resource and organization development, there is a compelling need for the CSC to develop policies, standards and programs that promote work-life balance, drive individual and organizational performance, and maintain high levels of employee satisfaction and engagement;

WHEREAS, in line with the CSC vision and purpose and in response to the worsening traffic situation in Metro Manila brought about by major infrastructure projects, the CSC conducted a survey on alternative work schemes and employee services that may be adopted by the government;

In a R. A. C. E. to Serve: Responsive, Accessible, Courteous and Effective Public Service

WHEREAS, the result of the survey indicates a strong preference of government employees for a four-day workweek arrangement. Under this scheme, work shall be from Tuesday to Friday, from 8:00 a.m. to 7:00 p.m. Agencies may also opt for a Monday to Thursday schedule;

WHEREAS, depending on the nature of their operations, the four-day workweek arrangement may be implemented on a voluntary basis by agencies in Metro Manila;

WHEREFORE, the Commission **RESOLVES** to adopt the attached guidelines to implement the Four-Day Workweek Scheme in the Government.

All rules, regulations and issuances which are inconsistent herewith are hereby repealed, amended or modified accordingly.

This Resolution shall take effect immediately.

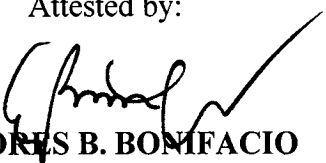
Quezon City.


FRANCISCO T. DUQUE III
Chairman


ROBERT S. MARTINEZ
Commissioner


NIEVES L. OSORIO
Commissioner

Attested by:


DOLORES B. BONIFACIO
Director IV
Commission Secretariat and Liaison Office

GUIDELINES ON THE FOUR-DAY WORKWEEK SCHEME IN THE GOVERNMENT

A. Background and Rationale

As the central human resource institution of the Philippine Government, the Civil Service Commission (CSC) develops policies, standards and programs that drive individual and organizational performance and maintain high levels of employee satisfaction and engagement. In the face of technological and infrastructure disruptions, one critical area that the CSC has to look into is work-life balance of government employees.

The Metro Manila Skyway, a major infrastructure project of the Philippine government in partnership with the private sector, is now on its third phase. It is expected to create very heavy traffic along EDSA and nearby areas, affecting the commuting public, including government employees.

To contribute to lessening the impact of the road constructions and the anticipated heavier traffic condition in Metro Manila on government employees, the CSC conducted a study on alternative work schemes for employees in the public sector. The majority of the survey respondents selected the Four-Day Workweek Scheme as the best option to significantly address the traffic situation in Metro Manila, increase efficiency, productivity and employee engagement.

B. Objectives

The CSC encourages government agencies in Metro Manila to implement a four-day workweek scheme to achieve the following objectives:

- a) Contribute in lessening the volume of traffic in Metro Manila, especially during the implementation of the Metro Manila Skyway 3 project;
- b) Increase employee efficiency and organizational performance;
- c) Promote work-life balance among the employees; and
- d) Enhance employee engagement, morale and productivity.

C. Concept and Definition

The four-day workweek scheme is an alternative arrangement whereby the normal workweek is reduced to four days but the number of work hours per day is increased to 10 hours so the total number of work hours per week remains at 40 hours.

D. Coverage and Pre-Requirements

Government agencies in Metro Manila that meet the following pre-requirements may opt to adopt the scheme:



- a) Agency's frontline services can be accessed by the public online;
- b) Agency has a one-stop shop;
- c) Agency has a functional call center/PABX telephone system that allows calls to be diverted to the Officers-of-the-Day or alerts the caller that the office is closed on that day; and
- d) Agency has baseline data on the agency's overall performance, employee absenteeism rate, employee tardiness rate, state of employees' health and wellness, employee satisfaction level, employee turnover rate, electrical consumption, and client satisfaction level/rating.

E. Guidelines

1. The CSC grants blanket approval to agencies that meet the pre-requirements and opt to implement the four-day workweek scheme. The scheme, with work from Monday to Thursday, or Tuesday to Friday, with fixed office hours from 8:00 a.m. to 7:00 p.m., for a total of ten (10) hours a day exclusive of one (1) hour lunch break, shall initially be implemented by participating agencies in Metro Manila for one year, starting in September 2014.
2. Flexible time schedules or flexi-time shall be suspended in agencies that will adopt the four-day workweek scheme.
3. The Agency Head shall submit a notice to the Civil Service Commission, through the CSC Field Office and Regional Office concerned, of the intention to adopt the four-day workweek scheme. The notice shall indicate the work schedule that the agency will adopt – Monday to Thursday or Tuesday to Friday - and shall include a Certification by the Agency Head of the agency's compliance with the pre-requirements.
4. The implementation of the new work schedule shall not be earlier than fifteen (15) days after submission of the agency's notice to the CSC.
5. Agencies that will implement the four-day workweek scheme shall ensure widespread information dissemination on the new work schedule so that the transacting public can adjust to the new office hours. The new work schedule shall be posted in front of the office premises and in the agency's website fifteen (15) days before the start of the implementation of the work scheme.
6. The new office hours of participating agencies shall also be published in the CSC website and in the national government website (www.gov.ph).
7. During the transition period or the first month of implementation of the new work scheme, participating agencies shall continue to be open five days a week, with a skeletal workforce for the frontline services on the supposed rest day (Monday or Friday) in the agency.
8. Participating agencies shall develop a feedback system to solicit the opinion of the employees and clients of the agency.



9. Participating agencies shall formulate their internal rules in the implementation of the four-day workweek scheme.
10. The internal guidelines shall contain a provision whereby the Commission retains the authority to revoke or suspend an agency's authority to implement the four-day workweek scheme based on the demands of the public or complaints reported to the Contact Center ng Bayan. The CSC can also assist the agencies in developing an action plan to resolve problems in their frontline service delivery.
11. The Agency Head may also decide to suspend or discontinue the implementation of the four-day workweek scheme if problems in the delivery of quality service to clients are encountered.
12. Any work beyond 10 hours a day shall be subject to overtime premium or compensatory time-off in accordance with pertinent policies and accounting rules and regulations.
13. Participating agencies shall conduct monitoring and evaluation (M&E) and impact assessment on the following areas:
 - a) agency's overall performance
 - b) employee absenteeism rate
 - c) employee tardiness rate
 - d) state of employees' health and wellness
 - e) employee satisfaction level
 - f) employee turnover rate
 - g) electrical consumption
 - h) client satisfaction level/rating
14. Agencies shall submit to the CSC through the CSC Field Office and Regional Office concerned a mid-term evaluation report on the implementation of the four-day workweek scheme six months after the start of the implementation and an impact assessment report, with recommendations, two weeks after the end of the first year of implementation.

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