

Republic of the Philippines
Department of Education
 NATIONAL CAPITAL REGION

December 5, 2023

REGIONAL MEMORANDUM
No. NCR 1281 s. 2023

To: Assistant Regional Director
Functional Division Chiefs
Schools Division Superintendents
Carleen S. Sedilla – Quezon City
Meliton B. Zurbano – Navotas City
Margarito B. Materum – San Juan City
All Others Concerned

**DISSEMINATION OF DEPED MEMORANDUM OUA-OUT-112223-P4-2 RE:
 REQUEST FOR THE PARTICIPATION IN THE RESEARCH STUDY TITLED:
 “PANDEMIC -INDUCED WORK ARRANGEMENTS IN THE PHILIPPINES:
 ASSESSING THE FACTORS AFFECTING THE PUBLIC SERVICE
 PERFORMANCE OF TELEWORKING EMPLOYEES**

- Attached herewith is the DepEd Memorandum OUA-OUT-112223-P4-2 titled Request for the Participation in the Research study titled: “Pandemic - Induced Work Arrangements in the Philippines: Assessing the Factors Affecting the Public Service Performance of Teleworking Employees to be conducted by Ms. Sarah Bianca B. Bilag, graduate student from Meiji University – Graduate School of Governance Studies in Tokyo, Japan.
- Kindly fill out this Google Form: bit.ly/SurveyCompleteForm for the respondents from the Regional Office, SDO Quezon City, SDO Navotas, and SDO San Juan City upon completion of the survey on Annex A online survey: tinyurl.com/DEPEDTelework-Survey.
- For your information and guidance of all concerned.


JOCELYN DR. ANDAYA
 Regional Director

Reference: OUA-OUT-112223-P4-2
 To be indicated in the Perpetual Index under the following subjects: RESEARCH
 PPRD/JAI
 December 5, 2023



Address: Misamis St., Bago Bantay, Quezon City
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Republic of the Philippines
Department of Education
OFFICE OF THE UNDERSECRETARY FOR ADMINISTRATION

OUA-OUT-112223-P4-2

MEMORANDUM

FOR : **Regional Directors**
National Capital Region, Region I, (NCR), Region IV-A (CALABARZON), Region IV-B (MIMAROPA), Region V, Region VI, Region VII, Region VIII, Region X, Region XI, and Region XIII

Schools Division Superintendents
SDOs Quezon City, Navotas City, San Juan City, Camarines Sur, Palawan, Naga City, Vigan, Cebu, Leyte, Guimaras, Baybay City, Davao City, Malaybalay City, Surigao del Norte, and Camiguin

FROM : **NOLASCO A. MEMPIN** 
Undersecretary for Administration

SUBJECT : **Request for Participation in the Research Study titled: "Pandemic-induced Work Arrangements in the Philippines: Assessing the Factors Affecting the Public Service Performance of Teleworking Employees"**

DATE : 22 November 2023

This has reference to the letter of **Ms. Sarah Bianca B. Bilag**, a graduate student from Meiji University - Graduate School of Governance Studies in Tokyo, Japan, dated November 6, 2023, requesting to conduct her research study titled "**Pandemic-induced Work Arrangements in the Philippines: Assessing the Factors Affecting the Public Service Performance of Teleworking Employees**". The study aims to determine the factors affecting the performance of teleworking (*working-from-home*) employees based on the Balanced Scorecard framework.

In line with promoting evidence-based implementation of employee welfare and organizational reforms, this office respectfully endorses the conduct of the said research and requests the participation of our field offices in the following research activities: (1) online survey and (2) focus group discussion (FGDs). The target participants for these surveys and FGDs will be at least 400 DepEd non-teaching and related-teaching personnel at the Central, Region, and Schools Division Office levels who have teleworked since March 2020 to be chosen through cluster sampling. (*See Annex B for the Target Survey Respondents*).

The following are the details of the research activities:



Room 508, 5th Floor Mabini Building, DepEd Complex, Meralco Avenue, Pasig City 1600



DepEd Philippines



@depdphilippines



@DepEd_PH



www.dep.gov.ph

Telephone No.: (02) 8638-1780; Email: useforadministration@dep.gov.ph

1. The survey will be administered online and shall cover: (a) key performance factors that affect teleworking public employees and (b) how effective the Balance Scorecard framework is and its enlisted indicators to measure the performance of teleworking employees in the Philippines. The respective links and QR codes for access are provided in **Annex A**. The survey will be open for responses from November - December 2023.
2. Subsequently, the FGDs will be conducted remotely via Zoom, following the retrieval of survey responses. The FGDs will cover the risks and benefits of pandemic teleworking and how it influences their performance based on the prospective key factors of the Balanced Scorecard and courses of action to improve overall performance and other work-related outcomes. A total of 18 participants, with six (6) participants per governance level (Central Office, Regional Office, and Schools Division Office). They will be pooled via purposive homogenous sampling based on their consent to the survey responses.

In this regard, Regional Offices (ROs) are requested to:

- Coordinate with RO functional divisions and School Division Offices (SDOs) to support the researcher in the dissemination of the online survey to target participants;
- For the conduct of focus group discussion (FGD), the researcher will laterally coordinate the details and schedule to selected participants from field offices. The target timeline for the FGD will be from January to February 2024 and will be conducted through an online platform; and
- Submit feedback on the actual conduct of the study as a result of monitoring to the Policy Research and Development Division - Planning Service (PRD-PS) at email address: ps.prd@deped.gov.ph. See **Annex C** for the template of the monitoring report.

Kindly note that participation is voluntary. Particularly, participants have the right to refuse to participate or discontinue in accomplishing the survey at any time. Also, compliance with the Data Privacy Act shall be strictly observed.

The concept note is also attached as Annex D for your reference.

For further inquiries, kindly contact the PS-PRD through email address ps.prd@deped.gov.ph. For lateral coordination, Ms. Sarah Bianca B. Bilag through email address sarah.bilag@deped.gov.ph or through mobile number 0916-984-2380.

For consideration and appropriate action. Thank you.

Copy furnish:

REVSEE A. ESCOBEDO

Undersecretary for Operations

Annex A: Link and QR for the Survey

Google Forms Link: <https://tinyurl.com/DEPEDTelework-Survey>

QR Code for scanning:



Please scan the QR code or access it here: tinyurl.com/DEPEDTelework-Survey

Annex B: Target Respondents

Governance Level/ Geographical Area	Region	Schools Division Office (SDO)	SDO Size Classification
DepEd CENTRAL OFFICE	--	--	--
National Capital Region (NCR)	NCR (RO Proper)	--	--
	NCR	Quezon City	Large
	NCR	Navotas City	Medium
	NCR	San Juan City	Small
Luzon	Region IV-A (RO Proper)	--	--
	Region V	Camarines Sur	Very Large
	Region IV-B	Palawan	Large
	Region V	Naga City	Medium
	Region I	Vigan	Small
Visayas	Region VIII (RO Proper)	--	--
	Region VII	Cebu	Very Large
	Region VIII	Leyte	Large
	Region VI	Guimaras	Medium
	Region VIII	Baybay City	Small

Mindanao	Region XI (RO Proper)	--	--
	Region XI	Davao City	Large
	Region X	Malaybalay City	Medium
	Region XIII	Surigao del Norte	Medium
	Region X	Camiguin	Small

**Notes: Employed cluster sampling based on the Department's governance levels, geographical location, and the sizes of schools division offices.*

Annex C: Template for Monitoring Report for Field Office

Governance Level (Name of RO or SDO)	Date of Data Gathering	Research Activities Conducted	Reported Feedback
		<i>(Indicative research activities conducted such as KII and FGD and the number of participants)</i>	<i>(Discuss feedback of participants regarding the conduct of research activities, and challenges and difficulties encountered in facilitating the activity)</i>



1-1, KANDA-SURUGADAI, CHIYODA-KU, TOKYO, JAPAN.

06 November 2023

WILFREDO E. CABRAL

*Regional Director, DepEd NCR and
Officer-in-Charge, Office of the Undersecretary
Human Resource and Organizational Development
Department of Education
DepEd Complex, Meralco Avenue, Pasig City 1600*

Attention: **Mr. Albert Jerome C. Andres**
*Chief Administrative Officer, Personnel Division
Bureau of Human Resource and Organizational Development*

Ms. Karla S. Sio
*Project Development Officer V, Policy Research and Development Division
Planning Service*

Dear, **Usec. Cabral:**

Warm greetings!

I am Sarah Bianca B. Bilag, a graduate student at Meiji University Graduate School of Governance Studies in Tokyo, Japan. I am currently working on a research study under Professor Junro Nishide about the COVID-19 Pandemic-induced work arrangements in the Philippines. This research aims to determine the factors affecting the performance of teleworking (*working-from-home*) employees based on the Balanced Scorecard framework. Please see the *attached concept note (Annex A)* outlining the key information of this study.

In pursuit, I am respectfully seeking the consent and assistance of your good office in allowing me to conduct a survey with the Department of Education (DepEd) employees. This survey mainly focuses on understanding the government employees' teleworking experiences by assessing the factors that enable or hinder their performance. Overall, the outcome of this study aims to be an input and a direction for enhancing public service performance while adopting telework in the Philippine government.

Enclosed in this letter are the following annexes relevant to this request:

- *Annex B: Employee Survey Questionnaire* (online Google Forms link and QR code for web version; and PDF printable version for paper-based survey); and
- *Annex C: Sample clusters of DepEd offices and divisions.*

Moreover, please be informed that the participation of DepEd employees in the survey and follow-up interviews will be voluntary and poses no anticipated issue or risk. All information gathered will be kept confidential and will only be used for purposes of this research. The collection, processing, retention, and disposal of all personal information will be done in accordance with the Philippine Republic Act No. 10173 or the Data Privacy Act of 2012.

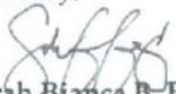


1-1, KANDA-SURUGADAI, CHIYODA-KU, TOKYO, JAPAN.

Your approval and utmost consideration of this request will be highly appreciated. Should any concerns or additional information be needed, please contact me at +63916-984-2380 (Viber) or sarahbianca.bilag@gmail.com / sarah.bilag@deped.gov.ph.

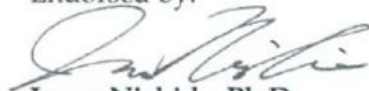
Thank you so much, and more power!

Sincerely,



Sarah Bianca B. Bilag

Endorsed by:



Junro Nishide, Ph.D.
Professor

ANNEX D: CONCEPT NOTE

Research Title: *Pandemic-induced Work Arrangements in the Philippines: Assessing the Factors Affecting the Public Service Performance of Teleworking Employees*

Researcher: *Sarah Bianca B. Bilag*
Graduate Student, Meiji University, Japan; and
Project Development Officer III, Human Resource Development Division – BHROD

A. Introduction

The COVID-19 pandemic exposed unprecedented challenges across the globe, even in the world of work. Mass **Teleworking**¹ has been implemented both by private and public sectors to limit the virus spread among workers while ensuring continuity of operations. Before the pandemic, various studies recognized the benefits of teleworking as it relates to work-life balance, increased productivity, minimization of daily commute, etc. However, International Labor Organization (ILO) claimed that pandemic telework also shares some disadvantages, such as employees' social isolation, detachment, and even gender inequality at work. Current studies present ambiguous impacts of teleworking on employee and organization outcomes like performance, productivity, and well-being.

B. Background and Research Problem

For the Philippines, teleworking became only prevalent during the pandemic – specifically in the public sector. With one of the longest lockdowns and school closures in the world since 2020, the country implemented its policy² on alternative work arrangements (AWA) in March 2020. This policy featured the new telework (work-from-home) set-up, which affected how public services were delivered (CSC, 2020a; CSC, 2020b; CSC, 2020c). Teleworking, a type of AWA, may not be a new phenomenon to developed countries and the private sector globally. But it is a relatively new work set-up in public offices, especially in developing countries like the Philippines.

A 2020 case study by the Development Academy of the Philippines (DAP) showed that AWA positively affected the perceived productivity of Filipino government employees despite the challenges encountered at the onset of the pandemic. However, organizational performance data was unavailable in its report. DAP further conveyed that performance monitoring is a severe challenge in implementing AWA, as managers have poor information about employees' activities, notably those who telework. Based on the Farooq and Sultana (2022), employers also have mixed views towards teleworking set-up as some consider it a better option. In contrast, others see it as a challenge since monitoring the employees' work performance is difficult.

Since it is a relatively new work arrangement, **there is a lack of empirical telework studies in the Philippine public sector linking its effects on how employees and organizations perform.**

C. Objectives and Research Questions

With its sudden implementation in the COVID-19 pandemic inflicting changes in public service delivery, **this study aims to determine the significant factors that affect the public service performance of teleworking employees.** This posits analyzing each key performance factor and explores in detail the effect of teleworking from the perspective of the Balance Scorecard framework.

Given the vast array of performance measurement models proposed by scholars and management specialists, the Balance Scorecard (BSC) Theory framework (Kaplan & Norton, 2001; Boyne, 2002;

¹ Teleworking, per ILO, is an umbrella term to describe remote work, *work-from-home*, or includes work that is fully or partly carried out at a location other than the default place of work. Teleworking employees utilizes devices such as computer, laptop, mobile phones and other digital platforms to perform work.

² Civil Service Commission (CSC) issued guidelines for alternative work arrangements (AWA) and support mechanisms for government workers. *Flexible work arrangements (work flexibility) and alternative work arrangements are interchangeably used.*

Gebczynska & Brajer-Marczak, 2020; Torrents, 2022) is regarded for this study. In 2010, the BSC tool was locally adopted in the Philippines as part of the performance governance and measurement system (CSC, 2014), and implemented across government offices.

Likewise, this study seeks to ascertain the risks and benefits of pandemic teleworking and how it enables or hinders employees' performance based on the perspective of key BSC factors. Overall, this study aims to contribute as an input and direction on how governments could improve their overall performance with flexible work policies, administration, and services.

Research Questions:

While pre-COVID studies show that teleworking is linked to improving performance, it is imperative to investigate 1) what factors **affect the public service performance of teleworking employees**. This research question can be further explained by determining **(a) which key performance factors affect teleworking public employees**. With its applicability to the public sector context, the researcher also seeks to know **(b) how effective the Balance Scorecard framework is and its enlisted indicators to measure the performance of teleworking employees in the Philippines**.

Upon the AWA implementation in the Philippine bureaucracy, this research subsequently recognizes the need to answer the question: 2) **How does each BSC factor enable or hinder the performance of teleworking employees?** To explore this in-depth, the employees will be asked about the **(c) risks and benefits of pandemic teleworking and how it influences their performance based on the prospective key factors of the Balanced Scorecard**. Also, the **(d) courses of action to improve overall performance and other work-related outcomes shall be inquired** traversing the employees' personal and contextual situations, perspectives, and attitudes.

D. Methodology and Proposed Study Area

Acknowledging the vague impacts of pandemic-induced teleworking on government agencies, the researcher found it appropriate to conduct a study specifically on the Philippine Department of Education (DepEd), the country's largest national agency delivering basic frontline and education services to the public. As of 2022, there are 1,001,590 employees under DepEd. It comprises workforce personnel holding various functions such as administrative, technical, supervisory, and teaching positions. Likewise, the stated agency is among those that have the most number of internal and external clientele.

This research proposed to employ a two-phase explanatory mixed method:

- i. **Quantitative Method.** To answer the first research question, a quantitative survey through Google Forms and/or paper-based survey (*Annex B*) shall be conducted on at least 400 DepEd non-teaching and related-teaching personnel who have teleworked since March 2020.

Considering the population size of DepEd and the proposed analytical framework with an estimated 23 predictor variables, the researcher targets to survey DepEd non-teaching and related-teaching employees and officials based on **cluster sampling per governance level** (*please see Annex C*). Appropriate statistical methods via SPSS, such as descriptive, multiple, and stepwise regressions, will be used to analyze the survey data.

- ii. **Qualitative Method.** After the quantitative data collection and analysis on teleworking and performance, **Qualitative semi-structured interviews with select DepEd non-teaching employees and officials** will be carried out to answer the second research question. As part of the explanatory design, **this is to countercheck the survey results and explore in-depth perspectives on the risks and beneficial effects of teleworking on employees' performance**. Likewise, this approach aims to determine performance improvement strategies for the agency while employing telework. The second question centers on thematically assessing individual experiences of employees, their attitudes, learning processes, and their new-normal perspectives on teleworking during the pandemic.

A total of 18 participants, with six (6) participants per governance level, who have experienced pandemic teleworking will be interviewed online: from *DepEd Central Office: 6 employees; Regional Office: 6 employees; Schools Division Office: 6 employees*

They will be pooled via purposive homogenous sampling based on their consent to the survey responses. Further sample criteria will be regarded to balance gender, age, years of experience, nature of work (non-teaching or related-teaching staff) and classes of positions (e.g., supervisory, technical, or administrative).

Suppose there will be a limited number of volunteer participants from the survey pool; the researcher will then utilize snowball sampling through DepEd's human resource (HR) officers as the key informants to identify willing interviewees. The interview phase will be held online through Zoom or MS Teams for 30 to 45 minutes per participant.

The participation of DepEd employees in the survey and follow-up interviews will be voluntary and poses no anticipated issue or risk. All information gathered will be kept confidential and will only be used for purposes of this research. The collection, processing, retention, and disposal of all personal information will be done in accordance with the Republic Act No. 10173 or the Data Privacy Act of 2012.

E. Targeted Timeline for Data Collection:

Upon the Department's consent and approval on the data collection request, the researcher targets to administer the following:

Data collection method	Proposed dates of conduct	Notes
Survey to DepEd Employees who telework (Non-teaching and related-teaching employees)	November to December 2023	Deployment Method: <ol style="list-style-type: none"> Mainly online/web-based (through Google Forms, the questionnaire is accessible via tinyurl link and QR code) In case employees cannot access the Google Form (e.g., issues with internet connectivity etc.) paper-based survey forms with control numbers may be distributed. Proposed Distribution Method with assistance from the DepEd Central Office: via email and official endorsement (memoranda) to targeted sample offices
Follow-up Interviews	January to February 2024	Administration procedures: <ol style="list-style-type: none"> Official Invitation/Letter will be sent to the participant's email address Semi-structured Interview Online (via Microsoft Teams, Zoom, or Google Meet, or any web-based application where the participant could be reached) 30-45 minutes interview time

F. Significance of the study

Generally, this research aims to contribute to the public administration field, particularly in the human resource (HR) management systems with focus on performance management, as well as employee welfare and occupational safety and organizational reforms and effectiveness. It aims to tackle important and procedural issues on HR and improvement of public service quality and performance with the evolving circumstances in public service organizations such as the COVID-19 pandemic.

The main thesis of this study seeks to analyze the factors of alternative work arrangements, particularly teleworking, and if it is impactful on public service performance. Transitioning to the new normal, this study is vital as an input and a direction for future research due to limitations and gaps in local literature and practices on adopting telework in the Philippine government.