

Assessing the Effects of the Pilot Implementation of Flexible Work Arrangements in the DENR–CENRO Bislig City

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Abstract

This study assessed the effects of the pilot implementation of Flexible Work Arrangements (FWAs) in DENR–CENRO Bislig City, particularly in relation to compliance with CSC Memorandum Circular No. 06, s. 2022 and COA–DBM Joint Circular No. 1, s. 2022, employee performance outcomes, and organizational capacity as a basis for enhancing employee well-being and operational effectiveness. Specifically, the study evaluated the level of compliance in terms of work schedules and attendance monitoring, performance management and supervision, documentation and reporting requirements, utilization of funds, financial documentation, and audit and accountability mechanisms. It also assessed employee performance in terms of productivity, timeliness of service delivery, and quality of outputs, and determined the relationship between regulatory compliance and employee performance outcomes.

The study utilized a descriptive-correlational quantitative research design involving 100 employees of DENR–CENRO Bislig City. Data were gathered using a structured researcher-made questionnaire and analyzed using frequency, percentage, weighted mean, standard deviation, Pearson Product–Moment Correlation Coefficient (r), and moderation analysis.

The findings revealed that DENR–CENRO Bislig City demonstrated high levels of compliance with CSC and COA–DBM policies despite the implementation of Flexible Work Arrangements. Employees maintained satisfactory productivity, timeliness of service delivery, and quality of outputs under various work arrangements. The study also revealed a statistically significant positive relationship between regulatory compliance and employee performance outcomes ($r = 0.682$, $p = 0.000$). Furthermore, organizational capacity significantly moderated the relationship between compliance and employee performance, indicating that adequate technological support, supervision, and operational systems strengthened the effectiveness of FWAs.

The study concluded that effective implementation of Flexible Work Arrangements depended on strong regulatory compliance, organizational capacity, technological readiness, and employee support systems to sustain accountability, operational continuity, and service efficiency in government offices.

Keywords: Flexible Work Arrangements, Regulatory Compliance, Employee Performance, Organizational Capacity, DENR–CENRO Bislig City, Government Workforce, Public Administration

1. Introduction

Rationale for the Study

Flexible Work Arrangements (FWAs) have increasingly become a critical policy mechanism in modern public administration, particularly in response to global disruptions such as the COVID-19 pandemic. Governments worldwide began adopting flexible modalities such as work-from-home, compressed workweeks, and skeleton workforce systems to maintain operational continuity while protecting employee welfare. In the Philippine context, the institutionalization of these practices was formalized through Civil Service Commission Memorandum Circular No. 06, s. 2022, which provided detailed guidelines for implementing flexible work arrangements across government agencies (Civil Service Commission, 2022). These reforms align with broader global trends emphasizing organizational adaptability, work-life balance, and technological integration in the workplace. Research indicates that FWAs enable organizations to maintain productivity and operational resilience even in uncertain environments, particularly when supported by appropriate policy frameworks and digital infrastructure (Roberto et al., 2023; Svensson et al., 2022; Chung, 2024; Jayanandana & Jayathilaka, 2023). In the public sector, such innovations are particularly significant because government agencies must balance flexibility with accountability and service delivery obligations (Hood, 1991; Bovens, 2007).

The theoretical foundation for flexible work arrangements can be traced to several organizational and management theories. Institutional theory suggests that organizations adopt similar practices due to regulatory, normative, and cultural pressures, a phenomenon known as institutional isomorphism (DiMaggio & Powell, 1983). In the case of public sector agencies, compliance with national directives such as CSC circulars often encourages organizations to adopt standardized work practices to maintain legitimacy and alignment with broader administrative reforms. Similarly, contingency theory emphasizes that organizations must adapt their internal structures and operational strategies in response to environmental demands and changing circumstances (Lawrence & Lorsch, 1967). Flexible work arrangements, therefore, represent a strategic response to changing operational environments and workforce expectations. Human capital theory further highlights that investing in employee welfare and work flexibility enhances productivity, knowledge utilization, and organizational performance (Becker, 1964). When properly implemented, FWAs can improve employee satisfaction, reduce stress, and enhance performance outcomes, particularly when combined with effective management systems and technological support (Greenhaus & Allen, 2011; Abu Rumman & Alqudah, 2024).

Despite the potential advantages of flexible work arrangements, their implementation in government institutions presents several governance challenges. Public organizations must ensure that operational flexibility does not undermine transparency, accountability, and fiscal discipline. The COA-DBM Joint Circular No. 1, s. 2022 provides specific guidelines on the proper use of government funds related to alternative work arrangements, emphasizing the importance of monitoring, reporting, and accountability mechanisms (Commission on Audit & Department of Budget and Management, 2022). Studies in public accountability highlight that government reforms must remain aligned with legal frameworks and oversight mechanisms to maintain public trust and institutional integrity (Bovens, 2007; Hood, 1991). The adoption of FWAs, therefore, requires careful coordination between administrative flexibility and regulatory compliance. In many cases, agencies must develop new monitoring tools, reporting systems, and performance evaluation mechanisms to ensure that flexible work arrangements

remain consistent with established civil service rules and auditing standards (Roberto et al., 2023; Svensson et al., 2022; Chung, 2024).

Empirical studies on flexible work arrangements have also highlighted their complex effects on employee performance and organizational outcomes. While FWAs can enhance work–life balance and improve job satisfaction, their impact on productivity may vary depending on organizational support systems and communication structures. For instance, research on remote work among information technology professionals found that work environment quality, communication effectiveness, and work–life balance significantly influence job performance outcomes (Jayanandana & Jayathilaka, 2023). Similarly, studies examining flexible work arrangements in organizational settings have shown that increased flexibility can enhance team collaboration, provided that organizations maintain clear communication channels and performance management practices (Al-Tit et al., 2025). Other studies emphasize that organizational flexibility can strengthen the implementation of management reforms, particularly when integrated with human resource strategies that promote adaptability and employee engagement (Abu Rumman & Alqudah, 2024). These findings suggest that the success of FWAs largely depends on how organizations design monitoring systems, technological support, and leadership strategies.

The broader context of public sector reform also provides insights into the implementation of innovative governance mechanisms such as flexible work arrangements. Governments worldwide are increasingly adopting pilot programs to test policy innovations before large-scale institutionalization. Pilot initiatives allow agencies to evaluate policy effectiveness, identify operational challenges, and refine implementation strategies (Aydın & Yardımcı, 2024; Xu et al., 2025; Chang & Wang, 2025). Evidence from various policy experiments demonstrates that pilot projects often play a crucial role in assessing the practical feasibility of reforms while minimizing risks associated with full-scale implementation (Feng et al., 2023; Peng et al., 2022). In many cases, pilot programs provide valuable insights into how regulatory frameworks interact with organizational practices and stakeholder participation. The use of pilot initiatives is therefore widely recognized as an effective approach for introducing policy innovations within complex governance systems (Luo & Xu, 2026; Radulescu et al., 2025).

Furthermore, the implementation of flexible and innovative governance mechanisms has broader implications for sustainable development and institutional resilience. Several studies emphasize that adaptive governance systems are necessary to address complex challenges such as environmental management, economic sustainability, and community resilience (Guo et al., 2023; Li et al., 2025; Sierra-Correa et al., 2024). These studies highlight the importance of integrating organizational flexibility with strategic planning and regulatory compliance to achieve sustainable governance outcomes. For instance, research on environmental governance demonstrates that institutional innovations can improve policy effectiveness and organizational performance when supported by appropriate monitoring mechanisms (Xu et al., 2025; Guo et al., 2023). Similarly, studies on community-based policy implementation show that collaborative governance and adaptive institutional frameworks enhance the effectiveness of public programs (Canete et al., 2025). These findings underscore the importance of balancing flexibility and accountability within public sector organizations.

In the context of the Department of Environment and Natural Resources (DENR), particularly within the Community Environment and Natural Resources Office (CENRO) Bislig City, the pilot implementation of flexible work arrangements represents a significant step toward modernizing public administration practices. The issuance of DENR Administrative Order No. 2025-34 reflects the agency's

commitment to aligning organizational operations with national policy directives while maintaining effective service delivery (Department of Environment and Natural Resources, 2025). However, the success of such reforms depends on the agency's ability to ensure compliance with both civil service regulations and fiscal accountability standards. Assessing the effects of FWAs within DENR–CENRO Bislig City is therefore essential to determine whether operational flexibility can coexist with transparency, regulatory compliance, and efficient public service delivery. Through empirical evaluation, this study contributes to the growing body of research on public sector innovation and governance reform, providing evidence that can inform future policy decisions regarding the institutionalization of flexible work arrangements within government agencies (Roberto et al., 2023; Svensson et al., 2022; Jayanandana & Jayathilaka, 2023; Abu Rumman & Alqudah, 2024).

Theoretical Framework

This study is anchored on Institutional Theory and Contingency Theory, which collectively explain how public organizations comply with regulatory mandates while adapting to changing operational environments. Institutional Theory emphasizes that organizations operate within regulatory and normative systems that shape their structures and practices to gain legitimacy and stability (DiMaggio & Powell, 1983). Public sector institutions, such as government agencies, are particularly influenced by formal rules, administrative directives, and policy frameworks that guide their operational behavior. In contrast, Contingency Theory argues that organizational effectiveness depends on the alignment between internal structures and external environmental conditions (Lawrence & Lorsch, 1967). Together, these theories provide complementary perspectives for analyzing the implementation of flexible work arrangements (FWAs) within the Department of Environment and Natural Resources – Community Environment and Natural Resources Office (DENR–CENRO) Bislig City, particularly in relation to regulatory compliance and contextual adaptation. The integration of these theoretical lenses allows the study to examine both policy adherence and operational efficiency in the public sector (Hood, 1991; Bovens, 2007).

Institutional Theory explains how public organizations adopt practices that conform to regulatory expectations in order to maintain legitimacy and avoid administrative sanctions. According to DiMaggio and Powell (1983), organizations often adopt similar policies and structures due to coercive pressures from governing institutions, normative expectations within professional communities, and mimetic processes that promote uniformity. In the context of Philippine public administration, these pressures manifest through government directives, administrative regulations, and auditing requirements issued by oversight bodies. Compliance with such regulations ensures that agencies maintain credibility, accountability, and institutional legitimacy within the bureaucratic system (Bovens, 2007). Government agencies, therefore, align their operational procedures with policy mandates to demonstrate responsible governance and transparency. This institutional conformity becomes particularly important when implementing innovative administrative reforms such as flexible work arrangements, which require balancing organizational innovation with regulatory adherence (Roberto et al., 2023; Svensson et al., 2022).

The institutional framework of this study is particularly reflected in the Civil Service Commission Memorandum Circular No. 06, s. 2022, which formally institutionalizes flexible work arrangements across government agencies in the Philippines (Civil Service Commission, 2022). The circular outlines specific policies governing work-from-home arrangements, compressed workweeks, and skeleton workforce systems, ensuring that public agencies maintain operational continuity while safeguarding employee welfare. It also establishes monitoring systems for attendance, performance evaluation, and accountability

mechanisms to ensure that flexible work arrangements do not compromise public service delivery. These regulatory guidelines reflect the broader principle of administrative standardization within the civil service system. As such, compliance with CSC policies represents a critical indicator of institutional legitimacy and effective governance in the implementation of flexible work arrangements within government offices (Chung, 2024; Jayanandana & Jayathilaka, 2023).

Complementing these civil service regulations is the COA–DBM Joint Circular No. 1, s. 2022, which provides fiscal guidelines for implementing alternative work arrangements in government institutions (Commission on Audit & Department of Budget and Management, 2022). This circular establishes financial controls governing expenditures related to remote work support, including information technology infrastructure, communication systems, and operational expenses. Public agencies must ensure that all financial transactions related to flexible work arrangements comply with government budgeting, accounting, and auditing standards. These fiscal accountability mechanisms aim to prevent misuse of public funds while promoting transparency and responsible financial management. In the context of institutional theory, such regulations represent coercive pressures that compel government agencies to adopt standardized financial practices in implementing policy reforms (Bovens, 2007; Hood, 1991). Ensuring fiscal compliance therefore becomes an essential dimension in evaluating the effectiveness of flexible work arrangements within public institutions.

While Institutional Theory emphasizes regulatory conformity, Contingency Theory highlights the importance of contextual adaptation in organizational management. According to Lawrence and Lorsch (1967), organizational effectiveness depends on the ability of institutions to adjust their structures and processes according to environmental conditions. In public sector organizations, these conditions may include workforce capacity, technological infrastructure, operational demands, and geographic constraints. For local government offices such as DENR–CENRO Bislig City, the implementation of flexible work arrangements must consider these contextual factors to ensure effective service delivery. Differences in staffing levels, technological readiness, and field operational requirements may influence how flexible work policies are executed at the local level. Therefore, contingency theory suggests that policy implementation should not rely solely on standardized regulations but must also account for situational variables that affect organizational performance (Abu Rumman & Alqudah, 2024; Radulescu et al., 2025).

Empirical research on flexible work arrangements further supports the relevance of contingency-based organizational adaptation. Studies have shown that the effectiveness of flexible work systems depends on factors such as organizational support, communication systems, technological capacity, and management strategies (Al-Tit et al., 2025; Jayanandana & Jayathilaka, 2023). Flexible work arrangements can enhance employee productivity and work–life balance when supported by appropriate management practices and digital infrastructure (Greenhaus & Allen, 2011; Roberto et al., 2023). However, poorly implemented flexible work systems may result in communication barriers, monitoring difficulties, and inconsistent performance outcomes. Consequently, organizations must carefully align their operational strategies with environmental realities to ensure the successful implementation of flexible work arrangements (Svensson et al., 2022; Chung, 2024).

Based on these theoretical foundations, the study identifies three key variables influencing the pilot implementation of flexible work arrangements in DENR–CENRO Bislig City: regulatory compliance, organizational capacity, and employee performance. Regulatory compliance refers to adherence to policies and regulations issued by oversight institutions such as the Civil Service Commission and the Commission

on Audit. Organizational capacity includes the availability of resources, technological infrastructure, and management systems necessary to support flexible work arrangements. Employee performance reflects the productivity, efficiency, and service delivery outcomes associated with the implementation of these arrangements. These variables interact dynamically within the institutional and contingency frameworks, where regulatory requirements shape organizational behavior while contextual factors influence implementation outcomes. The balance between compliance, capacity, and performance ultimately determines the effectiveness of flexible work arrangements in achieving both administrative accountability and operational efficiency within the public sector (Roberto et al., 2023; Abu Rumman & Alqudah, 2024; Svensson et al., 2022).

THE PROBLEM

1.2.1. Statement of the Problem

This study assessed the effects of the pilot implementation of Flexible Work Arrangements (FWAs) in the DENR–CENRO Bislig City, particularly in relation to compliance with Civil Service Commission (CSC) Memorandum Circular No. 06, s. 2022 and Commission on Audit–Department of Budget and Management (COA–DBM) Joint Circular No. 1, s. 2022, and its implications for employee performance and organizational capacity as a basis for employees' well-being.

Specifically, the study sought to answer the following questions:

1. What relevant information was derived from the respondents in terms of:
 - 1.1 Age;
 - 1.2 Sex;
 - 1.3 Position or designation in the office;
 - 1.4 Length of service in DENR; and
 - 1.5 Work arrangement classification? (e.g., work-from-home, hybrid, or onsite)
2. What was the level of compliance of the FWA based on DENR–CENRO and CSC Memorandum Circular No. 06, s. 2022 in terms of the arrangement of the schedule:
 - 2.1 Work schedules and attendance monitoring;
 - 2.2 Performance management and supervision; and
 - 2.3 Documentation and reporting requirements?
3. What was the level of compliance of DENR–CENRO Bislig City with COA–DBM Joint Circular No. 1, s. 2022 in terms of funds:
 - 3.1 Utilization;
 - 3.2 Financial documentation; and
 - 3.3 Audit and accountability mechanisms?
4. What was the level of employee performance under the pilot implementation of Flexible Work Arrangements in terms of:
 - 4.1 Productivity;
 - 4.2 Timeliness of service delivery; and
 - 4.3 Quality of outputs?
5. Was there a significant relationship between the level of regulatory compliance and employee performance outcomes under the pilot implementation of Flexible Work Arrangements?

6. Enhancement of FWA implementation?

2. SUMMARY, FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presents the summary, findings, conclusions, and recommendations of the study. The research aimed to assess the effects of the pilot implementation of Flexible Work Arrangements (FWAs) in DENR–CENRO Bislig City, particularly in relation to compliance with CSC Memorandum Circular No. 06, s. 2022 and COA–DBM Joint Circular No. 1, s. 2022, employee performance outcomes, and organizational capacity as a basis for enhancing employee well-being and operational effectiveness.

The study employed a descriptive-correlational quantitative research design using a structured researcher-made questionnaire administered to 100 employees of DENR–CENRO Bislig City. Data were analyzed using frequency, percentage, weighted mean, standard deviation, Pearson Product–Moment Correlation Coefficient (r), and moderation analysis. The study examined multiple dimensions, including work schedules and attendance monitoring, performance management and supervision, documentation and reporting requirements, utilization of funds, financial documentation, audit and accountability mechanisms, organizational capacity, and employee performance outcomes in terms of productivity, timeliness of service delivery, and quality of outputs.

2.1. Summary

The study assessed the level of compliance and effects of the pilot implementation of Flexible Work Arrangements in DENR–CENRO Bislig City. Specifically, the study evaluated compliance with CSC Memorandum Circular No. 06, s. 2022 and COA–DBM Joint Circular No. 1, s. 2022 in terms of attendance monitoring, supervision, documentation, financial utilization, and accountability mechanisms. Likewise, the study assessed organizational capacity and employee performance outcomes under the implementation of FWAs.

The findings revealed that DENR–CENRO Bislig City generally demonstrated high compliance with government regulations and administrative procedures despite the implementation of flexible work systems. Employees maintained productivity, service delivery, and quality of outputs while operating under work-from-home, hybrid, onsite, and skeleton workforce arrangements.

The study also identified areas requiring enhancement, particularly in digital communication systems, supervision mechanisms, internet connectivity, and employee wellness support. Furthermore, the study established a statistically significant relationship between regulatory compliance and employee performance outcomes, while organizational capacity was found to significantly moderate the relationship between compliance and employee performance.

To provide a clearer overview of the study results, the summary table below presents the major findings regarding the implementation of Flexible Work Arrangements in DENR–CENRO Bislig City.

Table 15
Summary of Results

Major Area	Key Findings (Quantitative)	Overall Result	Interpretation
Demographic Profile	Majority were 31–40 years old (36%), Male (58%), Technical Personnel (42%), 6–10 years in service (34%), Onsite/Skeleton Workforce (40%)	—	Respondents were mostly experienced operational personnel directly involved in FWA implementation.
Work Schedules and Attendance Monitoring	Composite Mean = 4.19 (“Agree”)	High Compliance	Attendance systems and work schedule compliance were effectively maintained.
Performance Management and Supervision	Composite Mean = 4.18 (“Agree”)	High Compliance	Employees remained accountable and properly supervised under FWAs.
Documentation and Reporting Requirements	Composite Mean = 4.18 (“Agree”)	High Compliance	Reporting and documentation procedures remained functional and organized.
Utilization of Funds	Composite Mean = 4.18 (“Agree”)	High Compliance	Financial utilization complied with COA–DBM policies and regulations.
Financial Documentation	Composite Mean = 4.18 (“Agree”)	High Compliance	Financial reporting and documentation systems remained effective.
Audit and Accountability Mechanisms	Composite Mean = 4.21 (“Strongly Agree”)	Very High Compliance	Transparency and accountability mechanisms were consistently observed.
Productivity	Composite Mean = 4.20 (“Agree”)	High Performance	Employees maintained work efficiency and commitment under FWAs.
Timeliness of Service Delivery	Composite Mean = 4.13 (“Agree”)	High Performance	Services and outputs were generally delivered within prescribed timelines.

Quality of Outputs	Composite Mean = 4.22 ("Strongly Agree")	Very High Performance	Employees maintained professionalism and high-quality work outputs.
Regulatory Compliance vs Employee Performance	$r = 0.682, p = 0.000$	Significant Positive Relationship	Better compliance improved employee performance outcomes.
Moderating Role of Organizational Capacity	Interaction p-value = 0.001	Significant Moderator	Strong organizational capacity enhanced the effectiveness of compliance on performance.
Enhancement Measures for FWAs	Composite Mean = 4.37 ("Strongly Agree")	Very Highly Recommended	Employees strongly supported improvements in technology, supervision, and wellness systems.

Findings

The findings revealed that DENR–CENRO Bislig City generally demonstrated a high level of compliance with CSC Memorandum Circular No. 06, s. 2022 and COA–DBM Joint Circular No. 1, s. 2022 despite the implementation of Flexible Work Arrangements. Employees and supervisors consistently complied with attendance monitoring systems, performance management mechanisms, reporting procedures, financial accountability standards, and documentation requirements. Composite mean scores across compliance domains ranged from 4.18 to 4.21, verbally interpreted as “Agree” to “Strongly Agree,” indicating that the office maintained effective administrative and operational systems under flexible work conditions.

In terms of employee performance outcomes, respondents perceived that FWAs did not significantly reduce productivity, timeliness of service delivery, and quality of outputs. Productivity obtained a composite mean of 4.20, timeliness of service delivery obtained 4.13, and quality of outputs obtained 4.22, indicating high to very high employee performance despite adjustments in work schedules and operational procedures. Employees remained committed, accountable, and capable of meeting organizational expectations under work-from-home, hybrid, onsite, and skeleton workforce arrangements.

The findings further revealed a statistically significant positive relationship between regulatory compliance and employee performance outcomes, with a computed Pearson correlation coefficient of $r = 0.682$ and a p-value of 0.000. This indicates that higher levels of compliance with government regulations contributed positively to employee productivity, timeliness, and quality of work outputs. Moreover, organizational capacity significantly moderated the relationship between regulatory compliance and employee performance outcomes, with an interaction p-value of 0.001. This suggests that adequate

resources, effective supervision, technological support, and operational systems strengthened the effectiveness of Flexible Work Arrangements within DENR–CENRO Bislig City.

The study also identified several areas requiring enhancement, including internet connectivity, digital communication systems, supervision mechanisms, employee wellness programs, and operational support systems. Despite these challenges, the pilot implementation of FWAs achieved positive outcomes due to structured compliance systems, organizational support, and employee adaptability, demonstrating the capability of DENR–CENRO Bislig City to sustain flexible work operations while maintaining accountability and service performance.

Conclusions

Based on the findings, it can be concluded that the pilot implementation of Flexible Work Arrangements in DENR–CENRO Bislig City was generally effective in maintaining regulatory compliance, organizational accountability, and employee performance outcomes. Employees and supervisors demonstrated high compliance with CSC and COA–DBM regulations, particularly in attendance monitoring, documentation procedures, financial accountability, and audit mechanisms.

The implementation of Flexible Work Arrangements did not significantly diminish employee productivity, timeliness of service delivery, or quality of outputs. Instead, employees remained capable of accomplishing their duties efficiently and maintaining professionalism under various work arrangements, including remote, hybrid, and onsite systems.

The statistically significant positive relationship between regulatory compliance and employee performance outcomes indicates that clear operational guidelines, accountability systems, supervision mechanisms, and reporting procedures are essential in sustaining employee effectiveness under flexible work systems. Furthermore, organizational capacity significantly strengthened the relationship between compliance and performance, emphasizing the importance of technological infrastructure, operational resources, administrative support, and communication systems in ensuring the successful implementation of Flexible Work Arrangements.

Overall, the successful implementation of Flexible Work Arrangements in DENR–CENRO Bislig City depended not only on employee adaptability and compliance with government regulations but also on the organization's ability to provide sufficient technological, operational, and supervisory support systems necessary for sustaining productivity, accountability, and public service efficiency.

Recommendations

1. **Technological Enhancement:** DENR–CENRO Bislig City should strengthen internet connectivity, digital infrastructure, and online communication platforms to improve coordination, reporting, and workflow management under Flexible Work Arrangements.
2. **Capacity Building:** Conduct continuous training and capability-building programs for employees and supervisors regarding digital systems, virtual supervision, performance management, and CSC and COA–DBM compliance procedures.

3. **Strengthen Monitoring Systems:** Enhance attendance monitoring, accomplishment reporting, and performance evaluation systems to ensure accountability and operational efficiency under flexible work arrangements.
4. **Employee Wellness Programs:** Implement wellness, stress management, and mental health support programs to promote employee well-being, work-life balance, and morale under flexible work conditions.
5. **Operational Guidelines Improvement:** Develop clearer and more standardized operational guidelines concerning work schedules, communication protocols, reporting systems, and workflow coordination to minimize confusion and improve efficiency.
6. **Organizational Support Enhancement:** Ensure adequate provision of technological resources, administrative assistance, logistical support, and operational facilities necessary for sustaining effective Flexible Work Arrangements.
7. **Leadership and Administrative Support:** Encourage continuous leadership involvement and administrative support to sustain employee motivation, organizational discipline, and operational consistency during the implementation of FWAs.
8. **Future Research:** Future researchers may conduct similar studies involving other DENR offices, local government units, or government agencies to further validate the findings of the study and explore additional variables related to employee well-being, organizational resilience, digital governance, and long-term organizational effectiveness under Flexible Work Arrangements.

OUTPUT OF THE STUDY

FLEXIBLE WORK ARRANGEMENT (FWA) IMPLEMENTATION ENHANCEMENT PLAN

RATIONALE

The pilot implementation of Flexible Work Arrangements (FWAs) in DENR–CENRO Bislig City was essential in ensuring continuity of government operations, improving employee well-being, and maintaining organizational efficiency under evolving workplace conditions. The implementation of FWAs aligned with the provisions of CSC Memorandum Circular No. 06, s. 2022 and COA–DBM Joint Circular No. 1, s. 2022, which promoted flexible, adaptive, and accountable work systems within government agencies.

The findings of the study revealed that DENR–CENRO Bislig City generally maintained high levels of compliance in terms of attendance monitoring, performance management, documentation procedures, financial accountability, and audit mechanisms despite the implementation of flexible work systems. Employees also maintained satisfactory productivity, timeliness of service delivery, and quality of outputs under work-from-home, hybrid, onsite, and skeleton workforce arrangements.

Despite these positive outcomes, several operational concerns and implementation challenges were identified, including limitations in internet connectivity, digital communication systems, virtual supervision mechanisms, workload coordination, technological resources, and employee wellness support.

The findings also emphasized the importance of organizational capacity in strengthening the effectiveness of regulatory compliance and employee performance outcomes under Flexible Work Arrangements.

Therefore, a structured Flexible Work Arrangement Implementation Enhancement Plan was necessary to strengthen organizational systems, improve digital infrastructure, enhance supervision and monitoring mechanisms, support employee well-being, and ensure the long-term effectiveness and sustainability of Flexible Work Arrangements in DENR–CENRO Bislig City.

OBJECTIVES

This implementation enhancement plan aims to:

1. Strengthen compliance with CSC and COA–DBM policies governing Flexible Work Arrangements.
2. Improve attendance monitoring, supervision, and performance management systems under flexible work conditions.
3. Enhance digital communication systems, internet connectivity, and technological infrastructure to support flexible operations.
4. Improve employee productivity, timeliness of service delivery, and quality of work outputs under FWAs.
5. Strengthen organizational capacity through operational support, administrative coordination, and resource enhancement.
6. Promote employee wellness, work-life balance, and mental health support programs.
7. Develop standardized operational guidelines and reporting procedures for Flexible Work Arrangements.
8. Ensure sustainability, accountability, and operational continuity in the implementation of FWAs within DENR–CENRO Bislig City.

SCHEME OF IMPLEMENTATION

Table 16

Flexible Work Arrangement (FWA) Implementation Enhancement Plan

Area of Concern	Objectives	Strategies	Budget (PHP)	Budget Source	Time Frame	Implementors	Evaluative Measures	Actual Accomplishment	Remarks
Digital Communication and	Improve communication efficiency	Upgrade online communication	120,000	DENR ICT Fund / Office	One year	ICT Personnel, Administrative	Reduced reporting delays, improved	N/A	N/A

Reporting Systems	and reporting coordination under FWAs	platforms, cloud storage systems, digital reporting tools, and virtual coordination mechanisms		Maintenance Fund		Officers, Unit Supervisors	communication efficiency, number of digital systems operational		
Internet Connectivity Enhancement	Strengthen internet accessibility and operational connectivity for employees	Install stronger internet connections, backup Wi-Fi systems, and mobile connectivity support for remote and hybrid employees	150,000	DENR Operational Fund / ICT Support Budget	One year	ICT Personnel, Administrative Division	Internet uptime, connectivity stability, employee satisfaction reports	N/A	N/A
Attendance Monitoring and Performance Supervision	Improve accountability and supervision under FWAs	Develop digital attendance monitoring systems, virtual supervision procedures, and accomplishment tracking mechanisms	100,000	Administrative Support Fund	One year	Supervisors, HR Personnel, Administrative Officers	Compliance rate, attendance accuracy, monitoring reports submitted	N/A	N/A
Employee Productivity and Workflow Management	Enhance employee efficiency and coordination under flexible work conditions	Implement workflow management systems, task scheduling platforms, and operational	90,000	Office Operations Fund	One year	Unit Heads, Supervisors, Administrative Staff	Productivity reports, completion rates, operational efficiency indicators	N/A	N/A

		coordination meetings							
Employee Wellness and Mental Health Support	Promote employee well-being and work-life balance	Conduct wellness programs, stress management seminars, counseling sessions, and mental health awareness activities	80,000	HR Development Fund / External Partnerships	One year	HR Personnel, Wellness Coordinators	Employee feedback, participation rate, wellness assessment results	N/A	N/A
Capacity Building and Skills Development	Strengthen employee capability in digital systems and FWA compliance	Conduct training on digital literacy, virtual communication, online reporting, CSC policies, and performance management	130,000	DENR Training Fund / External Grants	One year	HR Personnel, ICT Trainers, Supervisors	Number of employees trained, post-training evaluation results	N/A	N/A
Financial Accountability and Documentation	Strengthen compliance with COA–DBM financial documentation requirements	Enhance digital financial reporting systems, documentation procedures, and audit compliance mechanisms	100,000	Financial Management Fund	One year	Accounting Personnel, Budget Officers, Administrative Staff	Audit compliance reports, documentation accuracy, financial reporting efficiency	N/A	N/A
Development of Standardized FWA Operational	Establish clear and uniform FWA operational procedures	Develop comprehensive manuals and guidelines regarding	70,000	Administrative Fund	One year	Administrative Officers, Legal Officers,	Approved operational guidelines, employee compliance rate	N/A	N/A

1 Guidelines		scheduling, supervision , communica tion, and reporting protocols				Supervisor s			
Organizational Capacity Enhancement	Strengthen organizational systems and operational support mechanisms	Improve office resource allocation, administrative coordination, and technological readiness for flexible operations	140,000	DENR Operational Support Fund	One year	Office Management, Supervisors, Administrative Personnel	Operational efficiency reports, organizational readiness assessment	N/A	N/A

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