

BIBLIOGRAPHY

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ABSTRACT

This study generally evaluated the enforcement of personnel management policies as influenced by administrative and political factors. Specifically, it determined the extent of knowledge of the personnel on the common legal bases of personnel management policies; extent of enforcement of personnel management policies; extent of influence of factors in the enforcement of personnel management policies; extent of performance in duties and responsibilities of personnel in the enforcement of personnel management policies; and the extent of seriousness of problems in the enforcement of personnel management policies.

Using descriptive method of research to achieve the specific objectives, data were gathered through questionnaire from 330 respondents. The references were accomplishment reports, memoranda, administrative orders, resolutions and issuances issued by higher headquarters.

Regarding the influence of administrative and political factors, such factors composed of policies and procedures as bases of unified policy direction; pressure groups whose interests are

affected that include NGOs, POs, and political groups; provisions of the law requiring strict adherence; institutional regime of characteristics or the system of governance of the local administration; type of decision making tackled; power capabilities and strategies of department, division and section heads; and political will of department, division and section heads in implementing action programs.

In spite of the influence of administrative and political factors, such performance of the personnel manifested in the accomplishment of work targets, public relations, office relations, punctuality and attendance, initiative and readiness for service stress tolerance, leadership capabilities of supervisors and judgment/decision making of supervisors.

The following findings are the answers to the study. The extent of knowledge of personnel on the area of recruitment, selection and appointment is high. The personnel is most knowledgeable on the policy on “no person shall be appointed as PO1 unless the applicant satisfies the minimum qualifications”. Extent of knowledge of personnel on the area of promotion is high. They are mostly knowledgeable on the policy on “personnel who satisfies the mandatory requirements that are given preferences over those with deficiencies”. The extent of knowledge of personnel in the area of selection and placement of key officers in the key positions is high. They are most knowledgeable on the policy on “officers with pending administrative or criminal cases or with under preventive suspension, or are serving administrative sanctions, shall not be included in the list of eligibles”. The extent of knowledge of personnel in the area of assignment and transfer of personnel is high. Most of them are knowledgeable on the policy on “reassignment of PNP personnel shall be in consonance with the approved PNP staffing pattern”. Extent of knowledge of personnel in the area of training and

development of key personnel is high. They are most knowledgeable on the policy on “continuing program of staff development shall be established for all the PNP personnel”.

Regarding the extent of enforcement of personnel management policies, the extent of enforcement of the common personnel management policies in the area of recruitment, selection and appointment is much enforced. The most enforced policy is “the age, height, and weight requirements for initial appointment in the PNP may be waived only when the number of qualified applicants falls below the approved quota”. The extent of enforcement of policies in the area of promotion is much enforced. The most enforced policy is “temporary (promotion) appointments are only considered when the number of qualified applicants is less than the promotion quota”. Extent of enforcement of policies in the area of selection and placement of officers in the key positions is much enforced. The most enforced policy is “officers who have been reinstated to duty status after serving an administrative sanction shall be considered for selection and placement six months after the date of such reinstatement”. The extent of enforcement of policies on the area of assignment and transfer is much enforced. The most enforced policy is “reassignment of PNP personnel shall be in consonance with the approved PNP staffing pattern”. Extent of enforcement of policies in the area of training and development is much enforced. The most enforced policy is “accreditation shall be given for staff development participants”.

The enforcement of personnel management policies is influenced by factors to a great extent. The most influential factors are the “power capabilities and strategies of department, division and sections heads.”

Extent of performance of the personnel in the enforcement of personnel management policies is very satisfactory. The performance indicators that have the highest ratings are stress

tolerance, initiative and readiness for service, accomplishment of work targets and punctuality and attendance.

In the extent of seriousness of problems, the extent of seriousness of problems in the area of recruitment and selection is great. The most serious problem is “pressure from influential personalities”. The extent of seriousness of problems in the area of promotion is great. The most serious problem is “pressure from influential personalities”. The extent of seriousness of problems in the area of selection and placement of officers in the key position is great. The most serious problem is “inability to follow established procedures for placement and assignments”. Extent of seriousness of problems on the area of transfer and assignment is great. The most serious problem is “transfer is not beneficial to the employee and community”. The extent of seriousness of problems in the area of training and development is great. The most serious problem is “very expensive in-service trainings”.

Based on the findings, the following conclusions are drawn: The personnel of the Office significantly differs in their extent of knowledge on the common legal bases of personnel management policies; The enforcement of personnel management policies differ in their extent of enforcement; The factors significantly differ in their extent of influence in the enforcement of personnel management policies; The personnel of the office differs in their extent of performance of duties and responsibilities; The problems differ in their extent of seriousness on the enforcement of personnel management policies.

Finally, based on the findings and conclusions, the researcher recommends the following: The RPHRDD should be responsible for the dissemination of personnel management policies; The concerned supervisor should evaluate his leadership capabilities and decision making practices; Consultations among personnel should be observed by authorities in solving problems;

Evaluate policies that prevent the interference of influential politicians/personalities; Adopt measures to curtail favoritism, “palakasan system” or “whom you know system”; and adopt well planned conference/dialogue to elaborate/update their knowledge on personnel matters of the office/organization.



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INTRODUCTION

Background of the Study

A policy is a general plan of action that serves as a guide in the operation of a company. All the policies of a company make up the basic framework of management decisions which set the course the company to follow.

Company policies then are broad rules or guides for action. They define the authority and responsibility of supervisors and managers in their job of directing group efforts and implementing personnel programs. Policies are the basic framework of management which set the course the company is to follow in carrying out its objectives as embodied in its personnel programs.

Since policies are statements of what management wants done in running the organization, management rightly expects strict adherence to them. Policies are direct commitments of management to attain company objectives. They provide a reason for initiating action on the one hand, and a norm of attitudes towards employees, customers, and the public on the other. Policies form a code of procedure in that they broadly indicate the best method of conducting any portion of the work at hand. They assist in employee problem-solving and decision-making. While policies must be consistent, they must be flexible enough to permit adjustments when the need for change arises.

Policies are needed for the following reasons: To give life and direction to the program of activities covering the needs of the organization and its human



resources, to provide definite guidelines to achieve consistent treatment of all employees, policies serve as standards of performance, policy statements are needed to allow subordinate executives to make fair and consistent decisions on recurring problems and to help build employee enthusiasm and loyalty.

Company policies are formulated on the basis of historical events, the present situation, or anticipated future needs. Policies are most useful if their writings are circulated to supervisors, managers and employees. One of the functions of the personnel manager is to assist top management in the formulation of personnel policies. The need for policy arises from the anticipated problems or from existing or past recurrent problems.

Since policies are man-made and are to be made applicable to different situations and to individuals differing in many ways, they are not always perfect. To some personnel managers, policies may remain ambiguous, to some they may be contradictory, and still to others, they may appear rigid.

No policy or rule will ever be so precise as to solve a problem, leaving no room for doubt whatsoever. In fact, it is said that for every rule there is an exception. For if rules and policies solve all problems in decision-making, then there would be no conflicts of opinion among employees, differences of thinking among managers and even among administrators. No matter how well thought out or how well written policies are, they can not be expected to cover all situations



and eventually what now seems to be clear, may appear unclear and doubtful at some future time.

Sometimes, the implementation of one policy may conflict with another. For instance, policies relating to management development may run counter to policies relating to budget limitations. Policies can not cover all situations. They cannot be so rigid as to disallow any form of exceptions. When the personnel Department tries to enforce a personnel policy, line departments may complain because the enforcement of the policy will adversely affect their operations. Policies should, therefore, be reviewed from time to time.

The success of the organization depends mainly on its administrative head. The manager himself is the key to quality performance. He acts as an individual, as a social being and as a leader. As an individual, the manager should be able to understand his subordinates by developing the right relationship. Thus, he should know their physiological needs. The manager as a leader should also have the vision as to how he should live and act to realize his functions and to help others attain their goals.

The administrators adopts the philosophy of personnel administration by emphasizing the element of management concerned with the operations of the activities of the personnel. Specifically, the elements involved are planning in terms of human elements, organizing and staffing by arranging staff for accomplishing operatively derived purposes, directing definite leadership in



keeping the entire organization moving in the direction of accepted goals; coordinating the effort of all concerned in keeping the diverse elements working together in unified way to solve problems; and controlling by setting up and operating a system of control through concurrence.

Effective management involves harmonious working relationship with personnel. The skills are required of administration and management on the foundation of theory on how to manage people.

There are certain processes to be performed, general principles and rules to be observed, as well as tools, techniques, and methods to be utilized in the management of personnel in any organization regardless of its type, purpose, or the qualification of its personnel. This fact holds true whether the organization is business, government, research, military, educational or some other type of organization.

In the Philippine National Police (PNP) organization, the police functions can be divided into four broad categories under which their duties are grouped. These are order maintenance, law enforcement, emergency services, and crime prevention. In addition, the police provide a variety of services that are not normally considered to be part of their function. Since the police provide 24-hour-a-day service at no charge, they may be asked to respond to almost any conceivable problem. In this capacity, the police frequently act as type of clearing



house; if they can not solve the problem, the police direct the complainants to the appropriate government agency or private enterprise.

The order maintenance function is the area to which law enforcement officers devote most of their time. This function includes providing for the community's sense of well being through a police presence; assisting to maintain an orderly flow of traffic; guaranteeing the constitutional rights of all people; assisting those in need; identifying problems within community, and resolving interpersonal conflicts.

Moreover, the law enforcement mission is the most popular with individual police officers. Law enforcement is what police officers refer to when they speak of "real police work", as compared to the many order maintenance assignments making up calls for police service. Law enforcement means providing for the safety of the public by enforcing violations of laws and ordinances committed in their presence; investigating criminal activity and bringing criminal suspects before the court for trial.

Another important function of the police is providing rapid response to people in physical danger, both police protective services and emergency first aid to those in need of such services. The best argument for maintaining uniformed patrol lies in the delivery of emergency services. The deployment of personnel throughout the entire area of jurisdiction reduces the response time required for calls for service. Time is not relevant for most police calls, but true emergencies



require a short response time. Thirty seconds may mean the difference between life and death to someone whose breathing has stopped or who has been involved in a serious accident. Since it is impractical to have ambulances and fire trucks patrolling an area for rapid response to emergencies, they must assume that the necessity exists for the police to fulfill this function.

Crime prevention involves deterring criminal activity through the use of uniform patrol techniques, crime prevention programs, and selective enforcement techniques. People assume that the policemen are experts in the prevention of crime, although so far there are no specific training established.

Statement of the Problem

This study focuses on the personnel management policy with emphasis on the recruitment , promotion, placement of officers in the key position, assignment and transfer, and the training development of PNP personnel. Specifically, the study deals on the following concern:

1. What is the extent of knowledge of the personnel in the Police Regional Office-Cordillera on the personnel management policies?
2. What is the extent of enforcement of personnel management policies?
3. What is the extent of influence of factors on the enforcement of personnel management policies?



4. What is the extent of performance in duties and responsibilities of personnel on the enforcement of personnel management policies?

5. What is the extent of seriousness of problems on the enforcement of personnel management policies?

Objectives of the Study

Generally, the study aimed to assess the enforcement of personnel management policies as influenced by administrative and political factors.

Further, the five specific objectives formulated are the following:

1. To determine the extent of knowledge of the personnel on the enforcement of personnel management policies;

2. To determine the extent of enforcement of personnel management policy;

3. To determine the extent of influence of factors on the enforcement of personnel management policies;

4. To determine the extent of performance in duties and responsibilities of personnel on the enforcement of personnel management policies;

5. To determine the extent of seriousness of the problems on the enforcement of personnel management policies.



Importance of the Study

The findings of this study may guide the office in assessing the effectiveness of its personnel policy implementation process, in determining the factors that influence such process, and in undertaking appropriate measures to set right flows in the existing system.

This study may also help administrators look deeper into certain aspects of existing policies that need to be strengthened or emphasized. This will lead to the newer directions in the improvement of the situations or conditions related to the existing personnel management policies and practices. It can guide the administrator in the formulation of management design to meet the needs and help them improve the policies.

Moreover, this may also be a basis for the personnel to be aware of the policies of the administrators which are being implemented. This will serve as a guide to future administrators, operation planners, and policy makers in designing a program on strict implementation of the management policies, in preparing measures to minimize the problems that may arise and for following fair management practices in recruitment and selection, promotion, selection and placement, assignment and transfer, training and development of PNP personnel.



Scope and Delimitation of the Study

The scope of the study is categorized into five major concerns: extent of knowledge of personnel on personnel management policies; extent of enforcement of personnel management policies; extent of influence of factors on the enforcement of personnel management policies; extent of performance in duties and responsibilities of personnel on the enforcement of personnel management policies; and extent of seriousness of problems on the enforcement of personnel management policies.

It is mainly confined on the four branches of the Regional Personnel and Human Resource Development Division of the Police Regional Office-Cordillera namely: Recruitment and Selection Branch, Personnel Plans and Policies Branch, Records Management Branch and Human Resource Doctrine and Development Branch.

There are many personnel management policies but this study focused on the common personnel policies and determined the extent of enforcement of the personnel on the provisions of each policy.



REVIEW OF LITERATURE

This section presents data on pertinent provisions of the law, policy implementation concepts, theories, and studies conducted that have significant bearing on the problems stated.

Vision, Mission, and Functions/Duties of the Regional Personnel and Human Resource Development Division of PRO-Cordillera

Vision

The RPHRDD of PRO-Cordillera envisions an efficient organization, administration and operation, including recruitment, selection, promotion, and retirement of members of the PNP.

Mission

The mission of the RPHRDD states to assist in the exercise of command pertaining to management of PNP uniformed and non-uniformed personnel as individual; manpower procurement and control; personnel records and reports; discipline, law and order; morale, personnel services and personnel procedures; and other personnel matters.

Functions/Duties



The functions and duties of the RPHRDD office of PRO-Cordillera are the following:

1. Studies and serves information pertaining to the personnel activities;
2. Furnishes estimate, advice and analysis on personnel matters;
3. Prepares personnel plans and projections;
4. Translates decision into directive concerning personnel information and movement or deployment of elements;
5. Recommends changes in plans, policies and orders to insure the efficient procurement and employment of the human resources;
6. Ensures that training is directed towards law enforcement, internal security operations and delivery of appropriate and adequate police services;
7. Ensures that course content includes correct attitudes and values, commitments to the police service and modern techniques necessary in the performance of functions;
8. Formulates policies for PNP career management and development attained through rotation in assignment or duty in order to produce well-rounded PNP personnel;
9. Ensures that rules and regulations on promotion relative to appropriate training be implemented equitably.

Personnel Management Policies of the
Police Regional Office-Cordillera



Recruitment and Selection of PNP Personnel

This refers to the process by which applicants are screened and their qualification evaluated vis-avis the criteria and requirements for entering the police service. Primarily, it aims to improve police visibility which is one of the areas of concern. There is a need to increase the number of policemen in the field, particularly in the functional areas of crime prevention, crime suppression and counter-insurgency operation.

Promotion of PNP Personnel

It refers to the advancement of an employee from one position to another with an increase in duties and responsibilities as authorized by law, and usually accompanied by an increase in salary. Primarily, it aims to provide a uniform and systematic standard in the selection and screening of candidates for regular or special promotion; to insure selection of the most capable candidate for promotion based on established criteria; and to upgrade the PNP officer and non-officer corps.

Selection and Placement of PNCOs to Key Officers

Basically, this refers to the formal designation and assignment of an officer to a key position through their qualifications. Primarily, it aims to establish an objective selection and placement system that is firmly anchored on the merit



and fitness principles; to create equal access and opportunity for professional growth and career advancement for all qualified and competent police commissioned officers in the PNP, regardless of their source of commission; and to provide for the fair adjudication of any protest, complaint or grievance arising from the implementation of the selection and placement system.

Assignment and Transfer of PNP Personnel

The movement from one position to another is called the equivalent rank, level or salary without break in service involving the issuance of an appointment. The philosophy underlying the practice of assigning PNP members within their respective places of residence is premised on certain factors, such as: the history proven fear of ostracism for PNP members and his family should the former resort to shameful acts, such as extortion (kotong), in his place of residence; said members are familiar with people, the culture, the terrain and other conditions prevailing threat; practical economics- Many PNP members have their own farms which provides them and their families with much of their food requirements, resulting in substantial savings. If assigned in their places of residence, very often they do not have to rent houses or living quarters. The “extent family” culture enables the police members to avail themselves of economic aid in emergencies from their parents and relatives; and allowing the police members to stay with his/her spouse reinforces family solidarity.



Training and Development of PNP Personnel

Training and development of PNP Personnel refers to the acquainting of personnel, molding their character, improving their behavior with the objective of projecting good image of PNP. Primarily, it aims to provide PNP personnel necessary and relevant training in order to enhance professional development; to develop personnel acceptance values, skills, and knowledge in preparing them for specified jobs/responsibilities; to enhance individual proficiency and unit operational readiness; to provide PNP personnel with the knowledge, skills, and attitudes necessary in law enforcement to enable them to discharge their duties efficiently and effectively; to refresh their knowledge and update their investigative skills on the current techniques and procedures in investigation; to acquaint them with new laws enacted by congress, particularly those pertaining to law enforcement and its application; and to develop PNP personnel to be mentally alert, upright and physically fit which are essential factors for law enforcers to serve the community better.



Common Legal Bases of Personnel Management Policies
Of the Police Regional Office-Cordillera

Legal Bases on Recruitment and Selection

Pursuant to Section 14 of RA 6975, otherwise known as the Department of Interior and Local Government Act of 1990, mandates the National Police Commission to prescribe rules and regulations governing the recruitment, selection and appointment of PNP uniformed personnel, and to ensure the quality of personnel entering the police service, and strengthen the foundation of police professionalization, standard procedure for recruitment and selection of PNP personnel shall be adopted and established.

Legal Bases on Promotion

Section 16 of RA 6975, (DILG Act 1990) authorize the National Police Commission to prescribe rules and regulations on the promotion of PNP personnel, policies shall be issued for strict adherence. Promotional action shall be aligned towards recognition of good performance in the service and potential to discharge greater duties and responsibilities in the next higher grade. Promotional policy shall serve as an incentive to promote higher levels of employee's morale and work performance. Each PNP member's progress depends mainly on his own initiative, skill and ability and creditable work on the present



job and persistent effort to render valuable service will also increase one's chances for deserving a promotion.

Legal Bases on Selection and Placement of PCOs in the Key Position

Consistent with provisions of Republic Act 6975 and the Civil Service Law, it is a policy declaring the NAPOLCOM and the PNP to promote professionalism in the police service through the institution of merit and fitness as the primary consideration in the selection and placement of officers to key positions in the organization.

Legal Bases of Assignment and Transfer

For maximum efficiency and effective law enforcement, and pursuant to Section 63 of RA No. 8551, PNP members with the ranks of Police Officer 1 up to Senior Police Officer IV shall be assigned to the city or municipality of their recruitment and/or their residence, and could only be relieved or reassigned for cause to locality preferably within the district or province or to another province within the regions. Only in the extreme cases based on justifiable reasons shall such reassignments be made outside the region. For the ranks of Police Inspectors and higher ranks their relief and reassignments may be effected when the exigency of the service so requires.



Legal Bases on Training and Development

The Philippine National Police three program action plan, O.N.E. PNP, where E stands for Education, Training and Benefit Improvements is the investment in the police who will do battle to win the street. In relation to NAPOLCOM Resolution No. 92-036, training program is designed to serve as guide to PNP personnel in the conduct of in-service training activities required, considering the very limited resources provided them. It focuses on basic knowledge and skills essential to police work as well as to those that address contemporary concerns, such as the drug problem, kidnap for ransom and terrorism.

Factors That Influence Enforcement of Personnel Management Policies

Policies and Procedures as Bases of Unified Policy Direction and Action

The relevance of clearly stated policy to the implementation process is expressed through Mc Facland's (1974) description of policy as guide to the actions or decisions of people in organization. It is planned expression of the organization's official attitudes toward the range of behavior within which the organization permits or desires its employees to act. It takes the form of statement



which can be appraised if it is established in anticipation of questions that arise as to whether or not a given act is prohibited.

Policy may be classified as general or specific according to the amount of detailed description contained in the statement. General policy applies to the entire organization and then defined by an implementing policy statement for a specific department or division. The department or division policy statement is intended to guide those in the lower management in carrying out the general policy of the organization (Andres, 1991).

Responding to a question by Bordewich (2001) in an interview on what lessons Singapore can teach to other Asian nations, former Prime Minister Lee Kuan Yew stressed that if a government wants to grow to its maximum or optimum potential, it must structure its society and policy such that it can make maximum use of international capital, management skills, marketing skills, technology and knowledge.

Pressure Groups whose Interests Are Affected

In a business-government-society interrelationship, society is an all-encompassing concept. Both business and government are institutions operating within society. Individual components in society are constantly in motion and interacting to produce changes. Business and government, of course, interact constantly. They both also influence and are continuously influenced by other



aspects of society, such as changing social values, pressure groups, technology, intellectuals, workers, educational institutions, lawyers, consumers, prices, and so on. The mixture of these interrelationships varies from time to time (Steiner and Steiner, 1994).

There is no homogenous conception of bureaucracy, but all public bureaucracies operate in the administrative worlds of behaviors, institutions, processes and policies. These “worlds” significantly affect the professional lives of public administrators. Development, implementations and evaluation of public policies constitute the fourth major worlds of the public administrator. Individuals affiliated with small and large groups can influence the policies and procedures of formal organizations, which in turn, affect the major functions of agencies. (Berkley and Rouse, 1994)

National and international policies increasingly undermine the sustainable development efforts of Non-government Organizations and People’s Organizations. In the face of such challenge, these NGOs and Pos have identified several interrelated goals and priorities. Such priorities include the need to change detrimental government policies, use grassroots experiences and innovations as the basis for improved policies, and strengthen local capabilities and structures for on-going public participation. NGOs and community organizations in the Philippines are recognized internationally for their creativity and experience in development, coalition building and advocacy. (Miller and Razon-Abad, 1997)



Section 15, Article XIII of the 1987 Constitution recognizes that people's organizations are bona fide associations of citizens with demonstrated capacity to promote the public interest and with identifiable leadership, membership, and structure. Furthermore, Section 16 states that the Constitution recognizes the right of people and their organizations to effective and reasonable participation at all levels of social, political and economical decision-making by directing that the same right shall not be abridged. As a matter of fact, it directs the state to facilitate the establishment of adequate consultation mechanism. (Martin, 1987)

Provisions of the Law Requiring Strict Adherence

Wilcox (1950) cited the problem encountered by the Federal Trade Commission on irregular business activities. The only formal action that the commission can take is to issue an order to cease and desist. Such an order has serious weaknesses. It can forbid a practice that is in itself illegal but it cannot forbid one that would otherwise be lawful on the ground that it is an integral part of an unlawful plan. It can tell respondents to complaints filed what they are not to do but it cannot require them to take affirmative action to rectify past wrongs or to afford assurance against future ones. The order is strictly limited in scope. It is confined to a particular offense by a particular in a particular case. It leaves the respondent free to offend in a different way. Likewise, it leaves his neighbor free to offend until an order has been issued in another case.



Indeed, there are limits to the law. It can make a person just, sober, or ethical. It can make people love their neighbors. It can make a business prosper. The law sets minimum standards of conduct that society will tolerate. This does not mean that there are no other conduct or behavioral controls that would be useful in society. It simply means that there are limits to the effectiveness of law. A law must possess several good characteristics to be effective in our system- predictability, flexibility, reasonable application and coverage. If any of the characteristics is missing, then it is likely that the law will not be effective. However, not all legal rules contain these elements. Laws that do not are often rendered nullities or cause severe strain on the law enforcement process. (Whitman and Gergacz, 1985)

Institutional Regime Characteristics or
System of Governance of the Local
Administration

Political regimes or any political movements cannot long endure unless they have popular support. It is the task of the regime's ideology to draw much needed support, and to sustain it so that the regime may not be paralyzed or be derailed in the pursuit of its goal. Ideology is the set of ideas and beliefs that serve as the framework for understanding political reality-the political regime and its institutions-and for defining the role of people in society. Legitimization refers to how the political regime and its authority are accepted by the community, to how



its laws are complied with, and to how its policies are carried out. If the political regime is no longer respected, then it is said to suffer from “legitimization crisis.” And when political regime losses its legitimacy, its reason for existence becomes precarious. (Tuibeo, 1998)

Philippine political institutions and policies have had to make some adaptations and adjustments as a consequence of global imperatives that have gone beyond the artificial political boundaries of the nations of the world. The enactment of Local Government Code of 1991 is considered as the national government’s primary response to this global challenge. Largely motivated by their new-found powers, Philippine local government units have explored different innovative ways of boosting the local economies. (Brillantes, Jr., 1998)

It is, however, sad that politics or the practice of politics is now associated with the art of deception, intrigues, demagoguery and ruthless egoism. The fact is that, once in the corridors of power, some people, whether elected or appointed, make use of their offices for personal aggrandizement. Through political maneuvering, some politicians and officials of the state bureaucracies become rich overnight, thus confirming the suspicion that politics is but a license for plundering public money and property. (Tuibeo, 1988)

Type of Decision Making Tackled

From the standpoint of effectiveness, decentralization and worker participation seem, on balance, to provide an edge over more centralized



approaches. For example, Hitler's favorite architect, Albert Speer, felt that the armaments industry was overly bureaucratized, so he took steps to make the industry more results-oriented. First, he introduced group and collegial decision-making in his armaments ministry by establishing an open organizational atmosphere. Second, he changed the authority dimension in the organization so that the tasks determined who was in charge rather than relying on formal chains of command. Third, systems were temporary-when tasks were completed the organizational structures designed to support the tasks were dismantled. Fourth, responsibility was given to subordinates so that their self-interest was linked to the performance of the ministry. Speer was evidently successful in implementing these managerial innovations; armaments' production more than tripled between 1941 and 1944. (Bozeman and Straussman, 1990)

Thus, the administrator must have the capacity to exercise discretion before he has explicit responsibility, and that delegation of responsibility by a bureaucrat tends to increase his casual responsibility will be the greatest if he stands at the top of the hierarchy. And that is entirely appropriate because if he stands at its peak, the weight of his accountability will be the heaviest also. Again, the healthy bureaucratic situation at all levels is a favorable situation of responsibility. (Spiro, 1969)

It is the general principle of law, expressed in the maxim, *delegatus non protest deligare*, that a delegated power may not further be delegated by the



person to whom such power is delegated. Apart from statute, administrative officers, in whom certain powers are vested upon or in whom certain duties are imposed, may deputize others to exercise such powers or perform such duties. Usually, deputizing depends upon whether the particular act or duty sought to be delegated is ministerial, on one hand, or, on the other, may be delegated to assistants whose employment is authorized. There is no authority to delegate acts that are discretionary or quasi-judicial in nature unless, of course, authorized by the legislature. (Sibal, 1999)

Power Capabilities and Strategies
of Department, Division and
Section Head

In analyzing the relevance to Philippine Public Administration of culture perspective in organization theory, Varela (1993) cited the contentions of Shafrits and Ott (1987) that power-politics perspective views organizations as complex systems of individuals and coalitions, each having its own interests, beliefs, values, preferences and perceptions. The coalitions compete with each other continuously for scarce organizational resources. Within this perspective, power, politics and influence are critically important and permanent facts in organization life.

Furthermore, Varela (1993) cited the contention of Balridge (1971) on power politics perspective that organizational goals are rarely established by those



in positions of formal authority. They are the results of maneuvering and bargaining among individuals and coalitions. Organizations have many conflicting goals, and different sets of goals take priority as the balance of power changes among coalitions. In the theory of organizational power and politics, organizational goals provide the *official legitimations* resource allocation decisions, which are made based on the relative power of competing coalitions.

Strategic public management requires at least some provisional anchoring of a policy issue, but usually the public manager has a limited role, or no role, in framing the broad outlines of policy. Rather, the task of the manager is to offer a professional assessment as to how a program fits with the broad policy area. Framing the issue-determining types and levels of managerial discretion and relation to objectives-is thus crucial to strategic public management. Thus, the effective public manager should help shape the definition of the problem by alerting the political executives to the current state of knowledge concerning the policy area. (Bozeman and Straussman, 1990)

In the analysis on strategies in public administration, Alfiler (1993) cited the contention of academicians and practitioners who attended a seminar on participation at the grass-roots level that their participation is a process in which the people are directly and actively involved in the planning and implementation of rural development programs and projects. In the decision making process, the people should be allowed to participate in four stages: defining the situation



requiring a decision; choosing the preferred alternatives; determining how best to implement the decision once it is made; and evaluating the consequences of the action taken. Thus, participation should not only be viewed as a matter of public hearing but also as actual involvement in planning and implementation of a program.

Political Will of Department, Division
And Section Heads in Implementing
Action Programs

A timely illustration of political will in Asia is that which Lee Kuan Yew displayed. As Prime Minister of Singapore for more than 30 years, he personified his island nation. He came into office as a fiery socialist, yet crushed communist efforts to control the government. When Malaysia expelled Singapore from its federation, threatening economic catastrophe and political collapse, Lee forged a new politics that brought his country wealth, security and a degree of stability that is envied throughout Asia. Critics have accused him of authoritarianism, stunting democracy and crippling a free press. Admirers regard him as a tough-minded pragmatist who overcame corruption and ethnic strife to make Singapore a model of efficiency. (Bordewich, 2001)

One great challenge to political will is the influence of pressure groups. Because of the discretion often vested in agencies by legislation, once an act is adopted, the group struggles shifts from the legislative to the administrative arena. Given the operating discretion of many agencies, a group that can successfully



influence agency action may have substantial effect on the course and impact of public policies. Sometimes, relationships between a group and an agency may become so close as to the allegation that the group has “captured” the agency. (Anderson, 1990)

Performance Indicators in the Enforcement of Personnel Management Policies

Appraisal of performance focuses on the individual employee. Results of the appraisal are used for making decisions on such matters like compensation upgrading, promotion, transfer and other employee fringe benefits. These evaluation results are also useful for determining employee work improvement or progress and for making an employee activity plan during the period of employment. (Tendero, 1993)

The administrative Code of 1987 provides that there shall be established performance evaluation system, which shall be administered in accordance with rules, regulations, and standards, promulgated by the Commission for all employees in the career service. Such performance evaluation system shall be administered in such a manner that as to continually foster the improvement of the individual employee efficiency and organizational effectiveness. (Sec. 33 of Executive Order No. 292)

The PNP Performance Evaluation System (PNPPES) shall be made an integral part of the Human Resource Development Program of the PNP



organization and designed to suit its unique functions in terms of difficulty identifying quantitative targets due to the nature of police work and the frequency of rotation and job assignments. It shall apply to all uniformed personnel of the PNP. It shall be used to assess the performance of an individual PNP member in terms of his contribution to the attainment of peace and order in his area of responsibility, skills and competencies and attitudes towards work.

The performance indicators of the PRO-Cordillera has different indicators depending on their ranks so with the NUP. These are just the common indicators used in evaluating the PNP personnel.

Accomplishment of Work

Insistence on high standards of performance confronts much more with job satisfaction than to laxity and indifference. Correction, firmness, or discipline may engender a temporary feeling of resentment, but such action, constructively done without destroying the individual's self-respect, can still a realization which appeals to the compelling human need for a sense of success, approval and recognition. This sense of success refers to the feeling that one is making progress, that there is general acceptance of one's work, that one is achieving what he sets out to achieve, and that one is realizing the potentialities of his skill and his ability. Such emotional satisfaction is affected not only by what he accomplishes but also by how those with whom he works and reacts to what he



accomplishes. People work not for bread alone but for the satisfaction of social acceptance. (Stahl, 1971)

Thus, it is not enough for the effective strategic public manager to simply be people-oriented. Most managers can go along way relating one-on-one to associates and others with whom they are interdependent, but the strategic public manager not only is people-oriented but also appreciates the specific roles that individuals must play to accomplish goals and, just as important, has an ability to see how all the individual pieces of the puzzle fit together. (Bozeman and Straussman, 1990)

Public Relations

Public relations is concerned with survival because, in the long run, no enterprise can endure without public support. For this reason, public relations lies at the heart of administration and is a function for which the chief executive himself must be responsible. Public relations pay off in only one currency-the survival of the program through sustained public support. In other words, public relations is a planned program of policies and action designed by an administrator to build public confidence in, and increase public understanding of, his program or agency. A public relations program may be designed for both defensive and



offensive purposes. The defensive aspect of it protects the institution from attack and misunderstanding, and the offensive enhances its prestige and influence. (Dimock and Dimock, 1996)

The Civil Service Commission widely promotes the slogan “*Mamamayan Muna, Bago Mamaya Na*” (“The Citizens Now, Not Later”). The immediacy of having the citizen served before anything else implies that it is not just a matter of customer satisfaction but also delight. On one side, however, the program is double-edged as one mechanism for assessing the performance of the public employees. Generally, serving the public is the *raison d’etre* of the government’s existence. The application of Total Quality Management (TQM) in government organizations therefore promotes the rendering of service that would satisfy the public. (Mangahas and Leyesa, 1998)

Office Relations

Beginning in the late 1920s and carrying through the 1930s, the Harvard Business School under the leadership of Elton Mayo conducted research that became known as Hawthorne studies focused on the essence of the organization as a social system. The arguments of the Mayo Group centered around a view of social man as seeking satisfaction primarily by membership in stable work groups. The moral for management was also quite clear—rather than operating on “automized economic automations,” it should work through the small group by



encouraging its members to develop favorable views of their situation, and by avoiding creating a source of frustration or threat. Consequently, various techniques were suggested such as expressive supervision and worker participation, which, it was thought, would promote a climate of good human relations in which work groups could “usefully” function. (Nigro and Nigro, 1992)

Administrative culture can be influential to office relations. As an operational concept, administrative culture can also be viewed as organizational culture or the personality particular to a specific organization. Meanings attributed to such culture are observed behavioral regularities when people interact, such as the language used and rituals around deference and demeanor; or the norms that evolved in working groups; or the philosophy that guides an organization such as its policy toward employees and/or clients. It is also seen as the rules of the game for getting along in the organization, or the ropes that a newcomer must learn to become an accepted member. (Shein, 1985)

Punctuality and Attendance

Members of the Philippine National Police (PNP) are not covered by the eight hour labor law (C.A. No. 444) and/or by the 40-hour a week law (R.A. No. 1880) and that they are still covered by Sections 259 and 566 of the revised administrative code.



The Supreme Court in a decision dated August 30, 1968 (Juanito Carlos, Petitioner vs. Antonio Villegas, et al., Respondents – Appellee, No. L-24394) had explicitly ruled that the Eight Hour Labor Law (C.A. No. 444) and the 40-Hour A Week Law (R.A. No. 1880) are not applicable to Firemen, Garbage Collectors and other civil service employees who are required by the very nature of their work and the exigency of the service, to be regularly on round-the-clock observance of their duties.

The Supreme Court further declared in said decision that Sections 259 and 566 of the Revised Administrative Code, which have not been repealed by C.A. No. 444 and R.A. 1880, are the ones applicable to firemen, garbage collectors and other civil service employees whose official functions normally require over-time services. As such PNP members may not collect over-time pay for overtime services.

There is no gain saying the fact that the nature of work of the uniformed members of the PNP requires them to be always on the alert and available to respond to any call for police assistance, which may occur at any time of the day or night, thereby normally necessitating round-the-clock observance of their duties.

As a general rule, uniformed members of the Philippine National Police (PNP) shall not be required to render service for more than eight (8) hours a day for five (5) days or a total of forty (40) hours a week; the interest of the public



service, the Chief of PNP may extend the number of hours of work or require any or all of the members of the PNP to render duty not only on work days but also on weekends and holidays; and unless otherwise explicitly provided by law, any overtime duty performed by uniformed members of the PNP or service rendered by them on weekends and holidays, whether such service is done voluntarily or exacted of them under authority of law, shall not entitle them to over-time compensation.

But the Non-Uniformed Personnel (NUP) are covered by Section 5, Omnibus Rules Implementing Book V of Executive Order No. 292 wherein they shall render not less than eight hours of work a day for five days a week or a total of 40 hours a week, exclusive of time for lunch. As a general rule, such hours shall be from eight o'clock in the morning to 12 o'clock noon and from one o'clock in the afternoon on all days except Saturdays, Sundays and holidays.

Initiative and Readiness for Service

The great sage about human affairs, John W. Gardner, has observed that there could be nothing more satisfying than to be engaged in work in which every capacity or talent one may have is needed, every lesson one may have is used, and every value one cares about is observed. The fact is that broad ethical drives, combined with the stimulus of tackling society's major problems, suggest a pattern of managerial behavior that entails treating each employee as a



worthwhile human being bent upon doing his utmost ability to get the job done. If people accept that man generally wants to work and derives great satisfaction from a productive concentration of his energies, then the management problem becomes one of reconciling man's objective with those of the organization. Achieving those objectives would be one of the employee's greatest rewards. Here lies the avenue to optimum effectiveness and innovation. (Stahl, 1971)

Paragus-Ancheta (1991) cited the notion that job involvement is clearly related to motivation and job satisfaction. Studies show that what causes a person to be intensely involved with his job depends on the personal characteristics of the employee on the job itself, and that those high in job involvement allows for the satisfaction of the growth needs. Accordingly, research has shown that stimulating job-those high in autonomy, variety, task identity feedback and work participation, are the ones that invite strong sense of involvement.

Stress Tolerance

Contrary to popular belief, stress is not pressure from outside situations. Researchers call those outside situations stressors-multitudes of daily occurrences that call for adjustment. Responding to situations constitutes stress. Stress begins with being anxious because of the workload or home pressures. It affects people's mental, emotional, and physical health, productivity, and safety. In order to cope up successfully with stress, leaders need to recognize stress as a facilitator as well



as barrier to effective leadership. Stress, aside from causing emotional, mental and physical problems, can also provide opportunities. And while prolonged exposure to stress can decrease resistance to disorder, it can also help people to cope effectively and can actually strengthen their restrictive resources in the face of threatening circumstances. It can increase ability to cope with even greater stressful situations in the future. (D' Souza, 1989)

As cited by D' Souza (1989), Cardiologists Friedman and Rosenman (1974) speak of People's Type-A personality, which is more prone to stress-related illness such as heart disease than Type-B personality. Leaders exhibiting Type-A behavior patterns constantly try to achieve more and more in less time. No matter how much they do, they never finish their work because they constantly see something more to do. They also like to do things their way and exert a lot of effort to ensure that others do even trivial tasks their way. Unfortunately, they often fail to distinguish between important and unimportant situations. They enjoy action and try to modify the behavior of other people to achieve organizational goals.

In contrast, the Type-B personality is more easy-going. Not many managers of organizations are these type-B leaders who tend to be overly tolerant of non-compliance, regardless of the importance of the situation. Whereas Type-A leaders feel reinforced by getting compliance, Type-B leaders do not actively seek out compliance and do not feel highly threatened by its lack.



Leadership Capabilities of Supervisors

Today's leader must create an organizational culture where ideas come unhampered by fearful people. Such leaders are committed to problem-finding, not just problem-solving. They embrace error, even failure, because they know it will teach them about success. They create adaptive, creative, learning organizations. Such organizations have the ability to identify problems, however troublesome, before they become crises. These organizations are able to rally the ideas and information necessary to solve their problems. They are not afraid to test possible solutions, perhaps by means of pilot program somewhere in the organization and finally, learning organizations provide opportunities to reflect on and to evaluate past actions and decisions. (Bennis, 1992)

Anyone who hopes to spell out the qualities of a leader is engaged in a perilous and problematic situation. Leadership is, to a great extent, determined by the needs of the situation. Hitler's peculiar leadership abilities needed a particular situation in which to flourish required not only the conditions that existed in Germany.

Judgment and Decision Making of Supervisors

Bozeman (1993) describes political meddling in administrative decision making as the intrusion of political criteria into technical decision. In a script,



Bozeman presented the common situation that after policy analysts have carefully studied a decision, the agency makes a rational choice that it is technically sound and not extravagant. In the meantime, lobbyists pressure elected officials for the less preferred choice. Elected officials in turn pressure agency to change its policy.

Decision is essentially a process rather than an isolated act without continuity in time. Decision involves a before and after, not just a particular moment. Every act is part of psychological and social process and its consequences may stretch far into the future. What this means is that decision-making is essentially an institutional, not merely personal, matter. Hence, a main problem, especially in large organization, is how to bring all the relevant intellectual resources available to the agency to bear on the decision. (Stein, 1948)

An administrator with exceptional skill and training can reinforce his formal authority in organizational decision-making. His influence is strengthened by the opportunity he gives the specialist to argue from objective basis: it is the “law of the situation.” The technical demands of the issue at hand that shapes his recommendations. If these recommendations happen to enhance his power or the program of his agency, this is only a fortuitous by-product of overriding skill considerations. Needless to say, there are endless examples of specialists being influenced by power and program as well as pure science. (Pffifer and Presthus, 1960)



Anderson (1990) suggests three theories of decision-making that may be employed by policy implementers. First, the Rational Comprehensive Theory draws considerably from the economist's view of a rational person that would make decision as well as form theories of rational decision making developed by mathematicians, psychologists and social scientists. Second, the Incremental Theory, a major approach to problem solving, suggests a conservative and practical view to administrators in order for them to meet new challenges, slowly and progressively. Third, the Mixed Scanning Theory recognizes the limited human capability to secure purely rational decisions, while continuing to value the system analysis techniques applied in the rational comprehensive process.

Conceptual Framework of the Study

Policy implementation in the RPHRDD is anchored on policies that are formulated based on the vision, mission, goals and functional statements. Such policies have legal bases whose applications are either national or local in scope, and are enforced through administrative or political course of action taken by the office.

A policy is a choice of a course of action, actual or perceived. It is more comprehensive than a decision because it provides the framework within which particular and specific decisions are made. In certain ways, it is an aggregation of particular decisions, a cumulative result of incremental choices and actions. Specifically, a public policy is a composite of decisions that government makes



and entails programs that the implementer embarks upon or implement to achieve goals. It may be verbal, written or implied overall guide setting up boundaries that supply the general limits and direction in which managerial action will take place.

Administrative and political systems influence public policy. The systems theory portrays public policy as an output of the political system. The concept of system implies that an identifiable set of institutions and activities in society function to transform demands into authoritative decisions require the support of the whole society. It also implies that elements of the system are so interrelated that the system can respond to forces in its environment, and it will do so in order to preserve itself.

A public policy can be assessed according to the degree the objectives of the program has been achieved and expressed in terms of the performance, impact, or accomplishments. It can be assessed whether it has impact on the problem or need that it intended to address or has employed procedures or methods of analysis appropriate to the type or character of the program.

The operational paradigm in Figure 1 shows the application of the foregoing conceptual framework. Considered under independent variables are the personnel management policies and the extent of knowledge of the common legal bases of personnel management policies that both indirectly influence the performance of the personnel and the enforcement of personnel management policies.



Generally, the personnel management policies aim to enforce the provisions of the common legal bases and other pertinent laws. The primary aims of personnel management policies are to initiate, review and recommend changes in policies, plans, programs and procedures on personnel and administrative matters: Specifically, to recruit and select quality personnel in entering the police service to strengthen the foundation of police professionalization, to promote deserving PNP personnel with their own initiative, skill, ability and creditable work on the present job and persistent effort to render valuable service, to select and place Police Commissioned Officers to Key Positions through merit and fitness to promote professionalism in the police service, to reassign, transfer or relief PNP personnel to the exigency of the service and assign to municipality of their residence, and to conduct in-service training to provide all members of PNP with the specialized skills and technical knowledge necessary in law enforcement.

The enforcement of personnel management policies has to be in accordance with the provisions of pertinent laws. Among the policies, the most common are: Republic Act 6975 Sect 14 relative to recruitment,



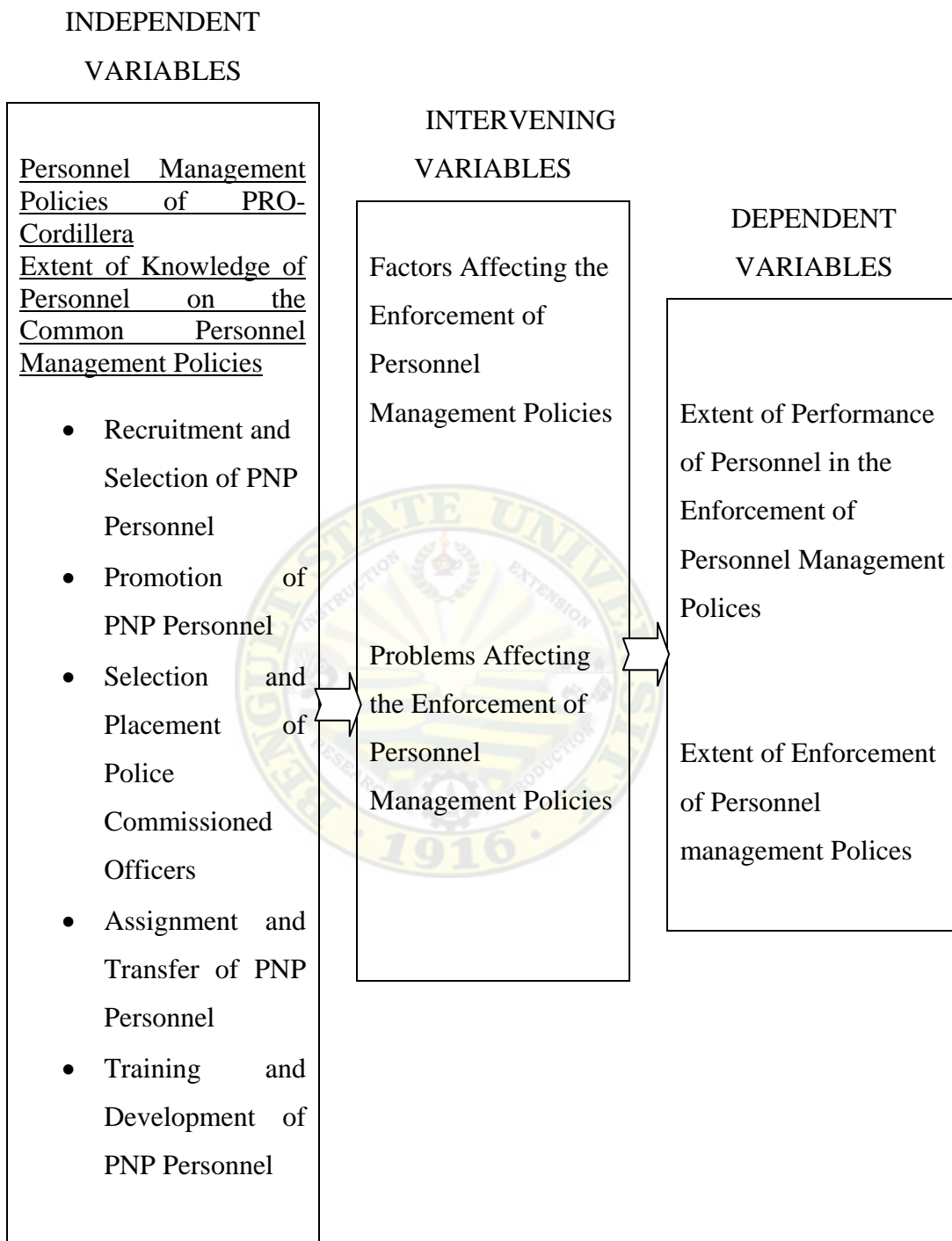


Figure 1. Operational paradigm showing the interrelationship of variables



selection and appointment of PNP personnel; Republic Act 6975 Sect 16 relative to promotion of PNP personnel; Republic Act 6975 Sect 51 relative to assignment and transfer of PNP personnel, and NAPOLCOM Resolution 93-023 relative to development and training of PNP personnel.

Such laws made by the legislature are considered fundamental policies that become the administrator's mandate-the legal bases on which he operates. Hence, the quality of administration depends in no small part upon the quality of legislation. The main difficulty is that in terms of job analysis, legislators have so many demands on their time that they have increasingly less to give to issues of high policy.

In the course of performance of the personnel and the enforcement of personnel management policies, certain factors intervene. The factors comprise of policies and procedures as basis of unified policy direction and action; pressure groups whose interests are affected that include NGOs, Pos, and political groups; provisions of the law requiring strict adherence; institutional regime characteristics or the system of governance of the local administration; type of decision making tackled; power capabilities and strategies of department, division and sections heads; and political will of department, division and section heads in implementing action programs.

Classified as dependent variables are the extent of performance of the personnel and the extent of enforcement of personnel management policies. The



knowledge of the personnel on the common legal bases of personnel management policies primarily influences its performance. The performance is categorized by certain indicators, as follows: punctuality and attendance; knowledge of work; work judgment; quality of work; volume of acceptance of work; meeting of deadline; acceptance of responsibility; acceptance of direction; adaptability; effectiveness under stress; personal appearance and bearing; operation of equipment; initiative and resourcefulness; sensitivity and concern for human rights; and moral values and ethical. The identified performance indicators are excerpted from the Performance Evaluation Form of the Police Regional Office-Cordillera.

It is conceptualized that among all influencing factors, the extent of knowledge of the personnel on the common legal bases primarily determines the extent of performance of the personnel. As such, it is expected that if the extent of knowledge is high, then the extent of performance is also high. Conversely, if the extent of knowledge is low, then the extent of performance is also low. This concept is based on an inference that if the personnel is highly knowledgeable of the legal bases, it is expected to enforce the personnel management policies with political will.

Furthermore, it is conceptualized that the contrasting influences of the factors determine the extent of enforcement of personnel management policies. Such inverse interrelationship implies that if the extent of influence of factors is



high, then the extent of personnel management policies is low. Conversely, if the extent of influence of factors is low, the extent of influence of enforcement of personnel management is high.

Finally, it is conceptualized that there is a directly proportional relationship between the performance of the personnel and enforcement of personnel management policies. That is, conversely, if the extent of enforcement of personnel management policies is low, then the extent of performance of the personnel is also low. The concept is anchored on an inference that the enforcement of personnel management policies is mainly dependent on the performance of the personnel.

The foregoing concepts can be summarized by Grindle's (1980) concept of policy implementation as an administrative and political process. Such concept states that public policies – broad statement of goals, objectives and means – are translated into action programs that aims to achieve the aims stated in the policy. It is apparent, then, that a variety of programs may be developed in response to the same policy goals. Action programs themselves may be disaggregated into more specific projects to be administered. The intent of action programs and individual projects is to cause a change in the policy environment, a change that can be considered an outcome of the program. The distinction made here between policy and program implies the policy implementation is a function of a program implementation and is dependent upon its outcomes.



In other words, the program spells out “what is to be done” or what course of action to take, given one’s theory of society, man and truth. The action to be taken will vary from place to place but always contingent on the material and social interests of the political actors. Thus, the political action may simply be the preservation, or the reform of the status quo, or its total reconstruction.

Operational Definition of Terms

The following concepts are used for a clearer understanding of this study.

Affecting factors. These are the administrative and political issues that adversely and favorably influence the enforcement of personnel management policies.

Command Group. This comprises the office of the Regional Director (ORD); Deputy Regional Director for Administration (DRDA); Deputy Regional Director for Operation (DRDO); and the Regional Directorial Staff (RCDS).

Directorial Staff. It composes the following offices: Regional Personnel and Human Resource Development Division (RPHRDD); Regional Intelligence and Investigation Division (RIID); Regional Operations and Plans Division (ROPD); Regional Logistics Division (RLD); Regional Police Community Relation Division (RPCRD); and Regional Comptrollership Division (RCD).

Extent of influence of affecting factors. It is the level of adverse and favorably influence of issues on the enforcement of personnel management policies. It is categorized as: very great, 81 to 100 percent influential; great, 61 to



80 percent influential; moderate, 41 to 60 percent influential; slight, 1 to 40 percent influential; not, 0 percent influential.

Extent of knowledge of the common legal bases. This is the level of knowledge of the personnel on the statues categorized as very much, 81 to 100 percent knowledgeable; much, 61 to 80 percent knowledgeable; fair, 41 to 60 percent knowledgeable; slight, 1 to 40 percent knowledgeable; and not, 0 percent knowledgeable.

Extent of performance in duties and responsibilities of personnel. It is the level of performance of the chiefs of offices measured as: excellent, 95 to 100 percent performed; good, 75 to 84 percent performed; fair, 65 to 74 percent performed; poor, 1 to 64 percent performed.

Fitness. The appropriateness or suitability of an officer to occupy a particular position, is determined from an established set of criteria.

Human resource management. It is a new term sometimes being used in place of manpower management.

Key Position. This is a position which calls for responsibility over a major command of staff unit. It includes the following: Director of Provincial/City Police Command; Chiefs of Directorial Staff of Regional Commands (RECOMS) and National Support Units (NSUs) and Executive Officer of Directorial in NHQ PNP. Deputy Directors of NSUs and RECOMS; District Director of NCR District and Deputy Director of Directorial Staff.



Management. This is the process of combining the efforts and resources of people with common interest who are organized for a common purpose. It is the mechanism through which authority is exercised and responsibility is accepted.

Merit. It refers to the qualities or characteristics of an officer which deserve recognition or commendation.

Non-Uniformed Personnel (NUP). These are civilian employees working in the Philippine National Police (PNP). They perform administrative, clerical and non-police operations usually assigned in the different offices of PRO-Cordillera.

Performance of the office. This is the act of enforcing personnel management policies by the chiefs of offices. It is identified by certain indicators excerpted from the Performance Evaluation Form in the Police Regional Office-Cordillera that include: punctuality and attendance; knowledge of work; work judgment; quality of work; volume of acceptance of work; meeting of deadline; acceptance of responsibility; effectiveness under stress; personal appearance and bearing; operation of equipment; initiative and resourcefulness; sensitivity and concern for human rights and moral values and ethical standards.

Personnel administration. It is used by some writers to mean the implementation of personnel policies and programs. It covers the processes of planning and directing the application, development, and utilization of human resources in employment.



Personnel management. This refers to the handling, directing, and controlling of individual employees rather than of employees as a group. It deals with individual relationships including employees' problems with management.

Philippine National Police. It is a military organization of the Philippines created to enforce the law, maintain peace and order, ensure public safety and internal security in the entire Philippines with the help of the community.

Police Commissioned Officers (PCO). They are police officers from Police Inspector (PINSP) up to the highest rank of the Philippine National Police.

Police Non-Commissioned Officers (PNCO). These are Police Non-Commissioned officers from Police Officer 1 (PO1) to Senior Police Officer 4 (SPO4).

Police Regional Office-Cordillera (PRO-COR). It is a police regional office of the PNP in the Cordillera region composed of six Police Provincial Offices (PPO) namely: Abra PPO, Apayao PPO, Benguet PPO, Ifugao PPO, Mtn Province PPO, one City Police Office (CPO) namely Baguio City Office and one Regional Mobile Group namely the Police Regional Mobile Group respectively.

Policies. It means a continuing decision which applies to repetitive situations.

Public relations. This is used in personnel management which covers the personnel manager's contacts with employees, whether or not the latter are unionized.



Regional Headquarters (RHQ). It includes all offices at the regional office.

Uniformed Personnel (UP). It refers to the policemen of PRO-Cordillera who are authorized by the government to enforce, maintain peace and order and ensure public safety and internal security within their areas of responsibility. They perform mainly operational functions. They can be classified as Police Commissioned Officer (PCOs) and Police Non-Commissioned Officers (PNCOs) regardless of their rank.

Hypotheses of the Study

The following are the hypothesis of the study:

1. The personnel of the Office differ in their extent of knowledge on the personnel management policies.
2. Personnel management policies significantly differ in their extent of enforcement.
3. Factors significantly differ in their extent of influence on the enforcement of personnel management policies.
4. The personnel of the Office significantly differ in their extent of performance of duties and responsibilities on the enforcement of personnel management policies.
5. These problems significantly differ in their extent of seriousness on the enforcement of personnel management policies.



METHODOLOGY

Locale of the Study

Camp Holmes (known today as Camp Bado Dangwa the home of PRO-Cordillera) was proclaimed as military reservation on November 1929 by Governor General Leonard Wood occupied by US Army units. In 1930, when the US Army started to recruit Filipino males with at least twenty (20) years of age in the Philippine Army, they converted the camp into a Signal Training Camp for the Philippine Army from 1930-1935 where Capt. Joaquin Hidalgo was then the Commanding Officer.

During the Japanese occupation, Camp Holmes was occupied by Japanese soldiers until they surrendered. Then, it was again occupied by Philippine Army Units followed by the element from the newly organized Military Police Command.

When the late Major Bado Dangwa died on March 18, 1976 PSSUPT ROGELIO AGUANA was the incumbent Commanding officer of Camp Holmes. He then passed a proposal for the change of Camp Holmes to Camp Bado Dangwa in honor of Major Bado Dangwa for his remarkable contribution during the World War II and as a public servant. Major Dangwa became a legend during the Japanese occupation when he organized the 12th Infantry which was later integrated into the famous 66th Infantry Regiment, USAFIP, NL. He was



honorably discharged as a Major. He had been a Congressman for Mountain Province in two terms after his discharge in the military service.

Originally, the Military Police Command was divided into four zones. All provinces in Northern Luzon covered under the 1st PC Zone to include Mountain Provinces and its sub-provinces; Ifugao, Benguet, and Kalinga-Apayao. Later, it was reorganized into 12 Regional Commands (RECOM) under the defunct PC/INP. Baguio City and provinces of Abra, Benguet, and Mt. Province were under RECOM 1 while the provinces of Apayao, Ifugao, and Kalinga were under RECOM 2.

Immediately after the February 1986 Revolution, the government drafted a new constitution, which was subsequently ratified by the people in a succeeding plebiscite. The constitution is now known as the duly ordained and promulgated 1987 Constitution of the Republic of the Philippines. Section 6 of Article XVI of the same constitution provides that the state shall establish and maintain one police force which shall be national in scope and civilian on character. This provision led to the passage of Republic Act (RA) 6975, otherwise known as the PNP Law, which eventually led to the creation and activation of the Philippine National Police (PNP).

Further, the 1987 Constitution provides that there should be an autonomous region to be created in Cordilleras. Hence, on July 15, 1987, EO 220 was issued by President Corazon Cojuangco Aquino creating CAR.



Consequently, Mountain Province, the provinces of Abra and Benguet, the city of Baguio were separated from Administrative Region 1 (Ilocos) and provinces of Kalinga-Apayao and Ifugao, from Administrative Region 2 (Cagayan Valley) and integrated into the Region. As a result, to satisfy the provisions of Section 6 of the Executive Order (EO), the GHQs of the AFP issued GO 209 on April 17, 1989 which provided for the constitution and activation of the RECOM thus from previously known as the PC/INP Command by virtue of LOI 26/88 which took effect on March 23, 1989 renamed Cordillera Regional Command through GO# 209 dated April 17, 1989.

The use of the word REGIONAL COMMAND was changed to POLICE REGIONAL OFFICE through NAPOLCOM Res Nr 96-058 dated July 31, 1996. On August 1, 2001, PRO-CAR was again renamed as Police Regional Office-Cordillera (PRO-COR)

PRO-Cordillera has a total strength of three thousand two hundred eighty-eight (3,288) personnel as of December 31, 2005 broken down as follows: Two hundred sixty-one (261) Police Commissioned Officers (PCOs): Two thousand eight hundred eighty-two (2,882) Police Non Commissioned Officers (PNCOs); and one hundred forty-five (145) Non Uniformed Personnel (NUP).



Table1. The strength of each office

UNITS	PCOs	PNCOs	NUP	TOTAL
Police Regional Office (RHQ)	30	130	80	240
Regional Office Support Group	15	170	15	200
Police Regional Mobile Group	11	167	0	178
Abra Provincial Police Office	39	445	2	486
Benguet Provincial Police Office	38	422	11	471
Baguio City Police Office	39	461	20	520
Ifugao Provincial Police Office	23	272	4	299
Kalinga Provincial Police Office	23	326	6	355
Mt Province Provincial Police Office	23	293	7	323
Apayao Provincial Police Office	20	196	0	216

The Police Regional Office Headquarters comprises the Command Group and the Directorial Staffs. The Command Group composes the following offices: the office of the Regional Director (ORD); Deputy Regional Director for Administration (DRDA); Deputy Regional Director for Operation (DRDO); and the Regional Chief Directorial Staff (RCDS). The Directorial Staff composes the following offices: Regional Personnel and Human Resource Development Division (RPHRDD); Regional Intelligence and Investigation Division (RIID); Regional Operations and Plans Division (ROPD); Regional Logistics Division



(RLD); Regional Police Community Relations Division (RPCRD); and Regional Comptrollership Division (RCD).



RESULTS AND DISCUSSIONS

This chapter contains the presentation, analysis and interpretation of data gathered based on the objectives set and hypotheses formulated for testing. The primary aim is to evaluate the enforcement of personnel management policies in the office as influenced by administrative and political factors.

Table 3. Extent of Knowledge of the Personnel of Police Regional Office-Cordillera on the common personnel management policies

COMMON PERSONNEL MANAGEMENT POLICY	EXTENT OF KNOWLEDGE						
	Very High	High	Fair	Slight	Not	Mean	Desc. Rating
a. <u>Recruitment, Selection and Appointment</u>							
1. Recruitment of PNP Uniformed Personnel to the rank of Police Officer 1 (PO1) shall be based on the principle of merit and fitness and shall be open to all qualified individuals.	65	175	69	19	2	3.85	H
2. The PNP shall reserve at least ten percent (10%) of its annual recruitment quota for women.	79	153	72	23	3	3.85	H
3. There shall be no discrimination on account of gender, religion, ethnic origin or political affiliation.	68	186	59	12	5	3.91	H



Table 3 continued...

COMMON PERSONNEL MANAGEMENT POLICY	EXTENT OF KNOWLEDGE						
	Very High	High	Fair	Slight	Not	Mean	Desc. Rating
4. No person shall be appointed as Police Officer 1 unless the applicant satisfies the minimum qualifications for appointment.	118	132	64	14	2	4.06	H
5. Reference shall be accorded to the applicants who are residents of the city/municipality where the quota is allocated .	77	123	108	13	9	3.75	H
6. The age, height, and weight requirements for initial appointment in the PNP may be waived only when the number of qualified applicants falls below the approved quota.	85	120	105	14	6	3.80	H
WEIGHTED MEAN						3.96	H
$T_c = 06.75^*$	$T_{0.05}$	$\frac{=}{2.01}$					
b. <u>Promotion</u>							
1. Qualification standards for education, eligibility, training and experience/time-in-Grade shall be satisfied for promotion.	88	114	67	56	5	3.67	H
2. Temporary (promotion) appointments are only	74	138	76	34	8	3.71	H



considered when the number of qualified applicants is less than the promotion quota.

Table 3 continued...

COMMON PERSONNEL MANAGEMENT POLICY	EXTENT OF KNOWLEDGE						Mean	Desc. Rating
	Very High	High	Fair	Slight	Not			
3. Promotion in temporary status shall be allowed when a candidate has only one (1) deficiency, either in training or eligibility.	65	125	84	47	9	3.57	H	
4. Deficiency in training shall be satisfied within two (2) years while deficiency in eligibility shall be within one (1) year .	59	167	68	30	6	3.73	H	
5. Personnel who satisfy all the mandatory requirements are given preference over those with deficiencies.	106	126	58	38	2	3.89	H	
6. Non-completion of the requirement within the specified period shall be ground for a recall of the promotion of subject personnel.	59	97	124	36	14	3.45	F	
WEIGHTED MEAN						3.67	H	
$T_c = 5.387^*$	$T_{0.05}$	=	2.01					

c. Selection and Placement of Officers in the Key



Positions

1. Only those officers who meet the minimum qualification standards for a key position shall be considered for inclusion in the list of eligibles.

97 128 48 21 5 3.60 H

Table 3 continued...

COMMON PERSONNEL
MANAGEMENT POLICY

EXTENT OF KNOWLEDGE

	Very High	High	Fair	Slight	Not	Mean	Desc. Rating
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2. Officers with pending administrative or criminal cases or with under preventive suspension, or are serving administrative sanctions, shall not be included in the list of eligibles.

68 116 104 34 8 3.61 H

3. Officers who have been reinstated to duty status after serving an administrative sanction shall be considered for selection and placement six (6) months after the date of such reinstatement.

55 96 126 38 15 3.41 F

4. Officers who fail any of the examinations (General Knowledge, Basic Physical Fitness and Neuro-Psychiatric) shall not be included in the list of eligibles.

55 96 126 38 15 3.48 F

WEIGHTED MEAN

3.53 H

$T_{0.05}$ 2.35



$$T_c = 4.845^*$$

d. Assignment and Transfer

1. Reassignment of PNP personnel shall be in consonance with the approved PNP staffing pattern.	113	120	76	15	6	3.96	H
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Table 3 continued...

COMMON PERSONNEL MANAGEMENT POLICY	EXTENT OF KNOWLEDGE					Mean	Desc. Rating
	Very High	High	Fair	Slight	Not		
2. PNP members with the ranks of Police Officer 1 up to Senior Police Officer IV shall be assigned to the city or municipality of their residence.	111	115	84	17	3	3.95	H
3. Officers who were appointed into the service through lateral entry are barred for transfer to other units.	98	107	94	24	7	3.80	H
4. PNP personnel may request for preferential assignment one year prior to retirement.	85	94	97	48	6	3.61	H
5. Police Officer 1 shall be assigned to the mobile forces or to critical areas for a period of not less than three years immediately upon entry into the PNP and/or completion of their basic/orientation	78	116	86	46	4	3.66	H



training.

WEIGHTED MEAN 3.79 H

$T_c = 18.076^*$ $T_{0.05} = 2.13$

e. Training and Development

1. Continuing program of staff development shall be established for all the PNP personnel. 97 105 93 26 9 3.77 H

Table 3 continued...

COMMON PERSONNEL MANAGEMENT POLICY	EXTENT OF KNOWLEDGE					Mean	Desc. Rating
	Very High	High	Fair	Slight	Not		
2. PNP in-service training program shall serve as a basis for all staff development activities.	85	116	84	35	10	3.70	H
3. A specific budgetary allocation for personnel development purposes shall be appropriated.	79	118	95	32	6	3.70	H
4. Accreditation shall be given for staff development participants .	86	100	86	53	5	3.63	H
WEIGHTED MEAN						3.70	H
$T_c = 10.909^*$	$T_{0.05} = 2.35$						



Legend: * -	Significant
4.51 – 5.00	Very High (VH) Knowledge
3.51 – 4.50	High (H) Knowledge
2.51 – 3.50	Fair (F) Knowledge
1.51 – 2.50	Slight (S) Knowledge
1.00 – 1.50	No (N) Knowledge

Extent of knowledge of the Personnel of Police Regional Office – Cordillera on the Common Personnel Management Policies on the area of Recruitment, Selection and Appointment

Table 3 presents the extent of knowledge of the personnel of the Police Regional office – Cordillera on the common personnel management policies. Along the area of recruitment, selection and appointment, the respondents indicated that their extent of knowledge on applicants' meeting the minimum qualifications for appointment to Police Officer 1 had the highest evaluation of 4.06 followed by no discrimination on account of gender, religion, ethnic origin or political affiliation with a mean rating of 3.91. Least rated was "preference on account of residency where residents of city or municipality where the quota is allocated are preferred" with a rating of 3.75. "Age, height and weight requirements for initial appointments may be waived is rated with a mean rating of 3.80. However, all specified policies on these areas were given qualitative rating of "high". The overall mean rating is 3.96 or "high" extent of knowledge.

The T-test showed a computed value of 6.75 which is greater than the tabular value of 2.015 on the 0.05 level of significance. This hypothesis is, therefore, not rejected and therefore the personnel of the office differs in their



extent of knowledge on the common personnel management policies on the area of recruitment, selection and appointment.

Extent of knowledge of the Personnel of Police Regional Office – Cordillera on the Common Personnel Management Policies on the area of Promotion

The extent of knowledge of personnel on management policies with respect to promotion as evaluated by the respondents are shown also in the table above.

The highest evaluation rating was given to the policy that “personnel who satisfy all the mandatory requirements are given preference over those with deficiencies “ had the highest mean rating of 3.89 followed by “deficiency in training shall be satisfied within two years while deficiency in eligibility shall be within one year had a mean rating of 3.73. The least known as far the respondents were concerned was the policy on “Non-completion of the requirements within the specified period shall be aground for the recall of the promotion of subject personnel” which was rated with a mean of 3.45. Other policies on this area of promotion were given qualitatively ratings of “high” so the weighted mean was also rated “high” with the rating of 3.67.



The computed value of 5.387 which is greater than the tabular value of 2.015 at 0.05 level of significance implies acceptance of the hypothesis, that the personnel differ in their extent of knowledge of the common personnel management policies.

Extent of knowledge of the Personnel of Police Regional Office – Cordillera on the Common Personnel Management Policies on the area of Selection and Placement of Officers in the Key Position.

The extent of knowledge of personnel on the selection and placement of officers in the key position as shown in the overall mean is high with the rating of 3.53.

Moreover, the personnel of PRO-Cordillera has high knowledge on the policy that “only those officers who meet the minimum qualification standard for a key position shall be considered for inclusion in the list of eligibles and officers with pending administrative or criminal cases or with under suspension, or are serving administrative sanctions, shall not be included in the list of eligibles in the selection and placement of officer in the key positions. On the other hand, they have fair knowledge on the policy on officers who have been reinstated to duty status after serving an administrative sanction shall be considered for selection and placement six months after the date of such reinstatement and on officers who fail any of the examinations shall not be included in the list of eligibles.

The T-test showed acceptance of the hypothesis that the personnel significantly differ in the extent of knowledge on the personnel management



policies. The computed value which is 4.845 is greater than the tabular value of 2.353 at 0.05 level of significance.

Extent of knowledge of the Personnel of Police Regional Office – Cordillera on the Common Personnel Management Policies on the area of Assignment and Transfer of personnel.

The extent of knowledge of personnel on the area of assignment and transfer of uniformed and non-uniformed personnel is shown in the table wherein the overall mean is “high” or with the rating of 3.79.

All of the enumerated specific policies on assignment and transfer is “high”. The policy with the highest rating is the “reassignment of PNP personnel shall be in consonance with the approved PNP staffing pattern with the rating of 3.96, followed by the “PNP members with the ranks of PO1 up to SPO4 shall be assigned to the city or municipality of their residence. Next is the “officers who were appointed into the service through lateral entry are barred for transfer to other units” then followed by the “Po1 shall be assigned to the mobile forces or to critical areas for a period of not less than three years immediately upon entry into the PNP and/or completion of their basic/orientation training. The last with the rating of 3.61 is “PNP personnel may request for preferential assignment one year prior to retirement.

The computed value is 8.076 which is greater than the tabular value of 2.132 on the 0.05 level of significance. So, this implies the acceptance of the



hypothesis that the personnel differs in their extent of knowledge on personnel management policies.

Extent of knowledge of the Personnel of Police Regional Office – Cordillera on the Common Personnel Management Policies on the area of Training and Development of personnel.

The extent of knowledge of personnel on the policy on training and development of personnel is shown in this table that rating of all specific policies on training and development has “high” knowledge or personnel of PRO-Cordillera is knowledgeable on this area. The personnel is aware of the establishment and continuing program of staff development with the rating of 3.77. In addition, two specific policies namely “the PNP in-service training program shall serve as a basis for all staff development activities” and “ specific budgetary allocation for personnel development purposes shall be appropriated” had the same rating of 3.70 or “high” knowledge. “ Accreditation shall be given for staff development participants had the least rating of 3.63 but still classified as “high” knowledge.

In addition, the overall mean is 3.70 or “high” extent of knowledge. The computed value is 10.909 which is greater than the tabular value of 2.353 on the 0.05 level of significance. This means that there is significant difference between the mean of the respondent’s evaluation with the hypothesized mean. The hypothesis that personnel have differ s in their extent of knowledge on personnel



policies is therefore accepted. So, the personnel of PRO-Cordillera differ in their extent of knowledge on the training and development of personnel.

The significant difference can be attributed to the varying frequency of application of the provisions of the legal bases by the office. Thus, it can be inferred that the frequent application of the policies leads to the familiarity with, and broadening of knowledge of such policies.

Moreover, the relevance of knowledge of the provisions of the personnel management policies is related to the fact that the policy actions and legal implications of such actions can most likely enable the enforcement of policies with decisiveness and political will.

It is not enough that an administrator is knowledgeable of the provisions. It matters most if the provisions possess several good characteristics to be effective in the administrative system: predictability, flexibility, reasonable application and coverage. If any of the characteristics is missing, then it is likely that the law will not be effective. However, not all legal rules contain these elements. Laws that do not are often rendered nullities or cause severe strain on the law enforcement process. (Whiteman and William, 1985)

The need for adaptation is essential in the sense that it is from the law that the administrator gets his mandate, that is, his jurisdiction and authority. Law is a body of rules of human conduct that is backed up by the authority of government.



Since the authority of government is sovereign, law is binding on everyone within the government's jurisdiction. (Dimock and Dimock, 1966)

In the promotion of personnel, there are many policemen who are qualified for attrition because of non-compliance to the requirements for promotion or maybe they were unaware on the said qualification standard for their ranks. (The Qualification Standard for the ranks in the PNP is shown in the Appendix D).

There are four hundred six of them (usually those former PC) affected by the attrition by non-promotion because they either lack eligibility, education or training. Based from the recap, there are twenty-two SPO4, eight SPO3, seven SPO2, thirty SPO1, twenty-eight PO3, and 1 PO2 with a total of ninety-six who lack eligibility, there are also thirty-four SPO4, twenty-nine SPO3, forty-five SPO2, ninety-six SPO1, sixty-eight PO3, and eight PO2 with a total of two hundred eighty who lacks education. In training, one SPO4, nine SPO3, five SPO2, and fifteen SPO1 with a total of thirty who lack training.

The message of the newly installed RD PCSUPT RAUL S. GONZALES on his speech during the oath taking of 75 new recruits on February 21, 2006 at Camp Dangwa where he gave orientation and advises them that there are many who are called but few are chosen. He pointed out that there were 500 plus applicants but only 75 recruits are appointed. He also said that entering a police service needs discipline and sacrifice. Service as number one priority before any



personal necessities or interest even their family. He further explained that they are ruled by orders. They must follow and comply with orders without complaining and can be called anytime of the day and night for police service. According to him, PNP has a bad image to the society. It is full of intrigues and controversies but is inspiring as well as challenging. He further added that a recruit do the work with humility and sincerity.

Table 4. Extent of Enforcement of the common personnel management policies in the Police Regional Office- Cordillera

COMMON PERSONNEL MANAGEMENT POLICY	EXTENT OF ENFORCEMENT					Mean	Desc. Rating
	Very Much	Much	Fair	Slight	Not		
<u>a. Recruitment, Selection and Appointment</u>							
1. Recruitment of PNP personnel shall be based on the principle of merit and fitness and shall be open to all qualified individuals.	60	105	117	38	10	3.50	M
2. The PNP shall reserve at least ten percent (10%) of its recruitment quota for women.	75	94	86	62	13	3.47	F
3. There shall be no discrimination on account of gender, religion, ethnic origin or political affiliation.	68	134	88	32	8	3.67	M



Table 4 continued...

COMMON PERSONNEL MANAGEMENT POLICY	EXTENT OF ENFORCEMENT						
	Very Much	Much	Fair	Slight	Not	Mean	Desc. Rating
4. No person shall be appointed as Police Officer 1 unless the applicant satisfies the minimum qualifications for appointment.	125	115	74	14	2	4.05	M
5. Reference shall be accorded to the applicants who are residents of the city/municipality where the quota is allocated .	96	107	92	20	15	3.75	M
6. The age, height, and weight requirements for initial appointment in the PNP may be waived only when the number of qualified applicants falls below the approved quota.	142	128	46	12	2	4.20	M
WEIGHTED MEAN						3.77	M
$T_c = 6.471^*$	$T_{0.05}$	$\frac{=}{2.01}$					
b. <u>Promotion</u>							
1. Qualification standards for education, eligibility, training and experience/time-in-Grade shall be satisfied for promotion.	104	99	80	37	10	3.75	M
2. Temporary (promotion) appointments are only	85	134	74	30	7	3.78	M



considered when the number of qualified applicants is less than the promotion quota.

Table 4 continued...

COMMON PERSONNEL MANAGEMENT POLICY	EXTENT OF ENFORCEMENT						
	Very Much	Much	Fair	Slight	Not	Mean	Desc. Rating
3. Promotion in temporary status shall be allowed when a candidate has only one (1) deficiency, either in training or eligibility.	78	113	94	35	10	3.64	M
4. Deficiency in training shall be satisfied within two (2) years while deficiency in eligibility shall be within one (1) year .	62	141	67	47	5	3.55	M
5. A personnel who satisfies all the mandatory requirements is given preference over those with deficiencies.	58	84	145	40	3	3.46	F
6. Non-completion of the requirement within the specified period shall be ground for a recall of the promotion of subject personnel.	76	103	97	42	12	3.57	M
WEIGHTED MEAN						3.62	M
$T_c = 7.631^*$	$T_{0.05}$	$\bar{=}$	2.01				

c. Selection and Placement of Officers in the Key Positions



1. Only those officers who meet the minimum qualification standards for a key position shall be considered for inclusion in the list of eligibles.	104	127	59	38	2	3.88	M
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Table 4 continued...

COMMON PERSONNEL MANAGEMENT POLICY	EXTENT OF ENFORCEMENT						
	Very Much	Much	Fair	Slight	Not	Mean	Desc. Rating
2. Officers with pending administrative or criminal cases or with under preventive suspension, or are serving administrative sanctions, shall not be included in the list of eligibles.	125	97	72	35	1	3.78	M
3. Officers who have been reinstated to duty status after serving an administrative sanction shall be considered for selection and placement six (6) months after the date of such reinstatement.	101	128	73	28	0	3.91	M
4. Officers who fail any of the examinations (General Knowledge, Basic Physical Fitness and Neuro-Psychiatric) shall not be included in the list of eligibles.	65	110	94	56	5	3.52	M
WEIGHTED MEAN						3.77	M
$T_c = 2.614^*$	$T_{0.05}$	$\bar{=}$				2.35	



d. Assignment and Transfer

1. Reassignment of PNP personnel shall be in consonance with the approved PNP staffing pattern.	123	115	77	12	3	4.03	M
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Table 4 continued...

COMMON PERSONNEL MANAGEMENT POLICY	EXTENT OF ENFORCEMENT						Mean	Desc. Rating
	Very Much	Much	Fair	Slight	Not			
2. PNP members with the ranks of Police Officer 1 up to Senior Police Officer IV shall be assigned to the city or municipality of their residence.	98	123	84	21	4	3.87	M	
3. Officers who are appointed in the service through lateral entry are barred to transfer to other units.	126	95	84	20	5	3.96	M	
4. PNP personnel may request for preferential assignment one year prior to retirement.	93	105	85	37	10	3.70	M	
5. Police Officer 1 shall be assigned to the mobile forces or to critical areas for a period of not less than three years immediately upon entry into the PNP and/or completion of their basic/orientation training.	86	125	95	20	4	3.93	M	



6. PO1s and PO2s who are not assigned and have not yet been assigned with the aforementioned PNP units shall immediately be reassigned to the mobile forces or MPS in critical areas.

68 98 86 54 24 3.40 F

WEIGHTED MEAN 3.81 M

$T_c = 2.215^*$

$T_{0.05} = 2.01$

Table 4 continued...

COMMON PERSONNEL
MANAGEMENT POLICY

EXTENT OF ENFORCEMENT

Very Much Much Fair Slight Not Mean Desc. Rating

e. Training and Development

1. Continuing program of staff development shall be established for all the PNP personnel.

92 107 84 37 10 3.70 M

2. PNP in-service training program shall serve as a basis for all staff development activities.

57 75 95 88 15 3.21 F

3. A specific budgetary allocation for personnel development purposes shall be appropriated.

92 125 74 33 6 3.80 M

4. Accreditation shall be given for staff development participants .

92 125 74 33 6 3.95 M



WEIGHTED MEAN 3.66 M

$T_c = 2.415^*$ $T_{0.05} = 2.35$

Legend: * -	Significant
4.51 – 5.00	Very Much (VM) Enforce
3.51 – 4.50	Much (M) Enforce
2.51 – 3.50	Fair (F) Enforce
1.51 – 2.50	Slightly (S) Enforce
1.00 – 1.50	Not (N) Enforce

Extent of enforcement of the Personnel of Police Regional Office – Cordillera on the Common Personnel Management Policies on Recruitment, Selection and Appointment.

Table 4 presents the extent of enforcement of the personnel of PRO-Cordillera on the common personnel management policies along the area of recruitment, selection and appointment. Data showed that the personnel enforced the policies “much” or with the rating of 3.77. Of the five mentioned policies, almost all were “much” enforced except “the PNP shall reserve at least ten percent of its annual recruitment quota for women” which was fairly enforced. “The age, height, and weight requirements for initial appointment in the PNP maybe waived had the highest rating of 4.20 followed by “no person shall be appointed as PO1 unless the applicants satisfies the minimum qualification for appointment. Then “preferences shall be accorded to the applicants who are residents of the city/municipality where the quota is allocated were the next”, then the policy “ there shall be no discrimination on account of gender, religion, ethnic



origin or political affiliation. “Recruitment of PNP uniformed personnel to the rank of PO1 shall be based on the principle of merit and fitness and shall be opened to all qualified individuals is also described as “much” enforced with the rating of 3.50.

The T-test showed a computed value of 6.471 which is greater than the tabular value of 2.015 on the 0.05 level of significance. The hypothesis is, therefore, accepted. Moreover, the extent of enforcement of personnel policies on the area of recruitment, selection and appointment significantly differs.

Extent of enforcement of the Personnel of Police Regional Office – Cordillera on the Common Personnel Management Policies on the area of Promotion

The table also presented the policies on promotion which is “much” enforced as indicated by the overall mean of 3.62. The first policy that is “much” enforced is the “temporary (promotion) appointments are only considered when the number of qualified applicants is less than the promotion quota”. Secondly, “qualification standards for education, eligibility, training and experience/time-in-Grade shall be satisfied for promotion”. “Promotion in temporary status shall be allowed when a candidate has only one deficiency, either in training or eligibility” is ranked number 3. Then the fourth is “non-completion of the requirement within the specified period shall be ground for a recall of the promotion of subject personnel”. The fifth is “deficiency in training shall be satisfied within two years while deficiency in eligibility shall be within one year”. “A personnel who



satisfies all the mandatory requirements is given preferences over those with deficiencies” ranked the last with the rating of 3.46 or “fair” enforcement.

The computed value which is 7.631 is higher than the tabular value which is 2.015 at 0.05 level of significance. So the hypothesis that enforcement of personnel policies significantly differs is accepted or the personnel policies significantly differ in their enforcement on the area of promotion.

Extent of enforcement of the Personnel of Police Regional Office – Cordillera on the Common Personnel Management Policies on the area of Selection and Placement of Officers in the Key Positions

The table shows the extent of enforcement of personnel policies on the area of selection and placement of officers in the key positions. All specific policies under this area are considered much enforced so with the overall mean with the rating of 3.77. The ratings of policies are the following: Only those officers who meet the minimum qualification standards for key position shall be considered for inclusion in the list of eligibles is rated 3.88; officers with pending administrative or criminal cases or with under preventive suspension, or serving administrative sanctions, shall not be included in the list of eligibles is 3.78; officers who have been reinstated to duty status after serving an administrative sanction shall be considered for selection and placement six months after the date of such reinstatement is rated 3.91, the highest rating and; officers who fail in the examinations shall not be included in the list of eligibles has the lowest rating of 3.52.



The computed value which is 2.614 is higher than the tabular value which is 2.614 at 0.05 level of significance. So, this indicates that hypothesis of the enforcement of personnel policies significantly differs is accepted or the personnel policies significantly differ in their enforcement on the area of selection and placement of officers in the key positions.

Extent of enforcement of the Personnel of Police Regional Office – Cordillera on the Common Personnel Management Policies on the area of Assignment and Transfer of Personnel.

On the area of assignment and transfer of personnel, the overall mean is 3.81 and thus considered as “much enforced”.

Only the policy on PO1s and PO2s who are not assigned and have not yet been assigned with the aforementioned PNP units shall immediately be assigned to the mobile forces or municipal police stations in critical areas has the lowest rating of 3.40 or classified as “fairly enforced”. Reassignment of PNP personnel shall be in consonance with the approved PNP staffing pattern has the highest rating of 4.03. Next is the officers who are appointed into the service through lateral entry are barred for transfer to another units with the rating of 3.96, followed by the policy on PO1 shall be assigned to the mobile forces or to critical areas for a period of not less than three years immediately upon entry into the PNP and/or completion of their basic orientation training with the rating of 3.93. PNP member with the ranks PO1 up to SPO4 shall be assigned to the city or municipality of their residence is the next with the rating of 3.87. The second to



the last rating with the rating of 3.70 but still considered “much enforced” is the PNP personnel may request for preferential assignment one year prior to retirement.

The hypothesis that enforcement of personnel policies significantly differs in this area of assignment and transfer is accepted. So, the enforcement of assignment and transfer policies significantly differs in their enforcement. The computed value is higher than the tabular value at 0.05 level of significance.

Extent of enforcement of the Personnel of Police Regional Office – Cordillera on the Common Personnel Management Policies on the area of Training and Development of Personnel.

The extent of enforcement of personnel management policies on the area of training and development of personnel was much enforced as manifested by the overall mean of 3.66.

Further, the policy with the highest rating in this area is the “accreditation shall be given for staff development participants with the evaluation rating of 3.95. Then the “a specific budgetary allocation for personnel development purposes shall be appropriated with the rating of 3.80. Next is the “continuing program of staff development shall be established for all PNP personnel with the rating of 3.70. All of these three specific policies are evaluated by respondents as “fairly enforced” with the rating of 3.21 namely “PNP in-service training program shall serve as basis for all staff development activities”.



Moreover, the computed value of 2.415 is greater than the tabular value of 2.353 on the 0.05 level of significance. The hypothesis that personnel management policies differ in their enforcement is therefore accepted or the enforcement of personnel management policies under training and development differs in their enforcement.

The significant difference on recruitment, promotion, placement of officers in the key positions, assignment and transfer, training and development can be attributed to the factor on provisions of the law requiring strict adherence.

In addition to the speech of RD regarding the assignment of the new recruit, he insisted that he does not like to accept recommendations or request for preferential assignment. He stressed that they must follow and obey order wherever place or designation they will receive. They must stand firm in their promises during interviews that they are willing to be assigned in any place of the region without complaining or any alibis. If their assignment is Apayao then they have to go to Apayao.

Last 2005, there were fifty (50) appointed into the PNP in the rank of PO1. Their appointment was effected last October 1, 2005. For the promotion, there are thirty-one of the policemen promoted to the next higher rank: One in January, two in April, one in May, thirteen in August, five in November and nine in December. In the reassignment of personnel, there are one hundred sixty (160) policemen relieved from other offices or region and assigned in the PRO-Cordillera but there



are also one hundred sixty-eight (168) policemen from this region who transferred to other police regional offices. Thus, this region has eight losses in their personnel for the CY-2005. As regards with the trainings, almost one fourth of the population went on training which is 1,027 personnel.

IMPLAN 06/05 “BALASA” is an strategy whose main objective is to relieve in place personnel of Abra PPO with elements from the different units of the region and to ensure a peaceful and orderly transfer of personnel due to the deterioration of peace, law and order in the province of Abra, the presence and maintenance of private armed groups by the Local Chief Executives (LCEs) and their involvement in illegal activities and the ineffectiveness of the territorial police force to maintain peace and order and to large extent, enforce the law without fear or favor has become great concern of the Philippine Government and the PNP organization.

This was fully implemented since April 2005 and the policemen followed the order but this year some of them are trying to request to return to their former unit or assignment because of some justifiable reasons. Some said that due to the distance of their home province and their place of assignment, financial burden has set in and their family eventually experiences the consequences of their reassignment.

Extent of Influence of Factors on the Enforcement of Personnel Management Policies



Extent of Influence of Factors on the Enforcement on the Common Personnel Management Policies of Police Regional Office-Cordillera.

Table 5 presents the influence of factors in the enforcement of personnel management policies. From the respondents the table show that all specified factors have a great influence in the enforcement of personnel management policies in the region. The factor with the highest rating of 4.02 is “power capabilities and strategies of department, division and section heads” followed by the “political will of department, division and section heads in implementing action programs. The least rated with the rating of 3.54 is “policies and procedures as bases of unified policy direction and action. Pressure groups whose interests are affected that include NGOs, Pos, and political group is rated 3.63; provision of the law requiring strict adherence was 3.55. The institutional regime characteristics or the system of governance of the local administration and the type of division tackled has the same rating of 3.67. However, the overall mean is 3.72 or the factors have a great influence on the enforcement of personnel management policies.

Table 5. Extent of Influence of Factors in the Enforcement of Personnel Management Policies of Police Regional Office-Cordillera.

COMMON FACTOR	EXTENT OF INFLUENCE OF FACTORS						
	Very Great	Great	Fair	Slight	Not	Mean	Desc. Rating
1. Policies and procedures as	42	129	131	23	5	3.54	G



bases of unified policy direction and action.								
2. Pressure groups whose interests are affected that include NGOs, POs, and political groups.	76	98	119	35	2	3.63	G	
3. Provisions of the law requiring strict adherence.	53	123	115	31	8	3.55	G	
4. Institutional regime characteristics or the system of governance of the local administration.	60	137	110	13	10	3.67	G	
5. Type of decision making tackled.	45	165	96	15	9	3.67	G	
6. Power capabilities and strategies of Department, Division and Section heads.	117	114	91	6	2	4.02	G	
7. Political will of Department, Division and Section heads in implementing action programs.	108	125	81	12	4	3.97	G	
WEIGHTED MEAN						3.72	G	
$T_c = 3.338^*$								
	$T_{0.05}$					$\frac{=}{1.94}$		

Legend: * - Significant
 4.51 – 5.00 Very Great (VG) Influence
 3.51 – 4.50 Great (G) Influence
 2.51 – 3.50 Fair (F) Influence



1.51 – 2.50	Slight (S) Influence
1.00 – 1.50	No (N) Influence

The t-test showed a computed value of 3.338 which is higher than the t-value of 1.943 on the 0.05 level of significance. Hence, the hypothesis that the factors significantly differ in their influence in the enforcement of personnel policies is, therefore, accepted. Therefore, the influence of factors in the enforcement of personnel management policies in PRO-Cordillera is significantly different..

Power capabilities and strategies of department, division and section heads and political will of department, division and section heads in implementing action programs are factors that influence most of the enforcement of personnel management policies. The recruitment, promotion, transfer, placement, and training of the PNP personnel depends on the decision of the Selection Board wherein most of the members of Selection Board are the chiefs of offices.

Power capabilities and strategies of the department, division and section heads are characterized as both administrative and political factors enhancing the enforcement of personnel policies. The Office considers strategies as partly related not only to its ability to act on problems but also to avail of government resources by proposing for the purchase of additional equipment and the creation and upgrading positions as means of promotion.

A strategic public manager conducts professional assessment as to how a program fits the broad policy area. The manager shapes the definition of the



problem by alerting the political executives to the current state of knowledge concerning the policy area. This should include details of program options, the time frame estimated for program success, and the costs of implementation. Information of this type helps determine feasibility and brings some reality to good intentions. The manager must understand the possibilities for analysis and be able to integrate analytical techniques and analytical thinking with values, judgment, intuition, and experience. The most important mode of analysis for the public manager is not found in operations research, inferential statistics, or mathematical programming, but in application of logic and structured thinking. (Bozeman and Straussman, 1990)

Political will of the department, division and section head in implementing action programs, which is related to capabilities and strategies, is a potent administrative factor that enhances the enforcement of personnel policies. The political will of the Office has many times been put to test by politicians, pressure groups and even private individuals. In the RPHRDD, the pressure usually occurs during personnel selection of applicants for vacant positions for the non-uniformed personnel and during recruitment and filling up of quota for promotion for the uniformed personnel.

In the previous PNP recruitments, some of the applicants went to some political and influential leaders to seek for recommendation. Some of them even went to the Office of Malacañang but there is a new directive from NAPOLCOM



issued sometime in 2004 requiring the creation of Ad Hoc Body and the Mayor as the Chair of the Local POC for the initial screening of the most qualified applicants to be recommended to the Regional office. The latest directives issued are recommendations from Congressmen were only given points or recognition to the applicant. So in the last recruitment, most of the applicants got recommendations from their congressmen.

Extent of Performance of the Personnel in the Enforcement of Personnel Management Policies

The extent of performance of the personnel in the enforcement of personnel management policies is shown in Table 6. The respondents indicated that their extent of performance on stress tolerance or stability of performance under pressure or opposition has the highest evaluation of 4.07 followed by initiative and readiness for service or starts action,

Table 6. Extent of Performance of the Personnel in the Enforcement of Personnel Management Policies of Police Regional Office-Cordillera.

COMMON INDICATOR	EXTENT OF PERFORMANCE						Mean	Desc. Rating
	Excel-lent	Very Good	Good	Fair	Poor			
1. Accomplishment of work targets (Achieving work targets 51%-99%, 100%, or exceeding the same targets by 25% Or 50%)	101	135	82	12		3.98	VG	
2. Public Relations. (Polite,	108	139	60	23		3.78	VG	



kind and thoughtful behaviors toward the public/clientele in manners of speech and actions)

3. Office Relations (Integrates concern for people at work, peer relationship and supervisor-subordinate relationship into work section)

89 142 75 16 8 3.77 VG

4. Punctuality and attendance (Observed behavior of coming to the office on time or to be present at work to complete assigned responsibilities)

104 131 68 18 9 3.91 VG

5. Initiative and readiness for service (Starts action, projects and performs assigned tasks without being told and under minimal supervision)

120 125 61 21 3 4.02 VG

6. Stress tolerance (Stability of performance under pressure or opposition)

126 129 57 11 7 4.07 VG

Table 6 continued...

COMMON INDICATOR

EXTENT OF PERFORMANCE

Excel -lent Very Good Good Fair Poor Mean Desc. Rating

7. Leadership capabilities of supervisors (Guides and develops confidence of subordinate work as a team towards the achievement of goal)

53 171 62 35 9 3.67 VG



8. Judgment/Decision making of supervisors (Ability to develop alternative solutions, evaluate courses of action and reach sound decision)	69	144	90	23	4	3.76	VG
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WEIGHTED MEAN						3.87	VG
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$T_c = 2.538^*$	$T_{0.05} =$	1.89
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Legend: * -	Significant
4.51 – 5.00	Excellent (E) Performance
3.51 – 4.50	Very Good (VG) Performance
2.51 – 3.50	Good (G) Performance
1.51 – 2.50	Fair (F) Performance
1.00 – 1.50	Poor (P) Performance

projects and performs assigned tasks without being told and under minimal supervision with the rating of 4.02. The least rated is “leadership capabilities of supervisors or guides and develops confidence of subordinate work as a team towards the achievement of goal with the rating of 3.67; Accomplishment of work targets or achieving work targets is rated 3.98; punctuality and attendance or observed behavior of coming to the office on time or to be present at work to complete assigned responsibilities is rated 3.91; public relations or being polite, kind and thoughtful behavior toward the public/clientele in the manners of speech and actions is rated 3.78; office relation or supervisor-subordinate relationship into work section is 3.77 and the judgment or decision making of supervisors or ability to develop alternative solutions, evaluate courses of action and reach sound



decision is rated 3.76. However, all specified indicators are given qualitative rating of 3.87 or “very good” extent of performance.

The computed value of 2.538 showed that it was greater than the tabular value of 1.895 on the 0.05 level of significance. The hypothesis that personnel significantly differ in their extent of performance is, therefore, accepted and therefore we can say that the extent of performance of personnel on the enforcement of personnel management policies is significantly different.

Stress tolerance is described as the act of being stable under pressure or opposition. Its having the highest rating implies that the personnel can perform his work even under pressure. The very good performance of the office on stress tolerance can be attributed to the foregoing observations that the office transacts with insistent clients who have incomplete requirements or documents needed for the processing.

Researchers call those outside situations stressors-multitudes of daily occurrences that call for adjustment. Responding to situations constitutes stress. Stress begins with being anxious because of the workload or home pressures. Although everyone needs a certain level of stress to make life challenging, to motivate high achievement, and even to survive, people do not need excessively high amounts or continued levels of stress. These levels cause anxiety, emotional discomfort, sleep disturbance, medical problems, physical exhaustion,



interpersonal sensitivity, apathy, depression, negativity, self-doubt, and anger. (D' Souza, 1989)

In order to cope up successfully with stress, leaders need to recognize stress as a facilitator as well as barrier to effective leadership. While prolonged exposure to stress can decrease resistance to disorder, it can also help people to cope effectively with stress and can actually strengthen their “restrictive” resources in the face of threatening circumstances. Those who benefit from these opportunities learn effective coping skills and increase their ability to cope with even greater stressful situations in the future.

Initiative and readiness for service being the next rated high are described as the act of performing assigned tasks without being told under minimal supervision. It implies that the office subordinates willingly perform their respective tasks with minimal instructions from their respective superiors. Office subordinates desire that their supervisors delegate to them certain authorities and responsibilities they are capable of exercising at their levels. In contrast with this, some subordinates prefer rotary and easy work. They do not like to think or do some work that requires critical thinking. They just do what their superiors ask them to do, no extra effort for work. Further, “when the cat is away, the mouse will play”.

If the management accepts that man generally wants to work and derives great satisfaction from a productive concentration of his energies, then the



management problem becomes one of reconciling his objectives with those of the organization. Achieving those objectives would be one of the employee's greatest rewards. If the management accepts that creative capacity is widely distributed in the population, as history certainly suggests, then the management problem becomes one of contriving organizational relationships that give as much vent to human expression and self-realization as possible. Here lies the avenue to optimum effectiveness and innovation. (Stahl, 1971)

The performance rating of RPHRDD for the CY 2005 conformed with the findings that personnel of the office performs very good in the performance of their duties and responsibilities. It is a distinct pride and honor not only the Regional Director but the whole PRO-Cordillera for laudable and invaluable service rendered of personnel of RPHRDD for their initiative, sheer determination and collective effort in carrying out their responsibilities has ranked their division Number 2 for the 1st and 4th quarter, Number 1 for the 2nd quarter and Number 3 for the 3rd quarter 2005 nationwide in the Directorate for Personnel and Records Management Performance Evaluation Rating. Finally, it is a remarkable distinction to the PRO-Cordillera as the Best Police Regional Office CY 2005 PNP wide.

Extent of Seriousness of Problems in the Enforcement
of the Personnel Management Policies



Extent of Seriousness of Problems in the Enforcement of the Personnel Management Policies of Police Regional Office-Cordillera on the area of Recruitment and Selection.

The extent of seriousness of problems in the enforcement of personnel management policies with respect to recruitment and selection as evaluated by the respondents are shown in table 7. The highest rating is given to the problems on “pressure from influential personalities” with the highest rating of 4.00 followed by “insistence of non-resident applicants to be ranked with bonafide resident applicants with a rating of 3.92. Ranklist is not religiously followed in recommending applicants has a

Table 7. Extent of Seriousness of Problems in the Enforcement of the Personnel Management Policies of Police Regional Office-Cordillera.

COMMON PROBLEMS	EXTENT OF SERIOUSNESS OF PROBLEMS						Mean	Desc. Rating
	Very Great	Great	Fair	Slight	Not			
a. <u>Recruitment and Selection</u>								
1. Pressure from influential personalities.	107	136	73	11	3	4.00	G	
2. Ranklist is not religiously followed in recommending applicants.	98	128	85	15	4	3.91	G	
3. Manifestation of negative related values by the selection Board.	53	61	92	22	2	3.73	G	
4. Insistence of non-resident	66	83	73	6	2	3.92	G	



applicants to be ranked with bonafide resident applicants.

5. Non-transparency of guidelines on recruitment and selection.	54	68	86	22		3.70	G
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WEIGHTED MEAN						3.85	G
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$T_c = 2.577^*$	$T_{0.05} =$	2.13
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b. Promotion

1. Disregarding ranking results in favor of an applicant.	75	85	105	52	13	3.47	F
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b. Pressure from influential personalities.	104	122	86	14	4	3.93	G
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Table 7 continued...

COMMON PROBLEMS	EXTENT OF SERIOUSNESS OF PROBLEMS					Mean	Desc. Rating
	Very Great	Great	Fair	Slight	Not		
c. Unfair assessment of potentials, physical characteristics and personality traits of applicants.	83	109	97	32	9	3.68	G
d. Non-transparency of quota for promotion.	104	117	84	25		3.90	G
WEIGHTED MEAN						3.75	G

$T_c = 4.651^*$	$T_{0.05} =$	2.35
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c. Selection and Placement of Officers in Key the Positions

1. Inability to follow the ranklist in issuing orders.	75	98	102	47	8	3.56	G
2. Abuse on the exercise of the discretionary power of the appointing authority.	69	82	136	38	5	3.52	G
3. Obvious justification for recommendations in favor of a certain officer.	79	94	105	51	1	3.60	G
4. Inability to follow established procedures for placement and assignments.	56	77	89	8		3.82	G
WEIGHTED MEAN						3.63	G
$T_c = 2.761^*$	$T_{0.05}$	=	2.35				

Table 7 continued...

COMMON PROBLEMS	EXTENT OF SERIOUSNESS OF PROBLEMS						
	Very Great	Great	Fair	Slight	Not	Mean	Desc. Rating
d. <u>Transfer and Assignment</u>							
1. Transfer is not beneficial to the employee and community.	68	94	110	54	4	3.50	G
2. Unprejudicial transfer of an employee.	45	75	99	104	7	3.14	F
3. Absence of guidelines in transferring personnel near their residence.	55	74	96	102	3	3.23	F



4. Transferring personnel without the knowledge of the authority concerned.	54	63	97	92	24	3.09	F
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WEIGHTED MEAN 3.24 F

$$T_c = 4.153^* \quad T_{0.05} = 2.35$$

e. Training and Development

1. Irrelevant staff development programs.	39	62	84	113	32	3.06	F
2. Negative attitude of personnel to attend trainings.	26	48	85	133	38	2.85	F
3. No budgetary allocations to training activities.	80	111	93	45	1	3.67	G
4. Disturbance on duties and responsibilities.	56	78	104	83	9	3.26	F
5. Very expensive in-service trainings.	98	113	70	36	13	3.74	G

Table 7 continued...

COMMON PROBLEMS	EXTENT OF SERIOUSNESS OF PROBLEMS					Mean	Desc. Rating
	Very Great	Great	Fair	Slight	Not		

WEIGHTED MEAN 3.32 G

$$T_c = 2.771^* \quad T_{0.05} = 2.13$$



Legend: * -	Significant
4.51 – 5.00	Very Great (VG) Serious
3.51 – 4.50	Great (G) Serious
2.51 – 3.50	Fair (F) Serious
1.51 – 2.50	Slightly (S) Serious
1.00 – 1.50	Not (N) Serious

rating of 3.91 and manifestation of negative related values by the selection board was rated 3.73. The least serious as far as respondents are concerned is the problem on “non-transparency of guidelines on recruitment and selection which is rated 3.70. All problems on this area of problems are given quantitatively ratings of “great” and the overall mean is 3.85 or great.

The computed value of 2.577 is higher than the tabular value of 2.132 at 0.05 level of significance. So, the hypothesis in this area that the problems significantly differ in their extent of seriousness is accepted or problems significantly differ in their extent of seriousness as far as recruitment and selection are concerned.

Extent of Seriousness of Problems in the Enforcement of the Personnel Management Policies of Police Regional Office-Cordillera in the area of Promotion.

The extent of seriousness of problems in the area of promotion is great as manifested by the overall mean of 3.75. The problem with the highest rating in this area is the “pressure from influential personalities with the evaluation rating of 3.93, then the “non-transparency of quota for promotion” with the rating of 3.90, followed by the “unfair assessment of potential, physical characteristics and



personality traits of applicants” then the list rating of 3.47 the “disregarding ranking results in favor of an applicant”.

The computed value of 4.651 is greater than the t-value of 2.353 on the 0.05 level of significance. The hypothesis that problems significantly differ in their extent of seriousness is therefore accepted or the extent of seriousness of problems on promotion significantly differ.

Extent of Seriousness of Problems in the Enforcement of the Personnel Management Policies of Police Regional Office-Cordillera on the area of Selection and Placement of Officers in the Key position.

The respondents showed that extent of seriousness of all the specified problems on selection and placement of officers in the key position is great. The problem with the highest rating of 3.82 is the “inability to follow established procedures for placement and assignments” followed by the “obvious justification for recommendations in favor of a certain officer” then the “inability to follow the ranklist in issuing order”. The least rated with the rating of 3.52 is the “abuse on the exercise of the discretionary power of the appointing authority”.

In addition, the t-test showed a computed value of 2.761 which is higher than the tabular value of 2.353 on the 0.05 level of significance. The hypothesis that the problems significantly differ in their extent of seriousness is therefore accepted or the seriousness of problems on this area is significantly different.



Extent of Seriousness of Problems in the Enforcement of the Personnel Management Policies of Police Regional Office-Cordillera on the area of Transfer and Assignment of Personnel.

All problems on transfer and assignments are rated fair except the extent of seriousness of problems on “transfer is not beneficial to the employee and community” has the highest evaluation of 3.50 or great. “Absence of guidelines in transferring personnel near their residence has the rating of 3.23 or fair. The least rated was “transferring personnel without the knowledge of the authority concerned” with rating of 3.09. Unprejudicial transfer of an employee is rated 3.14 or fair.

The overall mean is 3.63 or fair extent of seriousness of problems. The computed value is 4.153 which is greater than the t-value of 2.353 on the 0.05 level of significance. The hypothesis that the problems significant differ in their seriousness is therefore accepted in this area.

Extent of Seriousness of Problems in the Enforcement of the Personnel Management Policies of Police Regional Office-Cordillera in the area of Training and Development of Personnel.

The extent of seriousness of problems on training and development as shown in the overall mean is 3.32 or great. The problem with the highest rating of 3.74 is the “very expensive in-service trainings. Then the least rated with rating of 2.85 is the “ negative attitude of personnel to attend trainings”. “No budgetary allocation to training activities” is rated 3.67. “Irrelevant staff development



programs” has the rating of 3.06 and “disturbance on duties and responsibilities is rated 3.25.

Moreover, the computed value of 2.771 is greater than the tabular value of 2.13 at 0.05 level of significance. So, hypothesis in this area is accepted that problems significantly differ in their extent of seriousness as far as training and development of personnel are concerned.

Lastly, the most serious problems that they can not prevent are the interference of many influential personalities and the abuse on the exercise of the discretionary power of the appointing authority. In here, there is always the “palakasan, favoritism and whom you know system” during recruitment and promotion and even in the transfer, placement and in the selection to undergo training of personnel. This is related to the influence of factors particularly the power capabilities and strategies of department, division and section heads and political will of department, division and section heads in implementing action programs.



SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

This study generally evaluated the enforcement of personnel management policies as influenced by administrative and political factors. Specifically, it determined the extent of knowledge of the personnel on the common legal bases of personnel management policies; extent of enforcement of personnel management policies; extent of influence of factors in the enforcement of personnel management policies; extent of performance in duties and responsibilities of personnel in the enforcement of personnel management policies; and the extent of seriousness of problems in the enforcement of personnel management policies.

Using descriptive method of research to achieve the specific objectives, data were gathered through questionnaire from 330 respondents. The references were accomplishment reports, memoranda, administrative orders, resolutions and issuances issued by higher headquarters.

Regarding the influence of administrative and political factors, such factors composed of policies and procedures as bases of unified policy direction; pressure groups whose interests are affected that include NGOs, POs, and political groups; provisions of the law requiring strict adherence; institutional regime of characteristics or the system of governance of the local administration; type of decision making tackled; power capabilities and strategies of department,



division and section heads; and political will of department, division and section heads in implementing action programs.

In spite of the influence of administrative and political factors, such performance of the personnel manifested in the accomplishment of work targets, public relations, office relations, punctuality and attendance, initiative and readiness for service stress tolerance, leadership capabilities of supervisors and judgment/decision making of supervisors.

Findings

The following findings are the answers to the study.

1. Extent of knowledge of personnel

- a. The extent of knowledge of personnel on the area of recruitment, selection and appointment is high. The personnel is most knowledgeable on the policy on “no person shall be appointed as PO1 unless the applicant satisfies the minimum qualifications”.

- b. Extent of knowledge of personnel on the area of promotion is high. They are mostly knowledgeable on the policy on “ personnel who satisfies the mandatory requirements that are given preferences over those with deficiencies”.

- c. The extent of knowledge of personnel in the area of selection and placement of key officers in the key positions is high. They are most knowledgeable on the policy on “officers with pending administrative or criminal



cases or with under preventive suspension, or are serving administrative sanctions, shall not be included in the list of eligibles”.

d. The extent of knowledge of personnel in the area of assignment and transfer of personnel is high. Most of them are knowledgeable on the policy on “ reassignment of PNP personnel shall be in consonance with the approved PNP staffing pattern”.

e. Extent of knowledge of personnel in the area of training and development of key personnel is high. They are most knowledgeable on the policy on “continuing program of staff development shall be established for all the PNP personnel”.

2. Extent of enforcement of personnel management policies

a. The extent of enforcement of the common personnel management policies in the area of recruitment, selection and appointment is much enforced. The most enforced policy is “the age, height, and weight requirements for initial appointment in the PNP may be waived only when the number of qualified applicants falls below the approved quota ”.

b. The extent of enforcement of policies in the area of promotion is much enforced. The most enforced policy is “temporary (promotion) appointments are only considered when the number of qualified applicants is less than the promotion quota”.



c. Extent of enforcement of policies in the area of selection and placement of officers in the key positions is much enforced. The most enforced policy is “officers who have been reinstated to duty status after serving an administrative sanction shall be considered for selection and placement six months after the date of such reinstatement”.

d. The extent of enforcement of policies on the area of assignment and transfer is much enforced. The most enforced policy is “reassignment of PNP personnel shall be in consonance with the approved PNP staffing pattern”.

e. Extent of enforcement of policies in the area of training and development is much enforced. The most enforced policy is “accreditation shall be given for staff development participants”.

3. The enforcement of personnel management policies is influenced by factors to a great extent. The most influential factors are the “power capabilities and strategies of department, division and sections heads.”

4. Extent of performance of the personnel in the enforcement of personnel management policies is very satisfactory. The performance indicators that have the highest ratings are stress tolerance, initiative and readiness for service, accomplishment of work targets and punctuality and attendance.

5. Extent of seriousness of problems



a. The extent of seriousness of problems in the area of recruitment and selection is great. The most serious problem is “pressure from influential personalities”.

b. The extent of seriousness of problems in the area of promotion is great. The most serious problem is “pressure from influential personalities”.

c. The extent of seriousness of problems in the area of selection and placement of officers in the key position is great. The most serious problem is “inability to follow established procedures for placement and assignments”.

d. Extent of seriousness of problems on the area of transfer and assignment is great. The most serious problem is “transfer is not beneficial to the employee and community”.

e. The extent of seriousness of problems in the area of training and development is great. The most serious problem is “very expensive in-service trainings”.

Conclusions

Based on the findings, the following conclusions are drawn:

1. The personnel of the Office significantly differs in their extent of knowledge on the common legal bases of personnel management policies. The high extent of knowledge of personnel is attributed to their frequent application



or experiences on recruitment, promotion, placement of officers in the key position, assignment and transfer and in training and development of personnel.

2. The enforcement of personnel management policies differ in their extent of enforcement. The high extent of enforcement in recruitment, promotion, placement of officers in the key positions, assignment and transfer, training and development is attributed to the factor on provisions of the law requiring strict adherence.

3. The factors significantly differ in their extent of influence in the enforcement of personnel management policies. Power capabilities and strategies of department, division and section heads being the highest rated factor implies that the chiefs of offices restrain or reinforce the enforcement of personnel policies.

4. The personnel of the office differs in their extent of performance of duties and responsibilities. The high extent of performance on stress tolerance, initiative and readiness for service is attributed to the exposure of the personnel to different clients.

5. The problems differ in their extent of seriousness on the enforcement of personnel management policies. The great extent of seriousness of problems is attributed to the fact that they can not prevent the interference of many influential personalities and the abuse on the exercise of the discretionary power of the appointing authority.



Recommendations

Based on the findings and conclusions derived, the following are recommended:

1. Authorities should implement or enforce strictly, fairly and justly the rules, regulations and guidelines of personnel management policies promulgated by the Civil Service Commission (CSC) and the National Police Commission (NAPOLCOM) to maintain a high knowledge and much enforced of the said policies.

2. The RPHRDD should be responsible for the dissemination of personnel management policies. They should inform immediately to all personnel also those assigned in far flung places if there are changes/amendments or new guidelines on the said policies.

3. The concerned supervisor should evaluate his leadership capabilities and decision making practices. They should delegate authority and responsibility manageable at the lower level, impartially enforce personnel management policies, and not violate the policies they enforce.

4. Consultations among personnel should be observed by authorities in solving problems. Suggestions should be evaluated well or remedies to minimize problems.



5. Non-entertainment of unjustifiable recommendations of influential personalities should be strictly exercised especially during recruitment.

6. Evaluate policies that prevent the interference of influential politicians/personalities. The researcher recommend the amendment on the guidelines on the appointing authority because it violates other guidelines on recruitment and promotion specifically the criteria on the most qualified applicant.

7. Adopt measures to curtail favoritism, “palakasan system” or “whom you know system” to be fair with the other applicants on recruitment, promotion, placement, transfer and training of the employee to minimize the great extent of seriousness of problems in the enforcement of personnel policies .

8. Establish and adopt a continuing staff development program to maintain the high knowledge on personnel policies.

9. Specific budgetary allocation for staff development should be appropriated.

10. Transfer and assignment of personnel should be beneficial to both the PNP personnel and to the community for them to perform their work effectively and efficiently.

11. Adopt well planned conference/dialogue to elaborate/update their knowledge on personnel matters of the office/organization.



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