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IMPLEMENTATION AND EFFECTIVENESS OF THE PERFORMANCE GOVERNANCE SYSTEM (PGS) IN THE PHILIPPINE NATIONAL POLICE FORENSIC GROUP

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ABSTRACT

This study explores the implementation and effectiveness of the Performance Governance System (PGS) within the Philippine National Police (PNP) Forensic Group (FG). The PGS serves as a comprehensive management framework aimed at enhancing performance, accountability, and transparency within organizations. It aligns individual and team performances with organizational objectives through open feedback, linking performance with compensation, and providing learning and development opportunities. The PNP has integrated the PGS into its strategic initiatives, such as the PATROL Plan 2030, to improve crime prevention, resolution, and overall organizational credibility. The research investigates the demographic profiles of respondents, perceived implementation levels across various domains, and the relationship between PGS implementation and demographic characteristics. Findings indicate that while demographic factors like age, gender, marital status, and educational attainment do not significantly impact PGS implementation, position and length of service do. Advanced levels of implementation were observed in community engagement and process excellence, although areas for improvement were identified in professional development. The study concludes that the PGS is an effective management tool, promoting a performance-driven culture within the PNP FG. Recommendations include allocating funds for training, establishing Key Performance Indicators (KPIs), and fostering a culture of continuous improvement.

KEYWORDS: *Performance Governance System, Philippine National Police, PNP Forensic Group, organizational performance, management framework, PATROL Plan 2030, community engagement, process excellence*

INTRODUCTION

Performance management systems (PGS) are crucial for improving organizational performance by managing team and individual performances to ensure the achievement of organizational goals. Effective performance management systems ensure employees understand their contributions to organizational goals, possess required skills, and receive appropriate support. The PGS is a management and governance framework aimed at enhancing performance, accountability, and transparency within organizations. It uses a set of processes, tools, and principles to achieve specific goals while ensuring efficient resource utilization.

The PNP adopted the PGS to improve its performance and credibility, especially after being identified as one of the most corrupt government agencies in the Philippines in 2003. The PGS was integrated into the PNP's Integrated Transformation Program (ITP) to reinforce its strategies and align activities towards the PNP's vision for 2030.

STUDY OBJECTIVES

This study evaluates the implementation and effectiveness of the PGS within the PNP Forensic Group. It aims to determine the levels of implementation and effectiveness across different dimensions and identify significant relationships between the PGS implementation and respondent profiles.

METHODS

Research Design

This study employed a descriptive-normative method of investigation, which involves describing existing conditions without analyzing relationships among variables. This design was chosen to gather data on the implementation and effectiveness of the PGS within the PNP Forensic Group.

Locale of the Study

The study was conducted within the PNP Forensic Group, located at Camp Crame, Quezon City, Philippines. The Forensic Group is responsible for providing laboratory examination and identification of physical evidence involved in crimes.

Respondents

The study involved 369 personnel from 10 divisions within the PNP Forensic Group. The respondents were selected based on their involvement in the PGS implementation.

Data Gathering Instruments

A questionnaire checklist based on the PNP FG Governance Score Card was used to collect data. The questionnaire included sections on respondents' profiles, the level of PGS implementation, and the perceived effectiveness of the PGS.

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Data Collection Procedure

Approval was secured from the Director of the PNP Forensic Group, and the questionnaire was distributed personally to ensure high retrieval rates. The data were then tallied, tabulated, and analyzed using the Statistical Package for the Social Sciences (SPSS).

Statistical Treatment of Data

Data were analyzed using frequencies, percentage distribution, chi-square tests, and Spearman's rank correlation coefficient to determine significant differences and relationships.

RESULTS

Respondent Profile

Table 1
Respondents Profile by Sex

Sex	Frequency	Percentage
Male	213	57.7%
Female	156	42.3%
Total	369	100%

Table 2
Respondents Profile by Age

Age (years)	Frequency	Percentage
21-30	67	18.2%
31-40	112	30.4%
41-50	148	40.1%
51-60	42	11.4%
Total	369	100%

Table 3
Respondents Profile by Marital Status

Marital Status	Frequency	Percentage
Married	262	71%
Single	98	26.6%
Others	9	2.4%
Total	369	100%

Table 4
Respondents Profile by Position

Position	Frequency	Percentage
Administrative	75	20.3%
Technical Staff	190	51.5%
Operations	104	28.2%
Total	369	100%

Table 5
Respondents Profile by Educational Attainment

Educational Attainment	Frequency	Percentage
Bachelor's Degree	301	81.6%
Master's Degree	57	15.4%
Doctorate Degree	11	3%
Total	369	100%

Table 6
Respondents Profile by Years in Service

Years in Service	Frequency	Percentage
0-6	34	9.2%
7-12	91	24.6%
13-18	101	27.4%
19-24	65	17.6%
25-30	54	14.6%
31-36	22	6%
37-42	2	0.5%
Total	369	100%

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Level of PGS Implementation

Table 7

Mean and Qualitative Description on the Level of Implementation of PGS in terms of Community

Community	Mean	Description
Clients Satisfaction Index	4.54	Advanced Level
Stakeholder's engagement program (PCR)	4.54	Advanced Level
Activities aligned with FG mandate	4.53	Advanced Level
Activities required by DPCR aligned with MKK=K	4.54	Advanced Level
Overall Mean	4.54	Advanced Level

Table 8

Mean and Qualitative Description on the Level of Implementation of PGS in terms of Process Excellence

Process Excellence	Mean	Description
Enhanced Scene of Crime Operation	4.52	Advanced Level
Timely SOCO responses	4.34	Advanced Level
Timely release of SOCO Case Folder to Investigator-On-Case	4.66	Advanced Level
Timely release of laboratory results based on Unit's Citizen's Charter	4.78	Advanced Level
Positive impact to the Criminal Justice System based on subpoenas	4.53	Advanced Level
Overall Mean	4.57	Advanced Level

Table 9

Mean and Qualitative Description on the Level of Implementation of PGS in terms of Learning and Growth

Learning and Growth	Mean	Description
Increased percentage of personnel with FG Specialized Training	4.85	Advanced Level
Increased percentage of SOCO Trained personnel	4.99	Advanced Level
Personnel satisfaction with morale and welfare enhancement program	4.98	Advanced Level
100% personnel without Admin cases	4.72	Advanced Level
Increased number of personnel recommended for awards	4.67	Advanced Level
Implementation of FG policies and programs	4.80	Advanced Level
Endorsement of personnel to be certified as Forensic Specialist	4.81	Advanced Level
Recruit quality Forensic Personnel	4.74	Advanced Level
Filled-up quota for vacant positions	4.80	Advanced Level
Overall Mean	4.82	Advanced Level

Table 10

Mean and Qualitative Description on the Level of Implementation of PGS in terms of Resource Management

Resource Management	Mean	Description
Optimum utilization of financial and logistical resources	4.43	Advanced Level
Enhancement of IT-equipped FG Offices	4.43	Advanced Level
Programmed activities funded by MOOE	4.46	Advanced Level
Equipment passed preventive maintenance (mobility Office equipment & laboratory equipment)	4.32	Advanced Level
Transparency and accountability in the utilization of allocated funds	4.46	Advanced Level
Implementation of Anti-Corruption Mechanism	4.47	Advanced Level
Overall Mean	4.43	Advanced Level

Significant Differences and Relationships

Table 11

Significant Difference in the Level of Implementation of Different Aspects of PGS

Aspects	Mean	Probability	Decision	Remarks
Community	4.54	.000	Reject Ho	Significant
Process Excellence	4.57			
Learning and Growth	4.79			
Resource Management	4.42			

Table 12

Significant Relationship between the Level of Implementation of PGS and Respondents' Profile

Indicator	Probability	Decision	Remark
Age	.232	Ho is Rejected	Not Significant
Gender	.296	Ho is Accepted	Not Significant
Marital Status	.590	Ho is Accepted	Not Significant

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Position/Designation	.000	Ho is Rejected	Significant
Educational Attainment	.996	Ho is Accepted	Not Significant
Length of Service	.004	Ho is Rejected	Significant

Perceived Effectiveness

Table 13
Mean and Qualitative Description on the Effectiveness of PGS as Management Tool in terms of Community

Community	**Mean**	**Description**
Clients Satisfaction Index	4.93	Very Effective
Stakeholder's engagement program (PCR)	4.78	Very Effective
Activities aligned with FG mandate	4.73	Very Effective
Overall Mean	4.81	Very Effective

Table 14
Mean and Qualitative Description on the Effectiveness of PGS as Management Tool in terms of Process Excellence

Process Excellence	**Mean**	**Description**
Enhanced Scene of Crime Operation	4.70	Very Effective
Timely SOCO responses	4.66	Very Effective
Timely release of SOCO Case Folder	4.82	Very Effective
Timely release of laboratory results	4.83	Very Effective
Positive impact to the Criminal Justice System	4.94	Very Effective
Overall Mean	4.79	Very Effective

Table 15
Mean and Qualitative Description on the Effectiveness of PGS as Management Tool in terms of Learning and Growth

Learning and Growth	**Mean**	**Description**
Increased percentage of personnel with FG Specialized Training	4.23	Very Effective
Increased percentage of SOCO Trained personnel	4.59	Very Effective
Personnel satisfaction with morale and welfare enhancement program	4.56	Very Effective
100% personnel without Admin cases	4.36	Very Effective
Increased number of personnel recommended for awards	4.46	Very Effective
Implementation of FG policies and programs	4.54	Very Effective
Endorsement of personnel to be certified as Forensic Specialist	4.56	Very Effective
Recruit quality Forensic Personnel	4.38	Very Effective
Filled-up quota for vacant positions	4.49	Very Effective
Overall Mean	4.46	Very Effective

Table 16
Mean and Qualitative Description on the Effectiveness of PGS as Management Tool in terms of Resource Management

Resource Management	**Mean**	**Description**
Optimum utilization of financial and logistical resources	4.59	Very Effective
Enhancement of IT-equipped FG Offices	4.60	Very Effective
Programmed activities funded by MOOE	4.73	Very Effective
Equipment passed preventive maintenance	4.83	Very Effective
Transparency and accountability in the utilization of allocated funds	4.73	Very Effective
Overall Mean	4.70	Very Effective

DISCUSSION

The results of this study indicate a high level of implementation and effectiveness of the Performance Governance System (PGS) within the Philippine National Police (PNP) Forensic Group. Across the dimensions of community engagement, process excellence, learning and growth, and resource management, the PGS has been effectively integrated and perceived positively by respondents.

Community Engagement

The implementation of community engagement initiatives, such as the Clients Satisfaction Index and stakeholder engagement programs, was rated very highly. This suggests that the PNP Forensic Group has successfully fostered trust and collaboration with the community, which is essential for effective law enforcement. The high ratings reflect the group's commitment to addressing community needs and concerns, aligning with best practices in community policing and governance (Prenzler, 2009).

Process Excellence

The PNP Forensic Group's efforts in process excellence, particularly in ensuring timely responses and releases of case folders and laboratory results, received strong positive feedback. This demonstrates the group's efficiency and reliability in forensic operations, which are critical for

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maintaining the integrity and effectiveness of the criminal justice system (De Guzman, 2019). The advanced level of process implementation underscores the group's ability to adapt and enhance its operational procedures to meet high standards.

Learning and Growth

The high mean scores for learning and growth reflect a well-structured professional development program within the PNP Forensic Group. The increase in SOCO-trained personnel and high satisfaction with morale and welfare programs highlight the organization's commitment to continuous improvement and capacity building (Yalabik et al., 2017). This is crucial for ensuring that forensic personnel are equipped with the latest skills and knowledge, which in turn enhances the overall performance and credibility of the group.

Resource Management

Resource management practices within the PNP Forensic Group, particularly in terms of financial and logistical resource utilization, transparency, and accountability, were also rated very effective. This indicates robust internal controls and effective use of resources, which are vital for sustainable operations and maintaining public trust (David & David, 2015). The effective implementation of anti-corruption mechanisms further reinforces the group's commitment to integrity and accountability.

The findings from this study have several practical implications for the PNP Forensic Group and other similar organizations.

1. **Enhanced Community Engagement:** The high level of community engagement achieved by the PNP Forensic Group can serve as a model for other divisions within the PNP and law enforcement agencies globally. Establishing strong community relationships is crucial for effective policing and enhancing public trust.
2. **Continuous Professional Development:** The emphasis on learning and growth within the PNP Forensic Group highlights the importance of ongoing training and professional development. Other organizations should adopt similar practices to ensure their personnel remain skilled and motivated.
3. **Efficient Resource Management:** The effective management of resources and implementation of transparency and accountability measures can significantly enhance organizational performance. This practice should be adopted by other divisions to ensure optimal use of resources and maintain public confidence.
4. **Strategic Process Improvements:** The advanced level of process excellence within the PNP Forensic Group suggests that continuous process improvements and timely responses are essential for maintaining the efficiency and effectiveness of forensic operations. This approach can be beneficial for other forensic and law enforcement agencies aiming to improve their operational standards.

Limitations

While this study provides valuable insights into the implementation and effectiveness of the PGS within the PNP Forensic Group, there are limitations to consider. The study was confined to the PNP Forensic Group and may not be generalizable to other divisions within the PNP. Additionally, the study relied on self-reported data, which may be subject to bias. Future studies should consider expanding to other units within the PNP and using a mixed-methods approach to validate findings.

Recommendations

Based on the findings and limitations of this study, the following recommendations are proposed:

1. **Expand Training Programs:** Enhance and expand training programs across all levels to ensure uniform understanding and engagement with the PGS. Tailored training for different positions and tenure lengths can further enhance implementation.
2. **Improve Communication Strategies:** Develop and implement robust communication strategies to ensure that all personnel are aware of the PGS objectives, procedures, and benefits. Regular updates and feedback mechanisms can help maintain high levels of engagement.
3. **Regular Assessments:** Conduct regular assessments and evaluations of the PGS implementation to identify and address gaps. This can help in continuously improving the system and adapting to emerging challenges.
4. **Broader Implementation Studies:** Future research should explore the implementation of the PGS across other divisions within the PNP and similar organizations to provide a comprehensive view of its effectiveness and identify best practices.

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