Strategic Policy Development for Effective Promotion in the Bureau of Jail Management and Penology

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Abstract

Human resources are vital to organizational effectiveness, particularly in ensuring that promotion decisions are based on merit, fitness, qualifications, and fair career development. In the Bureau of Jail Management and Penology (BJMP), concerns regarding subjectivity, favoritism, lack of transparency, seniority, and discretionary practices have created perceived gaps in the promotion process and may affect personnel morale, efficiency, and organizational effectiveness. This study aimed to assess the BJMP promotion process, determine the gaps between planned and implemented promotion and selection procedures, examine significant differences and relationships in the assessments, and develop a strategic policy for effective promotion. The study employed a descriptive research design using a quantitative approach, supplemented by document analysis of relevant BJMP policies, guidelines, Standard Operating Procedures, and promotion records. Data were obtained from 400 respondents consisting of 100 Jail Commissioned Officers and 300 Jail Non-Commissioned Officers from the National Headquarters and 17 Regional Offices, with statistical analysis conducted using the independent t-test, F-test/ANOVA, and related descriptive measures. Results showed that the promotion process generally complied with established procedures to a high extent; however, gaps remained, particularly concerning seniority, discretionary authority, favoritism, subjective assessments, and the implementation of requirements. Significant differences were identified in several areas of the assessment of promotion gaps, while the relationship between the promotion process and its gaps was generally insignificant, except for Final Determination and Recommendation. The study concluded that the BJMP should strengthen transparency, objectivity, merit, seniority, comparative assessment, monitoring, and accountability throughout the promotion process. A strategic policy development framework was therefore proposed to improve promotion mechanics, program assessment and evaluation, and final determination and recommendations, thereby supporting equitable career progression, professionalism, and organizational effectiveness.

Keywords: Strategic Policy, Development Administration; Promotion, Merit and Fitness, Career Development, Organizational Effectiveness