

MANAGEMENT SKILLS OF POLICE OFFICERS IN REGION XII AS DETERMINANTS OF ORGANIZATIONAL PERFORMANCE: BASIS FOR AN INTERVENTION PLAN

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Abstract- The study aimed to determine the levels of management skills and organizational performance of police officers and to ascertain if management skills were significant determinants of organizational performance among 416 police officers in Region XII (SOCKSARGEN), Philippines through stratified sampling. This study employed quantitative non experimental research design utilizing descriptive correlation technique. The statistical tools used were mean, pearson r and regression technique. It was found out that the management skills of police officers in the Region were generally very satisfactory, while the level of their organizational performance was satisfactory. Significant relationship between management skills and organizational performance was evident in the study. Further, analysis resulted to the findings that management skills in their entirety were significant determinants of organizational performance. An intervention plan was crafted based on the results of the study.

Keywords: *criminology, management skills, organizational performance, intervention, Philippines*

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1. INTRODUCTION

Professional consensus in both the public and private sectors is that management is the key to organizational performance. A primary concern of every organization is how to manage its human resources since this is one of the most important assets in any organization. Management being a function that coordinates the efforts of people to accomplish goals and objectives by using available resources efficiently and effectively is described as a challenging job. It includes planning, organizing, staffing, leading or directing, and controlling directed at an organization's resources as to human, physical and information with the aim to achieve organizational goals in an efficient and effective manner. As such, it requires certain skills to accomplish such challenge. These essential skills, which every manager needs for

better management, include conceptual, human relations, and technical skills (Rue, Byars, & Ibrahim, 2013).

However, pervasive change is one of the predictable features of contemporary life, and organizations are no exception. Society's rapidly changing conditions and needs, demographics, market demands, government regulations, pressures created by globalization, increasing competition and resource constraints, and technological developments coalesce to make change a critical issue for all types of organizations (Fairchild, 2009). Pressure for organizations to change has increased worldwide as layoffs, mergers, and closings are becoming an increasing survival strategy (Lewis, 2011). In the case of public organizations, taxpayers and funding sources are progressively demanding higher levels of performance at lower costs, and these pressures also require organizational changes of various kinds (Tromp and Ruben, 2004). All of these factors as well as institutional and cultural pressures have led to more change attempts among both public and private organizations.

From the study of Economic and Social Council of United Nations (2009), it was revealed that measurement systems have been developed as a means of monitoring and maintaining organizational performance, which is the process of ensuring that an organization pursues action plans that lead to the achievement of overall goals and objectives. These goals should in turn be a direct manifestation of the mission and strategic orientation of an organization. Management of organizations, as related to human resource management (HRM), is the process of delivering strengthened success to organizations' by improving capabilities of individuals and teams.

In terms of human resource management, police personnel management refers to that area of management that is concerned with human relations in the police organization. Efficient management of human resources in any organization can spell the difference between its success and failure to attain its objectives or goals. The success of every organization is demonstrated in the organization's ability to overcome the demands in human response brought about by tougher competition in methods against the lawless, rapid changes in technologies, competitive economic environments, exploitation of technical and managerial knowledge, and spiraling wage and benefits cost (Tancangco, 2011).

Moreover, managers are needed to formulate detailed plans, create efficient organizational structures and oversee day-to-day operations. In the Philippines, management skills are very critical concern particularly in the leadership of the Chief of the Philippine National Police. The genesis of discipline emanates from Police Training Centers and even in the Philippine National Police Academy with its mandate under section 19, PD 1184 which became a primary component of the Philippine Public Safety College pursuant to section 67 of RA 6975 created to provide preparatory education and training of the uniformed bureaus of the Department of Interior and Local Government (DILG) particularly the PNP with its vision to develop knowledge, skills and the virtues of justice, integrity and service with its idea to transform cadets into God-center, community-responsive public safety officers trusted and respected by the people.

Furthermore, the police organization through its Performance Governance System (PGS) efficiently and methodically institutionalizes good governance and encourages organizations to adopt a framework that delivers a breakthrough. This PGS is applied to contribute and raise governance standards focusing on the attainment of a long-term vision and strengthening private-public-partnership (PNP in the P.A.T.R.O. L. Plan in 2030, 2015).

On the other hand, in the Police Regional Office XII, the whole area of responsibility particularly the police uniformed personnel, is under the control of the Regional Director and manned by his strong uniformed police commissioned officers,

non-commissioned police officers and assisted by non-uniformed personnel. The regional director with his subordinate commissioned police officers must apply the four managerial functions such as planning, organizing and staffing, leading, and controlling to be effective and efficient in his management process. In consonance with the vision, the PNP, by 2030, shall be highly capable, effective and credible police service working in partnership with a responsive community towards the attainment of a safer place to live, work and do business and the mission to enforce the law, prevent and control crimes, maintain peace and order, ensure public safety and internal security with the active support of the community.

The PNP Manual on Ethics and Formation General Provision Section 1, stated that police work touches more lives than any other professions, whether directly or indirectly. Without doubt, it remains as the foundation of entirely all government functions. However, in a long period of time of formalized policing in the country, the functions of the police are one of the least understood professions in the history. The incomprehensibility as well as the misinterpretation of police work generates a certain amount of controversy, hostility, and resentment towards them. The police view themselves as society's protectors: dedicated professionals who risk their lives, sacrifice time with their families, work nights and weekends, all out of a sense of devotion to the profession and service to the community. At the same time they are often maligned by the public, criticized by the courts, and scrutinized by the media.

This complex relationship between the police and society at large is one of the major causes why the Philippine National Police is having a hard time formulating and maintaining a values-based agency consisting of an ethical workforce and responsible supervisors who strictly adhere to the norms and standards set by society. Further, agencies like the PNP do not exist in a vacuum—they are exposed on a daily basis to individuals and situations that often leave an emotionally corrosive impact on their organization and personnel. This exposure over time creates circumstances that violate the values to the individual officers.

Unfortunately, the approaches being employed by the PNP have been hampered by either lack of funding, miscommunication, or an unsystematic proactive approach. The sheer number of values formation programs in the PNP alone becomes a source of confusion and miscommunication among its practitioners and participants alike. Worse, there is a growing stigma among PNP personnel in being assigned to any values formation endeavors, since admittance to these programs was sometimes used as a form of punishment and humiliation (PNP Ethical and Values Journal, 2015). Meanwhile, the Philippine National Police, whose members are tasked to give justice to the victims and bring the perpetrators to the bar of justice, are alleged to be the ones committing crimes which created a misinterpretation of what justice truly means. Hence, the PNP's credibility is at stake with its constituents losing the trust and confidence which the PNP must restore back to the public. This gigantic task may be dependent on the management skills of police managers such as the Police Commissioned Officers (PCOs).

Despite the vision, mission, and function of the PNP, some of police commissioned officers were observed to have failed to meet the expectations of the police organization to excel in the mandated process of improving crime prevention, and crime solution efficiency. The PNP Reform Commission Report spearheaded by former Justice Secretary Sedfrey Ordoñez identified variables such as the PNP's low level of professional training, massive human rights abuses, low crime conviction rate, poor technological capability and corruption as having the highest impact towards the organization's low credibility status to the public (P.A.T.R.O.L. Plan 2030, 2015).

2. REVIEW OF RELATED LITERATURE

Management, as well as leadership skills, is commonly seen as an important variable affecting organizational performance. While the concept has been extensively studied, there is still much to be discovered regarding how management skills affect organizational performance in police organizations.

In addition, management is defined as the process of coordinating work activities so that they are completed efficiently and effectively with and through other people. Likewise, it is the process which represents the ongoing functions or primary activities engaged in by managers. These functions are typically labeled planning, organizing, leading, and controlling. In addition, management involves the efficient and effective completion of organizational work activities, or at least that's what managers aspire to do. Efficiency refers to getting the most output from the least amount of inputs. Because managers deal with scarce inputs including resources such as people, money, and equipment they are concerned with the efficient use of those resources. However, it's not enough just to be efficient. Management is also concerned with being effective, completing activities so that organizational goals are attained. Effectiveness is often described as doing the right things that is, those work activities that will help the organization reach its goals. However, efficiency is concerned with the means of getting things done; effectiveness is concerned with the ends, or attainment of organizational goals. Nevertheless, management is concerned, then, not only with getting activities completed and meeting organizational goal but also with doing so as efficiently as possible. In successful organizations, high efficiency and high effectiveness typically go hand in hand. Poor management is most often due to both inefficiency and ineffectiveness or to effectiveness achieved through inefficiency (Robins, De Cenzo & Coulter, 2013).

Furthermore, the key function of managing is to adopt or transform systems elements to achieve goals within a dynamic environment. In dynamic open systems especially those feeling that effects of weak performance-system variables become misaligned with environment forces over time and need to be realigned or change for pro-active measures (Cramer, 2011). Accordingly, the manager is one who sets objectives or goals for the group, and decides what work needs to be done to meet those goals. The manager also divides the work into manageable activities, and selects people to accomplish the tasks that need to be done; the manager motivates and communicates by creating a team out of his people, through decisions on pay, placement, promotion, and through his communications with the team. In the same manner, Drucker (2014) also referred to this as the integrating function of the manager; the manager measures by establishing appropriate targets and yardsticks; analyzes, appraises and interprets performance; the manager develops people, which have taken on added importance with the rise of the knowledge worker. In a knowledge economy, people are the company's most important asset, and it is up to the manager to develop that asset.

Meanwhile, Vladimir (2009) identified three principles underlying strategy: creating a unique and valuable position, making trade-offs by choosing what not to do, and creating fit by aligning company activities with one another to support the chosen

strategy. He defined strategy as a system of finding, formulating, and developing a doctrine that will ensure long-term success if followed faithfully.

On the other hand, for top-level management, the conceptual skill is a priority because executive managers spend more time in planning, organizing and problem solving. It includes analytical, creative and initiative skills, which help the manager to identify the causes of the problems and not the symptoms. The conceptual skill involves the manager's thinking, information processing and planning abilities. It also means the ability to think strategically to take the broad, long term view. They must perceive significant elements in a situation and broad conceptual patterns. Furthermore, conceptual skills will help managers in their management skills to understand and analyze complex situations and how different parts of an organization relate to one another and to the organization as a whole. For top-level management, conceptual skill is priority because executive managers have the most contact with the outside world (Daft, Kendrick & Vershina, 2010).

Equally important, human relations skills, also called interpersonal skills, refer to the ability to work with people. It helps the managers to understand, communicate, and work with others. As concurred by Rue, et. al, (2013), human skills include an understanding of effective leadership, communications, and motivation. For example, interviewing job applicants, forming partnership with other organizations, and resolving conflicts, all require good human skills (Dubrin, 2012; Rue, et al, 2013). Human skill is demonstrated in the way a manager relates to other people including the ability to motivate, facilitate, coordinate, lead, communicate, and resolve conflicts. A manager with human skills allows subordinates to express themselves without fear of ridicule and encourages participation. A manager with human skills likes other people and is liked by them. All managers at all levels of management require human relations skills. This is so, since all managers have to interact and work with people.

Moreover, a technical skill is the ability to perform the given job. Technical skills help the managers to use different machines and tools as well as various procedures and techniques. It is further stressed that technical skill is the understanding of and proficiency in the performance of specific tasks, which includes mastery of the methods, techniques, and equipment involved in specific functions including specialized knowledge, analytical ability, and the competent use of tools and techniques to solve problems. It is considered at lower levels of management because they are in charge of the actual operations. Well-developed technical skills frequently referred to as hard skills can facilitate the rise in management like Bill Gates of Microsoft Corporation who launched his career by being a competent programmer (Byars, et. al. 2013; Dubrin, 2012).

In the same manner, the management skills in police work are explained and discussed through community service such as protecting and serving the public so that citizens have confidence in the police department's ability to protect the community and deter crime. A Key Performance Indicator (KPI) for this dimension is the percentage of emergencies responded to within the allotted time. Other KPIs include the number of community meetings hosted by police officers, the number of rings to answer 911 calls and the number of complaints and this sometimes reveals poor performance of a police responses which greatly affect the management of the police as servant and protector of the community (Byars and Rue, 2000; Chinn, 2010).

Effective management is at the heart of organization development and improved performance. The quality of management is one of the most important factors in the success of any organization. Managers need a balance of technical social and conceptual knowledge and skills, acquired through a blend of education and experience (Singh, 2010).

On the other hand, organizational performance is the ultimate dependent variable of interest for researchers concerned with just about any area of management. This broad construct is essential in allowing researchers and managers to evaluate firms over time and compare them to rivals. In short, organizational performance is the most important criterion in evaluating organizations, their actions, and environments. It comprises the actual output or results of an organization as measured against its intended outputs or goals and objectives. According to Richard (2009) organizational performance encompasses three specific areas of firm outcomes: financial performance as to profits, return on assets, return on investment, etc.; product market performance such as sales, market share, etc.; and shareholder return as to total shareholder return, economic value added, etc.

From the perspective of Bowman, West and Van Wart (2015), police organizational performance is a routine that is similar to productivity as the effective and efficient use of resources to achieve outcomes, performance in the public sector has broader meaning than productivity, and it is guided and assessed by multiple, equally important standards of effectiveness, efficiency and equity. For example, when a police organization performs well in controlling crimes (e.g., high crime clearance rates), we can say that their crime control performance is at a high level.

Under these changing circumstances, for the police to perform better, the doctrine of tight managerial control may need to be supplanted by doctrines of worker participation, total quality management, and shared commitment to excellence (Berman, 2012). More specifically, it may be possible to decentralize police organizations, reduce reliance on rules and constant supervision, and increase reliance on selection, training, and the formal statement of values to create an organizational culture that can properly guide officers' conduct (Sparrow, Moore, & Kennedy, 2010).

In the study on *Culture of Performance and Accountability*, some government employees think that security of tenure is absolute. They presume they can spend their entire career in the government by simply reporting to office day after day without performing their duties and responsibilities well. Unfortunately, this notion prevails among many government employees. Hence, it is not surprising that the entire organization suffers from underperformance due to complacency among its employees. There are typical examples of those ghost employees, this term usually called them fifteen-thirty. Such type of personnel only show or appear every fifteenth and thirtieth day of the months to claim salary without religious services, by giving SOPs to their bosses. Civil Service Commission as the central personnel agency is responsible for "establishing a culture of performance and accountability in the bureaucracy. For many years, it has tried to develop a number of systems to establish an accurate and strategic measurement of performance. The Civil Service Commission directing agencies of the government to come up with their Agency Performance Management System based on a set of guidelines contained in the said Memorandum Circular. Joint Resolution No. 4 or the Governing Principles of the Modified Compensation and Position Classification and Base Pay Schedule in Government "which directs the institutionalization of a performance-based incentive scheme where at the same time individual performance is linked with the organizational performance (CSC Memo Circular No. 6, 2012, CSC Admin Order No. 241, and PNP Journal, 2013).

The government according to Director Velda E. Cornelio, the Chief of CSC-PNP Field Office, Strategic Performance Management System (SPMS) may be described in terms of perspective, focus, indicators, performance alignment and the role of supervisors. In terms of perspective, the focus is now shifted from mere evaluation of past performance to a management process that starts from performance planning, to monitoring, evaluation and developmental intervention. In terms of focus, Performance

Management likewise shifted from Activities or inputs to Outputs and Outcomes. Moreover, the Performance of individual employees is aligned to the organization's performance. Finally, the supervisors play a central role in the whole performance management process, from target setting to work distribution to performance target setting to work distribution to performance coaching and monitoring to evaluation and ultimately rewarding or developmental intervention.

Today the PNP embarks on a journey to establish SPMS among the Non-Uniformed Personnel who are directly covered by the CSC rules and regulations. The Uniformed Personnel, on the other hand, shall adopt the NAPOLCOM guidelines based on the law. The SPMS will eventually replace the existing Performance Evaluation Rating (PER) system with the Individual Performance Commitment Review (IPCR) and Office Performance Commitment Review (OPCR) of the SPMS.

Fast-tracking PNP Performance is a case-monitoring scheme. The PNP has set up a case monitoring and clearance system as a mechanism to background check all members of the police force and to fast track the processing of criminal and administrative charges and will help the institution decide if a member should be promoted to higher ranks positions (PNP Journal, 2014).

Accordingly, the red flag information included in the Case Monitoring Clearance System (CMCS) states personnel's involvement in violations and in other illegal activities and shall also contain the administrative actions imposed against PNP personnel. The CMCS is expected to make things more efficient in terms of tracking cases of personnel, resolving the cases and preventing promotions or re-appointments of erring personnel. This monitoring system is one of the many ways to promote good governance through promoting accountability of and among our public servants. Periodic Performance Audit (PPA) determines who are at par with the job and who fall short of the expected work results through a performance governance scorecard in all levels of command.

An order was issued for the implementation of a periodic performance audit as the PNP continues to raise the quality of service in the organization. Parameters were immediately drafted in adherence to its completion. The performance audit parameters will determine the efficiency and effectiveness of the PNP Units in implementing their programs, projects and activities. Likewise, the parameters being used annually by the PNP Annual General Inspection Test and Evaluation of the Internal Affairs Service was revised to conform with the performance Governance System measures under the perspectives of community, process excellence, learning and growth, and resource management. Further the department of budget and management issued memorandum which provides the guidelines in the cascading of the department performance targets to the component bureau or pertinent delivery unit targets as stated in the enhancement of skills and capabilities, sustaining the proper implementation (PNP Memorandum Circular No. 2012, P.A.T.R.O.L. PLAN 2030, PNP Journal, 2013).

Moreover, Director General and Chief of the Philippine National Police stated that the PNP as a compliance to the PGS, the implementation of various progress and activities under the PNP P.A.T.R.O.L. Plan 2030 has resulted in the attainment of significant milestones in the PNP's transformation journey and leaving a positive imprint in the country's good organizational performance in the governance landscape. Furthermore, the PNP have ensued transparency, accountability, active participation and consensus-building in the law enforcement work, thereby transforming the organization's mind set from the traditional reactive perspective to a more proactive and strategic process (Bartolome, 2012).

Through the PNP P.A.T.R.O.L. Plan, the police has institutionalized a measurable and quantifiable management tool that ensures continuity of change and transformation. Its roadmap and scorecards are essential tools in ensuring the proper

implementation of the PNP's mission of enforcing the law, preventing and controlling crimes, maintaining peace and order, and ensuring public safety and internal security with the active support of the community. Likewise, it serves as an impetus in achieving the vision "to become highly capable, effective and credible police service working in partnership with a responsive community towards the attainment of a safe place to live, work and do business.

In relation to it, Performance Governance System of Police Regional Office 12, on their Transformation Anchored on Management for Better Law Enforcement and Resiliency, Police Commissioned Officers Performance Evaluation Rating Form 2A (PCOPERF 2A Rating Summary Form) for Senior Superintendent Up (Third Level), Chief Inspector to Superintendent (Second Level) and for Inspector to Senior Inspector (First Level), to gather opinion on how effective the execution of the P.A.T.R.O.L. PLAN 2030, the following dimensions were subject for monitoring and evaluation to gather opinion on how effective the execution of the P.A.T.R.O.L. PLAN 2030 : Output dimension, with performance indicators such as quality of work, timeless, quantity of work; Core competencies with the following dimensions: Job knowledge, supervisory control, people management and organizational qualities; PNP's organizational qualities.

In addition, job knowledge dimension with performance indicators such as decision –making, planning, organizational responsiveness dimension consists of the following performance indicators such as: housekeeping and safety/ security consciousness, preservation of unit properties/ interests and coordination. PNP's organizational qualities dimension comprises of the following performance indicators: morally upright, honest, loyal to the organization, initiates positive actions, dedicated to service, fair and just, civic- minded, well-groomed, responsible and courteous / tactful (PNP P.A.T.R.O.L. Plan 2030, 2015).

3. METHOD

The quantitative non-experimental design of research using correlational technique was used in this study. Correlational technique is a non-experimental design, where researcher examined the relationship between two or more variables in a natural setting without manipulation or control. In correlational studies, the researchers examine the strength of associations between variables by looking how change in correlated with change in the other variable (Patidar, 2013).

The relevant data were obtained from the response of the subject through the questionnaire. The 416 Police Non-Commissioned Officers as respondents. The area of responsibility of PNP Region XII has a total population of 4,109,571 inhabitants of whom 90% were Christians, 8% Muslims and 2% of mixed tribes. On the other hand, the Police Regional Office XII consist of 374 Police Commissioned Officers, 5,180 Police Non-Commissioned Officers and 130 Non-Uniformed Personnel.

The study was conducted at the Police Regional Office XII, particularly located in Tambler, General Santos City. The area of responsibility of PNP Region XII includes the four provinces of South Cotabato, Cotabato Province, Sultan Kudarat, Sarangani Province, and the five cities comprising General Santos City, Cotabato City, Kidapawan City, Koronadal City and the City of Tacurong. General Santos City, which is located in Southern Mindanao (see Figure 1), is known to have the biggest fishing industry in Mindanao and major producer of yellow fin tuna serving the markets of Japan, Italy, and USA; thus, known as the "Tuna Capital of the Philippines".

Mean was used to determine the levels of management skills of police officers in Region XII as well as the levels of organizational performance of PNP Region XII. It is

appropriate in this study for mean is a reliable or more stable measurement to use when sample data are being used to make inferences about populations. Moreover, Pearson Product-Moment Correlation Coefficient was used to determine the relationship between management skills of police officers in Region XII with the organizational performance of PNP Region XII. However, correlation and regression were used in determining whether a relationship between two or more numerical or quantitative variables exists. The statistical method used was *correlation*; when a relationship did exist between the variables. Another statistical method used to describe the nature of the relationship was *regression* when the two variables have relationship.

Further, simple linear regression was used in this study because there are only two variables under study, the management skills of police officers in Region XII and organizational performance of PNP Region XII (Alferez and Duro, 2006). It is also appropriate to use the linear regression to determine the extent to which there is a linear relationship between a dependent variable and one or more independent variables. In simple linear regression, a single independent variable is used to predict the value of a dependent variable (Crech, 2015). Lastly, frequency and percentage were used to determine the profile of the respondents. It is appropriate in this study for the number of cases if 30 or more.

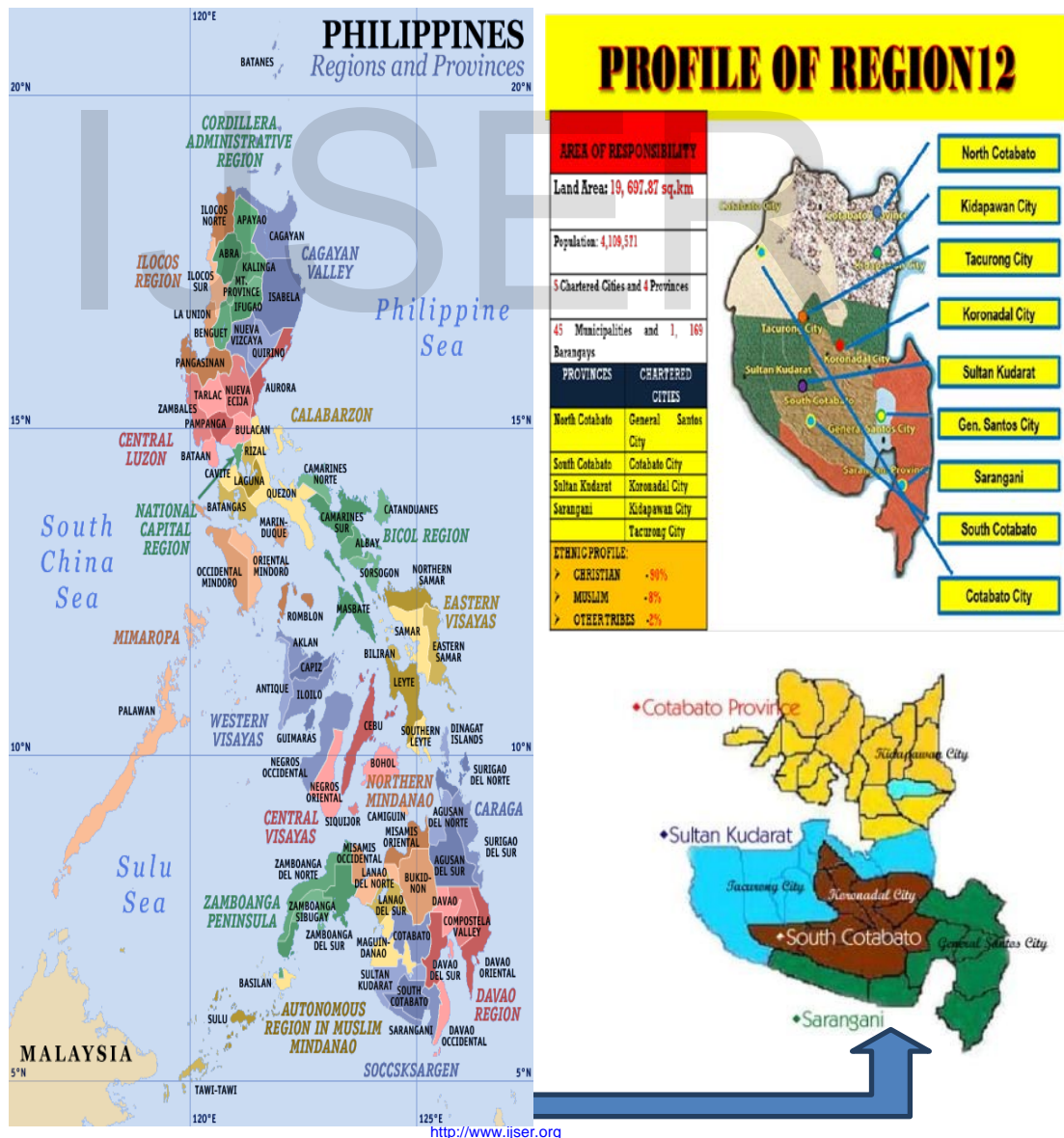


Figure 1. Shows Map of the Philippines and Region XI

4. RESULTS AND DISCUSSION

Table 1

Level of Management Skills of Police Officers in Region XII in terms of conceptual skill, human skill and technical skill

Indicator	SD	Mean	Descriptive Level
Conceptual Skill	.63	3.61	Very Satisfactory
Human Skill	.63	3.64	Very Satisfactory
Technical Skill	.63	3.59	Very Satisfactory
Overall	.61	3.61	Very Satisfactory

Legend: 1.00 – 1.49 = Very Poor; 1.50 – 2.49 = Below Satisfactory; 2.50 – 3.49 = Satisfactory; 3.50 – 4.49 = Very Satisfactory; 4.50 – 5.00 = Outstanding

The first objective of the study was to ascertain the level of management skills of police commissioned officers in Region XII as perceived by the police officers themselves. The management skills are based on their conceptual skills, human skills and technical skills.

Shown in Table 1 are the data on the level of management skills of police commissioned officers in Region XII. The management skills of police commissioned officers got an overall mean of 3.61 or very high standard deviation of 0.630. This indicates that the management skills of police commissioned officers are demonstrated all the time.

From this result, the *human skills* has the highest mean score of 3.64 or Very Satisfactory, which means that police commissioned officers have demonstrated these skills all the time.

The second indicator is the *conceptual skills* with a mean score of 3.61 or “Very Satisfactory” which implies that the police commissioned officers in Region XII have manifested these most of the time.

Lastly, the lowest indicator of the management skills, which got a mean score of 3.59 is the *technical skills*. This suggests that the police commissioned officers have demonstrated very satisfactory technical skills.

It can be gleaned from this data that the respondents rated the police officers in Region XII as having high level of management skills in terms of conceptual, human and technical skills despite differences in mean-ratings.

Among the three indicators for level management skills of the police commissioned officers in Region XII, human skills dominated over the other two indicators, namely: conceptual skills and technical skills. The police commissioned officers perceived that their management skills are very satisfactory and could have influenced the performance of their organization.

This is in consonance with the statement of Rue, et al (2013) that all levels of management require some combination of these skills, conceptual, human and technical

and it emphasized the importance of a system that its part does not behave as isolated elements and that all parts affect all other parts.

Table 2

Level of PNP's Organizational Performance in Region XII in terms of Output, Core Competencies in Job Knowledge, Supervisory Control, People Management, Organizational Responsiveness and PNP Organizational Personnel Qualities

Indicator	SD	Mean	Descriptive Level
Output	.57	3.53	Very Satisfactory
Core Competencies	.50	3.42	Satisfactory
<i>Job Knowledge</i>	.54	3.41	Satisfactory
<i>Supervisory Control</i>	.54	3.39	Satisfactory
<i>People Management</i>	.57	3.41	Satisfactory
<i>Organizational Responsiveness</i>	.58	3.45	Satisfactory
PNP's Organizational Personnel Qualities	.60	3.41	Satisfactory
Overall	.50	3.45	Satisfactory

Legend: 1.00 – 1.49 = Very Poor; 1.50 – 2.49 = Below Satisfactory; 2.50 – 3.49 = Satisfactory; 3.50 – 4.49 = Very Satisfactory; 4.50 – 5.00 = Outstanding

The second objective of this study was to ascertain the level of PNP's organizational performance in Region XII in terms of *output, core competencies* and *organizational personnel qualities*. Core competencies are based on *job knowledge, supervisory control, people management, organizational responsiveness*.

Shown in Table 2 are the data on the level of PNP's organizational performance. Computations yield a grand mean of 3.45 or a very high standard deviation of 0.58, was described that the *organizational performance* of the PNP is Satisfactory.

From this result, the PNP's organizational performance in terms of the *output* dimension yielded the highest mean score of 3.53 or Very Satisfactory and a standard deviation of 0.57. The indicator that got the second highest mean scores is the *core competencies* with a mean score of 3.42. PNP's *organizational personnel qualities* got the lowest mean score of 3.41 or satisfactory.

Under the indicator of core competencies, *organizational responsiveness* got the highest mean of 3.45. This is followed by job knowledge and people management with a mean of 3.41 each while "supervisory control" was rated the least with a mean of 3.39. However, all indicators in the core competencies were described as Satisfactory.

Among the three main indicators of organizational performance, respondents perceived that output dominated over the two other indicators, namely: core competencies and PNP organizational qualities. The very high level of skills is evident when police officers perceived themselves to have done their functions and responsibilities. The indicators core competencies, which include job knowledge, supervisory control, people management and organizational responsiveness as well as

PNP's organizational personnel qualities were described to have a moderate level of performance.

Table 3

Significance of the Relationship between the Skills of Management of Police Officers in Region XII and PNP's Organizational Performance

Management Skills	Organizational Performance							
	Output		Core Competencies		Personal Qualities		Overall	
	Pearson Correlation (r-value)	Sig. (p-value)	Pearson Correlation (r-value)	Sig. (p-value)	Pearson Correlation (r-value)	Sig. (p-value)	Pearson Correlation (r-value)	Sig. (p-value)
Conceptual Skill	.490	.000	.613	.000	.610	.000	.629	.000
Human Skill	.478	.000	.602	.000	.607	.000	.620	.000
Technical Skill	.488	.000	.625	.000	.629	.000	.639	.000
Overall	.504	.000	.637	.000	.639	.000	.653	.000

As shown in Table 3, the overall r-value on the correlation between level of management skills is associated with the organizational performance of the PNP is .653 with the probability value of $p < 0.01$, thus, there is a significant relationship between level of management skills is associated with the organizational performance of the PNP. For this reason, the null hypothesis is rejected.

The computed correlation between the indicator *personal qualities of PNP personnel* and *management skills* yielded an r-value of 0.639 with the probability value of $p < 0.01$ or *significant*. Indicators of management skills in terms of conceptual skill yielded an r-value of 0.490 with the probability value of $p < 0.01$ or *significant*, technical skills is 0.488 with the probability value of $p < 0.01$ or *significant*, human skill is 0.478 with the probability value of $p < 0.01$ or *significant*. Analysis of the data shows that the management skills of police commissioned officers are significantly related to PNP organizational performance.

When the indicator on core competencies was correlated with management skills, results of the computation yield an r-value of 0.637 with the probability value of $p < 0.01$ or *significant*. The management skills that are associated with the with the core competencies indicator are technical skills, conceptual skills and human skills.

Similarly, when the *output* indicator was correlated with management skills, results show an r-value of 0.504 with the probability value of $p < 0.01$ or *significant*. This

factor is significantly related to management skills such as technical skills, conceptual skills and human skills.

Disclosed in Table 3 are the data on the significance of relationship between the level of management skills is associated with the organizational performance of the PNP.

The indicator on management skills which is the technical skill of PNP commissioned officers has a strong effect to the PNP organizational performance particularly the personal qualities of the PNP personnel. Hence, the strength of relationship is positively strong.

Likewise, other indicators of management skills such as the conceptual skill and human skill have a strong positive relationship with the PNP organizational performance. This indicates that the management skills of police commissioned officers in Region XII are definitive of their kind of work, allowing people under them to work for the goals of the organization.

Table 4

Domains of Skills of Management of Police Officers in Region XII that Influence PNP's Organizational Performance

Management Skills	Organizational Performance		
	B	t-value	p-value
Conceptual Skill	.202	2.892	.004
Human Skill	.080	1.018	.309
Technical Skill	.262	3.357	.001
R	.655		
R-square	.429		
F-value	103.257		
P-value	.000		

The results of the study reflect the ability of the police commissioned officers to be proficient in technical knowledge, to working with people as well as to think through their responsibilities and work with ideas. These skills will enable a manager or a leader to influence group members to work together to accomplish organizational goals and objectives. Managers or leaders with high level skills are good at creating systems or programs that form an organization and its vision for the future. These skills are expressed either in verbal or written forms as well as influencing superiors, peers and subordinates to achieve the goals of the organization.

Table 4 shows the computation of the t-value to test the significant Data revealed that the influence of management skills of police commissioned officers towards PNP has the F value of 103.257 and $p = 0.01$.

This means that the management skills of police commissioned officers influence the PNP organizational performance since the probability value is $p < 0.05$. It reveals that t-values of conceptual skill, human skill and technical skill are 2.892, 1.018, and 3.357, respectively were all greater than the p-value or critical values of conceptual skill, human skill and technical skill .004, .309 and .001 respectively. This indicates that there is a significant relationship between conceptual, human and technical skills with the PNP's organizational performance. R^2 value of 0.429 implies that 42.90% of the PNP organizational performance was influenced by the management skills of police commissioned officers while the remaining 57.10% was influenced by other factors.

Hence, the overall results of the management skills predict the organizational performance of the PNP.

5. CONCLUSION

The police officers in Region XII have a Very Satisfactory level of management skills in terms of the human skill as the highest, conceptual skill and technical skill in this order. The result of the study also confirms that the police officers of Region XII have a "Satisfactory" level of organizational performance in terms of output. However, in terms of core competencies, the police officers of Region XII have only a "Satisfactory" level. A significant relationship also exists between the management skills of police officers in Region XII with the PNP's organizational performance. Lastly, all domains of management skills such as the conceptual skill, human skill and technical skill were significantly related to the PNP's organizational performance.

6. RECOMMENDATION

Police officers in Region XII need to strengthen their management skills in terms of the conceptual, human and technical skill to a higher level to make it evident at all times. As such, PNP's organizational performance in Region XII needs improvement to an excellent level to be a better reflection of the PNP organization. Also, PNP Management of Region XII is requested to consider the intervention plan proposed in this study.

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**University of Mindanao
Professional Schools
Matina, Davao City**

and

**THE PHILIPPINE NATIONAL POLICE
REGION XII**

PROPOSED INTERVENTION PLAN

PROJECT TITLE:

**MANAGEMENT SKILLS ENHANCEMENT PROGRAM (MSEP)
FOR POLICE COMMISSIONED OFFICERS OF REGION XII**

PROPONENT: P/Supt. GERMAN BUSANO GUAZA

NUMBER OF DAYS: 45

TOTAL AMOUNT OF BUDGET: Php 67,200.00

TARGET BENEFICIARIES – Police Inspectors to Police Superintendent

**ADDITIONAL INPUT: Must be echoed to Police Non-Commissioned
Officers**

RATIONALE

The Philippine National Police, in its efforts to improve its organizational performance, came up with plans and programs to include the rationalization of the overall institutional framework for the country's policing system by clearly delineating and defining the coordination of police functions and structures. Furthermore, these plans and programs are developed to fortify the institutional capabilities of the PNP by improving administrative and operational coherence and efficiency; and to strengthen the police organization with the end goal of enhancing the quality of police services and relationships with the community.

Two (2) Key Results Area of the PNP plans and programs need to be considered in the intervention plan. As a Key Result Area, Human Resources Management and Development aims to initiate policy reforms in human resource development and improve the human resources management systems including staffing, recruitment and selection, personnel administration, career development and promotion, police remuneration, and police education and training, performance monitoring and evaluation, and police discipline. Two important components of this program include the reengineering of the institutional framework of police education and training and particularly strengthening the capacities and organization of the Philippine Public Safety College, integrating all police training therein, and strengthening police education and training curricula; and the establishment of a PNP Pension and Insurance Corporation. On the other hand, Reform Management intends to take the lead in implementing the medium-term reform program by enhancing the institutional framework and operating mechanisms of the PNP; prepare plans and manage the entire change management and day-to-day reform development, content synchronization, and implementation of management processes.

The PNP has continuously endeavored to improve its workforce from the top ranking officers down to the ranks. This intervention plan is just one of the many ways that would contribute to the PNP's improvement particularly in Region XII.

This Proposed Management Skills Enhancement Program for Police Commissioned Officers of Region XII is based on the Conceptual, Human and Technical Skills adopted by the researcher. The proposed program is made up of action plans that fall into an identified area of need and defines goals as well as objectives for meeting the goals.

The Philippine National Police Peace and Order Agenda for Transformation and Upholding the Rule of Law (P.A.T.R.O.L.) Plan 2030 includes Integrity Enhancement Program as initiative to ensure total commitment of every PNP personnel to live according to the highest standards for public officials and employees set forth in Republic Act No.6713.

Accordingly, Police Regional Office X11 acknowledges the hard-work and sacrifices of its men and women in the field, their helping hands in building a professional police organization confronted with challenges in this era as lack of integrity stained the good image of the institution, slowly grinding down the trust and confidence of the people and communities sworn to serve, protect and interfere with our continuing effort to attain real and lasting transformation.

Hence, this intervention aims to underscore top and police leadership as skills for organizational performance role in leading by example to promote the doctrine of professionalism and culture of integrity being as police officers in Region 12. In order to make transformation a reality from the National Headquarters down to the police station level, there is a need to develop the management skills of police officers and organizational performance in Region 12. It is the desire of the police organization in Region 12 that its police officers be adept at initiating, facilitate and implementing their functions and responsibilities. Thus, the researcher proposed the management skills enhance program towards a more efficient and effective PNP organizational program in Region 12.

This intervention plan doesn't mean to be unchangeable. However, these are works in progress with actions and dates changing from time to time as the ongoing success of management skills and performance of PRO X11 continue to flourish.

OBJECTIVES

To improve organizational performance, skills in managing priorities, problem solving and working with constituents need to be developed. Police officers must position themselves as leaders, advocating the goals of the organization at the same time managing staff as well as dealing with the community. On a daily basis, they are faced with multiple challenges such as managing priorities, problem solving and decision making, leading a multi-generational and even multi-cultural workforce. Thus, this module is aimed to provide the police officers the skills that would enable them to fulfill their responsibilities and lead with confidence.

Specifically, the program aims to:

- a. develop a more effective police officer / manager;
- b. develop a more competent and confident decision maker;
- c. increase potential for career advancement;
- d. promote the doctrine of professionalism and culture of integrity being a police officers in region X11; and
- e. Implement the Philippine National Police Peace and Order Agenda for Transformation and Upholding the Rule of Law (P.A.T.R.O.L.) Plan 2030, which includes Integrity Enhancement Program as initiative to ensure total commitment of every PNP personnel to live according to highest standards for public officials and employees set forth in Republic Act No.6713.

The Proposed Management Skills Enhancement Program shall be built around three management skills topic areas: Conceptual Skills for Police Officers as Manager, which is hoped to enhance the participants' knowledge in planning and dealing with ideas and abstractions and help develop a personal plan for becoming a more effective supervisor; Human Skills, which will allow the participants to develop further their ability to interact effectively with people; and, Technical Skills, which will guide the police officers to use the processes, techniques and tools of a specific area such as communication, time management and even priority setting.

THE MANAGEMENT SKILLS ENHANCEMENT PROGRAM MODULE

The management enhancement module provides police officers with a critical understanding of the theories, principles, historical trends, current issues and practices relevant to human resource management strategy in police organizations. This will support the development of subject specific and key transferable skills necessary for performing roles which require the effective management of both human, technical and knowledge capital within the organization, thus extending beyond purely human resource management roles. By exploring the shifting of roles of police officers from process manager or administrator to strategic advisor and partner, the police officers will understand the unique strategic positioning of contemporary human resource

management and the subsequent demands placed on them. The module will serve as an intellectual platform to proceed to further modules.

The module aims to:

1. Prepare police officers and provide an understanding of the expectations of participating in this programme;
2. Provide police officers with a critical understanding of the theories, principles, historical trends, current issues and practices relevant to human resource management strategy in organizations;
3. Enable police officers to recognize the opportunities and challenges facing contemporary human resource management;
4. Encourage an approach which views human resource management as a core element of the overall police organizational strategy rather than a purely procedural or reactive activity; and
5. Develop knowledge of the skills required by organizational leaders for successfully managing human, technical and knowledge capital.

Learning outcomes

Police officers who successfully complete this module will be able to:

1. Apply a high level of self-awareness to human interactions;
2. Elucidate how human resource management strategy is developed in response to internal and external environmental factors;
3. Discuss the relationship between human resource management strategy and organizational performance;
4. Evaluate the impact of human resource management strategies, concepts and values upon the organization's success;
5. Explain a range of human resource management activities (e.g. recruitment, selection and assessment, succession planning, performance management, reward management, skill development, disciplinary, etc.);
6. Apply theories and concepts relevant to strategic human resource management in the police organization;
7. Compare and contrast a range of approaches and models for human resource management including the nature of police work, the employment relationship and the psychological contract;

8. Define the implications for the development of human resource management policies and practices applied by the police organization and operating locally, nationally and internationally;
9. Evaluate all human resource concepts and practices in cultural terms; and
10. Expound the changing nature of human resource management (e.g. outsourcing, issues around the future of the nature of work).

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Matrix of the Key findings

DATA BASE (findings)	INTERVENTION				
	Activity	Topics	Time frame	Facilitators	Budget
1. Police Officers' Management Skills					
1.1 Conceptual Skill	Lecture-workshops Group Collaboration Personal Portfolio	<p>CHANGING NATURE OF POLICE OFFICERS' WORK</p> <p>Specifically, it aims to provide a venue for police officers to:</p> <ul style="list-style-type: none"> Analyze changes in the nature of police officers' work and work environments Propose implications of changes in police officers' work and work environments for the police organization, the police personnel and the police commissioned officers as human resource leaders Analyze the alignment of personal goals with program and the mission of the PNP 	1 week	Directorate for Human Resource Doctrine and Development	P250.00/ Hour minimum stipend for professors with Master's Degree X 8 hours a /day X 40 hours a week = P10,000.00
1.2 Human Skill	Lecture-workshops Group Collaboration Personal Portfolio	<p>Police Organizational culture, values and ethics</p> <p>Specifically, it aims to provide a venue for police officers to:</p> <ul style="list-style-type: none"> Critically evaluate the value of corporate social responsibility in police 	1 week	Philippine Public Safety College	P10,000.00

		<p>organizations</p> <ul style="list-style-type: none"> Analyze the cultural and ethical dimensions of HR practice in the police organization in the context of corporate social responsibility Critically analyze cultural, ethical and CSR issues arising from organizational change Analyze the role of police officers in advocating for and implementing corporate social responsibility in the police organizations. 			
1.3 Technical Skill	<p>Lecture-workshops Group Collaboration Personal Portfolio</p>	<p>Skills Inventory; Creating a Climate for Open Communication; Listening Skills</p> <p>Specifically, it aims to provide a venue for police officers to:</p> <ul style="list-style-type: none"> assess technical as well as conceptual and human skills i.e. communication and habits of interacting, communicating, sharing information. Create a climate for open communication Develop listening skills 	1 week	Philippine National Police College	P10,000.00

2. Region XII Police Officers' Organizational Performance					
2.1 Output	Lecture-workshops Group Collaboration Personal Portfolio	Evaluate the police officers' view on the evolution of HR in the police organization Develop a personal action plan	1 week	DHRDD/ Police Commissioned Officers with Master's Degree	P180.00/hour X 40 hours = P7,200.00
2.2 Core Competencies					
2.2.1 Job Knowledge	Lecture-workshops Group Collaboration Personal Portfolio	The new strategic role of HRM in the police organization Specifically, it aims to provide a venue for police officers to: <ul style="list-style-type: none"> • Critically analyze contemporary roles and responsibilities of police officers in strategic human resource management • Appraise the role of strategic human resource management in the police organization • Analyze police officers' human resource management competencies • Conduct a personal SWOT analysis 	1 week	Police Strategy Management Unit	P7,200.00

<p>2.2.2 Supervisory Control</p>	<p>Lecture-workshops Group Collaboration Personal Portfolio</p>	<p>HR STRATEGY IN THE POLICE ORGANIZATION</p> <p>Specifically, it aims to provide a venue for police officers to:</p> <ul style="list-style-type: none"> • Critically analyze approaches for aligning human resource management practice with the strategy of police organization • Critically evaluate the aims of human resource strategy • Analyze current trends in HRM practice in the police organization 	<p>1 week</p>	<p>DHRDD</p>	<p>P7,200.00</p>
<p>2.2.3 People Management</p>	<p>Lecture-workshops Group Collaboration Personal Portfolio</p>	<p>HR's role in organizational change</p> <p>Specifically, it aims to provide a venue for police officers to:</p> <ul style="list-style-type: none"> • Analyze the role of the police officer as HR leader in organizational change • Critically analyze HRM strategies used in organizational change • Propose HRM strategies to address an organizational change problem in the police organization 	<p>1 week</p>	<p>Directorate for Human Resource Doctrine and Development</p>	<p>P7,200.00</p>

<p>2.2.4 Organizational Competencies</p>	<p>Lecture-workshops Group Collaboration Personal Portfolio</p>	<p>HR systems and the police organization</p> <p>Specifically, it aims to provide a venue for police officers to:</p> <ul style="list-style-type: none"> • Evaluate the potential impact of high performance work systems on police personnel and organizational performance • Analyze the implications of implementing high performance work systems for organizational design • Synthesize concepts of the role of police officers as HR leader in organization design, systems design and relationships with police personnel 	<p>1 week</p>	<p>Directorate for Human Resource Doctrine and Development</p>	<p>P7,200.00</p>
<p>2.2.5 Personnel Qualities</p>	<p>Lecture-workshops Group Collaboration Personal Portfolio</p>	<p>HR metrics and police organizational performance</p> <p>Specifically, it aims to provide a venue for police officers to:</p> <ul style="list-style-type: none"> • Evaluate the role of metrics in human resource management in a police organization 	<p>1 week</p>	<p>Directorate for Human Resource</p>	<p>P7,200.00</p>

		<ul style="list-style-type: none">• Analyze approaches to determining the effectiveness of HRM practice and its relationship to organizational performance• Analyze police officers' integrity in terms of personal and professional ethics• Analyze personal values and goals		Doctrine and Development	
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GANTT CHART OF THE PROPOSED INTERVENTION PLAN

ACTIVITIES	MONTHS											
	June 2017				July 2017				August 2017			
	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4
Preparation, scheduling & approval												
Start of Training: Orientation												
Topic 1												
Topic 2												
Topic 3												
Topic 4												
Topic 5												
Topic 6												
Topic 7												
Topic 8												
Topic 9												
Program Evaluation												

Methods and Assessment

Each week consists of learning objectives, learning resources and learning activities, including collaboration activities and various types of assignments. The learning activities are designed to enable the participant to synthesize, evaluate and apply the principles covered in this module in their work as police officers.

Key Concepts Exercise - Each week, the participants will be introduced to key concept overview in human resource management that, along with the learning resources, provides knowledge and frameworks for decision-making and analysis. Consequently, the participants will have the knowledge and the tools to deal with current global challenges and trends in management topics such as analyzing the internal and external environments, looking at frameworks for management and knowing the techniques that can provide necessary information to help make key decisions in areas such as planning, recruitment, leading and organizing.

Group Collaborations - are extended assignments that contain both individual writing and group discussion of the assignment in the discussion forum. One of the strengths of this management skills enhancement program is the high level of participant interaction, whereby participants are encouraged to share their perspectives on the concepts, critical assessment of their own experiences for the benefit of the others. Group collaborations allow the participants to learn from and with their peers and their Instructor.

Personal Development Portfolio - The portfolio is meant to help the participant to reflect on their learning in relation to the module content as well as their evolving perspectives about their role and their potential future within the police organization. At times, the portfolio has specific prompts that integrate learning from readings, media, collaborations and assignments.