



**BUREAU OF JAIL MANAGEMENT AND PENOLOGY**

# **5-YEAR HUMAN RESOURCE STRATEGIC PLAN**

**(2021-2025)**

*World Class Human Resource Management Towards  
Organizational Excellence in Delivery of PDL Services*

*“Changing Lives, Building a Safer Nation”*

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We thank the Command Group, Directors of Directorates, Chiefs of Offices, Regional Directors, Wardens, PDL respondents and all our human resources nationwide who have provided their inputs during the various phases of the project as well as insights gathered from the Department of the Interior and Local Government, Civil Service Commission NCR, and experts from the ICRC Protection, WatHab and Health teams.

Special thanks are due to the Technical Working Group, under the leadership of JCSUPT RUEL S RIVERA, who have manifested their commitment, effort, and time to formulate and review the plan, namely: JCSUPT REBECCA B PAWID, JSSUPT BRENDAN O FULGENCIO, JSSUPT ANALIZA PAMA-BIDES, JCINSP SOCRATES C NICART, JSINSP GERALD FRANCIS E ORIAS, JSINSP CARL CEDRIC G GARCIA, JSINSP ARSENIO “ALLAN” B CADUCIO JR, JSINSP JULIE ANN L AGUILAR, Ms. Marie Louise E. Engracial, and Ms. Faye Alexandria T. Dizon. We would also like to acknowledge the BJMP-ICRC Strategic Working Committee headed by JCSUPT DENNIS U ROCAMORA, CESE for their invaluable contribution to this plan.

## MESSAGE

*“It always seems impossible until it’s done.” – Nelson Mandela*

The significance of a highly capable human resource in public service delivery is finally recognized and is now the focus of this five-year human resource roadmap. For the next five years, the BJMP shall be working for well-empowered personnel with clearly defined roles in the context of their appropriate competencies. In this way, the BJMP shall be able to optimize its wealth in human resource in attaining the individual and its organizational goals.



This HR roadmap is one of the BJMP’s efforts to achieve globally accepted principles and practices in the treatment of PDL and jail management through a purposive and strategic human resources management plan. At the same time, this plan aims to support and sustain our accredited status under the Civil Service Commission Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) as all government agencies in the bureaucracy today are gearing towards strategic human resource management. This is based on the premise that improvements in the different HR systems, competencies, and practices translate to improved public service delivery.

Guided by the mandate of the BJMP to ensure the safekeeping and development of persons deprived of liberty, Civil Service Commission PRIME-HRM, and the Nelson Mandela Rules, this plan focuses on nine priority areas in strategic human resource management: Facilities and Occupational Safety and Health (OSH), Human Resource Management Information System, Non-Uniformed Personnel, Gender and Development, Competency-Based Human Resource Management, Organizational Review and Deployment Planning, Recruitment, Selection and Placement, Competency-Based Learning and Development and Performance Management System.

I would like to commend the Technical Working Group under the leadership of JCSUPT RUEL S RIVERA for completing this herculean task. This accomplishment is remarkable.

With respect to a highly capable human resource and with the right utilization of every member’s competencies, I hope to attain greater heights in the service.

  
**ALLAN S IRAL, CESE**  
Jail Director  
Chief, BJMP

## **EXECUTIVE SUMMARY**

The Bureau of Jail Management and Penology (BJMP) Human Resource Management Strategic Plan 2021-2025 presents the vital steps in moving the agency from transactional to strategic Human Resource Management (HRM). It provides a roadmap for the BJMP leadership to efficiently and effectively manage human resources that will subsequently contribute to increasing critical services to persons deprived of liberty (PDL).

The formation of this plan is the next step in consolidating the agency's recent human resource-related projects and initiatives with other critical aspects of HRM. Further, this shift aims to better meet both the operational needs of the agency and the humanitarian needs of PDL.

A consultative and interactive six-month process was undertaken to develop this five-year strategic HRM Plan. Through a stock-taking exercise, the current state of the agency's HRM was identified. This preparatory phase involved a comprehensive and nationwide diagnostic to gather qualitative and quantitative data. The diagnostics phase yielded rich insights and more importantly, significant information that enables understanding of how HR is perceived and how its services have impacted the agency and its ability to meet its mandate of Safekeeping and Development of PDL. To take cognizance of the desired future state of HRM, a visioning exercise was conducted, providing a good visualization of the desired future. This resulted in the HRM vision statement, which embodies the vital and critical imperatives of the five-year plan. Recognizing these current and future states provided the information in conducting a gap analysis. The identified gaps enabled the plotting of strategic pathways that will contribute to realizing the vision for the agency's HRM in 2025.

This plan builds on the over 40% increase of BJMP manpower by the Government of the Philippines between 2018 and 2020 as well as the current Maturity Level 2 accreditation given to the Bureau under the Civil Service Commission (CSC) Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM). The recently developed BJMP Minimum Deployment Standards and the newly approved Jail Organizational Structure likewise underpin this HRM strategic plan.

As the agency gears toward a Maturity Level 3 PRIME-HRM accreditation, the challenge of strengthening the role of HR in fulfilling the mandate of the agency becomes a business case. The capability of the HRM officers and staff to function effectively is crucial as effective human resource management impacts the agency's response to humanitarian issues in places of detention. The competency framework, a pre-requisite under the PRIME-HRM, is the cornerstone of an effective HRM. Further, the BJMP Minimum Deployment Standards clearly outline the need for continued growth in manpower within the

BJMP. Managing this growth while developing and adopting this competency framework will require investment and commitment from the BJMP leadership.

This strategic plan aims to contribute to the agency's endeavor in achieving globally accepted principles and practices in the treatment of PDL. It also aims to enable the agency to sustain its efforts in achieving global HRM standards. Lastly, this plan presents the vital priorities that should be undertaken to enable the agency to achieve both objectives.

The desired result of this plan is embodied in the HRM vision statement:

***“BY 2025, THE BJMP WILL HAVE WORLD-CLASS COMPETENCY-BASED HUMAN RESOURCE MANAGEMENT SYSTEMS TO FOSTER CONTINUOUS PROFESSIONAL GROWTH AMONG ITS HUMAN RESOURCES.”***

Two major areas of intervention will drive the realization of this vision. One is cross-functional collaboration, which are variables or factors outside the ambit of HR but are equally important areas of urgencies. Working conditions, technology upgrade, among others, directly impact the identified HR strategic priorities. The second set of interventions involves the HR core pillars, where the CSC PRIME-HRM maturity indicators of the BJMP HR systems, practices, as well as competencies of the HRMOs and staff are applied. This second intervention involves development of a competency framework, the missing and important link in achieving the BJMP mission and vision and setting the conditions for improving compliance to the Nelson Mandela Rules. Accordingly, the HRM core processes should be given balanced attention to facilitate an integrated and effective use of manpower.

Derived from the above interventions, and in harmony with the BJMP HRM vision, are the three strategic imperatives presented in this plan. First, attaining world-class standards of excellence in facilities, processes, and people will build a solid foundation to enable the improvement of HRM. This involves upgrading the occupational health and safety work conditions of the employees, providing them technology-enabled systems, and promoting their professional growth. The development of competency-based HRM systems is another imperative and will facilitate the Bureau to work towards increased adherence to the Nelson Mandela Rules through enhanced service delivery to PDL by BJMP personnel. Founded on a competency framework, it is central to an effective and efficient BJMP HRM as it provides an important reference to HR-related decision-making. Further, competency-based HRM fulfills a prerequisite for a Maturity Level 3 PRIME-HRM accreditation. The professional growth of BJMP employees is likewise identified as an imperative, which necessitates a competency-based learning and development plan.

These strategic imperatives are broken down into nine priority areas and key initiatives. The annual key initiatives are further described in this document in the more detailed action plans.

Implementation of this plan is championed by the Chief, BJMP and led by the Deputy Chief for Administration of the Jail Bureau. Continuous monitoring and reporting on its progress facilitate a successful implementation. Support mechanisms, such as communicating this plan to stakeholders and empowering its implementers, should be in place. The BJMP HRM strategic planning core group working with the Monitoring and Evaluation group will oversee this important post-planning activity.

With a committed implementation of this plan and the able execution of its initiatives and actions by BJMP's dedicated officers and staff, the road to a strategic HRM is at hand. The transformation of the BJMP's HRM will enable the agency to manage human resources efficiently and effectively thereby contributing to increasing critical services to PDL. As a first HRM-based intervention in improving the treatment of PDL and jail management, the BJMP is poised to significantly contribute to addressing the humanitarian crisis in detention in the country in the next five years.

## **BACKGROUND**

For many years, the BJMP has struggled to meet the operational needs of the agency regarding the safekeeping of persons deprived of liberty (PDL) due to the lack of Human Resources and increasing number of PDL. With only just over 12,000 staff responsible for over 140,000 PDL in early 2018, the ability for the BJMP to meet day to day operational needs and in turn, the provision of the duty of care based on the United Nations Minimum Standard Rules for the Treatment of PDL (Nelson Mandela Rules) were a significant challenge. Out of necessity, most jail staff are multi-tasked depending on the operational priorities of each individual jail without due consideration of the skill set of the staff member or the impacts on the PDL.<sup>1</sup> Further, and again out of necessity, an informal system of co-management exists within BJMP jails between the limited staff and PDL.

In response to this dire staffing shortage, in July 2018 the Government of the Philippines allocated 1,000 new Jail Officer 1 positions within the BJMP with an additional 2,000 positions both in 2019 and 2020, bringing the total number of BJMP staff to 17,067 in 2020. Prior to 2018, the BJMP received an annual allotment of 500 recruits.

Although it was clear that the BJMP required significantly more staff to meet their mandate, there was no strategic evidence-based approach to define current or future staffing needs at the Jail, Regional or National Level. There was also no comprehensive policy framework on the standardization of staff deployment within jails and therefore staff complements vary significantly from one jail to the next. The deployment of new staff to regions, and in turn to jails, was done using a formula that did not fully consider the operational needs of the jail units. Recruitment of BJMP staff is based on generic criteria rather than on the operational and deployment needs of the BJMP thereby limiting the Bureau's ability to attract sufficient numbers of professionals such as health care personnel. Compounding the challenge was the fact that the allocation of non-uniformed personnel (NUPs) to the Bureau is minimal, resulting in fully trained BJMP Jail Officers fulfilling administrative and other functions rather than being deployed to operational designations within jail units.

Further, in relation to the Civil Service Commission Program to Institutionalize Meritocracy and Excellence in Human Resource Management (CSC PRIME-HRM),<sup>2</sup> as of 2018, the BJMP was assessed at Maturity Level 1. At this level, an agency is assessed as having a Transactional HRM system where some processes

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<sup>1</sup> For example, due to lack of staff, health care professionals, paralegals and others are routinely assigned to multiple roles such as administration, custodial or escorts therefore not maximizing their skill set to delivery critical services to PDL.

<sup>2</sup> CSC PRIME-HRM is a program that assesses government offices/agency's HRM processes, practices, systems, and capability exercised by the Human Resource Management Officers and is a mechanism by which the CSC assesses the agency's HRM level of maturity.

are characterized by activities and are often reactive; practices are compliant, but policies are not in place; and success depends on the competence of people and not by using proven processes.

Over the past several years, a multitude of projects and initiatives with the goal of improving human resource management at the BJMP have been undertaken to better meet both the operational needs of the Bureau and the humanitarian needs of PDL, while at the same time, propelling the Bureau toward PRIME-HRM Level 3 accreditation. As a result, in 2020, the BJMP achieved PRIME-HRM Maturity Level 2 accreditation and received approval from the Department of the Interior and Local Government (DILG) for a new organizational structure for jail units. Based on the operational needs of the newly approved organizational structure for jail units, the BJMP Minimum Deployment Standards (MDS)<sup>3</sup> was developed to outline the operational needs of each jail unit. Utilizing the BJMP MDS tool, as of July 2020, the Bureau estimates that 44,829 staff are required to meet the BJMP operational needs resulting in a need for significant continued annual growth in BJMP manpower for the foreseeable future.

Although gains have been made, there is need to consolidate and expand these efforts within a more integrated approach to map out short, medium to long-term HR objectives and to strengthen strategies to fully address the perennial challenges in human resources directly linked to improving the humanitarian conditions for PDL in BJMP jail facilities.

The BJMP has determined that the development of a five-year human resource management plan is the next step to integrate the Bureau's recent initiatives with other critical aspects of human resource management to serve as a catalyst to move from a transactional to strategic Human Resource Management. This five-year plan will provide a roadmap for the BJMP leadership to efficiently and effectively manage human resources that will consequently contribute to increasing critical services to PDL.

Guided by the mandate of the BJMP to ensure Safekeeping and Development of PDL, PRIME-HRM and the principles of the Nelson Mandela Rules (NMRs), this strategic plan is a product of a detailed six-month process which includes the following phases:

1. *Diagnostic*: A thorough diagnostic assessment aimed to gain a comprehensive understanding of the current state of the agency's HRM, policies, and processes was completed<sup>4</sup>. Contributing to the diagnostic

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<sup>3</sup> The BJMP MDS, provides an evidenced based approach to determining the operational needs of each jail to meet the humanitarian needs of the PDL. The MDS is based on 16 variables including PDL population, congestion rate, size and design of jail facility and other key factors that impact the duties and workload of BJMP personnel.

<sup>4</sup> Due to the pandemic, all activities were conducted virtually including a comprehensive diagnostic assessment via an online survey with 11,689 respondents across the Bureau; three Focus Group Discussions (FGD) participated in

assessment of this plan was the voice of the BJMP staff at all levels in regard to operational challenges in the field and in the National Headquarters and Regional Offices. The voice of PDL was also important to this process however, due to the pandemic, only a small number of PDL interviews were possible. However, the voice of PDL was augmented through the sharing of the humanitarian challenges observed by the International Committee of the Red Cross (ICRC) during over 1,500 visits to BJMP jails in the last decade.

2. *Visioning*: An online visioning workshop participated in by both the BJMP senior leadership and the ICRC that captured the vision for the Bureau's HRM expressed in a vision statement.
3. *Gap Analysis*: A thorough review of the identified gap between BJMP current and visioned future state for HR Management.
4. *Strategic Planning*: An online consultative strategic planning workshop where strategic pathways to assist the Bureau to move forward are proposed and deliberated.

## **GAINS AND CHALLENGES**

The BJMP is currently given a Level 2 accreditation by the CSC under the PRIME-HRM, which means that the systems and processes of the four core pillars of BJMP HR are defined. The Bureau has:

- Established a documented Recruitment, Selection and Placement process
- Developed the HRD Handbook - Manual of operations, policies, learning and development of Strategic Plans
- Developed the DPRM Office Manual (basic reference material)
- Initiated an attempt to identify and craft the BJMP competencies

Moreover, the BJMP top management recognizes the strategic value of strengthening HRM and providing full support to its human resources nationwide, as well noted by a field officer of the CSC during a key informant interview.

As outlined above, gains have been made in the understanding of the high-level staffing needs of the BJMP through the development of the BJMP Minimum Deployment Standards and the new approved Jail Organizational Structure; however, challenges remain in outlining a roadmap for the Bureau to manage the significant increase in BJMP staff. Further, the gap analysis clearly identified there is a need to shift to a competency-based human resource management system that encompasses recruitment, selection and placement as well as learning and development.

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by 57 respondent-staff of the BJMP at all levels; and stratified sampling Key Informant Interviews with PDL (3 respondents), the Civil Service Commission (1 respondent), and the ICRC (9 respondents)

The result of the CSC assessment and accreditation to higher maturity level of the Bureau's HR systems and processes opened more opportunities for improvement and gave awareness to the agency's Human Resource Management Officers (HRMOs) to address the gaps as they directly impact their performance and productivity.

As shown in the diagnostic data, one of the major issues that emerged is the capability of the HRMOs and staff to function effectively in all areas of Human Resource Management and Development, which is one of the key success factors as they are the main drivers of change in their respective areas in Human Resource Development.

Henceforth, strengthening the role of the HR is a business case for the Bureau to move up to a Level 3 PRIME-HRM accreditation as an integrated HRM which means that the HR function supports the agency in delivering its mandate.

All pre-requisite requirements are identified under the PRIME-HRM, i.e., development of the BJMP Competency Framework, which will require considerable investment and commitment from the BJMP leadership.

## **VISION AND STRATEGIC FRAMEWORK**

The context of this strategic plan is based on three major objectives outlined by the Chief, BJMP:

Objective 1: To contribute to the endeavor of achieving globally accepted principles and practices in the treatment of PDL and jail management (The Nelson Mandela Rules) via a purposive and strategic human resources management plan

To enable the human resources of BJMP to become world-class, BJMP jail staff work practices must be characterized by professionalism and focused on the fulfillment of the duty of care for PDL. To increase professionalism across the ranks of BJMP would require a planful, targeted sourcing process that must be reinforced by a systematic and programmed plan for training and development. For fresh talents brought in to thrive and stay at BJMP, they need to be nurtured in an environment that upholds professionalism; sustain performance excellence through rewards by meritocracy; experience respect for human dignity across job classes and categories, and be continuously equipped with the necessary skills and competencies, including other required tools and equipment, to meet the expectations and standards set forth by the NMRs.

Objective 2: To establish and sustain CSC PRIME-HRM at BJMP

The Bureau works to sustain its HRM's adherence to the CSC PRIME-HRM in becoming at par with global HRM standards and in achieving the next maturity level.

Objective 3: To identify the vital priorities that will drive the strategic imperatives of BJMP HRM's 5-Year Strategic Plan

The vital three strategic imperatives of this strategic plan are extracted from the identified gaps—the differences between current state and the future state as described by the BJMP HR vision statement:

**“BY 2025, THE BJMP WILL HAVE WORLD-CLASS COMPETENCY-BASED HUMAN RESOURCE MANAGEMENT SYSTEMS TO FOSTER CONTINUOUS PROFESSIONAL GROWTH AMONG ITS HUMAN RESOURCES.”**

A strategic analysis of the identified gaps—the differences between current state as a result of the diagnostics exercise, and the future state as described by the vision statement—pointed to two areas of intervention, namely cross-functional collaboration and HR core pillars:

1. **Cross-Functional Collaboration.** In the process of identifying the gaps between the vision statement (desired state) and the current state of BJMP HR, it was found that other equally important areas of urgencies that require immediate attention and interventions exist; however, these variables or factors fall outside the scope of HR. Nonetheless, these have been determined to still be challenges that will need to be addressed by the BJMP leadership. And while solutions to these concerns are beyond the control of BJMP HR, they are not apart from BJMP HR influence. These are in the areas of:
  - **Client Relations:** Doubts cast upon information and service provided by HR may become a deterrent in “promoting, nurturing, or fostering” a climate of continuous learning and growth
  - **Communications:** Absence of opportunity to clarify, ask questions, or check for understanding across regions

- **Direction Setting:** Shared core values and behavioral practices, need for clear performance targets, a competency framework that will serve as the centerpiece for all HR processes
- **Technology Upgrade:** Automation of human resource information system
- **Working Conditions:** Personnel workspace, health, and safety conducive to good working conditions
- **“Best Fit” for Vacancies:** Need for more professional/technical hires, including health care professionals as well as the need to hire more non-uniformed personnel
- **Work Motivation:** “Fit” issue for new hires; career issue for tenured employees

Most of these issues directly impact the success and failure of some of the identified HR strategic priorities, and to address these gaps with the same degree of commitment and consistency is paramount. After all, these are some of the critical success factors of the 5-year HRM Strategic Plan.

2. **HR Core Pillars:** These are the gaps in the core HR pillars, where the CSC PRIME-HRM maturity indicators of the BJMP HR systems, practices, as well as competencies of the HR staff are applied.

- **Competency Framework:** This is the missing and important link to achieving the BJMP mission and vision and improving adherence to the NMRs. The Competency Framework represents the skills, abilities, and expertise of an organization and its people and the outcome of investments in human resources. It also represents the ways that people and resources are brought together to accomplish work and missions.<sup>5</sup> Its absence creates a “domino” effect found and felt among all the core HR processes of BJMP, including:
  - Inability to fully support the human resource needs of the BJMP nationwide and rationalize/balance the hiring of uniformed and non-uniformed staff using a competency-based recruitment to facilitate the targeted hiring of competent staff
  - Lack of short- and long-term Learning and Development plan for the BJMP employees and ensure employee career planning and development, and succession planning to ensure continuity of the organization
  - The competencies of HRMO’s are not adequate to provide services to the BJMP organization.

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<sup>5</sup> Dubios, David, D. & Rothwell, William J., (2004): Competency-Based Human Resource Management (1st ed.). (Davies-Black)

- **Balanced Attention on HRM Core Processes.** There is need to provide and balance attention on the core processes of human resource management to facilitate an integrated and effective use of manpower. The BJMP likewise needs to prioritize capacitating the HR Staff as they will be the drivers for change in their respective areas.

The BJMP HR vision is indicative of a strong desire to achieve the PRIME-HRM Maturity Level 3 accreditation—all HR systems, processes, policies must be clearly defined and integrated; hence, there is a need to strengthen the link with other core HRM areas. The competency framework serves as the common platform for all HR processes, and the “link” between performance and institution results/ outcomes (CSC, 2012). Therefore, the development of the BJMP Competency Framework is imperative.

Based on this strategic analysis, identified are the strategic imperatives of the BJMP HRM Strategic Plan 2021-2025. To achieve the BJMP HR vision, it is critical for BJMP to have:

1. **WORLD CLASS** – standards of excellence must include facilities conducive to working conditions as well as occupational health and safety; utilize an automated human resource management system; increase the number of non-uniformed personnel to enhance its organizational performance; and mainstream gender and development in its policies and programs
  - Facilities (Working Conditions)
  - Processes (Technology-Enabled)
  - Resources-People (Highly Competent)
2. **COMPETENCY-BASED HUMAN RESOURCE MANAGEMENT SYSTEMS**-competencies will be the common yardstick by which crucial HR decisions will be measured against: hiring, developmental investment, succession planning and career planning, among others.
  - **COMPETENCY FRAMEWORK (CF)** is the centerpiece that connects all HR core processes
  - CF provides reference in HR related decision making
  - HR is driven by highly competent HR professionals
3. **PROFESSIONAL GROWTH** – For the BJMP employees and staff to grow professionally
  - Professionalism is an espoused core value at BJMP
  - Well-crafted L & D Annual Competency-based Curriculum managed and reviewed by BJMP HR

- Career Progression is based on both performance and potential (readiness to take on higher level of required competency proficiency)

Derived from these strategic imperatives are nine (9) priority areas that address the gaps identified in the strategic analysis:

**Priority Area 1: Facilities and Occupational Safety and Health (OSH) Program**

This priority area under the first strategic imperative addresses the gap in working conditions, which aims to provide personnel workspace, health, and safety conducive to good working conditions.

**Priority Area 2: Human Resource Management Information System**

This priority area under the first strategic imperative tackles the obsolete technology that makes manual work cumbersome, time-wasting, and consuming.

**Priority Area 3: Non-Uniformed Personnel**

This priority area under the first strategic imperative tackles the lack of equal opportunity for NUP that affects sourcing of professionals fit for the jobs required for the Bureau's operational manpower needs.

**Priority Area 4: Gender and Development**

This priority area likewise falls under the first strategic imperative on resources-people as it strengthens the Policy on Equal Employment Opportunity Principle, among others.

**Priority Area 5: Competency-based Human Resource Management System (CBHRMS)**

This priority area under the second strategic imperative addresses the absence of a competency framework that will serve as the backbone of the operable competency-based human resource management, which will link all core processes of HR.

**Priority Area 6: Organizational Review and Deployment Planning**

This priority area under the second strategic imperative provides the necessary step toward the development of the competency framework.

**Priority Area 7: Recruitment, Selection, and Placement**

This priority area under the second strategic imperative tackles the absence of a competency framework-integrated recruitment, selection, and placement.

**Priority Area 8: Competency-Based Learning and Development**

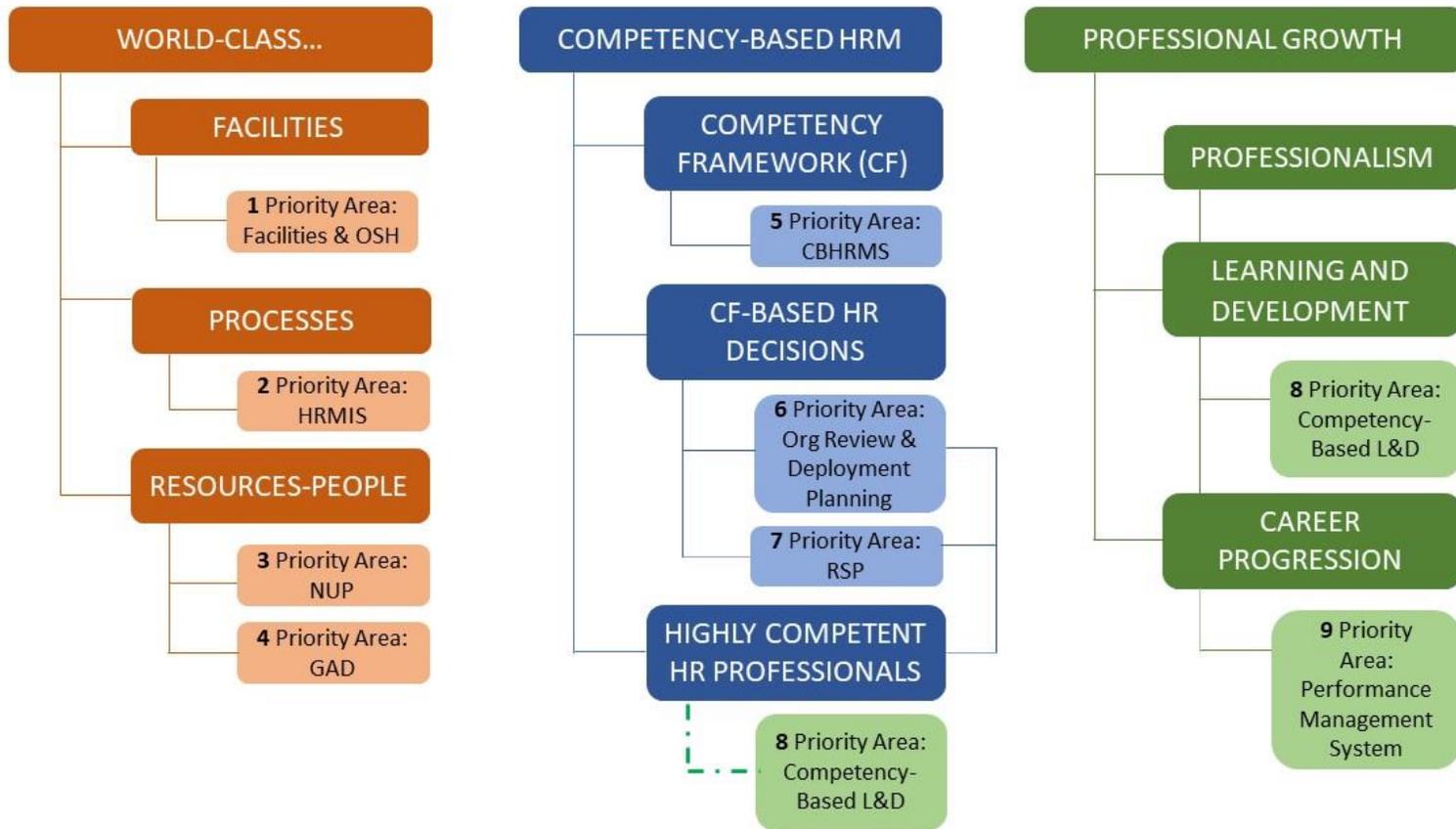
This priority area under the third strategic imperative addresses the lack of a learning and development plan for BJMP employees using a competency-based approach. This

includes use of competency framework in developing learning needs analysis, link of curriculum to competency needs, individual development plan, among others.

Priority Area 9: Performance Management System

This priority area under the third strategic imperative addresses the inconsistent implementation of the Strategic Performance Management System (SPMS). This includes gaps in performance planning, documentation of performance management flow and accountability through performance management, among others.

## BJMP HRM STRATEGY 2021-2025



**BJMP HRM Strategy Map.** The 5-Year Human Resource Strategic Plan (2021-2025) of the Bureau of Jail Management and Penology is driven by three strategic themes and nine priority areas.

## PRIORITY AREAS AND KEY INITIATIVES

The BJMP endeavors to focus on the following priority areas<sup>6</sup> in the next five years:

### Priority Area 1 Facilities and Occupational Safety and Health (OSH) Program

This priority area addresses current working conditions for employees to provide them a safe and healthy environment conducive to effectively deliver the mandate of the Bureau especially for jail officers assigned in jail units. Further, it is recognized that a healthy and safe working environment is intrinsically tied to the quality of the living environment of PDL.

<b>Strategic Goal</b>	By 2025, the BJMP Occupational Safety and Health Program will have been implemented at all levels to promote a healthy working environment.					
<b>Key Initiatives</b>		<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>
	1. Formulate and adopt BJMP Occupational Safety and Health Policy	<b>X</b>				
	2. Institutionalize OSH capacity building initiatives in the L&D calendar	<b>X</b>	<b>X</b>			
	3. Institutionalize safe and healthy workplace in all offices and jail facilities in the BJMP					<b>X</b>
	4. Improve staff working conditions within larger BJMP facilities in line with the BJMP Minimum Standards for the Design of BJMP Jails					<b>X</b>
<b>Key Performance Indicators</b>						
1. Approved BJMP Occupational Safety and Health Policy 2. Institutionalized OSH capacity building initiatives in the L&D calendar 3. Institutionalized safe and healthy workplace in all offices and jail facilities in the BJMP 4. Improved staff working conditions within larger BJMP facilities in accordance with the BJMP Minimum Standards for the Design of BJMP Jails						

<sup>6</sup> Note that priority areas are all equal in importance and are interdependent in order to meet the strategic vision of Human Resource Management set out by the BJMP.

## Priority Area 2 Human Resource Management Information System

This priority area addresses the need for a fully operational automated HRM information system within the Bureau, utilizing it as a fundamental source of data for all HR-related decisions. Considered urgent, this focus area is an imperative in bringing about an HRM system that is more responsive to the needs of its workforce and in turn, the needs of those whose safekeeping they are charged with.

<b>Strategic Goal</b>	By the year 2025, BJMP HR will be technology-driven via a fully operational HRMIS compliant with the requisites of PRIME-HRM and responsive to the needs of the BJMP employees.					
<b>Key Initiatives</b>		<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>
	1. Increase capacity of the BJMP in terms of information and communications technology management	<b>X</b>				
	2. Review, assess and evaluate the current HR systems, processes, and operational information systems to include flow of reportorial requirements	<b>X</b>				
	3. Develop the HRMIS	<b>X</b>	<b>X</b>			
	4. Pilot implementation of HRMIS		<b>X</b>	<b>X</b>		
	5. Institutionalize HRMIS			<b>X</b>	<b>X</b>	<b>X</b>
<b>Key Performance Indicators</b>						
1. Increased capacity of the BJMP in terms of information and communications technology management						
2. Current HR systems, processes, and operational information systems were reviewed, assessed, and evaluated						
3. Feedback and revisions made on HRMIS						
4. Institutionalized HRMIS						

### Priority Area 3 Non-Uniformed Personnel (NUP)

Given the need for additional manpower within BJMP Jails as identified in the BJMP MDS, increasing NUP in non-custodial related positions will allow for the rapid redeployment of trained jail officers to support operational needs as well as for targeted recruitment of additional professionals that directly impact the humanitarian conditions for PDL such as health professionals and engineers. Given NUP are not required to undergo jail officer training, this will also reduce the strain on the Bureau’s training capacity in the coming years. This priority area not only increases the number of NUP (currently at 0.6% of total BJMP employees), but also addresses the need for equal opportunity and a career progression ladder for NUP.

<b>Strategic Goal</b>	By the end of 2025, BJMP will have effectively increased the NUP to 10% of overall manpower responsive to the needs of the Bureau to enhance its organizational capacity.					
<b>Key Initiatives</b>		<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>
	1. Formulate and implement project proposal for creating additional NUP plantilla positions and submission to DBM through the DILG	<b>X</b>				
	2. Develop and implement a career progression ladder for NUP	<b>X</b>				
	3. Integrate recruitment, selection and placement strategy for NUP nationwide in the RSP system of BJMP		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Key Performance Indicators</b>						
<ol style="list-style-type: none"> <li>1. Proposal for the creation of additional NUP plantilla positions approved by the Chief, BJMP</li> <li>2. Endorsement of the proposal to the DBM by the DILG Secretary</li> <li>3. Approval of proposal by the DBM</li> <li>4. Additional appropriation for the BJMP by the Congress for the creation of additional civilian plantilla positions</li> <li>5. Approved Career Progression Plan for NUP</li> <li>6. Strategy for nationwide NUP recruitment, selection, and placement integrated in RSP system of the agency</li> <li>7. 10% NUP hired in a phased approach: 3% in 2023, 3% in 2024, 4% in 2025</li> </ol>						

## Priority Area 4 Gender and Development

This priority area involves gender mainstreaming by implementing the Gender and Development approach across the Bureau, particularly installing gender-responsive HR policies, programs, and system. This entails adherence to gender-related policies of the CSC while at the same time increases the BJMPs ability to be more gender responsive to the needs of women and LGBTQI PDL under the safekeeping of the Bureau.

<b>Strategic Goal</b>	By the end of 2025, the BJMP will have fully institutionalized and mainstreamed Gender and Development program in its policies and programs thereby enhancing the organizational capacity of the Bureau and recognizing equal employment opportunity.					
<b>Key Initiatives</b>		<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>
	1. Build capacity of the Focal Head, GFP Executive Committee, GFP-TWG, Regional GAD Focal Persons and other concerned officers regarding GAD	<b>X</b>				
	2. Strengthen the Policy on Equal Employment Opportunity Principle	<b>X</b>				
	3. Craft the BJMP GAD Policy, Framework and Program for BJMP Human Resources		<b>X</b>			
	4. Increase equal employment opportunity for women and LGBTQI in the placement system of the BJMP leadership positions at all levels			<b>X</b>		
	5. Institutionalize GAD awareness program					<b>X</b>
<b>Key Performance Indicators</b>						
<ol style="list-style-type: none"> <li>1. Capacitated BJMP concerned committees, focal persons, and officers</li> <li>2. Strengthened Policy on Equal Employment Opportunity Principle</li> <li>3. Approved GAD Framework and Program by the Chief, BJMP</li> <li>4. Increased equal employment opportunity for women and LGBTQI</li> <li>5. Institutionalized GAD awareness program (BJMP GAD framework and program)</li> </ol>						

**Priority Area 5. Competency-Based Human Resource Management System (CBHRMS)**

This priority area covers the development of a competency framework that will supply the underlying structure to the CBHRMS, the operable system that covers the core processes of HR: recruitment, selection, and placement; learning and development; performance management; and rewards and recognition. This framework will likewise guide the implementation of the Bureau’s Minimum Deployment Standards (MDS). The competency framework is essential as the Bureau moves to achieve the PRIME-HRM Maturity Level 3 accreditation as well as to fulfill its mandate and provide the necessary services outlined in the NMRs to PDL.

<b>Strategic Goal</b>	By 2024, the BJMP will have adopted and sustained a Competency-Based Human Resource Management System.					
<b>Key Initiatives</b>		<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>
	1. Develop the BJMP Competency Framework as the centerpiece that integrates the 4 Core Pillars of HR	<b>X</b>				
	2. Fully integrate and implement a Competency-Based Human Resource Management System in the BJMP Organizational Structure				<b>X</b>	
<b>Key Performance Indicators</b>						
1. BJMP Competency Framework developed 2. CBHRMS fully integrated and implemented in the BJMP Organizational Structure						

## Priority Area 6 Organizational Review and Deployment Planning

Building on the approval of the BJMP Jail Unit Organizational structure in 2020, this priority area entails the next steps in the review of the Organization Structure and Staffing Plan (OSSP) that will result in an updated Table of Organization as a basis for the competency framework, as well as develop a workforce plan that aligns with the Bureau’s Minimum Deployment Standards. This initiative will offer additional positions to the BJMP to provide better services to PDL in line with international standards such as the NMRs.

<b>Strategic Goal</b>	By the end of 2021, the BJMP will have established a new and approved organizational structure.					
<b>Key Initiatives</b>		<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>
	1. Review and update the BJMP Table of Organization for approval of the DILG	<b>X</b>				
	2. Integrate National Headquarters, Regional, and other units, positions, and designations in the BJMP Deployment Tool as part of the BJMP Minimum Deployment Standards	<b>X</b>				
	3. Institutionalize the new organizational structure in all BJMP units through a comprehensive implementation plan	<b>X</b>				
<b>Key Performance Indicators</b>						
<ol style="list-style-type: none"> <li>1. Approved Table of Organization by the DILG</li> <li>2. New positions and designations integrated in the Deployment Tool</li> <li>3. Institutionalized new organizational structure in all BJMP units through a comprehensive implementation plan</li> </ol>						

## Priority Area 7 Recruitment, Selection, and Placement (RSP)

This priority area pursues a targeted recruitment, selection, and placement using a competency-based model as well as the BJMP MDS. The envisioned RSP will be attuned to the Bureau’s required specific skills versus specific job roles through the Deployment Plan responsive to the short- and medium-term needs of the Bureau to increase the duty of care to meet the humanitarian needs of PDL that are under their safekeeping.

<b>Strategic Goal</b>	By 2023, the BJMP will have implemented competency-based Recruitment, Selection, and Placement processes responsive to the operational needs of the Jail Bureau.					
<b>Key Initiatives</b>		<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>
	1. Identify recruitment priorities based on operational needs as outlined in the Minimum Deployment Standards		<b>X</b>			
	2. Integrate competencies into Qualification Standards of jail officers for approval of Civil Service Commission		<b>X</b>			
	3. Adopt competency-based recruitment plan and strategies			<b>X</b>		
	4. Implement a competency-based career progression program			<b>X</b>		
<b>Key Performance Indicators</b>						
<ol style="list-style-type: none"> <li>1. Annual competency-based recruitment plan</li> <li>2. BJMP competency program approved by the CSC</li> <li>3. Approved competency-based career progression program</li> </ol>						

## Priority Area 8 Learning and Development

This priority area involves developing a Bureau-wide learning and development program using a competency-based approach and in support of the implementation of Bureau policy and procedures as well as international minimum standards such as the NMRs, to better improve services to PDL. Through a learning needs analysis (LNA) conducted based on the competency framework, this effort will result in a needs-based curriculum and will be delivered by a pool of capacitated instructors.

<b>Strategic Goal</b>	By 2024, a competency-based Learning and Development Program will be fully established to address competency gaps and other developmental needs of BJMP employees to effectively perform their functions.					
<b>Key Initiatives</b>		<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>
	1. Capability building for HRD personnel		<b>X</b>			
	2. Assess L&D needs in consonance with the competency-based framework and international standards		<b>X</b>			
	3. Develop and implement a competency-based L&D program				<b>X</b>	
<b>Key Performance Indicators</b>						
<ol style="list-style-type: none"> <li>1. BJMP HRD professionals</li> <li>2. Learning Needs Analysis</li> <li>3. Approved competency-based L&amp;D program</li> <li>4. Enhanced BJMP Program of Instruction including development of foundational courses and BJMP pool of instructors</li> </ol>						

**Priority Area 9 Performance Management System (PMS)**

This priority area covers the Bureau’s performance management system, a powerful management process that systematically starts from mapping out performance goals drawn from the agency’s strategies, defining performance measures/metrics, and clarifying scope of responsibility and accountability that collectively serves as a guide to employees in achieving performance excellence.

Equally important, the system should enable the identification of competency requirements and needs as an integral part of L&D planning and career progression. The PMS upholds the agency’s core value of Professionalism as it holds all employees accountable for their actions and consequently their performance against agreed upon indicators, thus increasing the professional standards of service delivery to PDL.

<b>Strategic Goal</b>	By 2024, the BJMP will have world-class performance management system.					
<b>Key Initiatives</b>		<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>
	1. Update existing SPMS; automate performance management tools			<b>X</b>		
	2. Pilot testing and approval by CSC of the BJMP SPMS			<b>X</b>		
	3. Implement CSC-approved SPMS				<b>X</b>	
<b>Key Performance Indicators</b>						
<ol style="list-style-type: none"> <li>1. CSC-approved BJMP-SPMS that is automated, credible and competency-based</li> <li>2. Communication Plan (revised)</li> <li>3. Automated SPMS cycle; SPMS forms, journals, and other performance management tools that are accessible to the ratee, rater, HR officers and BJMP Management</li> </ol>						

## **IMPLEMENTATION, MONITORING, AND SUPPORT MECHANISMS**

Implementing the BJMP HRM Strategic Plan 2021-2025 is as important, or even more important, than the strategies and actions laid out herein. Monitoring successes and barriers help in adapting to current realities and future events. Support mechanisms are likewise needed to move this plan and achieve its overall objectives.

**Implementation.** The Chief, BJMP shall champion the nine priorities reflected in this plan. The Deputy Chief for Administration of the Jail Bureau, as the Chairperson of the Committee for PRIME-HRM Level III Accreditation, shall lead the implementation of this plan.

The implementable actions of this plan are laid out first, in the strategic plans, and second, in the action plans of each of the nine priority areas. The key initiatives in the strategic plans are planned on an annual basis, while the actions under each key initiative are planned on a semi-annual or quarterly basis. The responsible units that will undertake the implementation of the key initiatives and actions are indicated in the action plans.

**Monitoring.** This strategic plan is a dynamic document that outlines the Bureau's plans and how these plans may be achieved in the next five years. A Monitoring and Evaluation tool will be developed by the BJMP 5-Year HRM Strategic Plan Core group in collaboration with the Directorate for Program Development (DPD), Directorate for Personnel and Records Management (DPRM), and Directorate for Human Resource Development (DHRD).

- Monitoring the execution of the actions presented in this plan and evaluating their outcomes are critical in measuring successes and identifying setbacks that may arise during its implementation. The key performance indicators (KPIs) identified in the strategic plans and the outcomes indicated in the action plans of each of the priority areas provide a clear set of targets. A monitoring mechanism that includes the deliverables in this plan could be included in the performance agreements of the responsible units in 2021.
- Reporting mechanisms ensure successes are recognized, and hindrances are addressed by modifying, fine-tuning, or adapting the key initiatives or actions accordingly. Quarterly and semestral reports provide reference whether the quarterly and semi-annual targets set out in the action plans are being achieved or not. These immediate reports likewise serve as a guide for the succeeding three-month or six-month periods, whichever are applicable. Annual reports provide a summary of the achievement or non-achievement of yearly targets as expressed in the KPIs. The yearly reports similarly provide direction in implementing the succeeding yearly plans.

**Support Mechanisms.** Notwithstanding the resources needed to move this plan, this five-year strategic plan requires several mechanisms to support its implementation.

- The Technical Working Group continues to meet and discuss the progress of this strategic plan.
- The Monitoring and Evaluation Group created for this plan regularly meets to provide feedback to the TWG.
- Establishing ownership of BJMP HRM Strategic Plan 2021-2025 and designating teams create the stake and responsibility, thereby getting the commitment for its implementation. Accountability and high visibility of responsible persons and units help drive change; therefore, each objective, key initiative, KPI and outcome must have an owner.
- Communicating this plan across key stakeholders of the Bureau helps them understand how they can contribute. Creating a communication plan helps achieve this end.
- Empowerment of those responsible and accountable include providing the authority as well as the tools such as budgetary and logistical support necessary to accomplish the key initiatives and actions in this plan.

## **CONCLUSION**

Implementing the strategic and operational plans, supported by monitoring and several support mechanism, embodied in this five-year HRM strategic plan will result in the Bureau's move from transactional to strategic Human Resource Management. This transformation will enable the agency to efficiently and effectively manage human resources that consequently contribute to increasing critical services to PDL and as a result, assist the BJMP to increased adherence to international minimum standards such as the NMRs.

# **ACTION PLANS**

Note: Action Plans are a “living document” and may need to be adapted on a periodic basis to ensure strategic goals are obtained by the Jail Bureau. Any changes of herein action plans shall be approved by the Deputy Chief for Administration of the Jail Bureau.

<b>PRIORITY AREA #1</b>		<b>FACILITIES AND OCCUPATIONAL SAFETY AND HEALTH (OSH) PROGRAM</b>						
<b>Strategic Goal</b>		<b>BY 2025, the BJMP Occupational Safety and Health Program will have been implemented at all levels to promote a healthy working environment.</b>						
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
<b>1. Formulate BJMP Occupational Safety and Health Policy</b>	Consult with stakeholders regarding the policy	DCO/DHS/NOSHC	Q1					Policy agreed by the consultative body to be recommended for approval by the Chief, BJMP
	Adopt policy on OSH	Chief, BJMP	Q1					Policy document approved by the Chief, BJMP
	Disseminate and orient policy on OSH	DPD/NOSHC	Q1					Policy disseminated and human resources oriented
<b>2. Institutionalize capacity building initiatives in the L&amp;D calendar</b>	Initiate annual training and seminar about basic occupational safety and health to all OSH Officers at all levels	NOSHC/DHRD	Q1					Annual trainings/seminars on OSH initiated for all OSO
	Initiate annual training and seminar about	NOSHC/DHRD	Q1					Annual trainings/seminars

<b>PRIORITY AREA #1</b>	<b>FACILITIES AND OCCUPATIONAL SAFETY AND HEALTH (OSH) PROGRAM</b>							
<b>Strategic Goal</b>	<b>BY 2025, the BJMP Occupational Safety and Health Program will have been implemented at all levels to promote a healthy working environment.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	basic occupational safety and health to all BJMP human resources							initiated to all BJMP human resources
<b>3. Institutionalize safe and healthy workplace in all offices and jail facilities in BJMP</b>	Design and launch an OSH awareness campaign	NOSHC/DHRD	Q2					Increased awareness through informative materials distributed
	Introduce 5S Good Housekeeping and implement in the National Headquarters, Regional Offices and Jail Provincial Offices/Facilities	NOSHC-Logistics- 5S Good Housekeeping Task Force	Q2					5S Quality Standards introduced and implemented

<b>PRIORITY AREA #1</b>		<b>FACILITIES AND OCCUPATIONAL SAFETY AND HEALTH (OSH) PROGRAM</b>						
<b>Strategic Goal</b>		<b>BY 2025, the BJMP Occupational Safety and Health Program will have been implemented at all levels to promote a healthy working environment.</b>						
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	Integrate DRRM trainings and programs to the L&D programs of the BJMP	NOSHC				Q4		DRRM trainings and programs integrated to the L&D programs of the BJMP
	Conduct occupational accident and incident investigation, recording and reporting	NOSHC		Q1	Q1	Q1	Q1	Documented occupational accident and illness report
<b>4. Improve staff working conditions within larger BJMP facilities in line with the BJMP Minimum Standards for</b>	Consult with stakeholders and technical staff for the construction and improvement of jail facilities per proposed construction	Directorate for Logistics/Project Management Team for Construction/Directorate for Health Service/NOSHC Committee/Focal Persons	Q1-Q2					Approved project documents/proposals in accordance with the BJMP Minimum Standards for the Design of BJMP Jails  Budget allocation by DBM

<b>PRIORITY AREA #1</b>	<b>FACILITIES AND OCCUPATIONAL SAFETY AND HEALTH (OSH) PROGRAM</b>							
<b>Strategic Goal</b>	<b>BY 2025, the BJMP Occupational Safety and Health Program will have been implemented at all levels to promote a healthy working environment.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
<b>the Design of BJMP Jails</b>	outlay 2022-2024							
	Consult with staff assigned in jail facilities programmed to be constructed and improved from 2022-2024 per proposed construction outlay	Directorate for Logistics/Project Management Team for Construction/Directorate for Health Service/NOSHC/ Focal Persons	Q3-Q4					<ul style="list-style-type: none"> <li>Consolidated inputs from concerned jail units</li> <li>Analysis of inputs and prioritization of needs of human resources in all concerned jails reflected in the proposed construction outlay</li> <li>Staff orientation and acceptance completed proposals for construction outlay</li> </ul>
	Monitor the integration of	Directorate for Logistics/Project		Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	<ul style="list-style-type: none"> <li>Regular monitoring of</li> </ul>

<b>PRIORITY AREA #1</b>		<b>FACILITIES AND OCCUPATIONAL SAFETY AND HEALTH (OSH) PROGRAM</b>						
<b>Strategic Goal</b>		<b>BY 2025, the BJMP Occupational Safety and Health Program will have been implemented at all levels to promote a healthy working environment.</b>						
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	the OSH in the construction of jail facilities based on approved construction plan	Management Team for Construction/Directorate for Health Service/NOSHC/Focal Persons						<ul style="list-style-type: none"> <li>construction implemented in the regions</li> <li>Completed projects based on approved plans</li> </ul>
	Evaluate human resource working environment and condition based on the completed construction projects for benchmarking.	Project Management Team for Construction of Jails/Directorate for Health Service/OSH Focal Persons/DPRM-HRMO		Q3	Q3	Q3	Q3	<ul style="list-style-type: none"> <li>Pre-evaluation and post-evaluation of working conditions of human resources in all completed projects.</li> <li>Consolidation and evaluation of feedbacks from jail staffs for further improvement of jail designs</li> </ul>

<b>PRIORITY AREA #2</b>	<b>HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)</b>							
<b>Strategic Goal</b>	<b>By 2025, BJMP HR will be technology-driven via a fully operational HRMIS compliant to the requisites of PRIME-HRM and responsive to the needs of the BJMP employees.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
<b>1. Increase capacity of the BJMP in terms of information and communications technology management</b>	Pool BJMP Programmers who will be tasked in the development of HRMIS	DICTM, DPRM, DHRD	Q1, Q2					Pool of programmers
	Identify appropriate personnel to be able to translate expectations into system specification	DICTM, DPRM, DHRD	Q1, Q2					TWG on HRMIS
<b>2. Review, assess and evaluate the current HR systems, processes, and operational information systems to include flow of reportorial requirements</b>	Gather information for project requirement and planning	TWG on HRMIS, DICTM, DPRM, DHRD	Q2, Q3					Needed information gathered
	Identify the System Requirement Specification (SRS)	TWG on HRMIS	Q3, Q4					System Requirements and Specifications (SRS)
	Finalize of the project plan and timeline of completion	TWG on HRMIS	Q3, Q4					Work Breakdown Schedule (WBS)

<b>PRIORITY AREA #2</b>	<b>HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)</b>							
<b>Strategic Goal</b>	<b>By 2025, BJMP HR will be technology-driven via a fully operational HRMIS compliant to the requisites of PRIME-HRM and responsive to the needs of the BJMP employees.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	Conduct Project Planning	TWG on HRMIS, DICTM, DPRM, DHRD	Q3, Q4					Project Management Plan
<b>3. Develop the HRMIS</b>	Conduct business analyses and specify HR requirements	TWG on HRMIS, DICTM, DPRM, DHRD	Q4	Q1				Technical Specifications
	Determine end user requirements and validate feasibility study	TWG on HRMIS, DICTM, DPRM, DHRD						Feasibility Study
	Conduct Systems Design and Development	TWG on HRMIS, DICTM, DPRM, DHRD		Q1, Q2				System Prototype
	Systems Development	TWG on HRMIS		Q2, Q3				HRMIS, System Codes and Documentation
	Integration and Testing	QA Team		Q4	Q1, Q2			HRMIS tested

<b>PRIORITY AREA #2</b>	<b>HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)</b>							
<b>Strategic Goal</b>	<b>By 2025, BJMP HR will be technology-driven via a fully operational HRMIS compliant to the requisites of PRIME-HRM and responsive to the needs of the BJMP employees.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
<b>4. Pilot Implementation of HRMIS</b>	Pilot Implementation in selected sites	QA Team			Q2			Acceptance of the system by the piloted sites
	User's Acceptance Test	TWG on HRMIS, DICTM, DPRM, DHRD			Q3			UAT Accepted
	Fine tuning of bugs and integration of recommendations from UAT	TWG on HRMIS			Q4			Finalization of the system
<b>5. Institutionalize HRMIS</b>	Launching of the HRMIS	TWG on HRMIS, DICTM, DPRM, DHRD			Q4			HRMIS launched
	HRMIS Training to Business Owners and Communication Plan to Service Proponents and End-Users	TWG on HRMIS, DICTM, DPRM, DHRD				Q1		Communication Plan / Trainings
	Database Build-up	DICTM, DPRM, DHRD				Q2, Q3		Operational HRMIS

<b>PRIORITY AREA #2</b>	<b>HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)</b>							
<b>Strategic Goal</b>	<b>By 2025, BJMP HR will be technology-driven via a fully operational HRMIS compliant to the requisites of PRIME-HRM and responsive to the needs of the BJMP employees.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	Full implementation of HRMIS	DICTM, DPRM, DHRD				Q4	Q1, Q2	Operational HRMIS
	Operations and Maintenance	DICTM, DPRM, DHRD					Q3, Q4	Operational HRMIS

<b>PRIORITY AREA #3</b>	<b>NON-UNIFORMED PERSONNEL</b>							
<b>Strategic Goal</b>	<b>By the end of 2025, BJMP will have effectively increased the NUP by 10% responsive to the needs of the Bureau to enhance its organizational capacity.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
<b>1. Formulate proposal for creating additional NUP plantilla positions and submission to DBM through the DILG</b>	Identify NUP plantilla positions needed	DPRM, DHRD and DPD	Q1					Plantilla positions identified
	Consult with Civilian Employee Association	DPRM	Q1					Consensus among members on the identified NUP Plantilla Positions to be requested
	Formulate project proposal for additional NUP plantilla positions approved by the Chief, BJMP for endorsement to DILG	DPRM	Q2					Draft of Project Proposal for the creation of NUP Plantilla Positions
	Endorsement of proposal from DILG to DBM	DILG/DBM	Q3					Approval and allocation of budget for additional civilian plantilla positions in the BJMP

<b>PRIORITY AREA #3</b>	<b>NON-UNIFORMED PERSONNEL</b>							
<b>Strategic Goal</b>	<b>By the end of 2025, BJMP will have effectively increased the NUP by 10% responsive to the needs of the Bureau to enhance its organizational capacity.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	Formulate staffing plan that outlines the non-uniformed staffing requirements	DPRM	Q3					Approved Staffing Plan for Non-Uniformed Personnel
	Include NUP positions in the BJMP Competency Framework and program	DPRM, CSC and DPD	Q4					Approved Competency Framework by the CSC and receipt of Regional Offices
	Review/evaluate jobs specific to NUP and UP to update QS and competency profile for both UP/NUP	DPRM and DHRD	Q4					
<b>2. Develop and implement a career progression ladder for NUP</b>	Coordinate and consultation with key officers, BJMP-CEA and other stakeholders (CSC)	DPRM, DHRD and BJMP-CEA	Q1					Coordinative meetings and consultations conducted
	Formulate the BJMP NUP Career Progression and	DPRM and DHRD	Q2					Proposal for the BJMP-NUP-CPDP drafted

<b>PRIORITY AREA #3</b>	<b>NON-UNIFORMED PERSONNEL</b>							
<b>Strategic Goal</b>	<b>By the end of 2025, BJMP will have effectively increased the NUP by 10% responsive to the needs of the Bureau to enhance its organizational capacity.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	Development Plan (BJMP-CHR-CPDP)							
	Presentation to the Consultative Meeting	DPRM and DHRD	Q3					Proposal recommended by the consultative body for approval by the Chief, BJMP
	Approval of the Chief, BJMP	Chief, BJMP	Q4					Approved Career Progression and Development Plan for civilian human resources
<b>3. Integrate recruitment, selection and placement strategy for NUP nationwide in the RSP system of BJMP</b>	Establish recruitment objectives and timeline	DPRM		Q4				Approved Staffing Plan with Specific Recruitment Objectives and Recruitment Timeline

<b>PRIORITY AREA #3</b>	<b>NON-UNIFORMED PERSONNEL</b>							
<b>Strategic Goal</b>	<b>By the end of 2025, BJMP will have effectively increased the NUP by 10% responsive to the needs of the Bureau to enhance its organizational capacity.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	Develop diverse recruitment strategy	DPRM		Q4				Generating Individual Interest in the Job Opening; Increased number of Applicants
	Publish vacancies and ensure huge and diverse applicants	DPRM			Q3			Different recruitment platforms and activities for talent acquisition utilized  Diverse and huge pool of applicants maintained.
	Conduct initial assessment of applicants	DPRM			Q3			Applicants assessed

<b>PRIORITY AREA #3</b>	<b>NON-UNIFORMED PERSONNEL</b>							
<b>Strategic Goal</b>	<b>By the end of 2025, BJMP will have effectively increased the NUP by 10% responsive to the needs of the Bureau to enhance its organizational capacity.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	Deliberation by the NHRMPSB and RHRMPSB	DPRM/NHRMPSB			Q4			Candidates deliberated by the NHRMPSB and submitted to the Chief, BJMP
	Appointment of Non-Uniformed Personnel	DPRM			Q4	Q4	Q4	NUP appointed in the National Headquarters and Regional Offices.

<b>PRIORITY AREA #4</b>	<b>GENDER AND DEVELOPMENT</b>							
<b>Strategic Goal</b>	<b>By the end of 2025, the BJMP will have fully institutionalized and mainstreamed Gender and Development Program in its policies and programs thereby enhancing the organizational capacity of the Bureau and fostering equal employment opportunity.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
<b>1. Build capacity of the Focal Head, GFP Executive Committee, GFP-TWG, Regional GAD Focal Persons and other concerned officers regarding GAD</b>	Orient GAD Focal Head, Executive Committee and Regional GAD FP regarding GAD	DPD, GAD TWG	Q1					Acquisition of knowledge
	Update the TWG membership for GAD	DPD, DPRM	Q1					Updated list of members
	Coordinate with the Regional GAD Heads regularly	DPD, GAD TWG	Q2-Q4					Inclusive participation of regional offices
<b>2. Strengthen the Policy on Equal Employment Opportunity Principle</b>	Orient all Chief, PRMD and staff regarding the application of EEOP in all HR systems	DPRM	Q2					Acquisition of knowledge regarding EEOP
<b>3. Craft the BJMP GAD Policy, Framework and Program for BJMP Human Resources</b>	Outsource GAD Specialist to guide the Core Team	DCO, DPD, BAC, GAD TWG	Q2					Bidding completed and entered contract with GAD specialist

<b>PRIORITY AREA #4</b>	<b>GENDER AND DEVELOPMENT</b>							
<b>Strategic Goal</b>	<b>By the end of 2025, the BJMP will have fully institutionalized and mainstreamed Gender and Development Program in its policies and programs thereby enhancing the organizational capacity of the Bureau and fostering equal employment opportunity.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	Create Core Group for the crafting of the BJMP GAD Framework and Program	OCBJMP, DPD, GAD TWG	Q2					Responsibilities explained and accepted/Order
	Conduct workshops for diagnostic phase	DPD, DPRM, GAD TWG	Q3					Organizational assessment conducted (Electronic survey, FGDs and KIIs)
	Conduct visioning retreat of the GFP Head, GFP Executive Committee and GAD TWG, including the Core Group	Command Group, Directors of Directorates, GAD TWG	Q3					GAD vision statement agreed upon by senior leaders
	Gap analysis by the GAD Consultant	Outsourced Consultant	Q4					Gaps identified by the GAD consultant
	Create action plans for the implementation of	GAD TWG and Core Group		Q1				Action plans formulated

<b>PRIORITY AREA #4</b>	<b>GENDER AND DEVELOPMENT</b>							
<b>Strategic Goal</b>	<b>By the end of 2025, the BJMP will have fully institutionalized and mainstreamed Gender and Development Program in its policies and programs thereby enhancing the organizational capacity of the Bureau and fostering equal employment opportunity.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	the BJMP GAD Program							
	Acceptance and approval by the Chief, BJMP	OCBJMP		Q1				BJMP GAD Program and Plan approved by the Chief, BJMP as GAD Head
<b>4. Increase equal employment opportunity for women and LGBTQIA+ in the placement system of the BJMP leadership positions at all levels</b>	Review number of women/LGBTQI assigned in leadership positions at the National Headquarters, Regional Offices, JPAs and Jail Facilities including membership of all existing Boards, Committees and TWG	GAD TWG, DPRM, DHRD			Q1			Data pertaining to gender reviewed
	Conduct gender analysis in the	GAD TWG, DPRM, DHRD			Q2			Data on gender analyzed

<b>PRIORITY AREA #4</b>	<b>GENDER AND DEVELOPMENT</b>							
<b>Strategic Goal</b>	<b>By the end of 2025, the BJMP will have fully institutionalized and mainstreamed Gender and Development Program in its policies and programs thereby enhancing the organizational capacity of the Bureau and fostering equal employment opportunity.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	placement system and membership to Boards, Committees and TWGs							
	Review and rationalize assignment of women in leadership posts, including, Jail Wardenship, taking into consideration their competencies	OCBJMP as GAD Head, GAD TWG, DPRM and DHRD			Q3-Q4			Assignment of women to leadership posts and membership to Boards, Committees and TWGs reviewed
<b>5. Institutionalize GAD awareness program</b>	Initiate internal and external collaboration with stakeholders to strengthen GAD through constant dialogues among relevant stakeholders	Chief, BJMP as GAD Head, GAD Executive Committee and GAD TWG			Q1Q4			Collaborative support with internal and external stakeholders forged

<b>PRIORITY AREA #4</b>	<b>GENDER AND DEVELOPMENT</b>							
<b>Strategic Goal</b>	<b>By the end of 2025, the BJMP will have fully institutionalized and mainstreamed Gender and Development Program in its policies and programs thereby enhancing the organizational capacity of the Bureau and fostering equal employment opportunity.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	Conduct regular seminars and trainings for BJMP human resources and PDL	GAD TWG	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4		Seminars and trainings conducted
	Be conferred the PCW <i>GADtimpala</i> Award	OCBJMP, DPD, GAD TWG					Q1	GADtimpala conferred to BJMP

<b>PRIORITY AREA # 5</b>	<b>COMPETENCY-BASED HUMAN RESOURCE MANAGEMENT SYSTEM (CBHRMS)</b>							
<b>Strategic Goal</b>	<b>By 2025, the BJMP HR will have adopted and sustained a Competency-Based Human Resource Management System.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	
<b>1. Develop the BJMP Competency Framework as the centerpiece that integrates the 4 Core Pillars of HR</b>	Create TWG for the development of a Competency-based HRMS	DHRD, DPRM	Q1					TWG on the Establishment of the BJMP CBHRMS
	Draft Project Proposal for the procurement of consultancy services	TWG	Q1					Bidding Documents for the Procurement of Consultancy Service on the Establishment of BJMP CBHRMS
	Conduct bidding for the project on the establishment of CBHRMS	DL, TWG	Q1					Consultant for the establishment of BJMP CBHRMS
	Conduct capability building activities for the TWG, Core Team	Consultant	Q1 Q2					BJMP CBHRMS internal experts

<b>PRIORITY AREA # 5</b>	<b>COMPETENCY-BASED HUMAN RESOURCE MANAGEMENT SYSTEM (CBHRMS)</b>							
<b>Strategic Goal</b>	<b>By 2025, the BJMP HR will have adopted and sustained a Competency-Based Human Resource Management System.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	
	Develop the BJMP Competency Framework	TWG, Consultant	Q2 Q3					BJMP Competency Framework
	Collate competencies from other government agencies that are applicable to BJMP	TWG, Consultant	Q2					
	Review and revise competencies to suit BJMP context, create competencies for BJMP-specific designations	TWG, Consultant	Q3 Q4					
	Map identified competencies to BJMP designations	TWG, Consultant	Q3 Q4					BJMP Competency Dictionary
<b>2. Fully integrate and implement a Competency-Based Human Resource Management System in the</b>	Create policy supporting the implementation of CBHRMS in all human resource management and development (HRMD) systems and processes	DPRM, DHRD		Q1				Policy on CBHRMS

<b>PRIORITY AREA # 5</b>	<b>COMPETENCY-BASED HUMAN RESOURCE MANAGEMENT SYSTEM (CBHRMS)</b>							
<b>Strategic Goal</b>	<b>By 2025, the BJMP HR will have adopted and sustained a Competency-Based Human Resource Management System.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	
<b>BJMP Organizational Structure</b>	Integrate competency on all HRMD systems and process	DPRM, DHRD		Q1 Q4				
	Train all HRMD personnel regarding competency-based HRMS	TWG		Q1 Q2				
	Cascade the CBHRMS to regions and field units	TWG		Q3				
	Application of Competencies in all HRMD systems	DPRM, DHRD		Q4	Q1- Q4	Q1		100% Integration and implementation of CBHRMS in BJMP

<b>PRIORITY AREA #6</b>	<b>ORGANIZATIONAL REVIEW AND DEPLOYMENT PLANNING</b>							
<b>Strategic Goal</b>	<b>By the end of 2021, the BJMP will have established an approved Table of Organization consisting of organizational structures of all the units of the Jail Bureau and shall be integrated to the BJMP Minimum Deployment Standards.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
<b>1. Review and update the BJMP Table of Organization for approval of the DILG</b>	Inform the Committee and TWG on the Career Progression and Development Program re: Updating of the BJMP Table of Organization	Committee on the Creation of the BJMP 5-Year Strategic HR Plan	Q4 (2020)					Recommendations and additional inputs from the Committee and TWG
	Conduct TWG meeting on the Effective Organizational Structure Design and Standards	Committee on the Career Progression and Development Program	Q4 (2020)					Recommendations/suggestions from the TWG
	Identify representatives from the different Directorates and Offices in the NHQ, Regional Office and NJMPTI	Committee on the Career Progression and Development Program	Q4 (2020)					List of representatives to act as contributors in updating the Table of Organization and delegation of tasking.
	Conduct seminar on the Effective	Committee on the Career Progression	Q1					Insights to enhance Organizational Structures in all Directorates and

<b>PRIORITY AREA #6</b>	<b>ORGANIZATIONAL REVIEW AND DEPLOYMENT PLANNING</b>							
<b>Strategic Goal</b>	<b>By the end of 2021, the BJMP will have established an approved Table of Organization consisting of organizational structures of all the units of the Jail Bureau and shall be integrated to the BJMP Minimum Deployment Standards.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	Organizational Structure Design	and Development Program, Representatives from different Offices/Units in the BJMP						Offices in the NHQ, Regional Office, Provincial Jail Administrator's Office and NJMPTI.
	Integrate identified NUP positions in the Table of Organization	TWG on the Committee on Career Progression and Development Program, Representatives on Technical and NUP positions.	Q2					Identified NUP positions integrated in the Table of Organization
	Establish rank requirement for JNOR designations in jail units.	TWG on the Committee on Career Progression and	Q2					Organizational Structure in the Jail Units with rank requirement

<b>PRIORITY AREA #6</b>	<b>ORGANIZATIONAL REVIEW AND DEPLOYMENT PLANNING</b>							
<b>Strategic Goal</b>	<b>By the end of 2021, the BJMP will have established an approved Table of Organization consisting of organizational structures of all the units of the Jail Bureau and shall be integrated to the BJMP Minimum Deployment Standards.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
		Development Program, TWG on the Committee on BJMP Minimum Deployment Standards						
	Review and draft the initial BJMP Table of Organization including integration of NUP positions	Committee and TWG on the Career Progression and Development Program	Q2					Final copy of the BJMP Table of Organization
	Present final copy of the BJMP Table of Organization to the Consultative Body	Representative from the Committee on the Career Progression and Development Program	Q3					Improved final copy of the BJMP Table of Organization

<b>PRIORITY AREA #6</b>	<b>ORGANIZATIONAL REVIEW AND DEPLOYMENT PLANNING</b>							
<b>Strategic Goal</b>	<b>By the end of 2021, the BJMP will have established an approved Table of Organization consisting of organizational structures of all the units of the Jail Bureau and shall be integrated to the BJMP Minimum Deployment Standards.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	Submit improved final copy to Chief, BJMP to be endorsed to the SILG	Secretariat, Committee on the Career Progression and Development Program	Q3-Q4					BJMP Table of Organization to be recommended to SILG for approval.
<b>2. Integrate National Headquarters, and other units, positions, and designations in the BJMP Deployment Tool as part of the BJMP Minimum Deployment Standards</b>	Inform the Committee and TWG on the updating of the BJMP Minimum Deployment Standards	Representative from the Committee on Career Progression and Development Program, Committee and TWG on the Committee on BJMP Minimum Deployment Standards	Q4					Recommendations and additional inputs from the Committee and TWG

<b>PRIORITY AREA #6</b>	<b>ORGANIZATIONAL REVIEW AND DEPLOYMENT PLANNING</b>							
<b>Strategic Goal</b>	<b>By the end of 2021, the BJMP will have established an approved Table of Organization consisting of organizational structures of all the units of the Jail Bureau and shall be integrated to the BJMP Minimum Deployment Standards.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	Insert all positions/designations of the NHQ, Regional Office, PJAO and NJMPTI to the BJMP Deployment Tool	TWG and Secretariat on the Committee on BJMP Minimum Deployment Standards	Q4					Updated BJMP Deployment Tool
<b>3. Institutionalize the new organizational structure in all BJMP units through a comprehensive implementation plan</b>	Inform and consult the Committee regarding the implementation plan	Committee on the Career Progression and Development Program	Q4					Initial Implementation, Communication and Accountability Plan
	Present the initial draft of the Implementation, Communication and Accountability Plan	Committee on the Career Progression and Development Program	Q4	Q1				Final Implementation, Communication and Accountability Plan

<b>PRIORITY AREA #7</b>	<b>RECRUITMENT, SELECTION AND PLACEMENT</b>							
<b>Strategic Goal</b>	<b>By 2023, the BJMP will have implemented competency-based Recruitment, Selection and Placement processes responsive to the operational needs of the Jail Bureau.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
<b>1. Identify recruitment priorities based on operational needs and Minimum Deployment Standards</b>	Inform the NHRMPSB on the establishment of a competency-based Recruitment, Selection and Placement processes	NHRMPSB/Representative from the Committee on the Creation of the BJMP 5-Year Strategic HR Plan		Q1				Recommendations and additional inputs from the NHRMPSB
	Utilize the BJMP Deployment Tool on the ideal number of personnel vs actual per designation	Representative from the Committee on the Creation of the BJMP Minimum Deployment Standards		Q1				Summary list of personnel needed per designation based on BJMP Deployment Tool
	Report the list of personnel needed per designation based on the BJMP Deployment Tool and identify recruitment priorities per year	NHRMPSB, Representative from the Committee on the Creation of the BJMP Minimum Deployment Standards		Q1-Q2				Recruitment priorities for approval

<b>PRIORITY AREA #7</b>	<b>RECRUITMENT, SELECTION AND PLACEMENT</b>							
<b>Strategic Goal</b>	<b>By 2023, the BJMP will have implemented competency-based Recruitment, Selection and Placement processes responsive to the operational needs of the Jail Bureau.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	Recommend recruitment priorities based on the ideal vs actual BJMP personnel result conducted using the BJMP Deployment Tool and needed competencies thereof.	NHRMPSB		Q2				Final Recruitment priorities
<b>2. Integrate competencies into the Qualification Standards for jail officers for approval of Civil Service Commission</b>	Inform the NHRMPSB regarding the integration of competencies into the QS for jail officers	NHRMPSB		Q2				Recommendation and additional input from the NHRMPSB
	Review and finalize the competencies to be integrated to the Qualification Standards for jail officers	NHRMPSB, DHRD		Q3				Initial communication draft to be transmitted to the Chief, BJMP

<b>PRIORITY AREA #7</b>	<b>RECRUITMENT, SELECTION AND PLACEMENT</b>							
<b>Strategic Goal</b>	<b>By 2023, the BJMP will have implemented competency-based Recruitment, Selection and Placement processes responsive to the operational needs of the Jail Bureau.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	Submit communication attaching the proposed new QS to the CSC			Q3				Approved new QS for jail officers
<b>3. Adopt competency-based recruitment plan and strategies</b>	Inform the Board on the competencies approved by the CSC, review the established recruitment priorities and provide strategies to ensure job interest to applicants.	NHRMPSB, DPRM			Q1			Recommendations and additional inputs from the NHRMPSB
	Present and submit proposed recruitment plan and strategies for the approval of the Chief, BJMP	NHRMPSB, DPRM			Q1-Q2			Approved recruitment plan
	Monitor and advise Regional Offices as to the conduct of recruitment strategies and pooling of applicants in relation to the recruitment priorities	DPRM, PRMD			Q2			Pool of applicants based on the recruitment plan
<b>4. Implement a competency-based</b>	Inform the Committee and the TWG on the creation	Committee on the Career Progression			Q2			Recommendations and additional

<b>PRIORITY AREA #7</b>	<b>RECRUITMENT, SELECTION AND PLACEMENT</b>							
<b>Strategic Goal</b>	<b>By 2023, the BJMP will have implemented competency-based Recruitment, Selection and Placement processes responsive to the operational needs of the Jail Bureau.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
<b>career progression program</b>	and implementation of a competency-based career progression program and review related policies and HR program.	and Development Program						inputs from the Committee
	Review competencies per designations and QS per rank and create a career ladder for each rank, to include provision of guidelines and other details for its implementation.	TWG of the Committee on the Career Progression and Development Program			Q2			Initial draft of the Proposed policy on the BJMP Competency-Based Career Progression Program
	Present final draft of the policy to the Consultative Body	Representatives from the Committee on the Career Progression and Development Program			Q2-Q3			Final copy of the policy to be recommended by the C, BJMP to the SILG for approval.
	Submit final copy of the policy to the Chief, BJMP to be approved by the SILG	Office of the Chief, BJMP/ Secretariat from the Committee on the Career			Q3-Q4			Approved policy in the Competency-Based Career

<b>PRIORITY AREA #7</b>	<b>RECRUITMENT, SELECTION AND PLACEMENT</b>							
<b>Strategic Goal</b>	<b>By 2023, the BJMP will have implemented competency-based Recruitment, Selection and Placement processes responsive to the operational needs of the Jail Bureau.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
		Progression and Development Program						Progression Program

<b>PRIORITY AREA #8</b>	<b>LEARNING AND DEVELOPMENT</b>							
<b>Strategic Goal</b>	<b>By 2025, a fully established BJMP competency-based Learning and Development program at par with international standards that addresses the competency gaps and other developmental needs of BJMP personnel.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
<b>1. Capability building for HRD personnel</b>	Conduct competency assessment to HR personnel	HRD officers		Q1				BJMP HRD professionals
	Program needed interventions	DHRD and HRDD		Q2				
	Conduct capability training for HRD personnel	DHRD and HRDD		Q3				
<b>2. Assess L&amp;D needs in consonance with the competency-based framework and international standards</b>	Review existing curriculum against established competencies and international standards	DHRD in coordination with NJMPTI		Q1				Learning and Development Plan
	Conduct competency assessment to all personnel	HRD officers		Q3-Q4				
	Identify priority trainings and foundational courses for BJMP designations	DHRD; HRDD		Q4				
<b>3. Develop and implement a competency-based L&amp;D program</b>	Design L & D interventions based on identified priority trainings and foundational courses for BJMP designations Identify priority trainings and	HRD officers in coordination with internal SMEHRD			Q1-Q4			BJMP foundational courses

<b>PRIORITY AREA #8</b>	<b>LEARNING AND DEVELOPMENT</b>							
<b>Strategic Goal</b>	<b>By 2025, a fully established BJMP competency-based Learning and Development program at par with international standards that addresses the competency gaps and other developmental needs of BJMP personnel.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	foundational courses for BJMP designations							
	Identify Subject Matter Experts to serve as instructors for BJMP in-house trainings in accordance with the policy on the evaluation and selection of SME and LSP Design L & D interventions based on identified priority trainings and foundational courses for BJMP designations	DHRD and HRDD officers in coordination with internal SME			Q1-Q4	Q1-Q4		
	Implement competency-based L&D program Identify Subject Matter Experts to serve as instructors for BJMP in-house trainings in accordance with the policy on the evaluation and selection of SME and LSP	HRD officers				Q1-Q4		BJMP Pool of Instructors

<b>PRIORITY AREA #8</b>	<b>LEARNING AND DEVELOPMENT</b>							
<b>Strategic Goal</b>	<b>By 2025, a fully established BJMP competency-based Learning and Development program at par with international standards that addresses the competency gaps and other developmental needs of BJMP personnel.</b>							
<b>ACTION PLAN</b>								
<b>KEY INITIATIVE</b>	<b>Action</b>	<b>Responsible Unit</b>	<b>'21</b>	<b>'22</b>	<b>'23</b>	<b>'24</b>	<b>'25</b>	<b>Outcome</b>
	Implement competency-based L&D program	HRD officers					Q1-Q4	Competency-based Learning and Development Program

<b>PRIORITY AREA #9</b>	<b>PERFORMANCE MANAGEMENT SYSTEM</b>						
<b>Strategic Goal</b>	<b>By 2024, the BJMP will have world-class competency-based Performance Management System.</b>						
<b>ACTION PLAN</b>							
<b>Update Existing SPMS; automate performance management tools</b>	Review and update existing SPMS Policy in consonance with the approved Competency-Based HRM System (CBHRMS) Framework and other relevant CSC, BJMP and other HR Policies	NPMT, DPRM, DHRD			Q1		Enhanced BJMP-SPMS policy (draft, for pilot testing)
	Develop performance measures and indicators in consonance with the CBHRMS Framework				Q1		Competency-based performance measures and indicators
	Migration of existing SPMS forms, journals, and other performance management documents onto an online database/platform	DICTM, DPRM, DHRD			Q1		Automated SPMS cycle (for pilot testing)
	Link migrated SPMS forms and other PMS documents to HRMIS				Q2		Accessible SPMS forms, journals, and other performance management
	Link SPMS Module to other HR modules already integrated with HRMIS				Q2		

<b>PRIORITY AREA #9</b>	<b>PERFORMANCE MANAGEMENT SYSTEM</b>						
<b>Strategic Goal</b>	<b>By 2024, the BJMP will have world-class competency-based Performance Management System.</b>						
<b>ACTION PLAN</b>							
							tools (for pilot testing)
<b>Pilot testing and approval by CSC of the BJMP SPMS</b>	Develop Communication Plan	DPRM, DHRD, DICTM			Q2		Communication Plan
	Disseminate communication plan via (1) e-mail, (2) social media, and (3) thru seminars/webinars				Q2		
	Conduct Pilot Testing during one (1) rating period				Q3 - Q4		Pilot testing results and feedback
	Hold quarterly webinars to clarify issues and concerns; conduct feedbacking				Q3 - Q4		
	Conduct policy evaluation based on pilot testing results/findings/feedback	NPMT, DPRM, DHRD				Q1	Enhanced draft of the SPMS Policy
	Submit draft SPMS policy draft to Consultative Committee deliberation; approval by Chief, BJMP	Consultative Committee, DPRM, DHRD				Q1	

<b>PRIORITY AREA #9</b>	<b>PERFORMANCE MANAGEMENT SYSTEM</b>						
<b>Strategic Goal</b>	<b>By 2024, the BJMP will have world-class competency-based Performance Management System.</b>						
<b>ACTION PLAN</b>							
	Submit approved policy to CSC; Approval of BJMP-SPMS by CSC	Chief, BJMP, DPRM, DHRD				Q1 - Q2	CSC-approved BJMP-SPMS that is Automated, Credible and Competency-based
<b>Implement CSC-approved SPMS</b>	Revise Communication Plan in accordance with the CSC-approved BJMP-SPMS	DICTM, DPRM, DHRD				Q2	Communication Plan (revised)
	Disseminate and implement BJMP-SPMS	NPMT, DPRM, DHRD,				Q2	Automated SPMS cycle; SPMS forms, journals, and other performance management tools accessible to the rate, rater, HR officers and BJMP Management

<b>PRIORITY AREA #9</b>	<b>PERFORMANCE MANAGEMENT SYSTEM</b>						
<b>Strategic Goal</b>	<b>By 2024, the BJMP will have world-class competency-based Performance Management System.</b>						
<b>ACTION PLAN</b>							
	Hold quarterly webinars to solicit feedback					Q3 - Q4	Feedback
	Policy review/evaluation (if necessary)					Q1	